



INTEGRATED DEVELOPMENT PLAN: 2014/15

SECOND REVIEW

JUNE 2014

TABLE OF CONTENTS

LIST OF TABLES AND FIGURES.....	6
List of Tables.....	6
List of Figures	7
ABBREVIATIONS	8
FOREWORD.....	10
EXECUTIVE SUMMARY	11
CHAPTER I: INTRODUCTION AND BACKGROUND.....	13
I.1 Spatial Development Rationale.....	13
Introduction.....	13
Historic Urban and Rural Planning.....	15
Urban Development: Hierarchy of Towns.....	16
Urbanisation.....	17
Growth Points.....	17
Employment Opportunities.....	17
Influencing Factors.....	18
I.2 Demographic and Socio-Economic Profile.....	18
Key Statistics	19
Ward Profiles.....	24
I.3 Legislative Context for Integrated Planning	30
I.4 Inter-Governmental Planning.....	33
I.5 Overview of the IDP process	35
Process Plan Committee.....	35
Roles and Responsibilities.....	36
I.6 Public Participation.....	43

Principles of Public Participation	43
Conditions for Public Participation	44
Framework and Structures for Public Participation.....	44
Public Participation Plan and IDP Process Methodology	45
Community Meetings Held.....	45
Summary of Community Needs Registered during Public Participation	46
CHAPTER 2: STATUS QUO ASSESSMENT	48
INFORMATION FROM CENSUS 2011	48
KPA 1: Service Delivery and Infrastructure Development.....	52
IDP Priority: Water	52
IDP Priority: Sanitation.....	53
ID PRIORITY: ELECTRICITY/ENERGY.....	54
IDP Priority: Roads and Storm water.....	55
IDP Priority: Waste Management.....	56
IDP Priority: Housing.....	57
KPA 2: Local Economic Development.....	58
IDP Priority: Local Economic Development.....	58
KPA 3: Community Development and Social Cohesion.....	59
IDP Priority: Cemeteries	59
IDP Priority: Sport and Recreation	61
IDP Priority: Safety and Security.....	64
IDP Priority: Health Services	65
IDP Priority: Education.....	65
KPA 4: Public Participation and Good Governance	66
Governance Structures	66
Management and operational systems.....	66
KPA 5: Institutional Development and Transformation.....	67
KPA 6: Financial Viability and Management.....	68

CHAPTER 3: DEVELOPMENT OBJECTIVES AND STRATEGIES.....	69
Introduction.....	69
Policy and Legislative Context.....	70
National Development Plan (Vision for 2030).....	70
The New Growth Path.....	76
Medium Term Strategic Framework (MTSF).....	78
Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government	79
National Spatial Development Perspective (NSDP)	82
Free State Vision 2030	83
Local Government Turnaround Strategy (LGTAS).....	85
Municipal TurnAround Strategy (MTAS)	87
MLM Development Objectives and Strategies.....	88
CHAPTER 4: SECTOR PLANS	108
Hierarchy of Sector Plans.....	108
Status Quo of MLM Sector Plans.....	109
High Level Overview of MLM Sector Plans	110
Spatial Development Framework (SDF)	110
Local Economic Development Strategy	116
Water Services Development Plan (WSDP)	123
CHAPTER 5: FINANCIAL STRATEGY AND PLAN.....	125
Introduction.....	125
Financial Strategy	125
Revenue and Expenditure Framework.....	126
Financial Plan.....	127
Operating Revenue Framework.....	127
Operating Expenditure Framework.....	130

Capital Expenditure Framework	134
List of Projects from Sector Departments.....	137
CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM.....	141
IDP and PMS.....	141
Overview of Performance Management in the Municipality.....	142
Policy Framework.....	142
The Municipal Scorecard	143
Planning, Monitoring, Reporting and Review of Performance.....	145
Performance Planning	145
Performance monitoring	146
Performance Measurement.....	146
Performance Analysis.....	146
Performance Reporting and Review	147
Conclusion.....	148
CHAPTER 7: ANNUAL OPERATIONAL PLAN (SDBIP)	150
Definition: Service Delivery and Budget Implementation.....	150
The SDBIP Concept	151
SDBIP Monitoring, Reporting and Revision.....	152
Monthly Revenue Projections	153
Quarterly Service Delivery targets	154
ANNEXURES	172
ANNEXURE A: LGTAS MUNICIPAL PROFILING	173
ANNEXURE B: EVALUATION FRAMEWORK FOR REVISED IDP.....	221

LIST OF TABLES AND FIGURES

LIST OF TABLES

Table 1: Census Key Statistics	19
Table 2: Distribution of population by population group	22
Table 3: Distribution of population aged 20 years and older by level of education attained	23
Table 4: Distribution of population aged 5-24 years by school attendance.....	23
Table 5: Distribution of population and population group by ward	24
Table 6: Educational level per ward	25
Table 7: Energy for cooking per ward.....	26
Table 8: Toilet facilities per ward	27
Table 9: Source of water per ward	28
Table 10: IDP Detailed Roles and Responsibilities	37
Table 11: IDP Time Frames.....	41
Table 12: Population and household statistics.....	48
Table 13: NDP – Key Priority Areas and proposals	72
Table 14: Linking outputs to Outcome 9.....	80
Table 15: Free State 2030 targets.....	84
Table 16: KPA 1 – Service Delivery and Infrastructure Development	89
Table 17: KPA 2 – Local Economic Development	93
Table 18: KPA 3 – Community Development and social cohesion	94
Table 19: KPA 4 – Public Participation and good governance	97
Table 20: KPA 5 – Institutional development and transformation.....	100
Table 21: KPA 6 – Financial Viability and Management.....	104
Table 22: Hierarchy of sector plans	108
Table 23: Status of Sector Plans	109
Table 24: Corporate Governance Structures.....	119
Table 25: LED projects	120
Table 26: Entrepreneurship and SMME support programmes	121
Table 27: 2014/15 MTREF - Consolidated Overview.....	126
Table 28: Summary and percentage growth of revenue	128
Table 29: Operating transfers and grant receipts.....	129
Table 30: Summary of operating expenditure (municipal votes)	130
Table 31: Summary of operating expenditure (standard classification)	131
Table 32: 2014/15 Medium-term capital budget per vote.....	134
Table 33: Capital grants and transfers.....	136
Table 34: PMS - Performance reporting requirements.....	147
Table 35: Monthly Revenue Projections	153

LIST OF FIGURES

Figure 1: Map of Moqhaka Local Municipality	13
Figure 2: Population and Households	20
Figure 3: Population by age and gender	21
Figure 4: Distribution of population by population group.....	22
Figure 5: Fezile Dabi District at a glance.....	29
Figure 6: Benefits of IDP.....	31
Figure 7: Intergovernmental planning principles.....	34
Figure 8: Process Plan Committee.....	35
Figure 9: IDP Roles and Responsibilities	36
Figure 10: Population and Households	48
Figure 11: Access to Water	49
Figure 12: Access to Sanitation.....	49
Figure 13: Access to Electricity	50
Figure 14: Access to Refuse Removal.....	50
Figure 15: Households by type of main dwelling.....	51
Figure 16: Tenure Status	51
Figure 17: Medium Term Strategic Framework.....	78
Figure 18: Government policy priorities and outcomes	79
Figure 19: Free State Vision 2030 and Pillars.....	83
Figure 20: Sector Integration Process.....	109
Figure 21: Functions of a Performance Management System	143
Figure 22: Municipal Scorecard.....	144
Figure 23: Performance Management cycle.....	145
Figure 24: SDBIP Concept.....	151
Figure 25: SDBIP Monitoring Reporting and Revision.....	152

ABBREVIATIONS

BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
CDW	Community Development Workers
CFO	Chief Financial Officer
CIDB	Construction Industry Development Board
CoGTA	Department of Cooperative Governance and Traditional Affairs
CPF	Community Policing Forums
CWP	Community Works Programme
DEDP	Director: Economic Development and Planning
DPLG	Department of Provincial and Local Government
DoE	Department of Energy
DoRA	Division of Revenue Act
DRM	Disaster Risk Management
DCS	Director: Corporate Services
DCES	Director: Community and Emergency Services
DTS	Director: Technical Services
DWA	Department of Water Affairs
EAP	Economically Active Population
EIA	Environmental Impact Assessment
EM	Executive Mayor
EPWP	Expanded Public Works Programme
ESKOM	Electricity Supply Commission
FMG	Financial Management Grant
GIS	Geographical Information Systems
GRAP	Generally Recognised Accounting Practices
HRD	Human Resources Development
HRDS	Human Resources Development Strategy
ICT	Information Communication and Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
KPA	Key Performance Areas
KPI	Key Performance Indicators
LED	Local Economic Development
LGSETA	Local Government Sector Education and Training Authority
LGTAS	Local Government Turnaround Strategy
MAYCO	Mayoral Committee
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MLM	Moqhaka Local Municipality
MMC	Member of the Mayoral Committee
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MTAS	Municipal Turnaround Strategy
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
NERSA	National Electricity Regulator of South Africa

NKPI	National Key Performance Indicators
NSDP	National Spatial Development Perspective
NT	National Treasury
OHSA	Occupational Health and Safety Act
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PI F	Premier's Inter-governmental Forum
PM	Performance Management
PMS	Performance Management System
PPP	Public Private Partnership
PT	Public Transport
RDP	Reconstruction and Development Programme
RED	Regional Electricity Distributor
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAPS	South African Police Service
SARS	South African Revenue Service
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SETA	Sector Education and Training Authority
SGB	School Governing Body
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
UIF	Unemployment Insurance Fund
WWTW	Waste Water Treatment Works
WTW	Water Treatment Works

FOREWORD

I really feel honoured to be given this opportunity to present the 2014/15 Reviewed IDP of Moqhaka Local Municipality in line with Section 34 of (a)(i)(ii) and (b) of the Municipal Systems Act (2000). This reviewed IDP seeks to ensure that the limited resources available at the municipality are effectively and efficiently used to address issues of service delivery to better the lives of the people of Moqhaka consistent with the approved five-year master plan (2012 -2017 IDP). It also seeks to give account of achievements made by the municipality since the last review.

The 2012–2017 and 2013/14 assessment reports from CoGTA provided an appropriate basis for the current year's review of the IDP. The absence of sector plans, updating of the Spatial Development Framework (SDF), review of the LED Strategy are some of the challenges arising from this assessment report. Further, the prioritisation of capital projects, revenue collection and enhancement to fund capital projects and maintenance of existing infrastructure all of which have been developed through external funding were also raised.

It should therefore be acknowledged that in this review the Mayoral Committee has been assigned to deal with the prioritisation of capital projects to make meaningful impact to changing the lives of our people.

The Department of Police, Roads and Transport will be assisting us with the compilation of the Integrated Transport Management Plan, while Rural and Land Reform Development will assist with the review and updating of the Spatial Development Framework in line with new legislation and regulations. This we hope will speed up the process of establishing an additional directorate of LED and Planning, which has already been approved by Council.

The need to review our LED Strategy and Plan and pay appropriate attention to Rural Development and Land Reform need not be emphasised as a priority.

Moving forward we envision a more concerted collective approach to ensuring that our IDP is aligned to the National Development Plan and the Free State Growth and Development Strategy. We need to develop strategies that are realistic with our challenges and are implementable, such that we could be able to assess our performance from time to time.

We wish to thank all the people of our Municipality for their meaningful contributions during our public participation process, “we are indeed proud of you”. The Member of the Mayoral Committee responsible for Planning and IDP and your team, we thank you.

As the Moqhaka Local Municipality we remain firmly committed to our vision of creating an enabling environment for socio-economic growth and sustainable development.

I thank you.

Councillor JUSTICE MAREKA

EXECUTIVE MAYOR

EXECUTIVE SUMMARY

The Municipal Systems Act No.32 of 2000 provides the legislative framework within which the preparation of Integrated Development Plan (IDP) is regulated. The provisions of the MSA require municipal councils with certain legislative requirements when preparing the IDP to ensure meaningful community participation and alignment and coordination of the IDP processes. Section 26 of the MSA stipulates that the core components of the IDP must reflect –

- (a) The municipal council's vision of the long term development of the municipality with special emphasis on the municipality' most critical development and internal transformation needs; and
- (b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipalities.

The Council of the Moqhaka Local Municipality (MLM) adopted a five-year Integrated Development Plan (IDP) covering the period 2012/13 to 2016/17 in June 2012. The 2014/15 IDP therefore represents the second annual review of the adopted five-year IDP.

Integrated development planning and the product of this process, the IDP is a constitutional and legal process required of municipalities. Planning in general and the IDP in particular, is a critically important management tool to help transformation, growth and development at local government level. It is an approach to planning that involves the entire municipality and its residents in finding the best solutions to achieve sustainable long-term development,

The contents of the second review have been aligned to the Revised IDP Framework for Municipalities outside Metros and Secondary Cities, issued by the Department of Cooperative Governance and Traditional Affairs (CoGTA) in June 2012.

The following is a summary of the contents of the 2014/15 IDP consisting of seven chapters.

Chapter 1 (*Introduction and Background*) includes the spatial development rationale, demographic profile, a national context to the IDP process, outlines the key pieces of legislation impacting on municipal integrated development planning, reflects on the important elements of inter-governmental planning, highlights the MLM powers and functions, and provides a brief overview of the process that was followed in developing the revised IDP including the community participation component.

Chapter 2 (*Status Quo Assessment*) deals with the service delivery results of the 2011 Census and includes a detailed assessment of the critical service identified for the municipality according to the Local Government Key Performance Areas (KPA's).

Chapter 3 (*Development Objectives and Strategies*) reflects on the national and provincial policy priorities such as the National Development Plan (Vision 2030), the New Growth Path and the Free State PGDS. It includes the Vision, Mission and Value statements of the municipality, municipal development strategies and the detailed Five-Year strategic plans which were aligned to the national and provincial strategic priorities and outcomes.

Chapter 4 (*Sector Plans*) provides a status report and high-level overview of the available sector plans of the municipality as outlined in the Revised CoGTA Framework.

Chapter 5 (*Financial Strategy and Plan*) is mainly based on the 2014/15 Medium Term Revenue and Expenditure Framework (MTREF) of the municipality and outlines the municipality's financial strategy, revenue and expenditure framework for the next three years, proposed tariff increases, capital funding requirements and allocations. This chapter therefore includes a detailed breakdown of the capital projects planned by the

municipality for the next three financial years to address outstanding community needs and service delivery targets.

Chapter 6 (*Performance Management System*) outlines the salient features of the Revised Institutional Performance Management Framework as adopted by Council. The chapter reflects on the legislative framework for local government performance management, the municipal scorecard approach to performance management, the elements of a performance management cycle and performance reporting and review requirements.

Chapter 7 (*2014/15 Annual Performance Plan-SDBIP*) details the components of the SDBIP as required by the MFMA and National Treasury Circulars. It outlines the monthly revenue and expenditure projections, quarterly service delivery targets and capital works plan for the 2014/15 financial year.

The IDP is the master plan for the municipality which provides a coherent, integrated and sound framework for the development of the municipal area. It is envisaged that the 2014/15 IDP will continue to ensure improved coordination of the development programmes of the municipality and other spheres of government to ensure a better quality of life for all the people living in this area and provide a sound basis for building better communities.

CHAPTER I: INTRODUCTION AND BACKGROUND

This chapter will provide an introduction to the municipality and integrated development planning and will cover the spatial development rationale as reflected in the Spatial Development Framework (SDF), the demographic profile according to the results of the recent population Census 2011, the legislative requirements informing the development of the Integrated Development Plan (IDP) and the powers and functions of the municipality as per the RSA Constitution. It will further provide an overview of the process followed by the municipality to develop the IDP and discuss public participation as an integral part of the IDP development and implementation process.

I.1 SPATIAL DEVELOPMENT RATIONALE

INTRODUCTION

The area of jurisdiction of the Moqhaka Local Municipality is situated in the southern part of the Fezile Dabi District Municipality. The former Kroonstad, Steynsrus and Viljoenskroon Transitional Local Councils and sections of the Riemland, Kroonkop and Koepel Transitional Rural Councils are included in the Moqhaka Local Municipality.

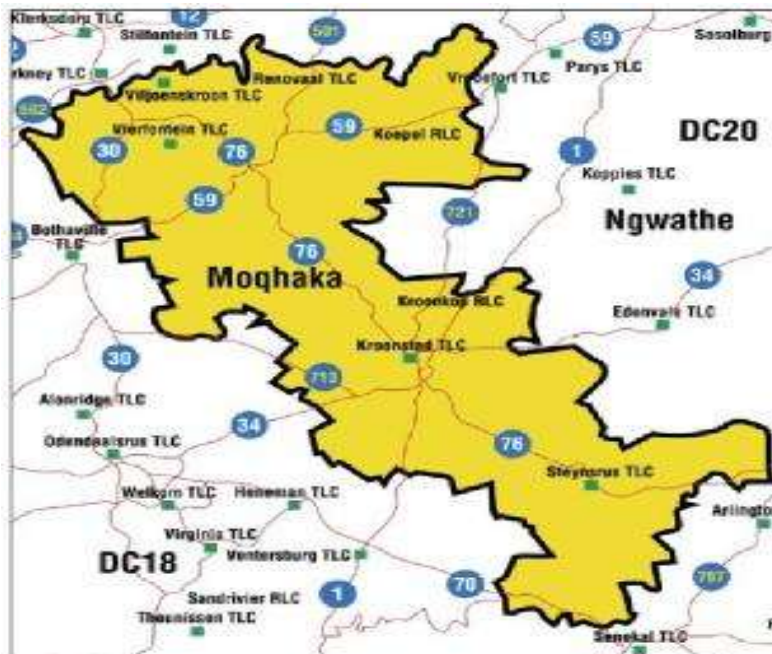


Figure I: Map of Moqhaka Local Municipality

The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution (see Table 1), the area is largely urbanized (78% urban and 22% rural). In comparison to the other municipalities within the Fezile Dabi District, it appears as if Moqhaka is significantly less urbanised. However, the large rural population of the concerned region is attributed to the fact that the population of the Vierfontein and Renovaal villages as well as the Vaal Reefs hostel complex and informal settlement (see Table 6) is included in the rural population of Moqhaka.

The Greater Kroonstad is the centre of a large agriculture community that plays an important role in the economy of the district. Industrial activities subsequently contribute significantly to the district's economy. The Department of Correctional Services and the School of Engineer's Military bases are situated in the town. Kroonstad has of late become a distinguished holiday destination due to the ultra modern and popular holiday resort of Kroonpark, adjacent to the Vals River. The urban area is situated adjacent the NI National Road and located adjacent one of the largest and most important four-way railway junctions in South Africa.

The Viljoenskroon/Rammulotsi urban area is located within an area of extreme agricultural significance. The urban area plays a significant role in providing residential opportunities to the adjacent Goldfields and mining activities in the North West Province. The provincial roads P15/1 and P15/2 from Kroonstad to Klerksdorp in the North West Province extend through the area from north to south.

The Steynsrus/Matlwangtlwang urban area is situated approximately 45km east of Kroonstad, 92km west of Bethlehem. The major link road between Bethlehem and Kroonstad stretches adjacent to the urban area. The area is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. More specialised services are rendered by Kroonstad as a large service centre in close proximity. The accessibility of the town, due to the main road and railway line, further influences growth in the area.

In addition to the existing formal urban areas, several residential areas and proclaimed town areas are situated in Moqhaka with reference to Renovaal, Vierfontein and the Vaal Reefs hostel complex and settlement. Renovaal was established during 1974 adjacent the Vaal River with the intention to provide residence in the proximity of the gold mining activities in the North West Province. The town was also later marketed as a leisure residential area with recreation potential adjacent the Renoster and Vaal Rivers. Development of the town is, however, extremely latent and only the proposed first phase of the town was established. According to Proclamation No. 167 of 1975, the concerned area represented by General Plan SG No. 459/1974, was proclaimed a township under the name Renovaal.

Vierfontein (referred to as "Vierfontein South") is also a proclaimed town. The area was initially developed to provide residence for workers at the adjacent mine and electricity power station and was owned by Eskom. After mining activities ceased and the power station discontinued, a township establishment was done to formalize the existing town area during 1993. According to Proclamation No. 35 of 1995 (Provincial Gazette of 24 February 1995), the concerned area represented by General Plan SG No. 786/1993, was proclaimed a township under the name Vierfontein. The individual properties were sold and the majority of the inhabitants of Vierfontein are retired residents with a limited number of inhabitants that are employed in Viljoenskroon.

To the north of the town Vierfontein, a sectional title scheme was established that is referred to as "Vierfontein North". As in the case of Vierfontein, this sectional title scheme also developed to provide residence for workers at the Vierfontein mine and power station, but most of the current inhabitants are also retired. The area was developed by the Dutch Reformed Church who was the initial property owner of the concerned farms. The concerned farms are currently the property of Vierfontein Developers Group Scheme who is also the current home owners association.

The Vaal Reefs hostel complex subsequently exists adjacent the Vaal River and in close proximity of Viljoenskroon. The hostels were developed by AngloGold who is the property owner of the concerned farms and provide residence to mine workers of the company. Although mining activities ceased on the Free State side of the Vaal River, the complex still exists and provides housing to approximately 9 000 residents. An informal settlement subsequently developed adjacent the Vaal Reefs hostels, consisting of approximately 720 residents.

Apart from the dominant role agriculture plays in the region, no other significant economic activity exists. The Moghaka area, like the rest of the Fezile Dabi District, is not considered as a primary tourist destination, although the area is increasingly becoming a favourite weekend destination. The hunting and guesthouse industries displayed an exceedingly rapid growth the past few years. Recreation areas and facilities are predominantly confined to the urban areas. The Kroonpark recreation and holiday resort in Kroonstad attracts interest throughout the region.

The Vaal River borders Moghaka to the west. The Vals and Renoster Rivers drain through the area towards the Vaal River. These rivers play a significant role in providing the raw water supply to Kroonstad, Steynsrus and Viljoenskroon respectively. The topography of the area is particularly homogeneous with no prominent features and the area is characterised by extremely moderate slopes. The western areas, in the vicinity of Viljoenskroon, are known for various shallow and non-perennial pans.

HISTORIC URBAN AND RURAL PLANNING

Since its establishment during 1855, Kroonstad developed in a typical central town, adequately serving the numerous surrounding smaller communities. Although services are predominantly related to the agriculture sector, a variety of services are rendered to several other sectors. Development of the town since occurred according to a series of strategic development plans. The first document, called the Kroonstad Master Plan, was compiled during 1978 and mainly focussed on the future extension of Maokeng and the provision of a Teachers Training College. Rapid developments, especially in the residential extensions of Maokeng, resulted in the revision of the Master Plan during 1980. The interim period saw extensive development occurring in the larger community. A comprehensive road bypass system was developed and additional land for extension of Maokeng was purchased.

Although the development of both Kroonstad and Maokeng excelled the past few years, the lack of a proper strategic planning document seemed to be a pressing problem. The urgency of proper strategic guidelines became apparent, assessing the rapid growth of Maokeng. The latter resulted in preparation of an internal Framework Plan for the development of Maokeng. Residential extensions, and the purchasing of land for future development, specifically followed the broad principles of the Framework Plan. In this regard, it is to be remembered that the two existing communities were seen as autonomous and separate local governments due to the prevailing government policy at that time. A clear structure and framework for development were thus set for Maokeng. It resulted in Maokeng being a modern town with a proper road network and the ample provision of facilities according to modern town planning principles. All the phases of residential extension that followed were done within the framework. Currently, both communities are relatively well developed regarding different land uses. Land uses, where not developed, are however purposefully provided regarding modern urban planning principles. The latter is especially relevant in the case of the Maokeng community.

Brentpark is, at present, a fairly well developed town comprising of proper infrastructure services. Since the town experienced moderate growth during the late eighties, it was decided to compile a Framework Plan for future development. The plan was prepared and approved during 1991. Developments that followed adhered

to the broad guidelines of the plan. The Greater Kroonstad recently embarked on the process of compiling a proper Framework Plan to address the future and integrated development of the three involved communities. Commission was given to consultants during 1997 to commence with the plan. It was decided by the Council to continue with the process within the IDP process and complete the document to serve as guideline for all development issues. Although the different development documents served as frameworks for development, a formal and statutory strategic guideline document was never compiled. The latter can be contributed to the fact that the Integrated Development Planning Process (IDP process) was meanwhile developed.

Viljoenskroon typically developed as a small town since its establishment during 1921, serving the predominant surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents existed. During 1991, an Urban Structure Plan was compiled for the area. The document provided a framework for development and specifically addressed the development of Rammulotsi, the extension of the industrial area and the identification of a suitable refuse dumping site. All the phases of residential extension that followed were done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities. Although rapid political changes occurred since 1994, a new development plan for the greater community was not compiled. The Integrated Development Planning Process (IDP Process) was meanwhile developed.

Since its establishment, Steynsrus also typically developed as a small town serving the predominant surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents existed. During 1982, a non-statutory Structure Plan was compiled for the area. The document provided a framework for development and specifically addressed the future extensions of the respective residential areas and the possible development of a light industrial area. Development that followed was to a great extent in accordance to the Structure Plan. Matlwangtlwang experienced moderate growth since 1990. All the phases of residential extension in Matlwangtlwang that followed were done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities. As adequate provision was made for several facilities, the gradual development thereof should now commence. Although rapid political changes occurred since 1994, a new development plan for the greater community was not compiled.

Regional development within the study area is confined to mainly the construction of provincial roads and social services regarding education, safety & security and health. The previous IDP process, relating to the former Transitional Rural Councils, was the first attempt to establish some form of regional planning. The current process should thus be seen as the first real incentive to promote regional planning in the post demarcated Local Municipality. Although the National Regional Development Programme was launched during 1991, it specifically elucidated that it is an information document and neither an economic strategy nor development plan. The IDP process was developed according to legislation relating to the Development Facilitation Act (Act 67 of 1995) and the Municipal Systems Act (Act 32 of 2000) and aims to address future urban and regional planning and development.

URBAN DEVELOPMENT: HIERARCHY OF TOWNS

- Kroonstad with its strong service character and prominent commercial and industrial components, will remain the main town and growth point of the region and will continue to render various services to the surrounding smaller towns and rural areas.
- Viljoenskroon is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Viljoenskroon functions as a satellite town for residential purposes due to its

strategic location in the proximity of the Vaal Reefs mines as well as the Orkney/Stilfontein mining areas in the North West Province. These towns have the opportunity for future growth based on industrial development, mining and tourism.

- Steynsrus is located in an area of agricultural significance and mainly provides restricted services in this regard to the surrounding rural communities. Substantial future growth of this town is not foreseen.

URBANISATION

Future growth is attributed to the strong commercial and industrial component of the region. Growth is envisaged due to the weekend related tourism potential of the area. Future urbanisation will principally be attributed to farm workers that settle in the urban areas.

Due to the dominant regional role, Kroonstad plays as a regional service provider and industrial and commercial development, the focus of urbanisation will probably be in this area.

Smaller towns such as Viljoenskroon and Steynsrus primarily accommodate farm workers migrating to these towns.

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

GROWTH POINTS

Kroonstad will remain a growth point in the region as indicated above.

Viljoenskroon and Steynsrus will continue to serve as small towns with limited economic growth potential focussing on tourism and providing a service to the agricultural community.

EMPLOYMENT OPPORTUNITIES

Employment opportunities will mainly be created in Kroonstad as a continuous growth point, whilst opportunities in the other smaller towns, will remain limited and agricultural orientated.

INFLUENCING FACTORS

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

- *Road Infrastructure:* An effective primary road network exists in the study area. The secondary road network provides effective access to the above primary road network.
- *Strategic Location:* The study area is situated strategically in close proximity to the Gauteng and North West Provinces.
- *Tourism Potential:* The study area has a significant weekend related tourism potential that could, in future, contribute to the GGP of the district and should be further exploited.
- *Agricultural Sector:* The agricultural sector of certain areas in the district is extremely prominent and contributes largely to the GGP of the Fezile Dabi District, which emphasise the agricultural significance of this district. The latter results to industrial development that is agricultural orientated.
- *AIDS:* The impact of AIDS on economic growth patterns is still largely an unknown entity. An increase in mortality will, however, place a large burden on health services and the cost thereof that will influence future economic growth.
- *Competition:* The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to a possible loss in employment.

1.2 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

The official statistics according to *Statistics South Africa's Census 2001, Community Survey 2007 and Census 2011* were used to provide an overview of the municipality's demographic and socio-economic profile.

Quick Fact

5,4% of those 20+ have no schooling.



KEY STATISTICS

According to Census 2011, Moqhaka Local Municipality has a total population of 160 532 people, of which 87,2% are black African, 9,3% are white people and with the other population groups making up the remaining 3,5%. Of those aged 20 years and older, 5,5% have completed primary school, 36% have some secondary education, 27,8% have completed matric and 8,6% have some form of higher education. 5,4% of those aged 20 years and older have no form of schooling

Moqhaka Local Municipality: Census Key Statistics

	2011	2001
People		
Total population	160,532	167,892
Young (0-14)	27%	28,1%
Working Age (15-64)	66,4%	66,4%
Elderly (65+)	6,5%	5,7%
Dependency ratio	50,5%	51%
Sex ratio	98,1	99,2
Growth rate	-0,45%	-0,18%
	(2001-2011)	(2001-2011)
Population density	20 persons/km ²	n/a
No schooling aged 20+	5,4%	10,9%
Higher education aged 20+	8,6%	6,5%
Matric aged 20+	27,8%	20%
Number of households	45,661	41,514
Average household size	3,2	3,7
Female headed households	40,9%	36,5%
Economy		
Unemployment rate	35,2%	39,9%
Youth unemployment rate	47,2%	54,6%
Living conditions		
Formal dwellings	88,7%	82,5%
Housing owned/paying off	56,1%	61,4%
Flush toilet connected to sewerage	85,6%	65,6%
Weekly refuse removal	84,9%	67,4%
Piped water inside dwelling	57,7%	28,4%
Electricity for lighting	93,3%	83,8%

Table I: Census Key Statistics

Quick Fact

93,3% Use electricity for lighting.



There are 45 661 households in the municipality, with an average household size of 3,2 persons per household. 57,7% of households have access to piped water either in their dwelling or in the yard. Only 1% of households do not have access to piped water.

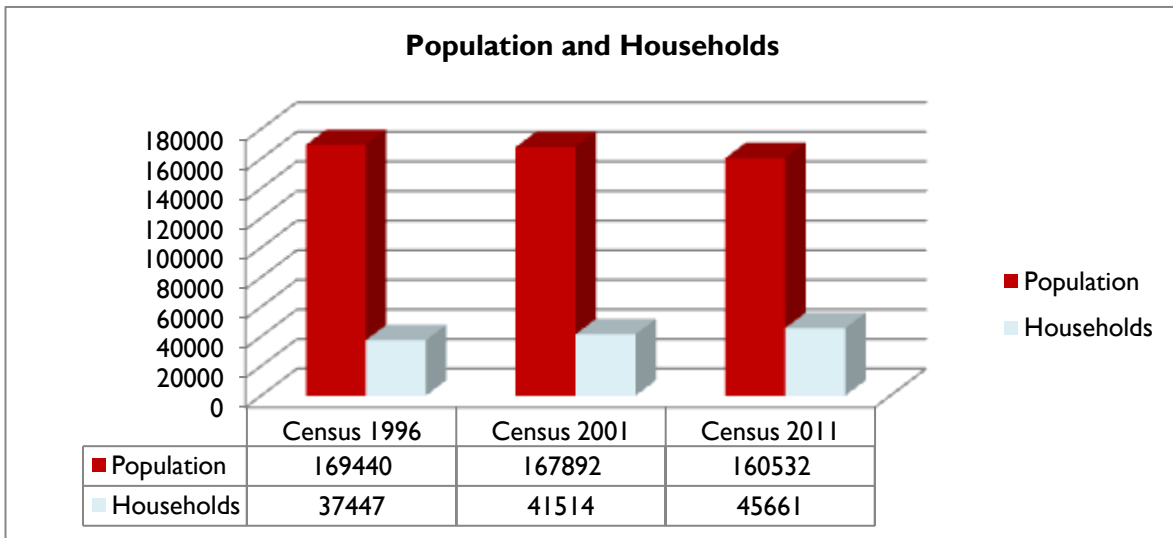


Figure 2: Population and Households

Quick Fact

47,2% Youth unemployment rate.

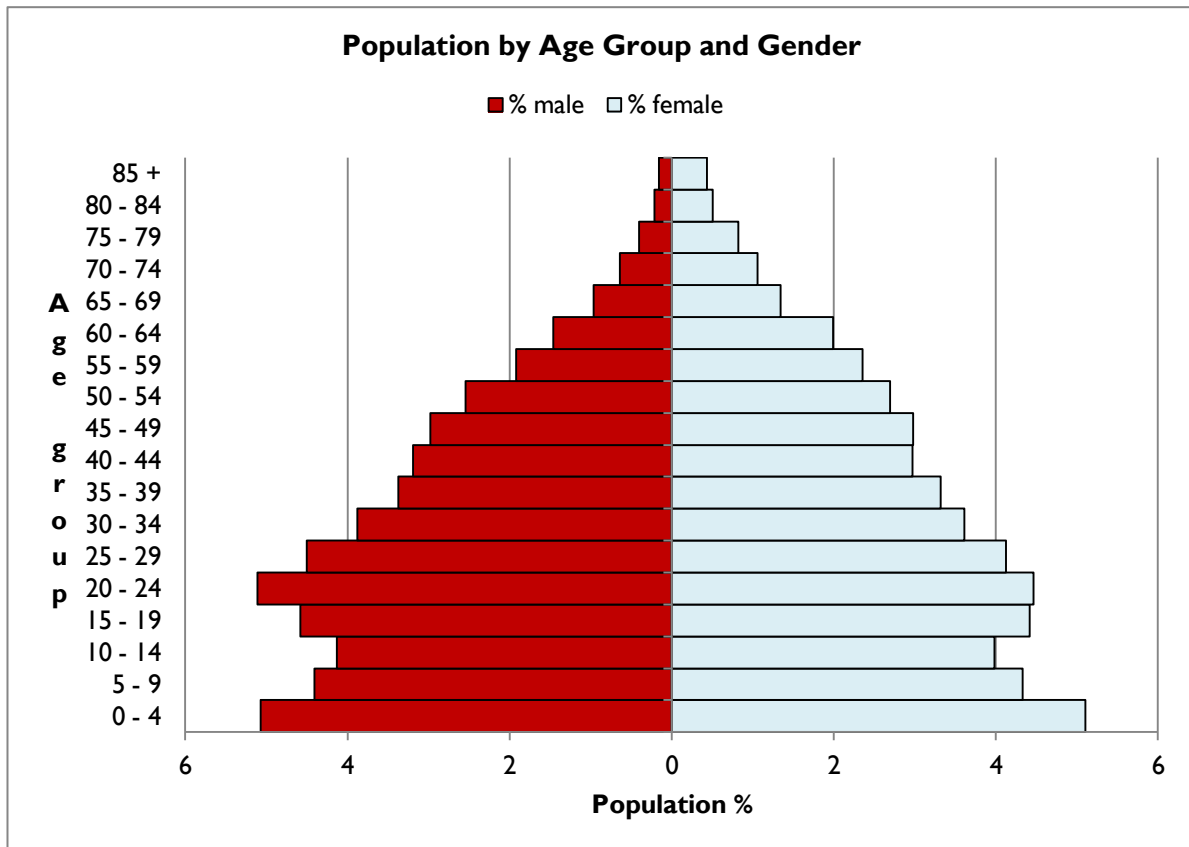


Figure 3: Population by age and gender

Table 2: Distribution of population by population group

	Census 1996	Census 2001	Census 2011
Black African	142 711	144 793	139 970
White	21 010	18 198	14 968
Coloured	4 989	4 693	4 593
Indian or Asian	107	207	533

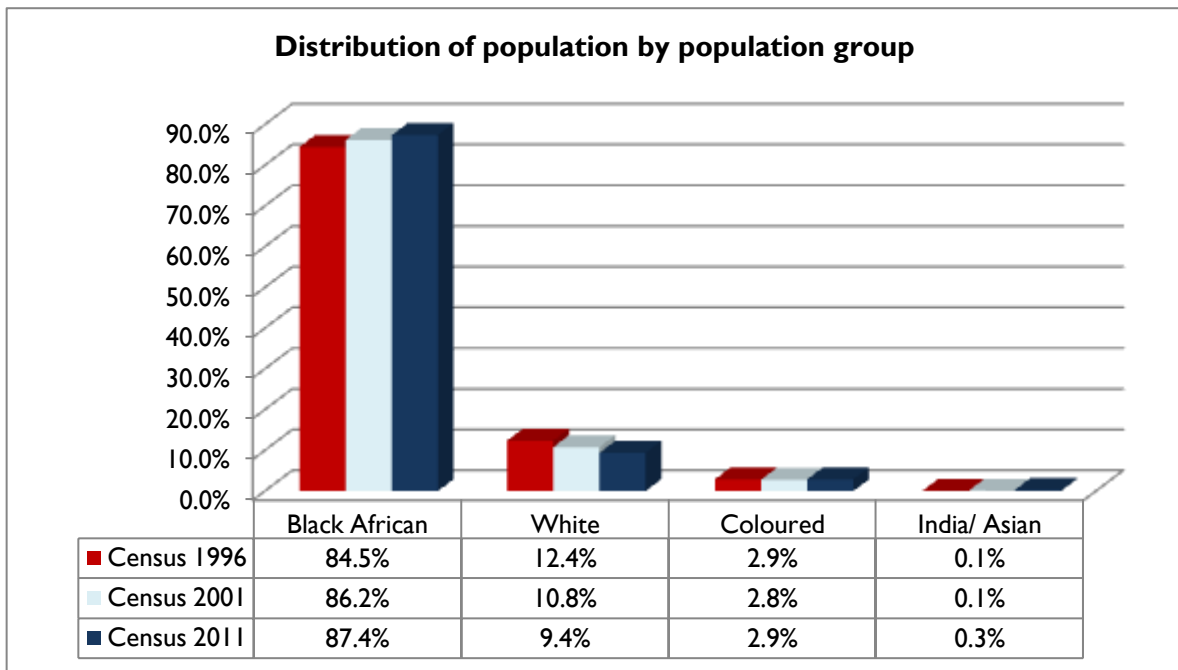


Figure 4: Distribution of population by population group

Table 3: Distribution of population aged 20 years and older by level of education attained

	Census 1996	Census 2001	Census 2011
No schooling	14 017	10 512	5 025
Some primary	24 443	24 498	15 522
Completed primary	9 664	9 016	5 096
Some secondary	33 830	33 397	33 450
Grade 12/Std 10	12 023	19 325	25 883
Higher	6 207	6 242	8 022
Total	100 183	102 991	92 997

Table 4: Distribution of population aged 5-24 years by school attendance

	Census 1996	Census 2001	Census 2011
Attending	48 765	46 648	37 396
Not attending	16 654	18 690	15 182
Total	64 419	65 338	52 579

WARD PROFILES

The ward information shown in the tables below was received from Statistics South Africa and provides a breakdown of some of the 2011 Census data according to the 25 wards in Moqhaka.

Table 5: Distribution of population and population group by ward

FS201: Moqhaka	Black African		Coloured		Indian or Asian		White		Other		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Total	69356	70613	2257	2336	353	180	7181	7787	330	138	160532
Ward 1	3499	4260	6	10	1	1	4	8	5	-	7794
Ward 2	3446	2961	81	89	31	24	746	786	10	5	8179
Ward 3	3321	1733	213	177	14	12	1376	1529	8	4	8387
Ward 4	3006	3456	64	47	-	1	13	10	2	-	6599
Ward 5	3290	3716	9	9	6	-	1	1	12	7	7050
Ward 6	1358	1488	27	29	4	2	20	25	9	2	2963
Ward 7	3506	4135	15	13	4	-	66	76	7	8	7828
Ward 8	2226	2786	22	15	7	-	-	-	2	-	5058
Ward 9	3755	3944	53	66	14	7	31	26	5	3	7904
Ward 10	2453	2837	14	17	6	3	14	58	5	1	5407
Ward 11	2175	2431	11	18	5	-	3	3	2	4	4654
Ward 12	2044	2383	6	6	8	5	3	1	12	2	4470
Ward 13	2452	3011	1196	1341	14	1	16	16	11	14	8073
Ward 14	1976	2373	10	15	-	-	1	1	5	-	4382
Ward 15	2723	3051	23	26	2	3	2	1	11	2	5845
Ward 16	1814	1914	118	115	77	44	1231	1467	73	22	6875
Ward 17	597	575	94	104	54	60	1804	1943	23	21	5274
Ward 18	3326	3948	24	23	2	-	1	1	10	13	7349
Ward 19	3177	3555	22	29	8	1	1	1	19	2	6815
Ward 20	3526	4058	29	31	21	-	3	4	10	-	7683
Ward 21	3097	3514	16	14	26	-	-	2	22	6	6697
Ward 22	3465	3470	30	22	7	2	223	186	14	4	7424
Ward 23	1634	1401	15	8	-	-	524	550	-	1	4132
Ward 24	4804	985	86	50	26	7	146	107	7	2	6220
Ward 25	2687	2630	76	62	18	5	948	983	47	14	7470

Table 6: Educational level per ward

FS201: Moqhaka	Grade 0-4/ Std 2	Grade 5/ Std 3/ ABET 2 - Grade 10/ Std 8 / Form 3	Grade 11/ Std 9 / Form 4 - NTC II / N2/ NIC/ V Level 3	NTC III /N3/ NIC/ V Level 4 - N6 / NTC 6	Certificate with less than Grade 12 / Std 10	Diploma with less than Grade 12 / Std 10	Certificate with Grade 12 / Std 10	Diploma with Grade 12 / Std 10	Higher Diploma	Post Higher Diploma Masters; Doctoral Diploma	Bachelors Degree	Bachelors Degree and Post graduate Diploma	Honours degree	Higher Degree Masters / PhD	Other	No schooling	Total
Total	24828	54818	38345	1183	131	185	1075	2110	1489	234	1050	391	411	196	231	6495	133172
Ward 1	1939	2997	1188	26	3	2	47	41	24	4	1	1	2	-	3	509	6790
Ward 2	1365	2982	1069	42	5	11	24	74	75	21	82	41	12	10	11	475	6299
Ward 3	453	1342	1950	84	9	17	55	238	189	31	132	51	56	24	34	44	4709
Ward 4	1178	2478	1773	33	-	2	14	18	14	1	10	3	1	3	5	325	5858
Ward 5	1319	2592	1730	15	10	3	25	24	9	3	5	1	3	3	10	483	6237
Ward 6	475	1170	794	41	2	2	10	21	12	4	7	4	3	3	3	89	2644
Ward 7	1353	2801	2348	41	8	8	29	66	48	6	25	4	13	6	7	243	7005
Ward 8	709	1815	1492	58	3	7	82	143	49	7	27	8	10	7	6	134	4554
Ward 9	1314	3127	1594	32	1	5	13	42	50	5	25	6	4	2	5	332	6557
Ward 10	745	1802	1667	64	8	6	100	77	47	17	23	9	7	2	4	160	4735
Ward 11	730	1625	1419	35	10	2	91	82	25	6	17	4	2	-	1	124	4173
Ward 12	701	1605	1354	45	6	8	44	90	25	1	17	2	8	-	3	110	4020
Ward 13	1136	2967	2420	85	3	6	74	157	49	10	33	9	10	2	14	192	7167
Ward 14	631	1569	1281	56	13	2	31	134	61	6	28	13	18	4	5	89	3940
Ward 15	873	2137	1785	49	3	3	60	76	53	10	15	8	9	8	-	157	5245
Ward 16	603	1783	2433	151	9	32	80	214	107	19	137	32	57	19	17	86	5779
Ward 17	450	955	1815	99	12	29	69	230	299	43	278	110	107	60	46	68	4671
Ward 18	1310	2718	1967	40	2	9	18	48	17	7	10	11	7	2	8	312	6486
Ward 19	1362	2744	1395	26	3	2	24	52	24	4	15	11	3	2	16	267	5950
Ward 20	1500	2982	1322	25	2	-	8	39	27	2	10	2	6	1	1	803	6732
Ward 21	1304	2523	1489	34	2	3	25	46	54	2	18	3	4	-	9	335	5853
Ward 22	1308	3000	1487	24	4	6	81	62	40	4	28	6	12	10	1	427	6500
Ward 23	691	1709	783	23	1	5	21	49	46	5	27	12	13	10	3	203	3602
Ward 24	193	693	266	6	-	-	1	3	19	1	13	1	5	3	1	89	1295
Ward 25	1185	2700	1525	49	10	14	48	85	125	14	67	36	38	15	18	439	6368

Table 7: Energy for cooking per ward

FS201: Moqhaka	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Total
Total	110	140403	4140	6099	7202	271	547	289	159061
Ward 1	-	6709	70	569	166	34	181	6	7735
Ward 2	9	5247	269	141	2006	59	323	1	8055
Ward 3	1	7862	274	3	197	-	-	9	8347
Ward 4	11	6198	75	210	50	11	12	3	6569
Ward 5	5	6720	58	169	13	3	7	-	6974
Ward 6	6	2817	59	51	4	9	-	5	2953
Ward 7	1	7195	88	197	290	-	-	22	7794
Ward 8	7	4821	72	76	17	2	-	6	5001
Ward 9	4	6756	101	883	100	15	-	1	7861
Ward 10	1	5238	43	40	5	26	-	13	5365
Ward 11	-	4432	43	97	9	15	2	15	4614
Ward 12	8	4218	42	92	3	24	9	26	4422
Ward 13	2	7854	54	76	15	15	-	11	8027
Ward 14	-	4292	36	33	4	2	-	2	4370
Ward 15	8	5414	120	264	12	1	-	6	5825
Ward 16	5	5965	395	268	5	2	-	3	6644
Ward 17	11	4788	401	7	27	-	-	17	5251
Ward 18	1	7033	61	202	18	-	-	9	7323
Ward 19	3	6453	60	175	11	6	-	24	6733
Ward 20	5	6245	72	1050	215	-	2	33	7623
Ward 21	1	5968	87	426	108	8	7	17	6622
Ward 22	3	6393	117	403	376	22	-	19	7333
Ward 23	13	3204	140	152	561	8	-	8	4086
Ward 24	-	2821	1126	121	2130	-	-	6	6204
Ward 25	2	5758	277	395	861	9	4	27	7332

Table 8: Toilet facilities per ward

FS201: Moqhaka	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Bucket toilet	Other	Total
Total	2752	136052	2347	2746	2096	145994
Ward 1	329	4965	25	144	72	5534
Ward 2	658	2229	685	217	159	3949
Ward 3	51	8208	24	8	7	8298
Ward 4	18	6003	186	75	83	6366
Ward 5	9	6927	22	3	2	6964
Ward 6	18	2918	2	-	11	2949
Ward 7	55	6999	92	147	76	7368
Ward 8	10	4970	21	-	-	5001
Ward 9	420	6887	51	101	82	7541
Ward 10	21	5318	5	7	5	5357
Ward 11	-	4586	6	-	14	4606
Ward 12	21	4374	9	-	8	4412
Ward 13	67	7830	5	3	121	8027
Ward 14	24	4308	18	8	-	4358
Ward 15	-	5768	35	-	7	5810
Ward 16	65	6542	9	9	16	6640
Ward 17	10	4955	92	1	19	5077
Ward 18	3	7190	112	-	11	7317
Ward 19	7	6584	39	18	45	6692
Ward 20	52	6466	47	878	109	7551
Ward 21	15	6061	16	375	91	6557
Ward 22	340	5013	356	300	217	6226
Ward 23	247	1093	198	210	277	2025
Ward 24	138	5140	114	12	286	5690
Ward 25	175	4718	180	231	378	5682

Table 9: Source of water per ward

FS201: Moqhaka	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/ pool/ stagnant water	River/ stream	Water vendor	Water tanker	Total
Total	134641	18988	199	329	318	156	549	2716	157895
Ward 1	7613	8	-	4	-	-	32	33	7690
Ward 2	1606	5485	31	39	124	14	140	333	7771
Ward 3	8013	297	7	-	-	-	19	3	8339
Ward 4	6394	38	2	9	-	5	10	69	6527
Ward 5	6842	65	-	3	-	-	40	20	6969
Ward 6	2902	6	-	3	-	-	3	32	2946
Ward 7	6971	485	7	6	4	1	3	286	7762
Ward 8	4975	2	-	-	-	-	2	3	4983
Ward 9	7595	15	1	8	16	-	8	20	7664
Ward 10	5348	-	-	12	-	-	-	-	5360
Ward 11	4528	21	-	24	-	4	6	9	4591
Ward 12	4358	11	5	12	-	-	2	8	4396
Ward 13	7806	16	4	8	-	1	66	19	7920
Ward 14	4343	4	-	-	-	-	11	9	4367
Ward 15	5760	23	7	3	-	-	1	19	5814
Ward 16	6523	11	-	-	1	3	20	10	6568
Ward 17	4880	206	-	7	39	83	17	6	5237
Ward 18	7249	11	-	11	-	-	9	7	7287
Ward 19	6582	13	-	8	7	-	1	96	6707
Ward 20	7197	16	92	4	-	-	53	208	7571
Ward 21	6560	8	-	1	9	-	12	31	6621
Ward 22	5153	1252	11	26	34	20	14	742	7252
Ward 23	987	2652	16	87	41	14	12	235	4045
Ward 24	23	5977	12	-	12	1	-	177	6202
Ward 25	4433	2365	4	54	33	8	67	341	7305

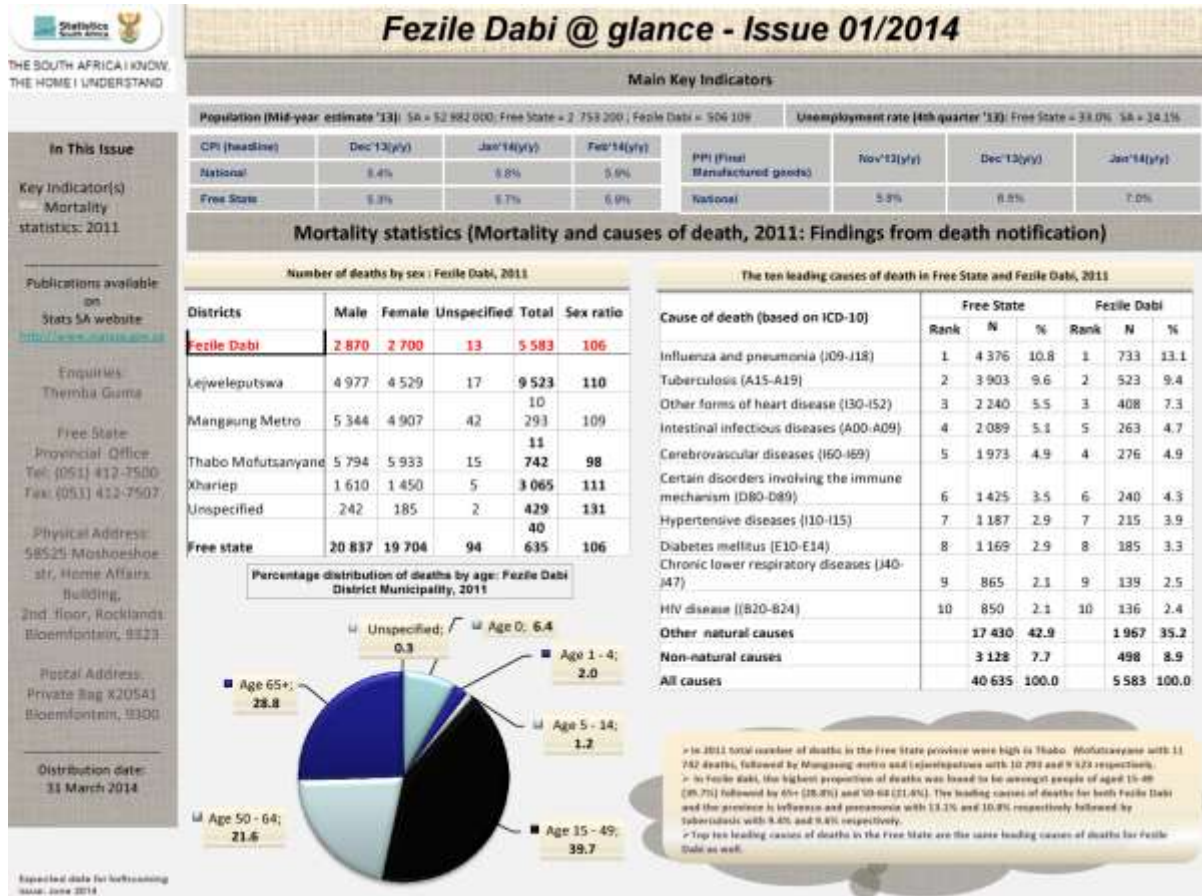


Figure 5: Fezile Dabi District at a glance

I.3 LEGISLATIVE CONTEXT FOR INTEGRATED PLANNING

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

Chapter 5 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) states that a municipality must undertake developmentally oriented planning to ensure that it achieves the objects of local government as set out in Section 152 of the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution. Together with other organs of state, it must contribute to the progressive realisation of the fundamental rights contained in Sections 24, 25, 27 and 29 of the Constitution.

Communities cannot develop in isolation and the process of integrated development planning strives to systematically and transparently find acceptable measures within given time frames to allocate resources for service delivery. Local municipalities use integrated development planning as a tool to plan future development in their areas in a sustainable manner.

Integrated development planning is a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level. It combines the various economic, social, environmental, legal, infrastructural and spatial aspects applicable to development or provision of services and infrastructure and allocates the necessary budget thereto. This should take place in a way that enhances development and provides sustainable empowerment, growth and equity for the short, medium and long term.

Integrated development planning and the product of this process, the Integrated Development Plan (IDP) is a constitutional and legal process required of municipalities. Planning in general and the IDP in particular, is a critically important management tool to help transformation, growth and development at local government level. It is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

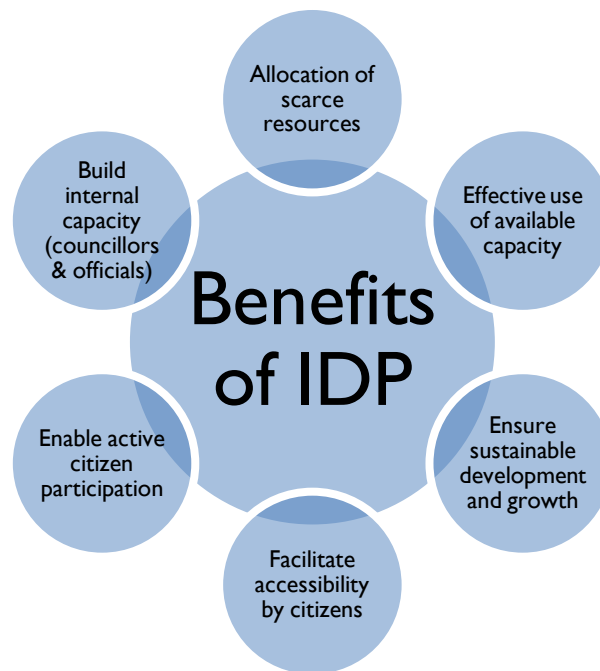


Figure 6: Benefits of IDP

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

An IDP is a master plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It takes into account the existing conditions and problems and resources available for development. It looks at economic and social development for the area as a whole.

There are a few main reasons why a municipality should have an IDP:

Utilisation of scarce resources

The IDP assists the municipality to focus on the most important needs of the communities taking into account the resources available. In the process, the municipality must find the most cost-effective and efficient ways of providing services and money spent on the causes of problems in its area of jurisdiction.

Expedite delivery of services

The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. It should provide mechanisms to ensure that projects and programmes are efficiently implemented and assists developing realistic project proposals based on the availability of resources.

Attract additional funds

The IDP provides clear development direction and guidelines that in return will attract investors and additional funds to the municipal area.

Strengthens democracy

Through the active participation of all the important stakeholders in the IDP and Budgeting process, decisions are made in a democratic and transparent manner.

Promotes co-ordination between local, provincial and national government

The different spheres of government are encouraged to work in a coordinated manner to address the development needs in a local area.

The IDP of a Municipality may be amended if and when circumstances require the amendment but must be reviewed annually in terms of section 34 of the MSA. Both amendment and review of the plan must be in accordance with a prescribed process which process is described in the Process Plan.

Of particular importance to municipalities and municipal entities is Sections 151 to 164 (Chapter 7) of the Constitution, Local Government: Municipal Structures Act, 1998, MSA, the Local Government: Municipal Finance Management Act, 2003 (MFMA) and the Local Government: Municipal Systems Amendment Act, 2003. These Acts form the cornerstones for municipal operations, planning, governance and accountability. More specifically, the regulations of these Acts promote effective planning, budgeting, revenue and expenditure management, reporting, oversight, social and economic upliftment, universal access to essential services and effective performance management.

I.4 INTER-GOVERNMENTAL PLANNING

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

All spheres of government and all organs of state within each sphere must -

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

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

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

The division and allocation of the total government income (revenue) between the spheres of government and within government is regulated by the *Division of Revenue Act, 2009 (DORA)*. The different spheres of government depend on each other for support in project implementation.

In order to implement the principles on cooperative government set out in Chapter 3 of the Constitution, the *Intergovernmental Relations Framework Act, 2005 (IGR)* was enacted. The Act seeks to set up mechanisms to coordinate the work of all spheres of government in providing services, alleviating poverty and promoting development. It also establishes a line of communication from municipalities to the provinces and directly to the Presidency.

At provincial level a Premier's Inter-governmental Forum (PIF) exists which consults on broad development in the province, as well as on the implementation of national and provincial policy and legislation. It also seeks to coordinate the alignment of provincial and municipal development planning and strategic planning.

In many development projects, more than one sphere of government may be involved in implementation. Where necessary, the different organs of state may enter into an implementation protocol that describes the role and responsibility of each organ of state; outlines priorities and desired outcomes; and provides for monitoring, evaluation, resource allocation and dispute resolution procedures. The IGR has been set up to facilitate cooperation and avoid legal proceedings between different spheres of government.

Inter-governmental relations go beyond the IGR and the MFMA also requires consultation in the budgeting and planning process. All government programmes are developed based on the laws and policies that are made by Parliament.

The relationship between national planning instruments such as the NSDP, provincial plans such as Provincial Growth and Development Strategies (PGDS) and municipal plans (IDP's) must be determined in the context of a set of intergovernmental planning principles.

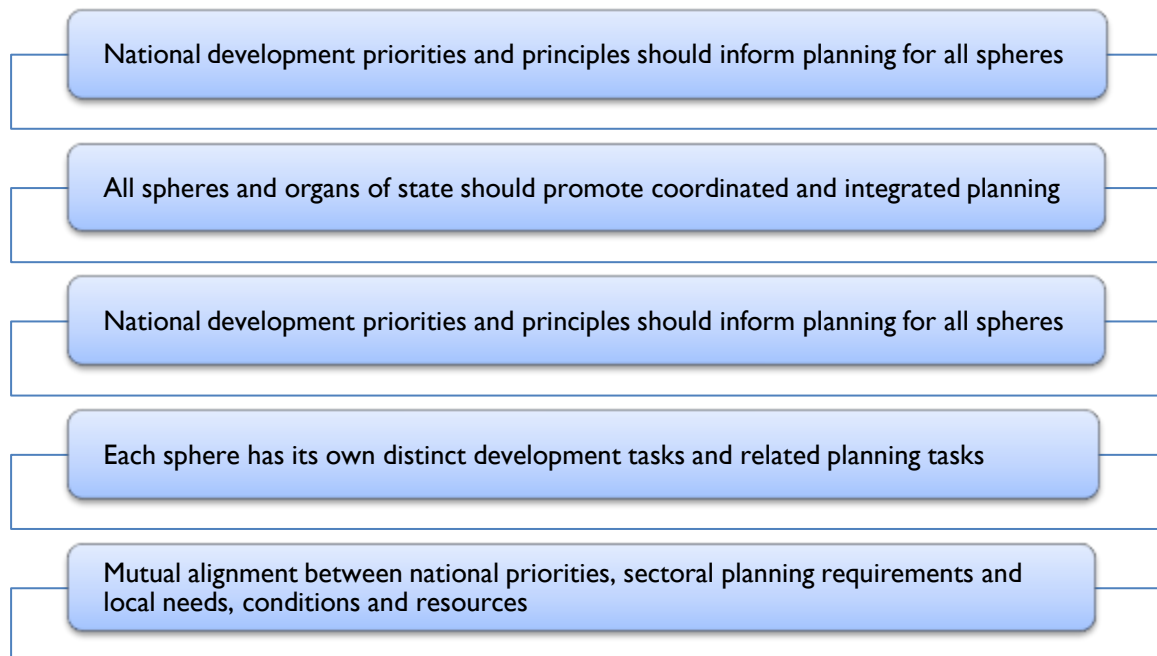


Figure 7: Intergovernmental planning principles

The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need. The normative principles and guidelines embodied in the NSDP provide the central organising concept for facilitating alignment and serve as the mechanism and basic platform for better coordination and alignment of government programmes.

“A spatial dimension to planning is critical to reversing the legacies of apartheid’s bantustan policies and our fragmented urban areas. International best practice suggests that spatial planning instruments are being increasingly used to pursue and achieve alignment. They include spatial development perspectives and guidelines for infrastructure investment and social spending.”¹

¹ Green Paper on National Strategic Planning. The Presidency. Sept. 2009

I.5 OVERVIEW OF THE IDP PROCESS

The Moqhaka Local Municipality council adopted a written process plan in accordance with section 28(1) of the Municipal Systems Act which is aimed at guiding the drafting, adoption and review of its Integrated Development Plan. This process plan entails the following:

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

PROCESS PLAN COMMITTEE

The Council appointed a Process Plan Committee to continue with the preparation of the Process Plan. This structure will finally also be entirely included as part of the envisaged INTEGRATED DEVELOPMENT PLAN Steering Committee. The Process Plan Committee included the following members:



Figure 8: Process Plan Committee

The Process Plan Committee initiated and compiled the IDP Review Process Plan according to the IDP/Budget Key Dates and Deadline document as per the Municipal Finance Management Act (56 of 2003) and the Municipal Systems Act (32 of 2000).

The Committee established a set of organisational arrangements to institutionalise the participation process effectively, manage the drafting of outputs and give affected parties access to contribute to the decision-making process. The organisational arrangements are based on the following principles:

- Public participation has to be institutionalised to ensure all residents have an equal right to participate.
- Structured participation must specify who is to participate, on behalf of whom, on which issues, through which organisational mechanisms and to what effect.

ROLES AND RESPONSIBILITIES

The Process Plan Committee clarified the roles that external role players will play in the INTEGRATED DEVELOPMENT PLAN Process (in line with Section 84 of the Municipal Structures Act). The roles and responsibilities of the Municipal structures are depicted below.



Figure 9: IDP Roles and Responsibilities

The table below provides further details on the roles and responsibilities of the municipal structures.

Table 10: IDP Detailed Roles and Responsibilities

Structure	Detailed roles and responsibilities
Municipal Council	<p>This is the ultimate political decision-making body of the Municipality, the Municipal Council adopted and approved the Process Plan and for the purposes of the Integrated Development Plan Review Process will:</p> <ul style="list-style-type: none"> ▪ undertake the overall management and co-ordination of the planning process which includes ensuring that: <ul style="list-style-type: none"> - all relevant actors are appropriately involved, - appropriate mechanisms and procedures for public consultation and participation are applied, - the planning events are undertaken in accordance with the time schedule, - the planning process is related to the real burning issues in the Municipality, - it is a strategic and implementation-oriented process and - the sector planning requirements are satisfied. ▪ adopt and approve the reviewed Integrated Development Plan, ▪ adjust the current Integrated Development Plan in accordance with the Department of Local Government's proposal and ensure that the annual business plans, budget and land use management decisions are linked to and based on the reviewed IDP.
Ward Councillors	<p>Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies. Ward Committees are established in all Wards according to the prescribed legal framework to represent the views, needs and aspirations of the demarcated ward, as determined by the Municipal Demarcation Board. Each ward is represented by ward councillors and the Ward Committee system will be a critical element of the Integrated Development Plan participation process.</p> <p>Ward councillors are the major link between the Municipal Government and the residents. As such, their role will therefore be to:</p> <ul style="list-style-type: none"> ▪ link the planning process to their constituencies and / or wards, ▪ be responsible for organising public consultation and participation.
Mayoral Committee	<p>As the senior governing body of the Municipality, the Mayoral Committee:</p> <ul style="list-style-type: none"> ▪ submitted the Process Plan for reviewing the Integrated Development Plan to the Municipal Council for adoption, ▪ is responsible for the overall management, co-ordination and monitoring of the process and drafting of the Integrated Development Plan together with the Municipal Manager, ▪ has to approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting and ▪ has to submit the draft reviewed Integrated Development Plan to the Municipal Council for adoption.
IDP Manager	<p>The IDP Manager will manage and co-ordinate the IDP Review Process. His responsibilities include to:</p> <ul style="list-style-type: none"> ▪ ensure the preparation of the Process Plan, ▪ undertake the overall management and co-ordination of the planning process, ▪ ensure that all relevant actors are appropriately involved, ▪ nominate persons in charge of different roles, ▪ be responsible for the day-to-day management of the drafting process, ▪ ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements,

	<ul style="list-style-type: none"> ▪ ensure proper documentation of the results of the planning of the reviewed IDP document and ▪ adjust the current IDP in accordance with the proposals of the CoGTA.
Heads of Departments	<p>As the persons in charge for implementing the reviewed Integrated Development Plan of the Municipality, the officials will be fully involved in the planning process to:</p> <ul style="list-style-type: none"> ▪ provide relevant technical, sector and financial information for analysis to determine priority issues, ▪ contribute technical expertise in the consideration and finalization of strategies and identification of projects, ▪ provide departmental operational and capital budgetary information, ▪ be responsible for the preparation of project proposals, the integration of projects and sector programmes.
IDP Steering Committee	<p>The composition of the IDP Steering Committee is in terms of the establishment notice of Committees of the IDP.</p> <p>The terms of reference for the Steering Committee includes to:</p> <ul style="list-style-type: none"> ▪ co-ordinate and integrate the IDP Revision Process, ▪ ensure that key deliverables are completed within the time frames, ▪ provide guidance and support to the process, ▪ co-ordinate departmental responsibilities within the local government, ▪ oversee the implementation of key aspects of the IDP formulation and revision process including the participation, communication and empowerment strategy as outlined in the Process Plan, ▪ refer IDP disputes for mediation and arbitration to the Council, ▪ provide terms of reference for the various planning activities, ▪ commission research studies, ▪ consider and comment on: <ul style="list-style-type: none"> - inputs from sub-committee/s and study teams - inputs from provincial sector departments and support providers ▪ process, summarize and document outputs, ▪ make content recommendations, ▪ prepare, facilitate and document meetings, ▪ consult and establish sub-committees for specific activities and outputs, which should include additional persons outside the Steering Committee.
IDP Representative Forum	<p>The IDP Representative Forum is the structure, which institutionalizes and guarantees representative participation in the IDP Process. The composition of the IDP is in terms of the establishment notice of Committees of the IDP. The terms of reference for the IDP Representative Forum includes to:</p> <ul style="list-style-type: none"> ▪ represent the interests of their constituents in the IDP Process, ▪ provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the Municipal Council, ▪ ensure communication between all the stakeholder representatives including the Municipal Council and ▪ monitor the performance of the planning and implementation process. <p>The preparation, facilitation and documentation of meetings and workshops of the IDP Representative Forum will be done by the internally. The code of conduct for the IDP Representative Forum will regulate the following issues:</p> <ul style="list-style-type: none"> ▪ meeting schedule (frequency and attendance), ▪ agenda, facilitation and documentation of meetings, ▪ understanding by members of their role as representatives of their constituencies, ▪ feed back to constituents, ▪ required majority for approval.

External role players will have the following roles and responsibilities:

CIVIL SOCIETY

Apart from the Ward Committee representatives it is also imperative to engage other legitimate civil society structures to form part of the IDP Process that will represent different civil society groups. It is expected that not all individuals and groups will participate in the Ward Committee system and it is therefore essential to provide mechanisms for other civil structures and interest groups to participate during the IDP Process. To ensure legitimacy of the process it is therefore essential to engage with existing non-governmental organisations (NGOs), community based organisations (CBOs) and faith based organisations (FBOs) in each of the concerned towns in the area of jurisdiction. The basis of understanding is that all existing organisations will be invited to participate during the process. The municipality shall further attempt to keep a comprehensive register of participants, including contact information and contact persons, and such list will continuously be amended with the introduction of new participants.

The civil society is responsible to represent interests and contribute knowledge and expertise in the planning process by:

- participating in the Integrated Development Plan Representative Forum to:
 - inform interest groups on relevant planning activities and their outcomes,
 - analyse issues, determine priorities, negotiate and reach consensus,
 - participate in the designing of project proposals and assess them,
 - discuss and comment on the draft reviewed Integrated Development Plan,
- Ensure that annual business plans and budgets are based on and linked to the Integrated Development Plan and to monitor performance in implementation of the Integrated Development Plan of the Local Municipality.
- Conducting meetings to prepare for and follow-up on relevant planning activities.

DISTRICT MUNICIPALITY

The District Municipality will be responsible to:

- ensure horizontal alignment with the Integrated Development Plan review process of the Municipality,
- ensure vertical alignment between district and local planning,
- facilitate vertical alignment with other spheres of government and sector departments and to
- Prepare joint strategy workshops with the Local Municipality.

PROVINCIAL GOVERNMENT AND CORPORATE SERVICE PROVIDERS

Government Departments that are active in the area of jurisdiction will be consulted throughout the process.

- It is essential in order to comply with the principle of integrated planning and also considering that the budget for potential projects rest with provincial and national government departments.
- It is also imperative that national and provincial priorities and policies are applied at local level and the respective departments will be able to provide the linkage between national and local priorities.
- On completion of the process, it will also be essential to circulate the reviewed IDP document to all applicable government departments for comments before final approval by the Council. The Department of CoGTA, through the Office of the IDP Provincial Coordinator will coordinate the process of Engagements with Sector Departments.

Primary service providers such as Eskom, Transnet and Telkom will furthermore be involved in determining capital development programmes for the Council.

- It is necessary to inform the planning processes for the above institutions and to ensure their 5 year plans are integrated with the 5 year capital programmes of the Municipality.
- Their participation should be done on an “as need” basis to ensure their participation in specific and relevant aspects of the Integrated Development Plan.
- As in the case with government departments, the final draft documents will be circulated to all relevant service providers, before final approval by the Council.
- Advertisements in the press inviting participation/ input will be also be placed in the local press and all Municipal Notice Boards.

The roles and responsibilities of the Provincial Government and service providers are as follows:

- Ensuring vertical / sector alignment between provincial sector departments / provincial strategic plans and the IDP Review Process at local level by:

- guiding the provincial sector departments’ participation in and their required contribution to the Municipal planning process and
- guiding them in assessing draft reviewed Integrated Development Plan and alignment of sectoral programmes with the reviewed Integrated Development Plan.
- Monitoring the progress of the Integrated Development Plan Review Process.
- Facilitation and resolution of disputes related to the IDP Review Process of the Municipality.
- Assist the Municipality in the IDP review where required.
- Co-ordinate and manage the Free State Department of Local Government and Housing’s assessment of the reviewed Integrated Development Plans.
- Contribute relevant information on the provincial sector departments’ plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.
- Contribute sector expertise and technical knowledge to the formulation of the Municipal strategies and projects.
- Engage in a process of alignment with the District Municipality.
- Participate in the provincial management system of co-ordination.

TIME FRAMES

Table 11: IDP Time Frames

PHASE	TIME	IDP PROCESS	BUDGET PROCESS
Preparation	July – Sept. 2013	<ul style="list-style-type: none"> • Start the development of a credible IDP process internally and externally. • Submit Process Plan and Framework to Council. • Establish IDP Committees. 	<ul style="list-style-type: none"> • Preparation of Budget schedule with timelines. • Tabling of Budget Schedule and IDP Process Plan to Council.
Analysis	Oct. – Nov. 2013	<ul style="list-style-type: none"> • Gather information from different but credible sources. • Engagements with the National and Provincial Coordinating Forums. • Engage with sector departments. • Development and confirmation of community needs based on a property informed analysis. • Conduct Public Participation • Analysis of priority issues from Public Participation processes. 	<ul style="list-style-type: none"> • Conclude first budget and policies for initial Council discussion. • Community and Stakeholder consultation.

Formulation of strategies	Nov. – Dec. 2013	<ul style="list-style-type: none"> • Review of Vision and Mission. • Alignment of objectives and strategies. • Analyse and revise community needs. 	Preparation of Draft Budget Process.
Project selection and budget alignment	Dec. 2013 – Jan. 2014	<ul style="list-style-type: none"> • Alignment Session with FDDM, FGGDS and Sector Strategic Plans. • Forming Projects Task Team. • Submit projects to determine financial implications and inclusion in the Budget. 	<ul style="list-style-type: none"> • Preparation of Draft Budget. • Consolidation of departmental budgets.
Integration	Jan. – March 2014	<ul style="list-style-type: none"> • Finalisation of project proposals and integration of programmes. • Inputs from Sector Departments. • Consult with Representative Forum • Compilation and finalization of the draft IDP. 	<ul style="list-style-type: none"> • Final 2013/14 Mid-Year Budget and Performance Assessment.
Approval	March – May 2014	<ul style="list-style-type: none"> • Table Draft 2014/15 IDP in Council • Publish Draft IDP and other related policy documents for comments. • Conduct Public Hearing on the IDP. • Consider inputs and comments. • Amend IDP and Budget document accordingly. 	<ul style="list-style-type: none"> • Second Quarter Budget Report to Council. • Finalisation of Draft 2014/15 MTREF (Budget). • Tabling of Draft Budget in Council. • Publish the Draft Budget.
	May 2014	<ul style="list-style-type: none"> • Executive Mayor tables Final Budget and IDP 2014/15 for adoption. 	
	June 2014	<ul style="list-style-type: none"> • Prepare notice of adoption of the IDP. • Submit IDP to Province in a prescribed format. • Submit draft 2014/15 SDBIP and Performance Agreements to Executive Mayor for approval 	<ul style="list-style-type: none"> • Submit approved to National and Provincial Treasury in prescribed format

I.6 PUBLIC PARTICIPATION

Since the IDP Process involves participation of a number of stakeholders, it is crucial for the Municipality to adopt an appropriate approach and put in place appropriate structures to ensure effective participation. One of the main features about the Integrated Development Planning Process is the involvement of the community and stakeholders. Participation of affected and interested parties ensures that the IDP addresses the real issues that experienced by the communities of the Municipality.

PRINCIPLES OF PUBLIC PARTICIPATION

- The elected Council is the ultimate decision-making forum on INTEGRATED DEVELOPMENT PLANS.
- The role of participatory democracy is to inform and negotiate with stakeholders and to give the opportunity to provide input on the decisions taken by the Council.
- In order to ensure public participation, the legislation requires the Municipality to create appropriate conditions that will enable participation as a minimum requirement.
- Community and stakeholder groups will be encouraged to get involved.

STRUCTURED PARTICIPATION

- A structured public participation process was followed.
- The municipality is too big in terms of population size and area to allow for direct participation of the majority of the residents in a complex planning process. Participation in the integrated development planning, therefore needs clear rules and procedures specifying:
 - who is to participate,
 - who will not directly participate, but must be consulted on certain issues (e.g. adjoining Municipalities) and
 - on which issues should direct participation or consultation take place.
- Existing public participation structures were utilised.
- Nominated participants should at any time provide proof of their mandate.

DIVERSITY

- The way public participation is structured provides sufficient room for diversity within the municipal area in terms of different cultures, gender, language and education levels.

- Participation costs will be kept at an acceptable level.
- Participants will therefore be made aware that it is in their own interest to be involved in the planning process and it is not a task they have to be paid for.
- Access to the participation process will remain open ended, but newly registered participants will not be able to back track progress.
- Participants are responsible to give report back to the structures that they represent.

CONDITIONS FOR PUBLIC PARTICIPATION

- The residents and stakeholders were informed of the municipality's intention to embark on the IDP Review Process by means of advertisement in the local press and on Municipal Notice Boards.
- Appropriate forms of media were utilised to reach as many people as possible.
- All relevant community and stakeholder organisations were invited to register as members of the IDP Representative Forum.
- An appropriate language and accessible venue are used to allow all stakeholders to freely participate.
- The IDP Representative Forum meetings were scheduled, where possible, to accommodate the majority of the members.
- The community and stakeholder representatives are given adequate time to conduct meetings or workshops with the groups, they represent.
- Copies of the reviewed IDP documents will be accessible for all communities and stakeholders and adequate time provided for comment.
- The Council meeting regarding the approval of the reviewed 2014/15 IDP will be open to the public.

FRAMEWORK AND STRUCTURES FOR PUBLIC PARTICIPATION

The above figure explains the general principles to be followed regarding public participation in the municipal area. In broad, the general public will be represented in the **Representative Forum**. The latter will most probably be a large grouping of people also including the **Ward Committees**. A smaller vehicle, the **IDP Steering Committee** will be constituted to deal with the revision process.

In principle, all proposals made by the Steering Committee will be discussed with the Representative Forum. The latter will convey information to the broad public, ensuring comprehensive participation of the community within the INTEGRATED DEVELOPMENT PLAN Process. On the other hand, proposals by the public will be conveyed to the Steering Committee via the Representative Forum.

PUBLIC PARTICIPATION PLAN AND IDP PROCESS METHODOLOGY

In considering an appropriate structure that will ensure effective participation, the following issues need to be considered:

- That the principle of inclusivity will apply and no stakeholder group will be excluded.
- That in determining the plan and programme for the Municipality it should be informed by local communities and a detailed research and study.
- That the principle of representation should be applied to ensure effective planning.
- That feedback mechanisms are applied in order to ensure feedback to the broader community.

It is essential to apply mechanisms that will consider the above issues and allow for the representative views of the communities but at the same time are able to progress with the formulation and review of the IDP. Due to the large geographical area of the municipality, it is essential to provide mechanisms whereby all communities will be able to provide input to the IDP.

COMMUNITY MEETINGS HELD

CLUSTER	WARDS	DATE	TIME	VENUE
Stakeholders	All	11 March 2014	11h00	Matlwangtlwang Library
Community Meeting	1 & 2	11 March 2014	16h30	Matlwangtlwang Hall
Stakeholders	Kroonstad	12 March 2014	10h00	Reception Hall
Community Meeting	4,5,6 & 18	12 March 2014	16h00	Power Station
Community Meeting	7 & 14	13 March 2014	16h00	Taxi Inn
	8,9,10 & 18	13 March 2014	16h00	Constantia Hall
Community Meeting	11 & 12	13 March 2014	16h00	N.G. Kerk
	9,15 & 16	13 March 2014	16h00	Seeisoville Hall
	13	13 March 2014	16h00	Relebohile Sports Ground
Community Meeting	13	14 March 2014	16h00	Brentpark Hall
	17,03 & 16	14 March 2014	16h00	Allan Rautenbach
Stakeholders	Viljoenskroon	18 March 2014	09h00	Viljoenskroon Town Hall
Community Meeting	19 & 20	18 March 2014	16h00	Rehauhetswe School

	21 & 22	18 March 2014	16h00	Tshepahalo Hall
Community Meeting	23 & 24	19 March 2014	16h00	Vierfontein
	25	19 March 2014	16h00	Northleigh Hall

SUMMARY OF COMMUNITY NEEDS REGISTERED DURING PUBLIC PARTICIPATION

This section reflects on the community needs registered in an order of priority ranging from high.

1. Roads and storm water drainages

- ☞ The maintenance and development of roads and storm water infrastructure has been raised as a critical issue hampering social and economic movement. Maintenance of the existing infrastructure is critical in the sense that it also provide as infrastructure investment for the municipality, therefore it boosts the municipality's economic viability.
- ☞ Conditions of roads streets in residential areas were also raised as a critical concern more so for people who are paying rates and taxes.

2. Water

- ☞ Bulk water supply for Matlwangtlwang /Steynsrus should be the first priority. Interruptions of water supply more especially in high lying areas like Phomolong and Phahameng.
- ☞ The poor quality of drinking water which affects mainly the poor because they cannot afford bottled water.
- ☞ Water leakages that take very long before they are fixed.

3. Sanitation

- ☞ Sewerage spillages all over the municipal area more especially next to schools, the hostel area and the CBD were raised as a serious concern.
- ☞ Turn around the time to unblock sewerage needs to be closely looked into because in most cases it delays and this causes flooding of raw sewer into houses.
- ☞ Eradication of buckets more especially informal settlements need to be speed up.

4. Local Economic Development (LED)

- ☞ Municipality must establish LED Unit
- ☞ Promote SMME development.
- ☞ Promote SMME participation in agriculture.
- ☞ Invest in skills development to enhance job creation.

5. Electricity

- ☞ Maintenance of the existing electricity infrastructure is a serious concern.
- ☞ Replacements of faulty meters takes too long and even the installation of new ones.
- ☞ Increase the number of high mast lights.

6. Others

- ☞ Improve communication by providing regular feedback on implementing the IDP.
- ☞ Improve overall service delivery.
- ☞ Budget process to be transparent and participatory.
- ☞ Environmental awareness campaign.
- ☞ Reduce illegal dumping.
- ☞ Relocate landfill sites.
- ☞ Install more high mast lights.
- ☞ Infrastructure planning to be community driven.

CHAPTER 2: STATUS QUO ASSESSMENT

This chapter will reflect on the key statistics released by Statistics South Africa for Census 2011 and provide an assessment of all critical services identified for the municipality according to the Local Government Key Performance Areas (KPA's). It will endeavour to respond to the following questions: *Who are we? Where are we with regards to the provision of services that relates to identified critical services?*

The status quo assessment will further highlight the challenges confronting the municipality and indicate the state of affairs in the municipality in relation to the Local Government KPAs.

INFORMATION FROM CENSUS 2011

The table and figure below indicates that the population of the municipality has decreased by 4.4% from 167 892 in 2001 to 160 532 persons in 2011. On the contrary the number of households increased by 10.0% from 41 514 in 2001 to 45 661 due to a drop in the average households from 3.8 to 3.5.

Table 12: Population and household statistics

	Census 1996	Census 2001	Census 2011
Population	169 440	167 892	160 532
Households	37 447	41 514	45 661
Average Household Size	4.9	4.0	3.5

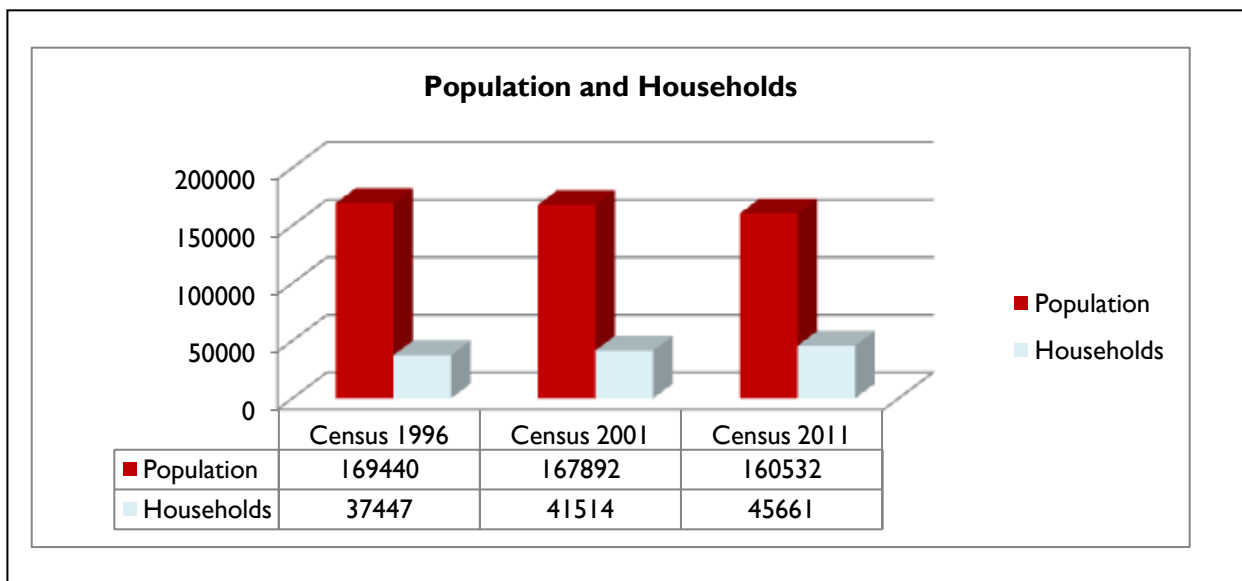


Figure 10: Population and Households

Households with access to piped (tap) water inside the dwelling and yard showed a positive movement and increased from 76.6% in 1996 to 94.2% in 2011, whilst piped water outside the yard decreased 6.8% over the same period.

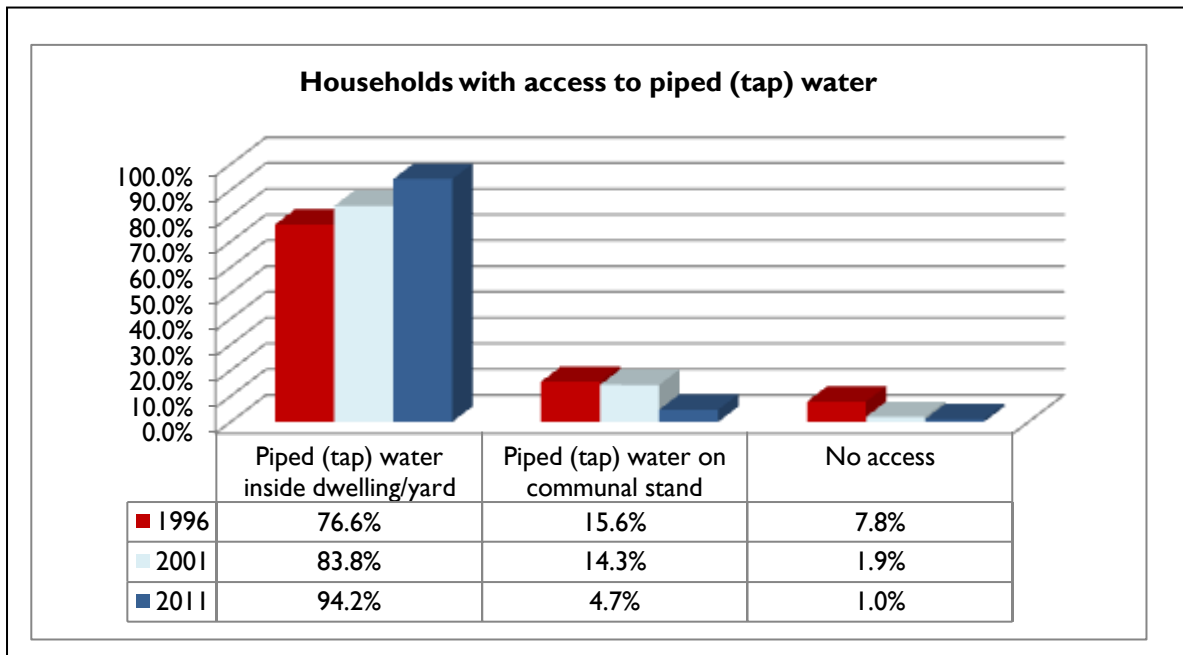


Figure 11: Access to Water

Significant progress has also been made in respect of access to sanitation whereby households with flush/chemical toilets increased from 53.6% in 1996 to 88.5% in 2011. The percentage of households utilising pit latrines (-11.0%) and bucket toilets (-21.3%) also showed a downward movement over the past 15 years.

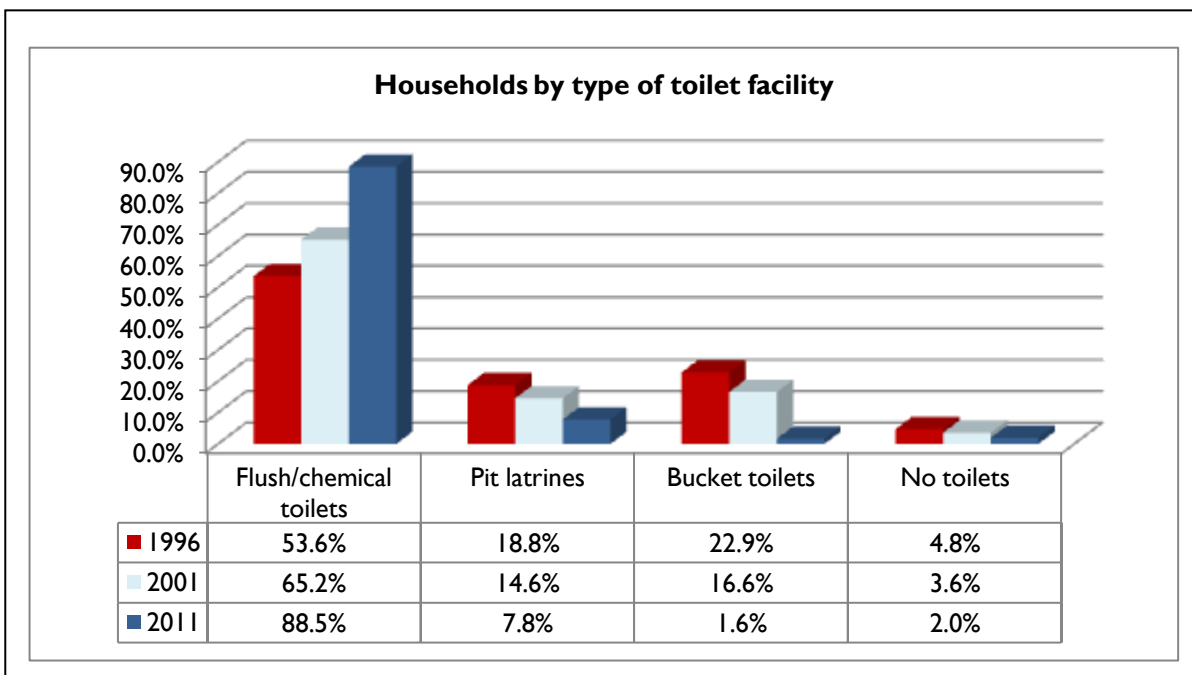


Figure 12: Access to Sanitation

The 2011 Census information shows that more households utilise electricity for heating, lighting and cooking compared to the status quo in 1996. 93.3% (up by 34.3%) of households used electricity for lighting, 88.9% (+44.1%) for cooking and 64.8% (+26.8%) for heating in 2011 compared to 1996.

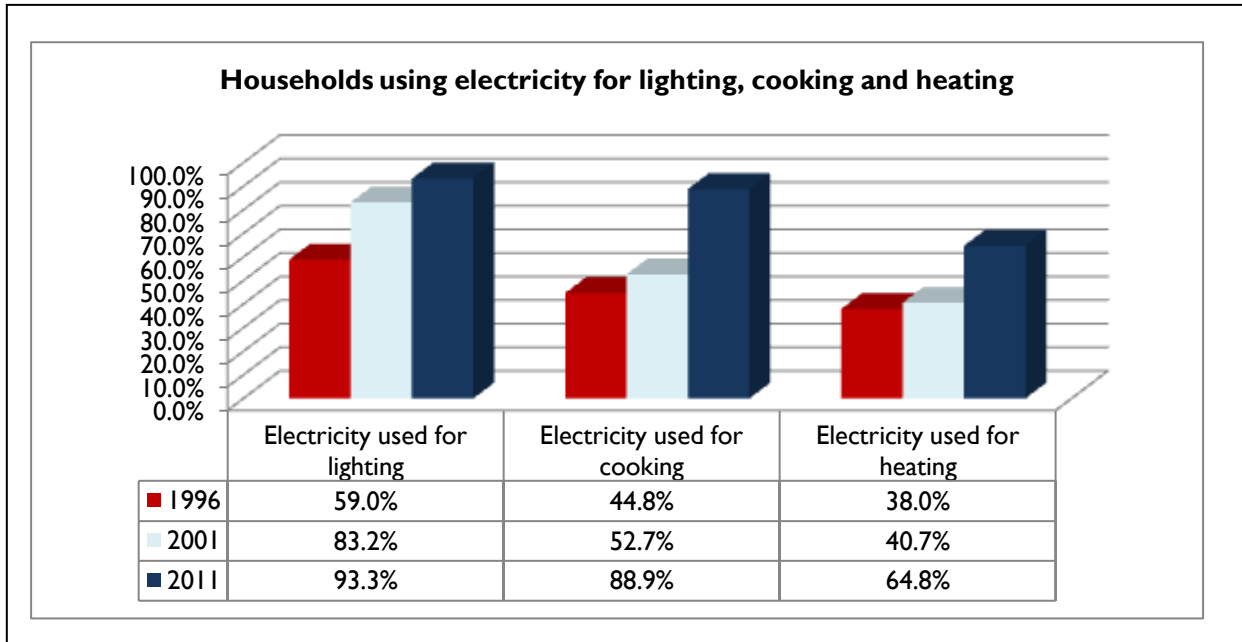


Figure 13: Access to Electricity

In respect of access to refuse removal services 85.6% of households in 2011 had their refuse removed at least once a week showing a 16.6% increase compared to 1996. Households utilising their own or communal refuse dumps and with no access to refuse removal services show a comparative decline over the same period.

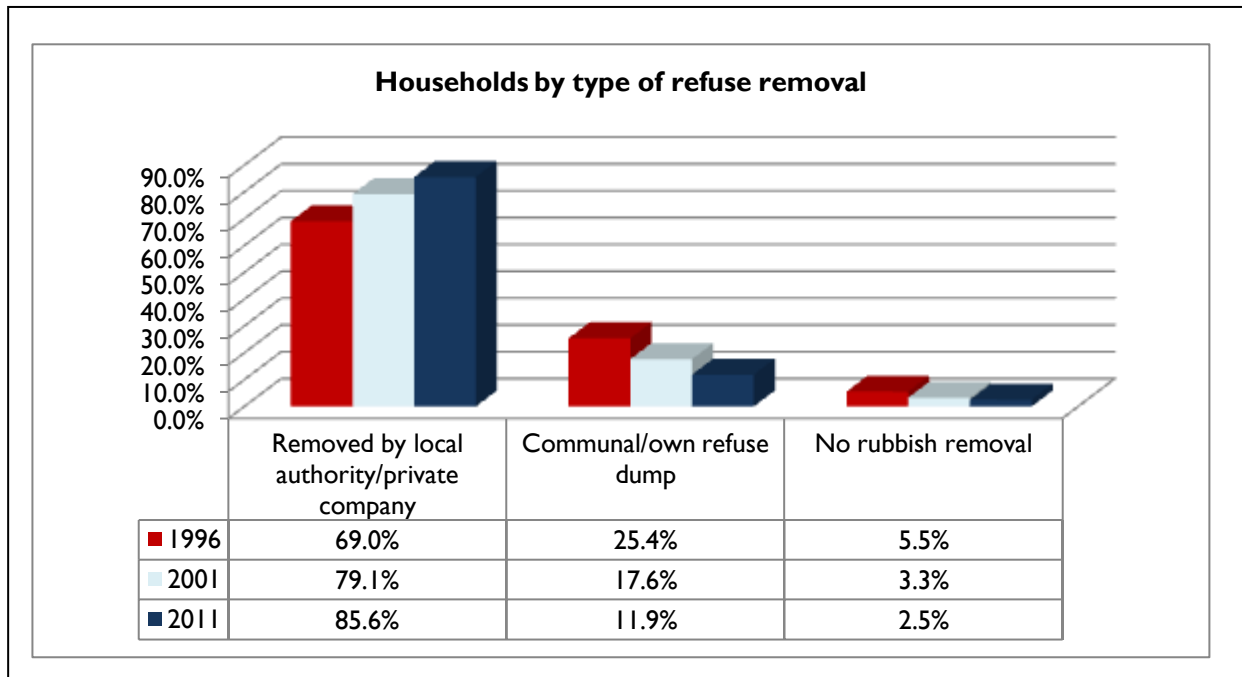


Figure 14: Access to Refuse Removal

The figure below shows that percentage of households living in formal dwellings has increased from 72.1% in 1996 to 89.2% in 2011, whilst the percentage of households living in informal dwellings has decreased by 11.8% over the same period.

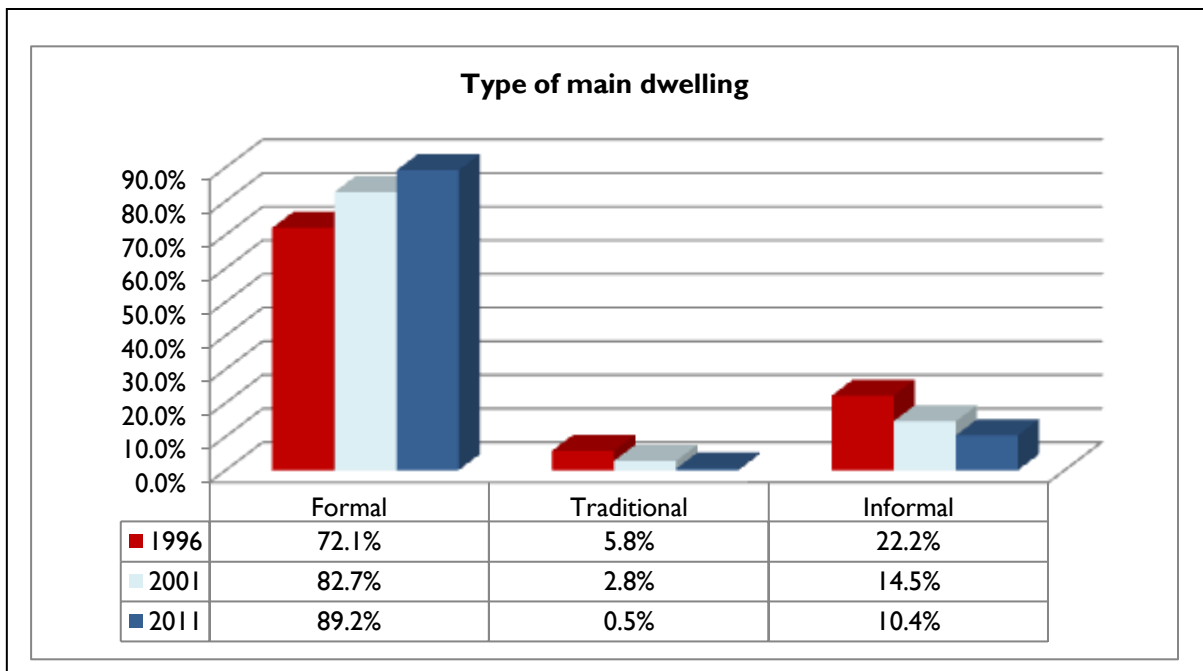


Figure 15: Households by type of main dwelling

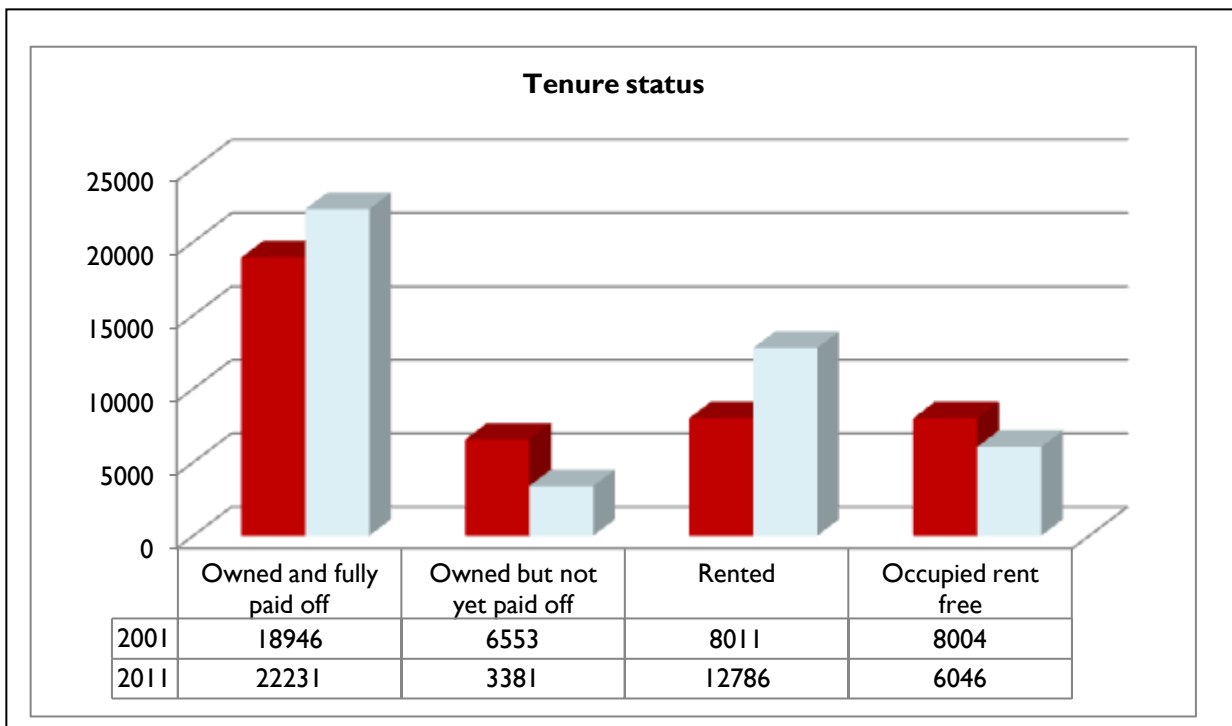


Figure 16: Tenure Status

KPA I: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The information under this KPA will indicate the existing level of development in the community, the names of settlements and their level of service in respect of water sanitation, waste management, electricity and energy, roads and storm-water, housing, etc.

IDP PRIORITY: WATER

Status of sector plan (WSDP)				Completed 2012		
Availability and status of operation and maintenance plan				Some sections available		
Status of bulk supply and storage				Insufficient in some areas		
National target for water service				On line		
Is the municipality the service authority? (Yes/No). If no, indicate the arrangements for the delivery of water				Yes		
Approved service level for municipality:						
Formal areas				RDP -Yard connection		
Informal areas				RDP - Within 200m radius		
Number of HHs with/without access to water:						
Total HHs	RDP and above	Below RDP	No service	Interventions required to address backlogs		
45 661	43 470	1 259	932	Informal to be formalised		
What are the reasons for HHs without access or below RDP access?						
Informal areas with no nearby bulk network						
Excludes figures for Vierfontein but includes Renovaal (Exact figures for these areas unknown)						
Renovaal and Vierfontein private land – Moghaka does not supply services here						
Bulk available – consumer to apply for connection.						
Areas or settlements with/without access to basic service standard/level						
Name of area/settlement	Wards	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP	No. of HHs with no access	Interventions required
Renovaal					150	Formalise
Informal areas	various				782	Formalise
Status of the provision of free basic water:						
Is there an approved FBS policy? (Yes/No)				Yes		
If No, indicate the reason(s)				N/A		
How many HHs are benefitting from the Council approved FBS policy?				All (45661)		
Indicate other challenges not highlighted above:						
Metering to be able to apply FBW effectively.						
House connections to mainlines						
Excludes houses now being allocated on Northleigh						
Availability of water to other associated public facilities:						
Schools				Full supply (Except Lovedale)		
Hospitals				Full supply		
Clinics				Full supply		
Police stations				Full supply		

IDP PRIORITY: SANITATION

Status of sector plan (WSDP)					Completed 2012	
Availability and status of operation and maintenance plan					Some sections available	
Status of sewer treatment plants and related bulk infrastructure					Insufficient in some areas	
National target for sanitation service					On track	
Approved service level/standard for municipality:						
Formal areas					Full RDP (± 800 VIPs)	
Informal areas					RDP	
Number of HHs with/without access to sanitation:						
Total HHs	RDP and above	Below RDP	No service	Interventions required to address backlogs		
45 661	41 963	2 785	913	Formalise area		
What are the reasons for HHs without access or below RDP access?						
Informal areas with no nearby bulk network						
Excludes figures for Vierfontein but includes Renovaal (Exact figures for these areas unknown)						
Renovaal and Vierfontein private land – Moqhaka does not supply services here						
Bulk available – consumer to apply for connection.						
Areas or settlements with/without access to basic service level/standard						
Name of area/settlement	Wards	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP	No. of HHs with no access	Interventions required
Renovaal					150	Formalise
Informal settlements	various				782	Formalise
Status of the provision of free basic sanitation:						
Is there an approved FBS policy? (Yes/No)				No		
If No, indicate the reason(s)				To be compiled		
How many HHs are benefitting from the Council approved FBS policy?					N/A	
Indicate other challenges not highlighted above:						
Funding for infrastructure						
Maintenance to existing infrastructure						
Backyard dwellers overloading existing services						
Vandalism to equipment						
Community against certain technology						

ID PRIORITY: ELECTRICITY/ENERGY

Status of sector plan (Energy Plan)				None	
Availability and status of operation and maintenance plan				Tender to be advertised	
Status of related bulk infrastructure					
National target for electricity service				98%	
Approved service level/standard for municipality:					
<i>Formal areas</i>				20/60 Amp	
<i>Informal areas</i>				None	
Number of HHs with/without access to electricity:					
<i>Total HHs</i>	<i>RDP and above</i>	<i>Below RDP</i>	<i>No service</i>	<i>Interventions required to address backlogs</i>	
22 946	13 864	9 100	776	Funding required	
What are the reasons for HHs without access or below RDP access?²					
Areas or settlements with/without access to basic service level/standard					
Name of area/settlement	Total no. of HHs	No. of HHs at or above RDP	No. of HHs below RDP	No. of HHs with no access	Interventions required
Maokeng / Rammulotsi / Matlwangtlwang					
All information included above. Information for different areas not available					
Status of the provision of free basic electricity:					
<i>Is there an approved FBS policy? (Yes/No)</i>			Yes		
<i>If No, indicate the reason(s)</i>			N/A		
<i>How many HHs are benefitting from the Council approved FBS policy?</i>				9 100	
Status of public lighting (areas/settlements with/without public lighting:					
<i>Name of area</i>	<i>Street lights (Y/N)</i>	<i>High mast lights (Y/N)</i>	<i>Interventions required</i>		
Maokeng / Kroonstad	Y	Y	Need more Mast lights and repairs to current street lights		
Viljoenskroon / Rammulotsi	Y	Y	Need more Mast lights and repairs to current street lights		
Steysrus / Matlwangtlwang	Y	Y	Only periodic repairs needed		
Indicate other challenges not highlighted above:					

² For example: no bulk infrastructure, no reticulation infrastructure, ageing infrastructure, lack of capacity to operate and maintain service, etc.

IDP PRIORITY: ROADS AND STORM WATER

Status of sector plan (Roads and storm water Plan)	Not available				
Availability and status of Integrated Transport Plan	Not available				
Availability of storm water management plan or system	Not available				
Availability and status of operation and maintenance plan	Not available				
Status of roads with regard to public transport/major economic roads/roads leading to social facilities such as clinics, schools, etc.	Poor				
Status of arterial roads/internal streets	Poor				
Approved roads service level/standard for municipality³:					
<i>Formal areas</i>					
<i>Informal areas</i>					
Approved storm water service level/standard for municipality⁴:					
<i>Formal areas</i>					
<i>Informal areas</i>					
Areas or settlements with/without access to roads basic service level/standard					
<i>Name of area/settlement</i>	<i>Wards</i>	<i>No. of kms at or above RDP</i>	<i>No. of kms below RDP⁵</i>	<i>No. of kms with no roads⁶</i>	<i>Interventions required</i>
Kroonstad / Maokeng		342	270	0	Funding needed
Viljoenskroon / Maokeng		67	86	0	Funding needed
Steynsrus / Matlwangtlwang		40	34	0	Funding needed
Areas or settlements with/without access to storm water basic service level/standard					
<i>Name of area/settlement</i>	<i>Wards</i>	<i>No. of kms at or above RDP</i>	<i>No. of kms below RDP⁷</i>	<i>No. of kms with no storm water⁸</i>	<i>Interventions required</i>
Kroonstad / Maokeng		±315	±27	270	Need funding for master plan
Viljoensrkoon / Rammulotsi		±30	±37	86	Need funding for master plan
Steynsrus / Matlwangtlwang		±15	±25	34	Need funding for master plan
What are the reasons for the backlogs in roads and storm water services?					
Indicate other challenges not highlighted above:					

³ For example: tar roads, paved roads, graded roads, gravel roads, etc.

⁴ For example: piped systems, open channel lined, earth lined open channels, etc.

⁵ Part of backlog

⁶ Part of backlog

⁷ Part of backlog

⁸ Part of backlog

IDP PRIORITY: WASTE MANAGEMENT

Status of sector plan (Integrated Waste Management Plan)				Not available	
National target for waste removal service ³¹				100% removal at every household	
Approved service level/standard for municipality³²					
<i>Formal areas</i>				Removal of plastic bags once a week	
<i>Informal areas</i>				Removal of dustbins once a week	
Is the service rendered internally or externally				Internally	
Number of HHs with/without access to waste removal^{33:}					
Total HHs	RDP and above	Below RDP ³⁴	No service ³⁵	Interventions required to address backlogs	
31 964			None		
What are reasons for HHs without access or below RDP access?³⁶					
N/A					
Areas or settlements with/without access to basic service level/standard.					
Name of area/ Settlement	Total No of HHs	No. of HHs at or above RDP	No of HHs below RDP ³⁷	No of HHs with no access ³⁸	Interventions required
	N/A				
Status of the provision of free waste removal:					
Is there an approved FBS policy (yes/no)			Yes		
If No, indicate the reason(s)					
How many HHs are benefiting from the Council approved FBS policy				9 500	
Indicate strategies employed to reduce, re use and re-cycle					
(1) The Municipality owns a recycling plant at the landfill site which is leased to a private re-cycler.					
(2) There are many private small recycling businesses in town.					
Indicate other challenges not highlighted above:					
1. Illegal dumping					
2. Shortage of manpower and equipment					
3. Financial constrains					
4. Need to transform from old plastic refuse bags to modern wheely bins for every households.					

IDP PRIORITY: HOUSING

Status of sector plan (Housing Sector Plan)				Approved (2006); To be updated	
National target for housing service ⁹				Eradicate informal settlements by 2014	
Approved service level/standard for municipality ¹⁰ :				40 m ² brick	
Number of HHs with/without access to housing ¹¹ :				5987	
<i>Total HHs</i>	<i>RDP and above</i>	<i>Below RDP¹²</i>	<i>No service¹³</i>	<i>Interventions required to address backlogs</i>	
45 661	39 674	5 205 (backyard dwellings)	782 (informal settlements)	Available stands to be provided with infrastructure services (Maokeng – 4000; Brentpark – 300; Kroonstad – 89; Matlwangmatlwang – 605 +831)	
What are the reasons for HHs without access or below RDP access?¹⁴					
<i>Lack of serviced residential erven, erven are planned and surveyed but without infrastructure services</i>					
Areas or settlements with/without access to basic service level/standard					
<i>Name of area/settlement</i>	<i>Total no. of HHs</i>	<i>No. of HHs at or above RDP</i>	<i>No. of HHs below RDP¹⁵</i>	<i>No. of HHs with no access¹⁶</i>	<i>Interventions required</i>
Maokeng				150	} Informal settlements to be eradicated
Viljoenskroon				132	
Steynsrus				350	
Renovaal				150	
			TOTAL:	782	
Indicate other challenges not highlighted above:					

⁹ For example: 100% access by all HHs by 2015

¹⁰ For example: 45m² brick dwelling.

¹¹ For the municipality as a whole

¹² Part of backlog

¹³ Part of backlog

¹⁴ For example: no bulk infrastructure, no reticulation infrastructure, ageing infrastructure, lack of capacity, provincial competence etc.

¹⁵ Part of backlog

¹⁶ Part of backlog

KPA 2: LOCAL ECONOMIC DEVELOPMENT
IDP PRIORITY: LOCAL ECONOMIC DEVELOPMENT

Status and availability of sector plan (LED Strategy)		Draft not yet approved by Council	
Unemployment rate (disaggregated in terms of gender, age, etc.)			
Census 2011, Persons aged between 15 and 64 years			
	Male	Female	Total
<i>Employed</i>	21 631	14 409	36 040
<i>Unemployed</i>	8 112	11 442	19 554
<i>Discouraged work-seeker</i>	1 395	2 538	3 933
<i>Other not economically active</i>	15 101	22 093	37 194
Level of current economic activity (major sectors and potential sectors)			
<i>Sector</i>	2011	2012	
<i>Agric, forestry and fishing</i>			
<i>Mining and quarrying</i>			
<i>Manufacturing</i>			
<i>Wholesale and retail trade</i>			
<i>Finance, property, etc.</i>			
<i>Govt, community and social services</i>			
<i>Infrastructure services</i>			
	Total		
Job creation initiatives by the municipality (Number of jobs created):			
	2011	2012	
<i>Local procurement</i>	N/a	N/a	
<i>EPWP</i>	572	702	
<i>CWP</i>	500	1 000	

KPA 3: COMMUNITY DEVELOPMENT AND SOCIAL COHESION

IDP PRIORITY: CEMETERIES

Number of cemeteries, their locations and capacity:

Town	Cemetery name	Location	Capacity		
			Total No. of graves	Current usage No. of graves	Remaining capacity No. of graves
Viljoenskroon Rammolutsi	Northleigh	Rammolutsi	Not known	1 570	Not known
	Rammolutsi	Rammolutsi	Not known	Full capacity	Closed
	Ha Pieter	Rammolutsi	Not known	Full capacity	Closed
	Viljoenskroon	Viljoenskroon	Not known	Old cemetery	Reserved graves only
Kroonstad Maokeng	Seeisoville	Seeisoville	Not known	Full capacity	Closed
	Wespark	Marabastad	Not known	15 810	N/A
	Dinoheng	Gelukwaarts	Not known	N/A	Not known
	Boikgutsong		Not known	Full capacity	Closed
	Stilfontein		Not known	Full capacity	Closed
	Military memorial garden	Marais street	Not known	Full capacity	Closed
	Concentration camp	Industria	Not known	Full capacity	Closed
	Newly discovered	Between FC&H bridge and Kroonstad Trekkerdienste	Not known	Full capacity	Closed
Checkers	Checkers shopping centre	Not known	Full capacity	Closed	
Steynsrus Matlwangtlwang	Matlwangtlwang 1		Not known	824	Not known
	Matlwangtlwang 2		Not known	2 147	Not known
	Matlwangtlwang 3		Not known	80	Not known
	Steynsrus		Not known	1 671	Not known

Status and availability of cemetery management plan:

- There is no approved cemetery management plan at this stage. The plan is being drafted and when completed it will be submitted to Council for approval.

Status of operation and maintenance:

- 5 cemeteries are still in operation and that includes all three towns.
- Snake park cemetery is at the critical stage of reaching the full capacity.
- Brentpark cemetery has reached its full capacity. The investigation of the new cemetery has been commissioned however the local community does not accept the site identified.
- Northleigh cemetery is on the 10% coverage and the roads and ablution block are being constructed. It is at a 90% of completion stage. Some of the old cemeteries are only used for the reserved sections.

Backlogs or needs in national norms and standards:

- There is a need to develop two (2) new cemeteries for Brentpark and Steynsrus.
- Three cemeteries, namely, Brentpark, Snake Park and Steynsrus are not properly fenced. This leads to the damage of the graves and tombstones by the stray animals. There is no access control.
- Both of these cemeteries do not have sanitation and running water.
- The roads are not paved and during the rainy seasons it poses problems in terms of accessibility.

Status of other support services such as water, sanitation and roads:

- There is no running water at the following cemeteries:
- There no sanitation facilities on the following cemeteries:

Any general challenges to the cemetery sector:

- Shortage of staff
- Shortage of equipment
- Poor/ no fencing of the cemeteries
- Dusty roads/ unpaved roads

IDP PRIORITY: SPORT AND RECREATION

(Stadiums, swimming pools, parks, resorts, libraries, theatre, etc.)

Status and availability of Sport and Recreation Plan (sector plan):

- There is a draft policy for sports and Recreational policy which still need to follow the right procedure to be approved.
- This plan has been sent through to different stakeholders for their inputs and comments.

Number of facilities, their location and current status (condition):

Facility	Total No	Total Back-log	Location (and /or name of each facility)	Current status (condition) ¹⁷	Status of Operation and maintenance	Challenges
Stadiums	7		Viljoenskroon MultiSports Centre	Poor Facility is vandalised and not user friendly	No formal program of maintenance and operation	Shortage of staff and Equipment Lack of funding
			Rammulotsi Sports Centre	Poor Facility is vandalised and not user friendly	No formal program of maintenance and operation	Shortage of staff and equipment Lack of funding
			Seisoville Stadium	60% usable Need security improvement; Turf surface needs to be reconstructed	Facility is maintained once a month; Different clubs book and use facility at nominal monthly fee	Shortage of staff and Equipment Lack of funding
			Brentpark Stadium	Stadium is vandalised; No water and sanitation; Lights and power cables were stolen; Fence needs upgrading	Cutting of grass is done when there is a need and when requested	Security Shortage of staff and Equipment Lack of funding
			Loubserpark Stadium Industrial	80% Good Fence and whole facility need upgrading; Asbestos seating that is breakable; Synthetic tracks are damaged need serious attention	Facility is been used mostly; Maintenance is done on a weekly basis; Booking for the use of the facility is done at Parks offices	Theft and vandalism Shortage of staff and equipment Lack of funding Shortage of water for irrigation
			Central sports Terrein Phomolong	95% usable No water and sanitation as well as electricity	Bookings made at the parks offices. Maintained as and when there is a need	No electricity, running water and sanitation. Shortage of staff and equipment Lack of funding
			Matlwangtlwang Sports Centre	40% Usable Fence and ablution block vandalised No water and	Bookings for facility made at the Steynsrus municipal offices	Shortage of staff and Equipment Lack of funding No water and

¹⁷ Indicate whether it is excellent, good, fair or poor

Facility	Total No	Total Back-log	Location (and /or name of each facility)	Current status (condition) ¹⁷	Status of Operation and maintenance	Challenges
				sanitation	It is maintained when the need arose	sanitation
Swimming pools	3		Morewag	90% good/ usable Electronic timing device has been out of order for many years; Stands need an upgrade	Daily maintenance taking place; Clubs have arrangement with parks offices; Day visitors pay normal entrance fee	Shortage of staff and equipment Lack of funding
			Nyakallong Gelukwaarts	Facility been vandalised; It is 30% usable; No perimeter fencing	Daily tickets sales	Shortage of staff and equipment Lack of funding
			Brentpark	Vandalised and not usable at this stage; Pool needs resurfacing; Some structure need upgrading	Only cutting of grass it done once a month	Shortage of staff and equipment Lack of funding Pool needs to be resurfaced
Community Halls	8		Nyakallong Gelukwaarts	90% usable No perimeter fencing which leads to vandalism	Booking is done at parks offices for fixed monthly booking and once-off usage	Shortage of staff and equipment Lack of funding
			Brentpark	It is been functional	Booking is been done at office for the use of the hall	Security is the main challenge
			Constantia	Ceiling collapsing and; The hall is too hot it needs fans or air conditioners(Air circulation)	Bookings made at the Parks offices Normal maintenance is done weekly and when required	No funding to replace and repair roof No air circulation
			Seisoville Community Hall	In usable state; Not lockable; Ablution not in good state		
			Seisoville Stadium	Better condition to use	Doors being damaged by rain More chairs needed	
			Rammolutsi location	Electricity not good, it needs rewiring; Roof and ceiling need upgrade	Booking done at main office at the Viljoenskroon; Caretaker responsible for daily cleaning	
			Viljoenskroon Town hall	The hall is not user friendly The floor is damaged The roof needs attention The whole building should be repainted.		
			Kroonstad Town Hall	The facility is deteriorated Roof need upgrading as well as the ceiling	The facility has been rented out to Kroonstad tourism	

Facility	Total No	Total Back-log	Location (and /or name of each facility)	Current status (condition) ¹⁷	Status of Operation and maintenance	Challenges
				Gutters , walls, doors and stair cases needs a thorough upgrading The hall is 25% usable.		
Parks	No full information with regards to the number of parks and open spaces. This will need more time to do a thorough survey					
Resorts	2		Nyakallong Gelukwaarts	The state of the resort is bad. It does not have fence		
			Kroonpark Holiday Resort	Facilities and equipment are obsolete and damaged.	Almost all the rooms in chalets have been tiled; Water circulation pumps were replaced with new pumps.	All accommodation, leisure and recreation facilities are very obsolete and damaged.
Libraries	9		Provincial Public Libraries (6): Kroonstad (Hill Street) Tswelopele (Constantia Park) Sedibeng Gelukwaarts Viljoenskroon Rammolutsi Matlwangtlwang Municipal Public Libraries (3): Brentpark Vooruitsig (Kroonheuwel) Steynsrus	All libraries are now in poor conditions due to lack of proper maintenance and funding	Only 2 libraries (Brentpark and Vooruitsig) received funding for minor renovations; Steynsrus Public Library was next to be attended to but due to lack of funds, the process was delayed.	Lack of funds
Theatres	1	70%	Kroonstad Civic Theatre	30% status; State of general decay; Health hazard; abnormal working condition	Insufficient maintenance	Insufficient funding, equipment and staff; Late payments by clients

Any challenges to the sector.

- Deteriorated infrastructure that needs funding to upgrade them
- No maintenance plan for the infrastructure
- Shortage of staff
- Shortage of equipment fencing of the facility is also a main problem as this lead to no access control and vandalism subsequent to that.
- Poor tariff structure (too low fees are been charged)

IDP PRIORITY: SAFETY AND SECURITY

(Traffic police, fire services, disaster management, etc.)

Service	Sector plan		Current status of service ¹⁸	Backlogs/Needs	Challenges
	Availability (Y/N)	Status			
Traffic police	Yes	Not Implemented due to staff and equipment	Fair	Implementation of one way traffic system; Upgrade of robots; road signs and road markings; By-Laws : street trading, heavy vehicles and Taxis	Appoint staff; Approve structure; Better Service Delivery; Implementation of outstanding council resolution – A Heavy vehicles routes and one-way traffic system/
Fire service	No	n/a	Understaff Dilapidated equipment and machines No fire stations in Steynsrus/ Matlwangtlwang and Viljoenskroon/Ramolutsi	Fire stations are needed in Steynsrus/Matlwang and Viljoenskroon/Ramolutsi	Provide professional fire service within Steynsrus/ Matlwangtlwang and Viljoenskroon/Ramolutsi
Disaster management	Draft	Draft	Understaffed Very little equipment	To make use of the disaster management center according to disaster management Act	To make use of the disaster management center according to disaster management Act

Any challenges to the sector.

N/A

¹⁸ Refer to personnel, equipment, facilities, etc.

IDP PRIORITY: HEALTH SERVICES

(Clinics and hospitals)

Facility	Total No.	Total Backlog ¹⁹	Location (and/or name of each facility)	Status of support services			
				Water	Sanitation	Electricity	Roads
Clinics							
Hospitals							

- Any challenges to the sector.

IDP PRIORITY: EDUCATION

Schools	Total No.	Total Backlog ²⁰	Status of support services			
			Water	Sanitation	Electricity	Roads
Pre-primary						
Primary						
Secondary						

- Any challenges to the sector.

¹⁹ Backlogs or needs in relation to national norms and standards

²⁰ Backlogs or needs in relation to national norms and standards

KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

GOVERNANCE STRUCTURES

The table below indicates the availability and status with regard to the following governance structures:

Structure	Y/N	Status
Internal audit function	Y	
Audit committee	Y	
Risk management function	N	
Risk management committee	N	
Oversight committee	Y	MPAC established
Portfolio Committees (s80)	Y	Ten committees functioning
Ward committees	Y	Functional in all wards
IDP Representative Forum	Y	
Council committees (s79)	Y	
Supply chain committees (SCM)	Y	Specifications, Evaluation and Adjudication committees established

MANAGEMENT AND OPERATIONAL SYSTEMS

The table below indicates the availability and status of the following management and operational systems:

System	Y/N	Status
Complaints management system	N	
Risk management strategy	N	
Fraud prevention plan	Y	
Communication strategy	N	
Public participation strategy	N	

KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

The table below indicates availability and status with regard to the following:

System/Function	Y/N	Status
Availability of skilled staff	Y	Skills audit process to be finalized
Organisational Structure	Y	Structure approved in 2007, the municipality on the process of reviewing the structure.
Vacancy rate	Y	The municipality has a total of 541 vacant posts.
Skills development plan	Y	The municipality submits the WSP to LGSETA annually and is currently on the process of implementation.
Human resource management strategy or plan	Y	HR strategy or plan not in place.
Individual performance and organisational management systems	Y	Performance management system in place and approved by council.
Monitoring, evaluation and reporting processes and systems	Y	The municipality is submitting monthly and annual reports on trainings implemented to LGSETA. Mid-Year performance assessment report also in place for monitoring and evaluation

KPA 6: FINANCIAL VIABILITY AND MANAGEMENT

The table below indicates availability and status with regard to the following:

System/function/policies	Y/N	Status
Tariff policies	Y	Reviewed for 2013/2014
Rates policies	Y	Reviewed for 2013/2014
SCM policy – staffing, staffing of the finance and SCM units	Y	Reviewed for 2013/2014
Payment of creditors	Y	Reviewed for 2013/2014
Auditor- General findings (action plan)	Y	Reviewed for 2013/2014
Financial management systems	Y	It is functional
Financial reporting systems	Y	Reporting according to National Treasury templates
Revenue enhancement/management plan	Y	There is Revenue enhancement strategy in place initiated by Provincial Treasury handled by Revenue Section of the municipality
Asset management policy and system	Y	Reviewed for 2013/2014
GRAP compliance	Y	The municipality is GRAP Compliant
Debt Collection and Credit Control Policy	Y	Reviewed for 2013/2014
Write off Policy	Y	Reviewed for 2013/2014
Indigent Policy	Y	Reviewed for 2013/2014
Asset Management Policy	Y	Reviewed for 2013/2014
Cashiers Control Policy	Y	Reviewed for 2013/2014
Budget Policy	Y	Reviewed for 2013/2014
Meter reading Policy	Y	Reviewed for 2013/2014

CHAPTER 3: DEVELOPMENT OBJECTIVES AND STRATEGIES

INTRODUCTION

Municipalities in South Africa utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sustainable long-term development. An Integrated Development Plan (IDP) gives an overall framework for development. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget.

An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those involved in the development of a municipal area. The IDP enables municipalities to use scarce resources most effectively and efficiently to speed up delivery.

It is important that a municipal IDP correlate with National and Provincial intent so as to co-ordinate the work of all spheres of government. Such a coherent plan will ensure the improvement of the quality of life for all citizens. Applied to the Moqhaka Local Municipality (MLM) issues of national and provincial importance should be reflected in the IDP of the municipality. For this reason this chapter commences with an overview of national and provincial intent that influences the integrated development plan and intended development strategies/priorities of the MLM.

POLICY AND LEGISLATIVE CONTEXT

NATIONAL DEVELOPMENT PLAN (VISION FOR 2030)

“The Vision Statement and the National Development Plan presented here is a step in the process of charting a new path for our country. By 2030, we seek to eliminate poverty and reduce inequality. We seek a country wherein all citizens have the capabilities to grasp the ever-broadening opportunities available. Our plan is to change the life chances of millions of our people, especially the youth; life chances that remain stunted by our apartheid history.”

- Trevor Manuel, MP, Minister in the Presidency, On behalf of the National Planning Commission, 11/11/2011

Creating a virtuous cycle of growth and development

It is possible to eliminate poverty and to sharply reduce inequality by 2030. The commission proposes that these be the guiding objectives of the national plan over the next 20 years. All elements of the plan must demonstrate their effect on these two goals.

The national plan has to attack the blight of poverty and exclusion, and nurture economic growth at the same time; creating a virtuous cycle of expanding opportunities, building capabilities, reducing poverty, involving communities in their own development, all leading to rising living standards. Such a virtuous cycle requires agreement across society about the contribution and sacrifices of all sectors and interests. This will translate into greater confidence and a greater field of opportunities for individuals and the country. Growth and development, and reducing poverty and inequality, are the core elements of this virtuous cycle. Strong leadership throughout society, national consensus, social cohesion and a capable state are its key enablers.

Success will be measured by the degree to which the lives and opportunities of the poorest South Africans are transformed in a sustainable manner. Presently, the country does not have a standard definition of poverty. The commission recommends using a poverty line of about R418 (in 2009 prices) per person per month. This recommendation is based on a proposal by Statistics South Africa for a poverty line for the country that takes into account the prices of a basket of food and other essential items. Success would mean reducing the proportion of people living below this level from the current 39 percent of the population to zero. This is a mammoth but achievable task. The proposed poverty line should not detract from the fact that poverty is a multidimensional concept, incorporating more than just income, and we have to make progress on all of these dimensions.

A reduction in inequality will be achieved if the Gini co-efficient falls from the current level of 0.7 to 0.6 by 2030.²¹ South Africa today has one of the world's highest levels of inequality. While the proposed reduction would mark a significant shift, a high level of inequality would persist in 2030.

²¹ A measure of the inequality of distribution. A value of 0 equals full equality and 1 maximum inequality

The Central Challenges

The *Diagnostic Report* of the National Planning Commission identified nine main challenges:

1. Too few people work
2. The standard of education for most black learners is of poor quality
3. Infrastructure is poorly located, under-maintained and insufficient to foster higher growth
4. Spatial patterns exclude the poor from the fruits of development
5. The economy is overly and unsustainably resource intensive
6. A widespread disease burden is compounded by a failing public health system
7. Public services are uneven and often of poor quality
8. Corruption is widespread
9. South Africa remains a divided society.

Of these elements, the commission believes that two are critical and interrelated: too few people work and the quality of education available to the majority is poor. While all nine challenges must be tackled in an integrated manner, increasing employment and improving the quality of education must be the highest priorities. Failure to raise employment and improve the quality of education would signal failure. Both require community involvement, better public service delivery and a higher degree of social cohesion that promotes cooperation between all sectors to support economic growth and job creation.

Writing a new story for South Africa

Developing and upgrading capabilities to enable sustainable and inclusive development requires a new approach and a new mindset. The story we propose to write involves:

- Creating jobs and livelihoods
- Expanding infrastructure
- Transitioning to a low-carbon economy
- Transforming urban and rural spaces
- Improving education and training
- Providing quality health care
- Building a capable state
- Fighting corruption and enhancing accountability
- Transforming society and uniting the nation.

External drivers of change

International and regional developments affect South Africa's fortunes in complex ways. The plan discusses some of the following trends:

- International political and economic developments
- Globalisation
- Africa's development
- Climate change
- Technological change

Key Priority Areas and Proposals

Table 13: NDP – Key Priority Areas and proposals

Key priority areas	Proposals
An economy that will create more jobs	<ul style="list-style-type: none"> • Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services. • Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy. • Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline. • Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators. • Improve the skills base through better education and vocational training. • Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy. • Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband Internet connectivity, to achieve greater capacity and lower prices. • Improve the capacity of the state to effectively implement economic policy.
Improving infrastructure	<ul style="list-style-type: none"> • The upgrading of informal settlements. • Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services. • The development of the Durban-Gauteng freight corridor, including the development of a new dug-out port on the site of the old Durban airport. • The construction of a new coal line to unlock coal deposits in the Waterberg, extension of existing coal lines in the central basin and, through private partnership, the upgrading of the iron ore line to Saldanha. • The timely development of a number of key new water schemes to supply urban and industrial centres, new irrigation systems in the Umzimvubu river basin and Makatini Flats and the establishment of a national water conservation programme with clear targets to improve water use and efficiency. • The construction of infrastructure to import liquefied natural gas and accelerated exploration activity to find sufficient domestic gas feedstocks (including exploration of shale and coal bed methane reserves) to diversify our energy mix and reduce our carbon emissions. • Procuring about 20 000 MW of renewable electricity by 2030, importing electricity from the region, decommissioning // 000MW of aging coal-fired power stations and accelerated investments in demand-side savings, including technologies such as solar water heating.
Transition to a low-carbon economy	<ul style="list-style-type: none"> • Support for a carbon budgeting approach, linking social and economic considerations to carbon reduction targets. • Introducing an economy-wide price for carbon complemented by a range of programmes and incentives to raise energy efficiency and manage waste better.

Key priority areas	Proposals
	<ul style="list-style-type: none"> • A target of 5 million solar water heaters by 2030. • Building standards that promote energy efficiency. • Simplifying the regulatory regime to encourage renewable energy, regional hydroelectric initiatives and independent power producers.
<p>An inclusive and integrated rural economy</p>	<ul style="list-style-type: none"> • Create a million jobs through agricultural development based on effective land reform, and the growth of irrigated agriculture and land production. • Basic services that enable people to develop the capabilities they need to take advantage of economic opportunities throughout the country and so contribute to the development of their communities through remittances and the transfer of skills. • This includes ensuring food security and the empowerment of farm workers. • Industries such as agro-processing, tourism, fisheries and small enterprises should be developed where potential exists. • Reforms required to deal with contested relationships between indigenous institutions and constitutional ones.
<p>Reversing the spatial effects of apartheid</p>	<ul style="list-style-type: none"> • Increasing urban population density, while improving the liveability of cities by providing parks and other open spaces, and ensuring safety. • Providing more reliable and affordable public transport with better coordination across municipalities and between different modes. • Moving jobs and investment towards dense townships that are on the margins of cities. Building new settlements far from places of work should be discouraged, chiefly through planning and zoning regulations responsive to government policy
<p>Improving the quality of education, training and innovation</p>	<p>By 2030, South Africa needs an education system with the following attributes:</p> <ul style="list-style-type: none"> • High-quality early childhood education, with access rates exceeding 90 percent. • Quality school education, with globally competitive literacy and numeracy standards. • Further and higher education and training that enables people to fulfil their potential. • An expanding higher education sector that is able to contribute towards rising incomes, higher productivity and the shift to a more knowledge-intensive economy. • A wider system of innovation that links key public institutions (universities and science councils) with areas of the economy consistent with our economic priorities.
<p>Quality health care for all</p>	<ul style="list-style-type: none"> • By 2030, the health system should provide quality care to all, free at the point of service, or paid for by publicly provided or privately funded insurance. • The primary and district health system should provide universal access, with a focus on prevention, education, disease management and treatment. • Hospitals should be effective and efficient, providing quality secondary and tertiary care for those who need it. • More health professionals should be on hand, especially in poorer communities. <p>Reform of the public health system should focus on:</p> <ul style="list-style-type: none"> • Improved management, especially at institutional level • More and better-trained health professionals • Greater discretion over clinical and administrative matters at facility level,

Key priority areas	Proposals
	<p>combined with effective accountability</p> <ul style="list-style-type: none"> • Better patient information systems supporting more decentralised and home-based care models • A focus on maternal and infant health care. <p>Building a national health insurance system</p>
<p>Social protection</p>	<ul style="list-style-type: none"> • An acceptable minimum standard of living must be defined as the social floor, including what is needed to enable people to develop their capabilities. • The retirement savings and risk benefit gap should be closed through reforms, including mandatory contributions, with consideration given to government subsidising these contributions for low income or periodic workers. • Social welfare services must be expanded, with more education and training for social work practitioners and a review of funding for non-profit organisations. • Public employment should be expanded to provide work for the unemployed, with a specific focus on the youth and women. • The integration of a number of databases in the social security environment with information from public employment programmes will enable communities to conduct social audits of government services, leading to better and more effective targeting of government's social and employment programmes.
<p>Building safer communities</p>	<p>By 2030, people living in South Africa should feel safe and have no fear of crime. Women and children and all vulnerable groups should feel protected. They should have confidence in the criminal justice system to effectively apprehend and prosecute criminals who violate individual and community safety. The South African Police Service and metro police should be a professional institution staffed by skilled, disciplined, ethical individuals who value their work and serve the community.</p> <p>Achieving this vision requires targeted action in five key areas:</p> <ul style="list-style-type: none"> • Strengthening the criminal justice system • Making the police service professional • Demilitarising the police service • Building safety using an integrated approach • Building community participation in community safety
<p>Reforming the public service</p>	<p>The plan proposes radical reforms in several areas. Parliament's oversight role should be enhanced, the political/administrative interface stabilised, the public service professionalised, skills upgraded and coordination improved. A more pragmatic approach to the intergovernmental system is required, recognising uneven capacity.</p> <p>To professionalise the public service, we propose that:</p> <ul style="list-style-type: none"> • Heads of departments should report to a head of the civil service on

Key priority areas	Proposals
	<p>administrative matters.</p> <ul style="list-style-type: none"> • A hybrid system of appointing heads of departments should be introduced, incorporating both political and administrative elements. • A graduate recruitment programme and a local government skills development strategy should be introduced to attract high-quality candidates. • The Public Service Commission should be given the power to develop and monitor norms and standards for appointments at each level. • A purely administrative approach should be adopted for lower-level appointments, with senior officials given full authority to appoint staff in their departments.
<p>Fighting corruption</p>	<p>In addition to political will, the fight against corruption has to be fought on three fronts: <i>deterrence</i>, <i>prevention</i> and <i>education</i>.</p> <ul style="list-style-type: none"> • <i>Deterrence</i> helps people understand that they are likely to get caught and punished. • <i>Prevention</i> is about systems (information, audit and so on) that make it hard to engage in corrupt acts. • The social dimensions of corruption can only be tackled by focusing on values, through <i>education</i>. South Africa has some, but not all, of these elements in place.
<p>Transforming society and uniting the country</p>	<p>A united people and a more cohesive society are not only national objectives; they are also means to eradicating poverty and inequality. Our strategy to enhance social cohesion is based on three themes:</p> <ul style="list-style-type: none"> • Reducing poverty and inequality by broadening opportunity through economic inclusion, education and skills, and specific redress measures. • Promoting mutual respect, inclusiveness and cohesion by acting on the constitutional imperative that South Africa belongs to all who live in it, and that all are equal before the law. • Deepening the national appreciation of the responsibilities and obligations that citizens have towards one another. <p>In addition to measures that promote social equity outlined elsewhere in the plan, we propose:</p> <ul style="list-style-type: none"> • The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularised, encouraging all South Africans to live the values of the Constitution. • A pledge based on the Constitution's preamble should be developed and used in school assemblies. • All South Africans should be encouraged to learn an African language and government programmes should work to make this a reality. • The Commission on Gender Equality and the Ministry for Women, Children and People with Disabilities should jointly set clear targets for the advancement of women's rights and report on progress in achieving this in an annual publication each August. • Employment equity and other redress measures should be made more effective by focusing on the environment within which capabilities are developed. • A review of black economic empowerment. While this remains the correct approach to broaden ownership and control over productive parts of the economy, the present model is not achieving the desired objectives quickly

Key priority areas	Proposals
	<p>enough.</p> <ul style="list-style-type: none"> • Redress measures in the workplace should focus on enterprise development, access to training, career mobility and mentoring.

To make meaningful, rapid and sustained progress in reducing poverty and inequality over the next two decades, South Africa needs to write a new story. At the core of this plan is a new development paradigm that seeks to involve communities, youth, workers, the unemployed and business in partnership with each other, and with a more capable state. The aim is to develop the capabilities of individuals and of the country, and to create opportunities for all South Africans.

THE NEW GROWTH PATH

“As a developmental state that is located at the centre of a mixed economy, we see our role as being to lead and guide the economy and to intervene in the interest of the poor, given the history of our country.

Informed by this responsibility, in 2010 we launched the New Growth Path framework and identified our job drivers as infrastructure development, tourism, agriculture, mining, manufacturing and the green economy. “

- State of the Nation Address by His Excellency Jacob G Zuma, President of the Republic of South Africa on the occasion of the Joint Sitting of Parliament, 9 February 2012

Government, under the leadership of Minister Ebrahim Patel, on 23 November 2010 released the [Framework of the New Economic Growth Path](#) aimed at enhancing growth, employment creation and equity. The policy's principal target is to create five million jobs over the next 10 years. This framework reflects government's commitment to prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda.

Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy.

- The framework identifies investments in five key areas namely: energy, transport, communication, water and housing. Sustaining high levels of public investment in these areas will create jobs in construction, operation and maintenance of infrastructure.
- The new growth path sees the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme.
- Specific measures, particularly changes to procurement policy and regulations, are identified to ensure that this is achieved. Risks include the still fragile global recovery; competition and collaboration with the new fast-growing economies; and competing interests domestically.

The New Growth Path identifies five other priority areas as part of the programme to create jobs, through a series of partnerships between the State and the private sector.

- **Green economy:** expansions in construction and the production of technologies for solar, wind and biofuels is supported by the draft [Energy on Integrated Resource Plan](#). Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade.
- **Agriculture:** jobs will be created by addressing the high input costs and upscaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment.
- **Mining:** calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of a state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector.
- **Manufacturing:** calls for re-industrialisation in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa's research and development investment to 2% of gross domestic product by 2018.
- **Tourism and other high-level services:** hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent.

Smarter coordination between government and stronger partnerships with the private sector and organised labour will galvanise our resources in achieving the aims of the New Growth Path.

- Government calls on every South African to contribute to building our nation over the coming 20 years to ensure a collective effort, creativity and solidarity.
- Good leadership and strong governance are critical in ensuring that South Africa takes charge of the new opportunities. Government commits to cut wasteful spending, tackle corruption and align the allocation of public money with developmental priorities.
- Government recognises that job targets can only be achieved if the State performs better and if the private sector grows in labour-absorbing parts of the economy.
- The New Growth Path identifies measures to strengthen the capacity of the state and enhance the performance of the private sector to achieve employment and growth goals.

The New Growth Path proposes major improvements in government, with a call for slashing unnecessary red tape, improving competition in the economy and stepping up skills development.

1. The role of government departments and agencies in meeting set targets for scarce and key skills is critical. This emphasis on skills applies across the economy and will be a centrepiece of partnership with business and labour.
2. Key targets include the aim to produce 30 000 engineers by 2014, with a focus on Mathematics and Science as well as changes to university funding formulae to achieve this, and 50 000 artisans by 2015, with annual targets for [Eskom](#) and Transnet and for individual [Sector Education and Training Authority](#) institutions to achieve this.
3. The document calls for greater focus on workplace training, targeting on-the-job training and refresher programmes for 10% of the workforce every year.
4. It also calls for measures to make it easier to import scarce skills by streamlining the work permit and visa system. This will be accompanied by a skills transfer programme to ensure that local skills development is enhanced.

The framework identifies a “development package” – a coordinated set of actions across a broad front, this consists of macroeconomic strategies, microeconomic measures and stakeholder commitments to drive employment and economic growth.

- The document recognises the challenges of an uncompetitive currency and sets out clear steps for government to address the impact of the Rand on the economy.

- In expanding on government's tools to address inflation, a stronger role will be considered for competition policy and strategic investigations into conduct leading to high and volatile prices for intermediate inputs for producers and basic consumer goods, including important commodities such as maize, steel and fertilisers.
- Government calls for greater focus by South African business on opportunities in Africa's fast-growing economies. This is accompanied by commitments to improve cross-border infrastructure and measures to address unnecessary regulatory obstacles to the movement of people and goods, as part of building a common market on the continent.

MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

Informed by the 2009 Election Manifesto, Government adopted the Medium Term Strategic Framework (MTSF) for the mandate period 2009 – 2014 in July 2009. The MTSF translates the Election Manifesto into a Government strategic framework. It elaborates on the Election Manifesto and identified the Ten (10) Strategic Priorities that serve as the basis for determining the Governments Implementation Plans for the period to 2014. The basic thrust of the Medium Term Strategic Framework 2009 – 2014 (MTSF) is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world.

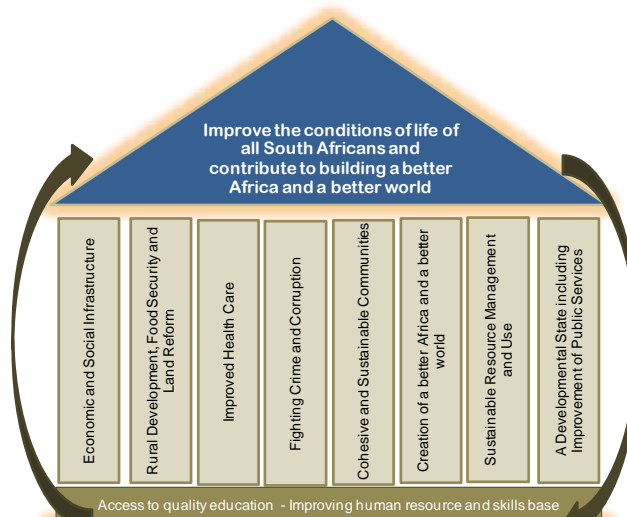


Figure 17: Medium Term Strategic Framework

The 10 priorities as per the MTSF are:

1. speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
2. introduce a massive programme to build economic and social infrastructure;
3. develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
4. strengthen the skills and human resource base;
5. improve the health profile of all South Africans;
6. intensify the fight against crime and corruption;
7. build cohesive, caring and sustainable communities;
8. pursue African advancement and enhanced international cooperation;
9. ensure sustainable resource management and use; and
10. build a developmental state, improve public services and strengthen democratic institutions

*“The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, **municipalities are expected to adapt their integrated development plans in line with the national medium-term priorities**”.*

The conversion of the 2009 Election Manifesto and the MTSF into a set of 12 outcomes backed by measurable outputs and key activities to achieve the outputs was the product of consultation and discussion at both the Ministerial and Administrative levels. The diagram below seeks to align the 2009 Election Manifesto and MTSF key strategic objectives and the Outcomes. There appear to be a high degree of correlation and consistency across the three. The outcomes are not another set of priorities per se. They reflect the desired development impacts we seek to achieve given government’s policy priorities as contained in the 2009 Election Manifesto and the MTSF. In this sense the outcomes with measurable outputs and key activities is thus the core strategy to achieve the Election Manifesto and MTSF priorities.

The process from priority setting based on the 2009 Election Manifesto and MTSF through the outcomes definition with measurable outputs and key activities, has laid a solid basis for signalling what the current Administration will be seeking to achieve by 2014.

OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT

“Problems at municipalities range from issues of poor governance and accountability, weak financial management, high vacancies in critical senior management posts and in a number of instances, an inability to deliver even a core set of critical municipal services efficiently and effectively.....All these problems combined have shattered the confidence of the majority of our people in our local government system.”

Vision for Outcome 9

1. Develop a more rigorous, data driven and detailed segmentation of municipalities that better reflect the varied and capacities and contexts within municipalities and lays the basis for a differentiated approach to municipal financing, planning and support
2. Ensure improved access to essential services
3. Initiate ward-based programmes to sustain livelihoods
4. Contribute to the achievement of sustainable human settlements and quality neighbourhoods
5. Strengthen participatory governance
6. Strengthen the administrative and financial capability of municipalities
7. Address coordination problems and strengthen cross-departmental initiatives

Figure 18: Government policy priorities and outcomes

Table 14: Linking outputs to Outcome 9

	Outputs	Sub-outputs	Action required
1	Implement a differentiated approach to municipal financing, planning and support	1.1 Policy Framework for differentiation developed	Segmentation model
		1.2 Grant the 6 metro's and top 21 municipalities more autonomy in respect of infrastructure and housing delivery	<ul style="list-style-type: none"> a. Accelerate the implementation of the MIG-City programme to the top 21 municipalities; and b. Accelerate the housing accreditation process in the metros and 21 municipalities
		1.3 Design a very focused intervention for clearly defined smaller municipalities	<ul style="list-style-type: none"> a. Producing IDP's simplified to focus on planning for the delivery of a set of 10 critical municipal services b. Supported by a simple revenue plan c. Supported by auditing and filling the critical posts of MM & Senior Managers with competent and suitably qualified individuals
2	Improving Access to Basic Services	2.1 Improve universal access to basic services by 2014 as follows:	<ul style="list-style-type: none"> a. Water from 92% to 100% b. Sanitation from 69% to 100% c. Refuse removal from 64% to 75% d. Electricity from 81% to 92%
		2.2 Establishment of a Bulk Infrastructure Fund to better align and coordinate municipal infrastructure funding with a view to:	<ul style="list-style-type: none"> a. Unlock delivery of reticulation services b. Fund bulk infrastructure, c. Procure well located land d. Align Provincial Infrastructure Grants and MIGs with housing projects and grants e. Upgrade and rehabilitate bulk infrastructure (such as WWTWs)
		2.3 Establishment of a special purpose vehicle (SPV) to provide specialised technical and financial support to municipalities (infrastructure provisioning)	<p>In particular the SPV should support targeted municipalities to:</p> <ul style="list-style-type: none"> a. Appropriately structure capital funding and mobilise operational funding to strengthen municipal service provision b. Deliver new infrastructure to eradicate backlogs, rehabilitate existing infrastructure and provide for effective operation and maintenance of infrastructure.
3	Implementation of the Community Work Programme	3.1 Create at least 237 000 work opportunities and contribute to the target of 4.5million EPWP job opportunities by 2014	<ul style="list-style-type: none"> a. Provide an employment safety net targeting a social protection gap b. Supplement other livelihood strategies and not to replace or displace them: with no expectation that participants will be able to 'exit' into sustainable jobs any time soon c. Contribute to the development of public assets in poor communities
		3.2 Establish where feasible, functional cooperatives at the local level by 2014.	

	Outputs	Sub-outputs	Action required
			<p>d. Strengthen community Development Approaches</p> <p>e. Strengthen the economic ‘agency’ of people in marginalised economic areas; providing work experience, enhancing dignity and promoting social and economic inclusion</p>
4	Actions supportive of the human settlement outcomes	<p>4.1 Initiate actions to increase densities in metros and large towns by 2014;</p> <p>4.2 Initiate actions to release public land for low income and affordable housing to support the delivery of 400 000 housing units on “well located land” with a 30 to 45 minute journey to work and services and using less than 8% of disposable income for transport by 2014;</p> <p>4.1 Support the expansion of the national upgrading support programme in 45 priority municipalities to facilitate the upgrading of informal settlements</p>	Specifically support the grading and rezoning of informal settlements by the priority municipalities
5	Deepen democracy through a refined Ward Committee model	<p>5.1 Review and strengthen the legislative framework for Ward Committees and community participation to:</p> <p>5.2 Put support measures in place to ensure that at least 90% of all Ward Committees are fully functional by 2014</p>	<p>a. Broaden participation of and better organize various sectors at a local level; and</p> <p>b. Propose revised / new responsibilities and institutional arrangements for Ward Committees and Community Development Workers</p> <p>Find a new approach to better resource and fund the work and activities of Ward Committees</p>
6	Administrative and financial capability	<p>6.1 Improved audit outcomes of municipalities;</p> <p>6.2 Reduced municipal debt;</p> <p>6.3 Reduced municipal overspending on operational expenditure ;</p> <p>6.4 Reduced municipal under spending on capital expenditure ;</p> <p>6.5 Increased municipal spending on repairs and maintenance; and</p> <p>6.6 Support access to basic services through improved administrative and HR practices</p>	
7	Single Window of Coordination	<ul style="list-style-type: none"> • The Single Window of Coordination is a concept and organisational form to bring about greater cohesion in the work of government, particularly, but not exclusively at the national level. • an institutional mechanism to lessen the fragmentation within the cooperative governance arrangements impacting on local government • provide for a more focused oversight and support role for provinces and provide for a greater knowledge bank on municipal environments • cross-departmental committee comprising the departments of Human Settlements, Environment and Water Affairs, Rural Development, Energy and National Treasury under the leadership of the Department of Cooperative Governance 	

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The premise on which the National Spatial Development Perspective (NSDP) (2006) is based is one which seeks to redress the spatial imbalances caused by Apartheid planning. The aim is to encourage government to make urbanisation and urban economic development central in its prioritisation for development spending.

The NSDP seeks to set a spatial rationale for focusing all government (national, provincial and local) efforts on centralised areas. It does recognise development in areas where economic growth is not growing as fast, hence appropriate interventions need to be established.

The NSDP contains a set of normative principles to guide investment decisions and planning at provincial and local level:

Principle 1: Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2: Government has a constitutional obligation to provide basic services to all citizens wherever they reside.

Principle 3: Beyond the constitutional obligation government spending on fixed investment should be focused on localities of economic growth and/or potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.

Principle 4: Efforts to address social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, Government should concentrate primarily on human capital development by providing social transfers such as grants, education and training, and poverty-relief programmes.

Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

The NSDP introduces a spatial analysis approach whereby the space economy is analysed in terms of “potential” and “need”, which was used to develop an overview of the national space economy and the identification of 26 areas of national economic significance and a number of nationally significant poverty concentrations.

FREE STATE VISION 2030

The draft Provincial Growth and Development Strategy (PGDS) – Free State Vision 2030 was released in May 2012.

The PGDS is a critical instrument to shape and coordinate the allocation of national, provincial and local resources, and private sector investment to achieve sustainable development outcomes based on provincial development needs and priorities.

The Free State Vision 2030, marks a break with the current five-year planning approach and is a reflective long-term strategic framework envisioned to create an environment to respond to the complexities that characterise the provincial development landscape. Underpinning the vision is the ability of government together with the people to map out the destiny of the province.

The figure below outlines the Free State Vision 2030 and its six pillars.

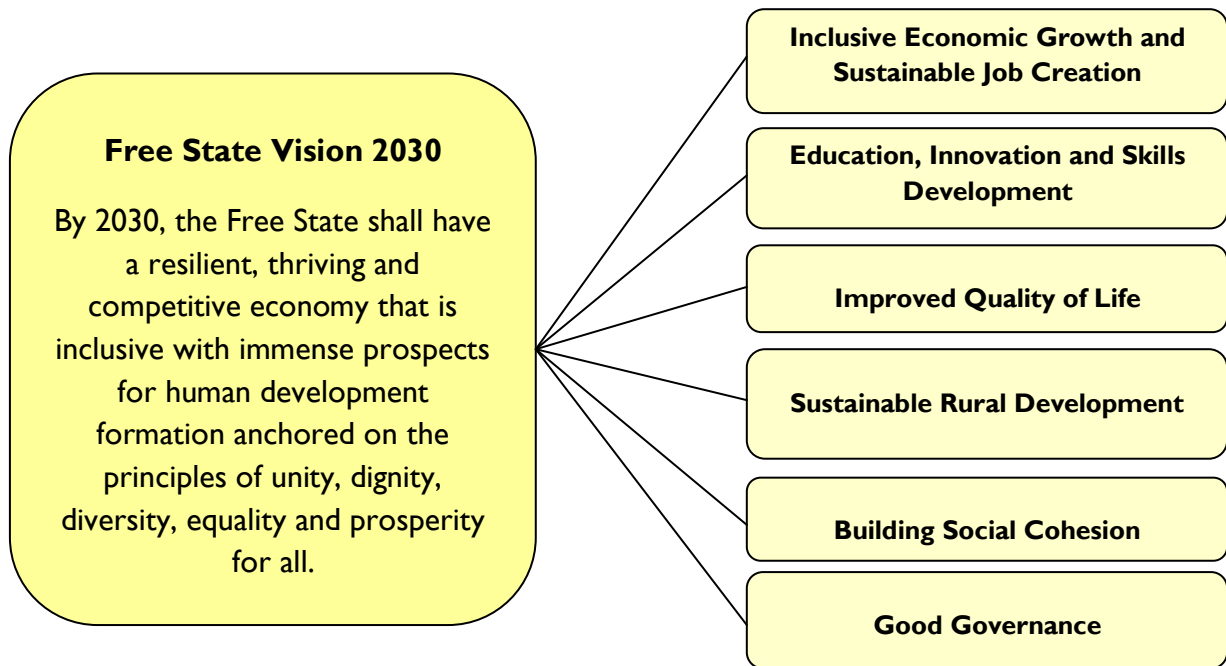


Figure 19: Free State Vision 2030 and Pillars

The Free State Vision 2030 and its concomitant pillars have been translated into high level targets which are meant to give practical meaning to the ideals contained in the vision statement and to further provide a systematic and integrated outlook on the implementation and impact of interventions undertaken.

Table 15: Free State 2030 targets

Free State Vision 2030: Pillars	Targets
Economic Restructuring, Growth and Employment Creation	<ul style="list-style-type: none"> • Increase the provincial growth rate from 2.1% in 2010 to 7% in 2030 • Increase the contribution of non-petro-chemicals sub-sectors to the manufacturing sector from 25% to 50% • Increase the contribution of the manufacturing sector from 14% to 28% • Increase the contribution of the agricultural sector from 3.8% to 10% • Increase the provincial contribution to the SA economy from 5% in 2010 to 15% in 2030 • Increase the GDP per capita income from R32 304 in 2010 to R110 000 in 2030 • Reduce unemployment rate from 25.5% in 2011 to 6% by 2030 • Increase the availability, affordability and speed of broadband from 256kbs in 2011 to at least 2mbs in 2030
Education, Innovation and Skills Development	<ul style="list-style-type: none"> • Eradicate micro-nutrient deficiencies in children under 18 months • Ensure that all children have at least two years pre-school education • Increase Grade R enrolment from 58% in 2010 to 80% in 2030 • Increase Grade 12 pass rate with at least 50% from 70.7% in 2011 to 95% in 2030 • Increase Grade 12 Mathematics and Science pass rate from 67% in 2010 to 90% • Increase the number of people with Grade 12 who are 15+ years from 23% in 2010 to 80% in 2030 • Increase the FET graduation rate to 75% in 2030
Improved Quality of Life	<ul style="list-style-type: none"> • Reduce the Gini-coefficient from 0.64 in 2010 to 0.3 in 2030 • Increase the proportion of people with access to electricity from 90% in 2010 to 100% • Develop integrated, affordable and environmentally-friendly public transport system • Increase the proportion of people with access to water in their dwelling from 45% in 2009 to 100% in 2030 • Increase the proportion of people with access to flush or chemical toilets from 70% in 2009 to 100% in 2030 • Reduce the housing informal settlement backlog from 23.4% in 2010 to 0% in 2030 • Increase the number of people living closer to their places of work to 20% in 2030 • Reduce infant mortality rate from 31.4% in 2010 to 7% in 2030 • Promote health education as an essential part of the school curriculum • Reduce HIV prevalence from 22.6% of the population in 2010 to 14% in 2030 and ensure that the under-20 age group is largely HIV-free generation • Increase life expectancy from 46 in 2011 to 70 in 2030 • Increase the TB cure rate from 71.3% in 2010 to 100% in 2030 • Reduce the number of people living in poverty from 44.7% in 2010 to 0% in 2030 • Reduce the number of municipalities with green-drop score from 17 in 2010 to 0 in 2030 and those with blue-drop score from 12 to 0 • Increase the land dedicated to formal conservation from 1.6% of the land surface

Free State Vision 2030: Pillars	Targets
	to 3% in 2030 <ul style="list-style-type: none"> • Reduce property-related crimes from 1 020 per 100 000 in 2010 to 200 per 100 000 in 2030
Sustainable Rural Development	<ul style="list-style-type: none"> • Increase the provision of quality basic services and invest in education, health care and public transport • Increase investment in agro-processing, tourism, aqua-culture and crafts industries • Increase financial support to rural communities • Increase investment in irrigation technologies and implement conservation measures • Improve access to markets for small-scale farmers and rural cooperatives
Build Social Cohesion	<ul style="list-style-type: none"> • Popularize and promote rights and responsibilities embedded within the Constitution • Introduce African languages in all schools to facilitate understanding, tolerance, respect and diversity • Promote Sport and Recreation as an essential part of the education curriculum • Develop and embed shared values amongst communities • Strengthen participatory democracy to encourage citizenry expression to guide and influence behaviour • Increase socio-economic access and opportunities to all to eliminate any forms of prejudice and marginalization • Create a safe and secure environment for individuals

LOCAL GOVERNMENT TURNAROUND STRATEGY (LGTAS)

LGTAS is an initiative to restore confidence in the local sphere of government. This initiative was approved by Cabinet in December 2009 when a comprehensive Turnaround Strategy for Local Government was accepted.

LGTAS works towards ensuring that municipalities are the primary delivery machine of the developmental state at a local level. Restoring confidence of the majority of people in South Africa in municipalities will be achieved by rebuilding and improving the basic requirements for a functional, responsive, accountable, effective and efficient local government.

The LGTAS is underpinned by two important considerations. It is accepted that each municipality faces different social and economic conditions and has different performance levels and support needs, and therefore a more segmented and distinguished approach is required to address the various challenges of municipalities. The problems in local government are both a result of internal factors within the direct control of municipalities as well as external factors over which municipalities do not have much control.

The aim of the turnaround strategy is to:

- restore the confidence in the municipalities, as the primary delivery machine of the developmental state at a local level; and
- rebuild and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.

The five strategic objectives of the local government turnaround strategy are to:

- Ensure that municipalities meet basic needs of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
- Build clean, responsive and accountable local government. Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- Improve functionality, performance and professionalism in municipalities. Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- Improve national and provincial policy, support and oversight to local government; and
- Strengthen partnerships between local government, communities and civil society. Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development.

The key interventions under these five strategic objectives focus on ensuring that:

- national government (including state enterprises) organises itself better in relation to local government;
- provinces improve their support and oversight responsibilities over local government;
- municipalities reflect on their own performance and identify their own tailor made turnaround strategies all three spheres of government improve inter-governmental relations in practice;
- political parties promote and enhance the institutional integrity of municipalities; and
- a social compact on local government is put in place where all citizens, including public officials at all levels, those in the private sector, trade unions, professional bodies and traditional leaders are guided in their actions and involvement by a common set of governance values.

Some of the immediate implementation priorities of the local government turnaround strategy (pre-2011 local government elections) are to:

- address the immediate financial and administrative problems in municipalities;
- promulgate regulations to stem indiscriminate hiring and firing in municipalities;
- tighten and implement a transparent municipal supply chain management system; and
- ensure that the programmes of national and provincial government and state owned enterprises are reflected in municipal integrated development plans and overcome "one size fits all" approach by differentiating responsibilities and simplifying integrated development plans.

Some of the main post-2011 priorities of the local government turnaround strategy include the following, which are part of vision 2014:

- Infrastructure backlogs should be reduced significantly;
- All citizens must have access to affordable universal basic services;
- Formalisation of all informal settlements;
- Clean cities, through the management of waste in such a way that it creates employment and wealth; and
- A single election for national, provincial and local government (key benefits include: single manifesto, one financial year, single public service, common five year medium term planning, aligned human resource and budgeting frameworks).

The local government turnaround strategy will be managed driven through a national coordinating unit in the Department of Cooperative Governance and Traditional Affairs that will serve as a “nerve centre” for implementation.

An immediate task of the local government turnaround strategy is that agreements will be reached with each province on the roll-out programme in the context of the different provincial needs and capacities. This will guide how municipalities will be supported to prepare and implement their own tailor made turnaround strategies that must be incorporated into their integrated development plans and budgets by March 2010. Key stakeholders and ward committees will be mobilised early in 2010. By July 2010, all municipalities will be in full implementation mode of the national and their own turn around strategies. The implementation of the local government turnaround strategy presents the entire country and all communities with an opportunity to work together with their municipalities in improving and accelerating service delivery.

MUNICIPAL TURNAROUND STRATEGY (MTAS)

The MTAS is attached as Annexure A.

MLM DEVELOPMENT OBJECTIVES AND STRATEGIES

This section of the IDP reports on the vision, mission and strategies that the MLM will follow to ensure the achievement of national and provincial strategic priority areas aligned to its own uniquely identified strategic objectives (with outcomes). Information on the alignment and its impact on the operations of the MLM are important because it helps the municipality to focus on the most important needs of local communities – taking into account the resources available at local level.

Vision

“Moghaka Local Municipality strives to be a Municipality that creates an environment for socio economic growth and sustainable development.

Mission Statement

“To maintain and enhance quality of life by providing effective, efficient quality and affordable services equitably and facilitating sustainable socio economic growth through active community participation.”

The municipality has through its strategic planning and public participation processes ensured that the Municipal Strategic Priorities were unpacked by developing key performance areas (KPAs), programmes, objectives, key performance indicators (KPIs) and targets for each of the KPAs and programmes.

The said objectives, indicators and targets (outlined in the tables below) have been aligned to the Provincial Priority Outputs, where possible and will form the basis for the development of the municipality’s Service Delivery and Budget Implementation Plan (SDBIP) and Annual Performance Plans of Senior Management for the 2014/15 financial year.

Table 16: KPA I – Service Delivery and Infrastructure Development

KPA I: Service Delivery and Infrastructure Development									
Strategic objective: Broaden access and improve quality of municipal services									
Intended outcome: Sustainable delivery of improved services to all households									
Programme/ IDP priority	Status Quo ²²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
1. Water	2603 HHs not having access to potable water within 200m radius	To ensure access to potable water by 2014 by providing a network with meters to all current erven	100% of HHs have access to potable water within 200m radius	95% (5,7% of HHs not having access is 2 603)	96% (603)	98% (1000)	100% (1000)		
	MLM not meeting blue drop criteria	To ensure improved blue drop rating from DWA	100% blue drop rating achieved	57%	70%	85%	90%	95%	100%
	± 40% water loss in distribution	To reduce water loss in distribution	Reduce loss to 15% max	40%	30%	25%	20%	15%	15%
	Compilation of WSDP – Module 1 & 2	To have WSDP Module 1 & 2 in place by 2014/15	100% of WSDP module 1 & 2 in place	Module 1 (2012)	50%	65%	70%		
	Demand in Viljoenskroon and Steynsrus exceeds purification capacity	To provide sufficient potable water to meet demand by upgrading of treatment plants	Meet 100% demand by 2016/17	± 80% availability of potable water in Viljoenskroon	80%	95%	90%	95%	100%
	No Approved Water Master Plan	To ensure approved Water Master Plan is in place	% of Water Master Plan developed and approved	10%	10%	100%	100%	100%	100%
	Van der Lingen and Kroonheuwel to Maokeng P/s in poor condition, Viljoenskroon reservoir P/s	Upgrade & refurbish 5 pump stations	Number of pump stations refurbished	5 require attention	0	2	3		
Several pumps and electric motors & panels need upgrading	Refurbishment at Kroonstad WTW	Number of pumps and panels to be refurbished	Three pumps, 2 panels and motors need replacement	0	1 panel & motor & 1 pump	2 pumps			
2. Sanitation	MLM not meeting Green Drop criteria	Ensure improved Green Drop rating from DWA	100% green drop rating	±31%	40%	65%	85%	100%	100%
	No Approved Sanitation Master Plan	Have an approved Sanitation Master Plan	% of Sanitation Master Plan developed and approved	10%	10%	100%	100%	100%	100%
	Insufficient capacity at	Increase capacity to	Increase capacity to ±	3.4MI/day	3.4MI/day	5MI/day	5MI/day	11MI/day	11MI/day

²² Challenges identified from status quo analysis

KPA I: Service Delivery and Infrastructure Development									
Strategic objective: Broaden access and improve quality of municipal services									
Intended outcome: Sustainable delivery of improved services to all households									
Programme/ IDP priority	Status Quo²²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
	WWTW Viljoenskroon	accommodate total outflow including new 4000 stands	11MI/day						
	Insufficient capacity at WWTW Steynsrus	Increase capacity to accommodate total outflow including new 1500 stands	Increase capacity to ± 3.5MI/day	1.5MI/day	1.5MI/day	1.5MI/day	1.5MI/day	1.5MI/day	3.5MI/day
	WWTW not running at full capacity	Refurbish Kroonstad WWTW	Run WWTW at full capacity (20MI/day)		12MI/day	12MI/day	20MI/day	20MI/day	20MI/day
	Several main sewer lines resulting in spillages (Example Hill Street, Main outfall to Kroonstad WWTW)	Refurbish several collapsed main sewer lines	Km sewer lines replaced	3 Km	0	2.1 Km	2.1 Km	2.1 Km	2.1 Km
	B P/s, C P/s, Murray Street P/s, Kroonpark P/s, Smit p/s, Brentpark P/s and Pitso P/s in poor quality	Upgrade / refurbish several aged sewage pump stations, mostly in Maokeng / Kroonstad	Upgrade per pump station	7 Pump stations to be done	0	4	3		
3. Roads and storm water	No Approved Roads and Storm water Master Plan	To ensure that the Roads and Storm water Master Plan is developed and approved	% of Roads and Storm water Master Plan developed and approved	0%	0%	0%	100%	100%	100%
	Upgrading of Roads and Storm water channels	Improving accessibility of roads and drainage of storm water	Number of km roads upgraded and storm water channels constructed	9.2 km	9.2 km				
	Gravel roads to be maintained	Maintain gravel roads in priority areas	Number of km of gravel roads maintained	60 km	70 km	70 km	70 km	70 km	70 km
	Approved Roads and Storm water Maintenance Plan	To ensure that the Roads and Storm water Maintenance Plans developed and approved	% of Roads and Storm water Maintenance Plan developed and approved	0%	0%	0%	100%	100%	100%
	Patching of potholes	Improving accessibility of roads	Number of m ² of potholes patched	2000m ²	2000m ²	2000m ²	2000m ²	2000m ²	2000m ²

KPA I: Service Delivery and Infrastructure Development									
Strategic objective: Broaden access and improve quality of municipal services									
Intended outcome: Sustainable delivery of improved services to all households									
Programme/ IDP priority	Status Quo²²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
4. Electricity and Energy	All electrified indigent households receiving free basic electricity (FBE)	Provide FBE (50kWh) to all electrified indigent households	% Electrified indigent households receiving FBE	100%	100%	100%	100%	100%	100%
	85% Attended to and reinstate power within 48 H of reported power interruptions	Reduce the number of power interruptions exceeding 48 H after reporting	% of reported power interruptions attended to within 48 H	85%	87%	95%	95%	95%	95%
	15% Electricity losses	To reduce electricity distribution losses	% Electricity distribution losses	15%	16%	14%	13%	11%	9%
	Faulty Public lighting	To improve public lighting in residential areas	% of reported public lights repaired within 5 days as per NRS standards	60%	70%	75%	80%	90%	90%
	No Approved Energy Master Plan	To ensure that Electricity and Energy Master Plan is developed and approved	% of Energy Master Plan developed and approved	0%	0%	0%	100%	100%	100%
	Insufficient NMD in Viljoenskroon	Increase NMD from 5 MVA to 10 MVA	NMD in Viljoenskroon	5MVA	5MVA	5MVA	10MVA	10MVA	10MVA
	Substations and Mini substations needs urgent attention	Repair / upgrade 5 substations and 20 mini substations	Number of substations and mini substations repaired / upgraded	0	5	5	5	5	5
5. Housing	Housing sector plan outdated	To review the housing sector plan	% of HSP updated	0%	0%	100%			
	Housing waiting list outdated	To update the waiting housing list	% of waiting list updated	0%	0%	100%			
	Un-serviced residential erven	To provide infrastructure services	% of available erven serviced	0%	0%	30%	60%	100%	
6. Solid Waste Management	The Municipality owns a recycling plant at the landfill site which is leased to a private re-cycler.	To make better use of the recycling plant	% reduction in Illegal dumping	50%	55%	65%	75%	90%	100%

KPA I: Service Delivery and Infrastructure Development									
Strategic objective: Broaden access and improve quality of municipal services									
Intended outcome: Sustainable delivery of improved services to all households									
Programme/ IDP priority	Status Quo²²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
	There are many private small recycling businesses in town.	To promote SMM recycling business in Moqhaka	Number of emerging SMM recycling businesses promoted	0	8	10	13	15	20
	Integrated Waste Management Plan (IWMP) not finalised	To ensure that the IWMP is finalised and approved	% of IWMP developed and submitted to Council for approval	50%	70%	100%			
	Need to transform from old plastic refuse bags to modern wheelie bins for every households	To ensure that all HHs are provided with modern 240ℓ wheelie bins	% of HHs provided with 240ℓ wheelie bins	0%	0%	25%	50%	75%	100%
	Illegal dumping	To increase awareness of communities on environmental issues	Number of community environmental awareness programmes organised	0	0	4	4	4	4

Table 17: KPA 2 – Local Economic Development

KPA 2: Local Economic Development									
Strategic objective: Create an environment that promotes the development of the local economy and facilitate job creation									
Intended outcome: Improved municipal economic viability									
Programme/ IDP priority	Status Quo ²³	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
7. Local Economic Development	Incentive for industrial development not up to date	To review industrial incentive to promote investment	To submit the review incentive to council	Available but not reviewed.	0%	100%			
	LED strategy completed in 2010 but not yet passed before council	To submit the strategy to council for approval.	To submit LED strategy to council by November 2013	Draft	90%	100%			
	Municipality has land and leased them to farmers	To support land reforms programmes	To identify land for emerging farmers	None	0%	50%	100%		
	Database for SMME is not available	To develop a database for SMME register.	100% SMMEs database completed	0%	25%	100%			
	Tourism strategy not available	To develop a tourism strategy to promote tourism	100% of Tourism strategy developed and submitted to council by June 2014	0%	0	100%			

²³ Challenges identified from status quo analysis

Table 18: KPA 3 – Community Development and social cohesion

KPA 3: Community Development and Social Cohesion									
Strategic objective: Build united, non-racial, integrated and safer communities									
Intended outcome: Developed communities and improved social cohesion									
Programme/ IDP priority	Status Quo ²⁴	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
8. Sport and Recreation (Kroonpark Holiday Resort)	Accommodation, leisure and equipment obsolete and damaged.	To support the expansion of the tourism potential of Kroonpark Holiday Resort	a. Renovated and maintained all chalets	49	0	15	15	10	9
			b. Number of electric equipment procured	100%	0	25%	25%	25%	25
			c. Number of buildings fumigated	2	2	2	2	2	2
			d. Number of ablution facilities renovated	4	0	1	1	1	1
			e. Renovating of Bloekom Lapa	100%	0	25%	25%	25%	25%
			f. Renovating of reception office	100%	0	25%	25%	25%	25%
			g. Repair and renovating of all swimming pools	100%	0	25%	25%	25%	25%
			h. Increased number of visitors	22 635	22 635	23 500	24 500	25 500	26 500
			i. Number of annual entertainment activities held	8	8	8	8	8	8
9. Arts and Culture	Communities not participating optimally in arts and culture programmes	To optimise community participation in arts and culture	Number of arts and culture programmes organised						
			% increase in events/programmes held at						

²⁴ Challenges identified from status quo analysis

KPA 3: Community Development and Social Cohesion									
Strategic objective: Build united, non-racial, integrated and safer communities									
Intended outcome: Developed communities and improved social cohesion									
Programme/ IDP priority	Status Quo ²⁴	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
			theatre						
10. Education (Libraries)	Library services not utilised by all residents	To increase access to library services	Number of library development programmes organised/offered						
			Number of new members to libraries						
11. Public safety	Implementation of one way traffic system.	Implementation of Council resolution	Implementation of one way traffic system	0	20%	40%	60%	80%	100%
	Upgrade of Robots	All robots to be upgraded to digital system	Digital system replacing old light system	0	20%	40%	60%	80%	100%
	Road signs and Road Markings	Maintain and repair all outdated and inferior Road signs and markings	Maintenance plan executed	0	20%	40%	60%	80%	100%
	By-Laws : street trading, heavy vehicles and Taxis	Draft and submit By-Laws to Council for approval and implimentation	Implementation of approved By-Laws	0	30%	40%	30%		
	Fire stations are needed in Steynsrus/Matlanglang and Viljoenskroon/ Ramolutsi	To provide professional fire service within Steynsrus/Matlanglang and Viljoenskroon/ Ramolutsi	Establishment of professional fire service within Steynsrus/Matlanglang and Viljoenskroon/ Ramolutsi	0		25%	50%	75%	100%
	Replacement of dilapidated fleet and equipment	Replace dilapidated fleet and equipment	Dilapidated fleet and equipment replaced	0	20%	40%	60%	80%	100%
	Disaster management function poor	To make use of the disaster management center according to disaster management Act	To make use of the disaster management center according to disaster management Act	0	30%	60%	100%		
	Understaffed	To staff all vacant positions	All vacant positions being filled	0	10%	30%	50%	80%	100%
	Very little equipment	Purchase equipment through the correct procedures	Equipment being purchased and used	0	50%	100%			

KPA 3: Community Development and Social Cohesion									
Strategic objective: Build united, non-racial, integrated and safer communities									
Intended outcome: Developed communities and improved social cohesion									
Programme/ IDP priority	Status Quo²⁴	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
	Limited budget	To provide a customer orientated Disaster Management to the community		0%	25%	55%	80%	100%	
12. Community facilities (Cemeteries)	Cemeteries not effectively maintained	Effective maintenance of cemeteries	Number of existing cemeteries maintained						
	Not all cemeteries have basic facilities and services	All cemeteries have basic services	Number of existing cemeteries upgraded						

Table 19: KPA 4 – Public Participation and good governance

KPA 4: Public Participation and Good Governance									
Strategic objective: Promote a culture of participatory and good governance									
Intended outcome: Entrenched culture of accountability and clean governance									
Programme/ IDP priority	Status Quo ²⁵	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
13. Ward Committees and public participation	Ward committees not functioning optimally	To ensure that functional ward committees are established	Number of functional ward committees established	25	25	25	25	25	25
	CDWs not deployed in all wards	To ensure that CDWs are deployed to all wards	Number of CDWs deployed	25	25	25	25	25	25
	Not all ward committees are trained	To ensure that ward committees are empowered	Number of ward committees trained on identified core skills areas	0	0	25	25	25	25
	Not all ward committees meet on a regular basis	To ensure that all ward committees conduct regular meetings	Number of monthly community meetings held per ward	0	0	4 per annum	4 per annum	4 per annum	4 per annum
	No regular interaction with key municipal stakeholders	To ensure that all key municipal stakeholders are effectively engaged	Number of quarterly interactions held with relevant municipal and community stakeholders (business, religious, etc.)	0	0	4 per annum	4 per annum	4 per annum	4 per annum
	Engagement of public on municipal issues	To ensure that the public participate effectively in key municipal processes	% of public participation meetings convened on IDP, Budget, By-laws, etc.	80%	80%	100%	100%	100%	100%
14. Council affairs and support	Optimal functioning of Council, MAYCO and Portfolio Committees	To facilitate the optimal functioning of Council	% of annual council programme compiled and approved by end of June each year	0%	0%	100%	100%	100%	100%
			% of agendas for council, mayoral committee and portfolio committees delivered on time (Council - 7	50%	60%	100%	100%	100%	100%

²⁵ Challenges identified from status quo analysis

KPA 4: Public Participation and Good Governance									
Strategic objective: Promote a culture of participatory and good governance									
Intended outcome: Entrenched culture of accountability and clean governance									
Programme/ IDP priority	Status Quo ²⁵	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
			<i>days and Committees - 48 hours)</i>						
			Number of quarterly reports to Council on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)	0	0	4 per annum	4 per annum	4 per annum	4 per annum
15. Internal Audit	Internal audit function not fully established and operational	To ensure a fully functional internal audit unit	% developed three rolling coverage plan	100%	0%	100%	100%	100%	100%
			% of annual internal audit plan approved by audit committee before end of June each year	100%	100%	100%	100%	100%	
			% execution of annual internal audit plan	50%	50%	100%	100%	100%	
			Number of audit committees held per annum	3	3	4	4	4	
			% review of audit charters completed annually (reviewed charters must be approved by the Audit Committee)	100%	50%	100%	100%	100%	
16. Risk Management ²⁶	Risk management function is non-existent	To ensure that an effective and efficient risk management function is established	% review of risk management strategy & policy (approved by RMC)	0%	0%	100%	100%	100%	100%
			% of risk register compiled and updated quarterly	0%	0%	100%	100%	100%	
			Number of RMC meetings held	0	0	4	4	4	
			% of approved fraud prevention and anti-	0%	0%	100%	100%	100%	

²⁶ Including fraud prevention

KPA 4: Public Participation and Good Governance									
Strategic objective: Promote a culture of participatory and good governance									
Intended outcome: Entrenched culture of accountability and clean governance									
Programme/ IDP priority	Status Quo ²⁵	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
			corruption strategy annually reviewed						
			% of approved fraud prevention and anti-corruption strategy annually implemented	0%	0%	50%	75%	100%	
17. Communication	Communication strategy is not developed and implemented	To ensure that a communication strategy is developed, approved and implemented	% of communication strategy developed and approved	0%	0%	100%			
			% of approved communication strategy implemented	0%	0%	25%	50%	75%	100%
	Public participation strategy is not developed and implemented	To ensure that a public participation strategy is developed, approved and implemented	% of public participation strategy developed and approved	0%	0%	100%			
			% of approved public participation strategy implemented	0%	0%	25%	50%	75%	100%
	Regular communication with internal and external stakeholders	To ensure effective communication with all stakeholders	% of municipal website updated and maintained	60%	80%	90%	100%	100%	100%
			Number of newsletters produced and distributed	0	0	4	4	4	4
Number of interactions arranged with the print and electronic media			0	0	4	4	4	4	
18. Customer care ²⁷	Draft Customer Care policy not finalised	To ensure that the customer care policy is approved and implemented	% of customer care policy approved and implemented	Draft policy	90%	100%			
	Manual complaints management system	To automate the complaints management system	% of electronic complaints management system implemented	0%	0%	100%			

²⁷ Including complaints management system

KPA 4: Public Participation and Good Governance									
Strategic objective: Promote a culture of participatory and good governance									
Intended outcome: Entrenched culture of accountability and clean governance									
Programme/ IDP priority	Status Quo ²⁵	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
	Average turnaround time on complaints exceeds 48 hrs	To achieve an average turnaround time of 24 hrs on all complaints	% of customer complaints handled within 24 hrs	50%	50%	70%	90%	100%	

Table 20: KPA 5 – Institutional development and transformation

KPA 5: Institutional Development and Transformation									
Strategic objective: Improved organisational cohesion and effectiveness									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo ²⁸	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
19. Human resource management	Organisational structure reviewed and approved	To ensure that the structure is submitted to council for approval	Implementation of the approved structure		0	100%	0	0	0
	Finalising of all Job descriptions	Ensure that all posts on the structure have sound job descriptions	Communicating the job descriptions to all employees and ensuring that they are signed	All job description must be signed	0	100%	0	0	0
	High rate of vacancies	To ensure that all vacant and funded positions are filled	Prioritise and fill vacant position (scarce skills and legislated posts)	All essential services related post, legislated and scarce skills	100%	100%	100%	100%	100%
	Develop and review HR policies	Develop and review HR policies and submission to council for approval	Developed, reviewed and approved HR policies and communicate to all employees		40%	60%	0	0	0

²⁸ Challenges identified from status quo analysis

KPA 5: Institutional Development and Transformation									
Strategic objective: Improved organisational cohesion and effectiveness									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo²⁸	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
	Ensure that the Municipality is comply with provision of Occupational Health and Safety	To ensure that employee are tested annually through medical examination	Number of employees attended the annual test	300					
20. Human resource development	WSP 2012/13 submitted to LGSETA on 30 June 2012	To ensure compliance with relevant Skills Development Legislation	% of WSP & ATR submitted to LGSETA by end of June each year.	100%	100%	100%	100%	100%	100%
	Slow implementation of planned training interventions.	Implementation of planned training interventions	% of employees trained as per approved annual Workplace Skill plan. (613 employees to be trained)	30%	50%	100%	100%	100%	100%
		Implementation of Learnerships, graduate development programmes, skills programme and apprenticeships	Number of learnerships implemented as per WSP.	3 ²⁹	3	2	2	2	2
			Number of internships & experiential trainings implemented	1 ³⁰	1	4	4	4	4
			Number of skills programmes implemented	2	2	5	5	5	5
			Number of apprenticeships implemented	0	0	3	0	0	0
			Number of Senior & Finance officials trained on MFMP competency levels	14	14	5	5	5	5
		Review of EE plan on progress	Ensure compliance with Employment Equity Act	% of EE plan and annual reviews compiled.	100%	100%	100%	100%	100%
	EE report submitted to	Ensure compliance with	% of EE report submitted to	100%	100%	100%	100%	100%	100%

²⁹ Road Traffic Management; Roads Construction and Fire & Rescue Learnership

³⁰ Municipal Financial Management Internship

KPA 5: Institutional Development and Transformation											
Strategic objective: Improved organisational cohesion and effectiveness											
Intended outcome: Improved organisational stability and sustainability											
Programme/ IDP priority	Status Quo ²⁸	Objective	Key Performance Indicator	Baseline	Annual Targets						
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17		
	DoL in January	Employment Equity Act	DoL by January each year								
	Review of the EE plan on progress, workforce analysis currently been conducted.	Ensure implementation of the EE plan and compliance	% of implementation of the EE plan and annual reviews	5%	100%	100%	100%	100%	100%		
21. Information technology	Development and implementation of ICT master Plan	Ensure that the effective and efficient system master plan	Development of ICT strategic documents (policies and procedures)	Fully functional ICT master plan	0	100%					
	Design the adequate disaster recovery plan	To ensure that the Plan is developed documented and approved	To ensure that the business continuity plan is in place	Adequate disaster recovery plan	0	0	100%	0	0		
	Upgrading the Municipal telephone system	Installation of Voice over Internet Protocol (VoIP) telephone system	All municipal sites to be connected through VoIP telephone system	Consolidated and functional VoIP system	0	100%	0	0	0		
	Availability and reliability ICT infrastructure	To ensure 90% of uptime of municipal critical systems	Availability of billing and vending systems, 90% uptime of WAN and LAN	80%	95%	95%	95%	95%	95%		
					To ensure that an effective helpdesk is implemented	% of Web-based call log system/ helpdesk system implemented ³¹	0%	100%			
22. Labour relations	Labour relations environment	To ensure the effective functioning of the LLF	Fully functional Local Labour Forum (LLF) established (<i>no. of meetings held per annum</i>)	6	8	11	11	11	11		
					% implementation of LLF resolutions taken (including	20%	40%	80%	90%	100%	100%

³¹ (By 30 June 2013) – cashiers=30mins (average 24hrs); Servers=within 4hrs

KPA 5: Institutional Development and Transformation									
Strategic objective: Improved organisational cohesion and effectiveness									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo ²⁸	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
			monitoring of SALGBC collective agreements)						
		To ensure that disputes and grievances are managed effectively	% of disputes and grievances (stage 1 to 3) handled in terms of the collective agreement (<i>turnaround time is within 90 days</i>)	60%	80%	90%	100%	100%	100%
23. Legal services	Capacity and resource constrains	To provide efficient and effective legal services	Number of by-laws developed and approved as per priority functional order	3	4	8	8	4	4

Table 21: KPA 6 – Financial Viability and Management

KPA 6: Financial Viability and Management									
Strategic objective: To improve overall financial management by developing and implementing appropriate financial management policies, procedures and systems									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo ³²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
24. Budgeting and reporting	Municipality not always complying with legislative requirements	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	% of compliant annual budget (MTREF) compiled and approved by end of May each year	90%	90%	90%	100%	100%	100%
			% of budget-related policies developed, reviewed and approved as per National Treasury and MFMA requirements	90%	90%	90%	100%	100%	100%
			% of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than 10 working days after the end of each month	100%	100%	100%	100%	100%	100%
			% of monthly National Treasury returns submitted on time	100%	100%	100%	100%	100%	100%
			% of quarterly National Treasury returns submitted on time	90%	90%	90%	100%	100%	100%
			% of DoRA returns submitted on time (MIG, DoE, MSIG & DWA)	90%	90%	90%	100%	100%	100%
			% of mid-year budget assessment and budget adjustments report submitted by 25 January each year (s72	90%	90%	100%	100%	100%	100%

³² Challenges identified from status quo analysis

KPA 6: Financial Viability and Management									
Strategic objective: To improve overall financial management by developing and implementing appropriate financial management policies, procedures and systems									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo ³²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
25. Expenditure and Supply chain management	Qualifications and matters emphasised in 2011/12 audit report	To implement an effective and efficient system of expenditure and supply chain management	% actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget	4%	4%	6%	8%	10%	10%
			% actual operating expenditure (OPEX) as a percentage of the approved/adjusted budget	96%	96%	94%	92%	90%	90%
			% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	8.7% (R38m)	8%	8%	8%	8%	8%
			% of MSIG allocation spent	90%	90%	100%	100%	100%	100%
			% of creditors paid within 30 days of receipt of invoice (includes implementing and maintaining an effective system of internal control)	40%	40%	45%	50%	60%	70%
			% of compliance with approved SCM policy	40%	40%	60%	70%	80%	90%
26. Asset management		To ensure the effective, efficient and economical management of municipal assets	% of Fixed Asset Register (FAR) compiled and updated annually in line with GRAP requirements	50%	70%	80%	100%	100%	100%
			% of asset maintenance and replacement plans developed and updated annually	50%	70%	80%	100%	100%	100%
27. Clean audit	Municipality received a disclaimer from the Auditor-General for 2011/12 financial year	To ensure that the municipality received a Clean Audit Report by 2014	% of Clean Audit action plan compiled, approved and implemented	70%	70%	80%	90%	100%	100%
			% of Annual Financial Statement submitted to the Auditor-General by the end of	100%	100%	100%	100%	100%	100%

KPA 6: Financial Viability and Management									
Strategic objective: To improve overall financial management by developing and implementing appropriate financial management policies, procedures and systems									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo ³²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
			August each year						
			Actual improvement in annual audit outcomes received from the Auditor-General	Disclaimer	Qualified	Unqualified	Clean Audit		
			% of the Action Plan on issues raised by the Auditor-General is compiled, approved and implemented annually	70%	70%	80%	90%	100%	100%
			% internal audit recommendations implemented within specified time frames	70%	70%	80%	90%	100%	100%
28. Revenue management		To ensure the effective and efficient management of municipal revenue and cash flow according to national norms and standards	Ratio of net current consumer debtors to annual property rates and service charge income						
			Annual property rates and service charges more than 50% of total revenue						
			% of consumer debtors revenue collected (<i>actual total collections as a percentage of total levies/billings</i>)						
			% reduction of consumer debtors older than 90-days (Balance as at 30 June 2013: R?m)						
			% actual revenue generated as a percentage of the approved/adjusted budget	84.2% (unaudited)	88%	90%	92%	94%	96%
			% of revenue management strategy compiled and implemented						

KPA 6: Financial Viability and Management									
Strategic objective: To improve overall financial management by developing and implementing appropriate financial management policies, procedures and systems									
Intended outcome: Improved organisational stability and sustainability									
Programme/ IDP priority	Status Quo ³²	Objective	Key Performance Indicator	Baseline	Annual Targets				
					Yr1 2012/13	Yr2 2013/14	Yr3 2014/15	Yr4 2015/16	Yr5 2016/17
			% of cash management and investment policy framework compiled and approved						

CHAPTER 4: SECTOR PLANS

This chapter will provide a high-level overview of how the sector plans relate to the status quo analysis, strategic objectives and programmes and projects. Sector plans must indicate strategic interventions that respond to the status quo assessment.

At the core of the new system of local government is the ability of municipalities to coordinate and integrate programmes of other government spheres and sectors implemented in their space. This role is very critical given that all government programmes and services are delivered in municipal spaces. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes contained in the White Paper on Local Government are attained.

The approaches and plans to achieve these outcomes are contained in various national and provincial legislations and policy frameworks.

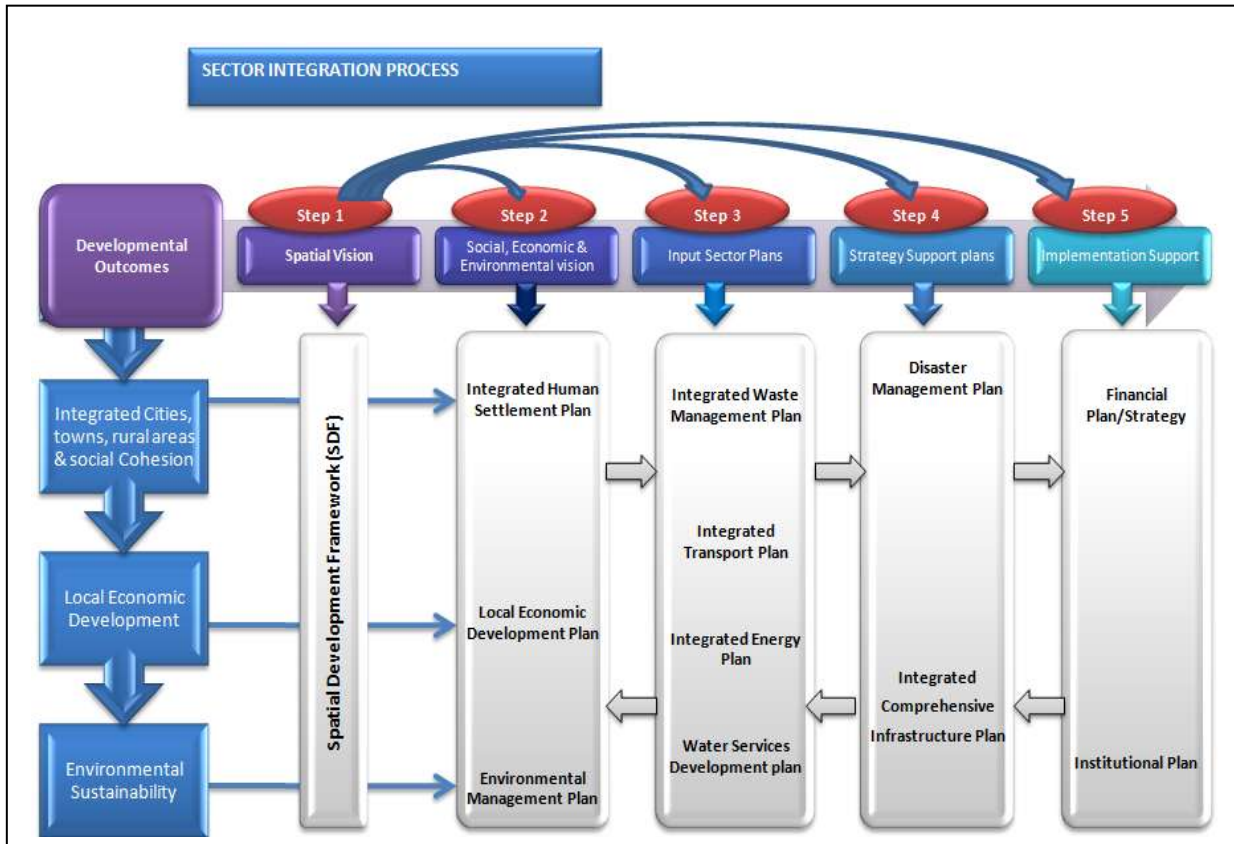
National departments, through legislation and policies, express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector-specific plans to guide the rendering of certain services.

HIERARCHY OF SECTOR PLANS

Sector plans should not be developed in isolation of one another, but there must be a sequential way of developing them. The development of these plans requires cooperation among various units in the municipality so that linkages are identified to ensure that service-specific plans contribute to the long-term vision of the municipality. In this regard, the sector plans can be arranged into five levels as indicated in the table below.

Table 22: Hierarchy of sector plans

Level 1	Spatial Vision	Spatial Development Framework (SDF)
Level 2	Social, Economic and Environmental Vision	Integrated Human Settlement Plan (IHSP) Local Economic Development Plan (LEDP) and Environmental Management Plan (EMP)
Level 3	Service-oriented Sector Plans	Water Services Development Plan (WSDP) Integrated Waste Management Plan (IWMP) Integrated Transport Plans (ITP) Integrated Energy Plans (IEP) Sports and Recreations Plan (SRP)
Level 4	Strategy Support Plans	Disaster Management Plan (DMP) Integrated Comprehensive Infrastructure Plans (ICIP)
Level 5	Implementation Support Plans	Financial Plan/Strategy Institutional Plan



STATUS QUO OF MLM SECTOR PLANS

Table 23: Status of Sector Plans

Sector plans	Availability	Status
Spatial Development Framework (SDF)	Yes	Last reviewed in 2010
Housing Sector Plan	Yes	Last reviewed in 2006
Local Economic Development Strategy	Yes	Developed in 2010 but not yet approved by Council
Environmental Management Plan	No	
Water Services Development Plan (WSDP)	Yes	Module I developed in 2012
Integrated Waste Management Plan (IWMP)	No	
Integrated Transport Plan (ITP)	No	
Roads and storm water master plan	No	
Integrated Energy Plan	No	
Sport and Recreation Policy	Yes	Draft policy developed but not yet approved by Council
Financial Plan/Strategy	Yes	Draft MTREF to tabled in Council at the end of March 2013
Institutional Plan	No	

HIGH LEVEL OVERVIEW OF MLM SECTOR PLANS

This section provides a high level overview of the available key sector plans as outlined above.

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

An update report was submitted to Council to indicate developments with regard to updating our Spatial Development Framework that will be consistent with the new legislation, the Spatial Planning and Land Use Management Act. The report indicated the following progress regarding the SDF review process.

- LMW Town Planners were appointed by the Fezile Dabi District Municipality;
- Phase 1 (Inception Report); Phase 2 (Issues and Vision) and Phase 3 (Status Quo) have already been completed;
- Phase 4 (Draft SDF) is due for completion in June 2014 and will be submitted to FSCoGTA for comments;
- Phase 5 (Achieving Support) is due for completion in July 2014; and
- Phase 6 (Approval of SDF) is due for completion in August 2014.

The information below reflects the status according to the currently approved SDF and will be updated in the next IDP review cycle when Council approves the revised SDF.

INTRODUCTION

The aim of the future Spatial Development Framework (SDF) is not to identify and or propose possible new or alternative land uses for all the involved erven. As clearly defined in the Manual for preparing IDPs, the aim of the SDF is to provide general direction guiding decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns and residential areas. Creating a strategic framework for the formulation of an appropriate land-use management system, thereby:

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

In view of the above it follows naturally that it is impossible to determine future land use changes per property in advance. The normal needs of property owners and developers to subdivide, consolidate and to rezone properties as a result of a specific development need can therefore not be indicated on the SDF. Where information of future developments and possible land use changes are available, it will be reflected in the SDF. It is imperative to take cognizance of the fact that the SDF does not intend to restrict future developments relating to existing properties in the developed areas where it implies subdivision, consolidation and rezoning.

SPATIAL ANALYSIS

HISTORIC URBAN AND RURAL PLANNING

Since its establishment during 1855, Kroonstad developed in a typical central town, adequately serving the numerous surrounding smaller communities. Although services are predominantly related to the agriculture sector, a variety of services are rendered to several other sectors. Development of the town since occurred according to a series of strategic development plans. The first document, called the Kroonstad Master Plan, was compiled during 1978 and mainly focussed on the future extension of Maokeng and the provision of a Teachers Training College. Rapid developments, especially in the residential extensions of Maokeng, resulted in the revision of the Master Plan during 1980. The interim period saw extensive development occurring in the larger community. A comprehensive road bypass system was developed and additional land for extension of Maokeng was purchased.

Although the development of both Kroonstad and Maokeng excelled the past few years, the lack of a proper strategic planning document seemed to be a pressing problem. The urgency of proper strategic guidelines became apparent, assessing the rapid growth of Maokeng. The latter resulted in preparation of an internal Framework Plan for the development of Maokeng. Residential extensions, and the purchasing of land for future development, specifically followed the broad principles of the Framework Plan. In this regard, it is to be remembered that the two existing communities were seen as autonomous and separate local governments due to the prevailing government policy at that time. A clear structure and framework for development were thus set for Maokeng. It resulted in Maokeng being a modern town with a proper road network and the ample provision of facilities according to modern town planning principles. All the phases of residential extension that followed were done within the framework. Currently, both communities are relatively well developed regarding different land uses. Land uses, where not developed, are however purposefully provided regarding modern urban planning principles. The latter is especially relevant in the case of the Maokeng community.

Brentpark is, at present, a fairly well developed town comprising of proper infrastructure services. Since the town experienced moderate growth during the late eighties, it was decided to compile a Framework Plan for future development. The plan was prepared and approved during 1991. Developments that followed adhered to the broad guidelines of the plan. The Greater Kroonstad recently embarked on the process of compiling a proper Framework Plan to address the future and integrated development of the three involved communities. Commission was given to consultants during 1997 to commence with the plan. It was decided by the Council to continue with the process within the IDP process and complete the document to serve as guideline for all development issues. Although the different development documents served as frameworks for development, a formal and statutory strategic guideline document was never compiled. The latter can be contributed to the fact that the Integrated Development Planning Process (IDP process) was meanwhile developed.

Viljoenskroon typically developed as a small town since its establishment during 1921, serving the predominant surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents existed. During 1991, an Urban Structure Plan was compiled for the area. The document provided a framework for development and specifically addressed the development of Rammulotsi, the extension of the industrial area and the identification of a suitable refuse dumping site. All the phases of residential extension that followed were done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities. Although rapid political changes occurred since 1994, a new development plan for the greater

community was not compiled. The Integrated Development Planning Process (IDP Process) was meanwhile developed.

Since its establishment, Steynsrus also typically developed as a small town serving the predominant surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents existed. During 1982, a non-statutory Structure Plan was compiled for the area. The document provided a framework for development and specifically addressed the future extensions of the respective residential areas and the possible development of a light industrial area. Development that followed was to a great extent in accordance to the Structure Plan. Matlwangtlwang experienced moderate growth since 1990. All the phases of residential extension in Matlwangtlwang that followed were done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities. As adequate provision was made for several facilities, the gradual development thereof should now commence. Although rapid political changes occurred since 1994, a new development plan for the greater community was not compiled.

Regional development within the study area is confined to mainly the construction of provincial roads and social services regarding education, safety & security and health. The previous IDP process, relating to the former Transitional Rural Councils, was the first attempt to establish some form of regional planning. The current process should thus be seen as the first real incentive to promote regional planning in the post demarcated Local Municipality. Although the National Regional Development Programme was launched during 1991, it specifically elucidated that it is an information document and neither an economic strategy nor development plan. The IDP process was developed according to legislation relating to the Development Facilitation Act (Act 67 of 1995) and the Municipal Systems Act (Act 32 of 2000) and aims to address future urban and regional planning and development.

CONTEXTUALIZATION OF SPATIAL DEVELOPMENT CONCEPTS

URBAN DEVELOPMENT : HIERARCHY OF TOWNS

- Kroonstad with its strong service character and prominent commercial and industrial components, will remain the main town and growth point of the region and will continue to render various services to the surrounding smaller towns and rural areas.
- Viljoenskroon is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas.
- Viljoenskroon functions as a satellite town for residential purposes due to its strategic location in the proximity of the Vaal Reefs mines as well as the Orkney/Stilfontein mining areas in the North West Province. These towns have the opportunity for future growth based on industrial development, mining and tourism.
- Steynsrus is located in an area of agricultural significance and mainly provides restricted services in this regard to the surrounding rural communities. Substantial future growth of this town is not foreseen.

URBANISATION

Future growth is attributed to the strong commercial and industrial component of the region. Growth is envisaged due to the weekend related tourism potential of the area. Future urbanisation will principally be attributed to farm workers that settle in the urban areas.

- Due to the dominant regional role, Kroonstad plays as a regional service provider and industrial and commercial development, the focus of urbanisation will probably be in this area.
- Smaller towns such as Viljoenskroon and Steynsrus primarily accommodate farm workers migrating to these towns.
- Future directions for residential extension, predominantly in the high density low cost residential areas, were identified for all urban areas and indicated on the Spatial Framework. These proposed directions for extension of the involved urban areas were discussed in detail and generally relates to the principles of land use development as pertained in the Development Facilitation Act and the National Environmental Management Act.

GROWTH POINTS

- Kroonstad will remain a growth point in the region as indicated above.
- Viljoenskroon and Steynsrus will continue to serve as small towns with limited economic growth potential focussing on tourism and providing a service to the agricultural community.

EMPLOYMENT OPPORTUNITIES

- Employment opportunities will mainly be created in Kroonstad as a continuous growth point.
- Employment opportunities in the other smaller towns, will remain limited and agricultural orientated.

INFLUENCING FACTORS

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

- **Road Infrastructure:** An effective primary road network exists in the study area. The secondary road network provides effective access to the above primary road network.
- **Strategic Location:** The study area is situated strategically in close proximity to the Gauteng and North West Provinces.
- **Tourism Potential:** The study area has a significant weekend related tourism potential that could, in future, contribute to the GGP of the district and should be further exploited.

- **Agricultural Sector:** The agricultural sector of certain areas in the district is extremely prominent and contributes largely to the GGP of the Fezile Dabi District, which emphasise the agricultural significance of this district. The latter results to industrial development that is agricultural orientated.
- **AIDS:** The impact of AIDS on economic growth patterns is still largely an unknown entity. An increase in mortality will, however, place a large burden on health services and the cost thereof that will influence future economic growth.
- **Competition:** The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to a possible loss in employment.

LAND USE MANAGEMENT

The Local Municipality has endeavoured a formal legislative process, in terms of the Free State Township Ordinance, in order to prepare an integrated land use management system.

The Draft Moghaka Land Use Management Scheme has been prepared as a consequence of the process. The document has been submitted to the Free State Townships Board for final approval and it is highly likely to be proclaimed during 2008. As a result of the latter, further proposals in this respect are redundant.

FUTURE DEVELOPMENT INITIATIVES

The SDF identifies a number of future development initiatives within the municipal jurisdiction without articulating their strategic importance to the growth targets and social outcomes.

Some of the future developments identified include the following:

Residential (Housing)

- High density development such as townhouses, cluster housing etc are proposed on the unutilised residential erven in the Tuinhof and Jordania neighbourhoods; the open land adjacent Van der Lingen Street and the Kroonpark Holiday Resort; the existing golf course including an open portion of council land to the south east of the golf course and also on privately owned land to the south of the existing Suidrand precinct (development in the area will be subject to detail bulk services investigations)
- High density residential extension is proposed at Rammulotsi directly adjacent (further south and north) of the new precinct of 4000 erven, which is at present, underway.

Business Nodes

- Future extension are anticipated along Reitz Street and Noordweg, as the main access roads to Kroonstad.
- Establishment of a business node to the east of the existing Rammulotsi precinct is seen as essential due to the development of the new precinct of 4 000 erven.
- Proposed extension of Steynsrus CBD to the north east towards Matlwangtlwang to promote integration along the link road between Steynsrus and Matlwangtlwang.
- Proposal to make provision for a business node in Brentpark

- Long term development in Heuwelsig, Tuinhof and Jordania precincts is envisaged to stimulate business development that will prompt the establishment of a neighbourhood centre in the future.

Industries

- The municipal owned electrical power station is in the process of being refurbished through private initiatives, with emphasis on a “bio fuel generator” moving away from traditionally usage of coal.
- A possibility for establishment of an “Industrial Park” adjacent the N1, north of the existing urban area, is identified however a need for comprehensive feasibility investigation is acknowledged.
- The Kroonstad railway junction is seen as a strategic node in the Spoornet rail system and maintenance is of concern if the station is expected to continue to play an important role.
- Natural resources that are currently exploited include diamond deposits at Kroonstad and gold deposits at Viljoenskroon.

Other Future Developments include:

- Proposed development of the open area between the Vals River and the CBD, to the west of the CBD, as a formal public open space with limited developable portions thereof for business purposes.
- Upgrading and development of the “Noord Oewer” park for the purpose of a “wildlife sanctuary”.
- Council has obtained the area to the west of Maokeng (subdivision I of the farm Bospoort 558, subdivision I of the farm Winningdale 200 and the remainder of the farm Riverdale 289) for the purpose of small-scale farming and communal grazing for the inhabitants of Maokeng.
- A pound system will be re-introduced due to the large number of stray animals in the urban area.
- A future primary collector road (M6) is also proposed which will serve as a direct link between the Welkom Road (M5) and the Viljoenskroon Road (M2) and is aimed at improving accessibility by providing direct access to Brentpark, the light industrial areas, Maokeng and Boitumelo Regional Hospital.
- An upgrading process of a scenic route that runs parallel to the Vaal River in the Vredefort Dome area is currently being considered.
- A need to have a register of all heritage sites within Moqhaka jurisdiction in the Municipal Heritage Register for submission to the Provincial Heritage Resources Authorities has been identified.
- All the proposed future developments that have a potential to contribute to robust local economies require further investigation on impact and viability, to also be included in the LED sector plan.

LOCAL ECONOMIC DEVELOPMENT STRATEGY

The purpose of LED strategy is to provide an analysis of the economic status of the area that constitutes Moqhaka Local Municipality, as well as the strategic direction for achievement of the most optimal economic benefit that can be derived through a Local Economic Development Plan.

Local Economic Development (LED) has become one of the key development interventions post 1994. The Constitution (RSA, 1996), The local government white paper (RSA,1998), The Municipal System Act (RSA,2001) and the Municipal Structures Act (RSA, 2001) are post 1994 proponents and directives that have placed developmental local government as a national agenda. The development strategy of LED has been a key item for local government's planning, growth and development.

The **vision for Local Economic Development within Moqhaka Local Municipality is as follows:**

To build Moqhaka into one of the ultimate holiday getaway for domestic tourism within the Free State Province and Fezile Dabi District as well as the vibrant destination of choice to live and work.

The following objectives have been developed to achieve the above vision:

- To streamline processes and procedures on internal controls within the municipal administration to achieve the best practice principles on corporate governance.
- To build a conducive environment for business investment through development and maintenance of bulk infrastructure in roads, electricity, water and sanitation.
- To forge sustainable partnerships with the business community in implementation of catalytic projects within key economic sectors through an LED Forum.
- To promote SMME entrepreneurship through training and business incubation.
- To promote living conditions through promotion of small-scale farming for food security;
- To stimulate the local economy through promotion of packaged tourism products including arts and crafts, that would render Moqhaka as one of the preferred destinations for domestic tourism.

STRATEGIC PRIORITIES AND PROJECTS

The following strategies **are recommended for further auctioning to achieve maximum** economic activity within Moqhaka, based on the information collated in the situational analysis:

- Implementation on integrated urban management;
- Establishment of corporate government structures;
- Consolidation of local economic base;
- Entrepreneurship training and SMME support;
- Create a conducive environment for business investment; and
- Improving the quality of life.

IMPLEMENTATION OF INTEGRATED URBAN MANAGEMENT

Adoption of Area Based Management. Adoption of area based management of various identified precincts and activity districts in terms of the services being offered by the local municipality. This will ensure that a dedicated team of officials partners with the business sector and civic society in improving service delivery and to further ensure that issues do not “fall between the cracks”.

The fundamental building blocks of urban management entail the adoption of an active role in the Development, Management and Coordination of resources to attain the municipality's development objectives.

Urban management also obligates an integrated approach to the political and administrative structures of the municipality, for the provision of both social and physical infrastructure services. Urban management includes the management of urban economic resources such as land and the assets of the built environment, the creation of employment and the attraction of investments in order to improve the quality of goods and services available (Clarke, 1991).

It is important that urban management, like economic management, be viewed first and foremost as the management of scarce resources in ways that are sustainable, equitable and efficient. Traditional economic variables (land, labour, and capital) have to be understood within the framework of urban economies and social responsibility. A central aspect of urban management pertains to the inclusion of various stakeholders which range from civil society to private sector agencies, non-governmental organizations (NGOs), community-based organizations (CBOs), an array of other interest groups and affected parties.

Urban management within the broader governance perspective has to be more participative, flexible, more transparent and less bureaucratic. The political parties elected to manage the municipality should be fully empowered to take Responsibility for their actions and should have the freedom to appoint good managers, lawyers, planners, and accountants to manage city activities.

Area based management aims for the identification of clearly defined urban management areas and priority management areas; monitoring of services and development definition; clarification of responsibilities and institutional alignment and provision of quality information ensuring appropriate organizational capacity and skills.

- **Encourage development of precincts and corridors of excellence.** The competitive and comparative advantages of distinct areas within Moqhaka will be used as criteria to identify precincts and corridors of excellence. The various economic precincts within Moqhaka will be identified which do not necessarily resemble the existing planning zones on operational management or area-based management. Future development will focus on enhancing distinctiveness of economic precincts as a marketing strategy for Moqhaka.
- **Alignment of LED with the spatial development plans in providing a framework for public-private investment.** The spatial plans are essential to guide the physical development of Moqhaka into the future, particularly into addressing the spatial footprints from apartheid planning, reinforcing social and economic inequalities, as well as racial segregation. The SDF is then an effective tool for managing and monitoring growth and development within the municipal jurisdiction, and informs investors where

development opportunities exist in the short and longer term. In addition the spatial plans can be utilised to assess applications submitted by property developers, guide changes in land-use rights and guide public investment in infrastructure. Therefore the SDF is important in earmarking strategic economic growth potential areas and promoting a built form that encourages land uses that are essential to stimulate economic growth. The SDF must depict the following critical spatial areas of intervention:

- o Agriculture Development;
- o Tourism Development; and
- o Development nodes and corridors.

The development nodes and corridors can serve as essential markets for locally driven initiatives. The markets can include the following:

- o Art and crafts market.
- o Various agriculture products and by-products;
- o Tourism related local initiatives i.e theatre, dance etc.
- o Retail stores on locally produced goods, etc

In support of the SDF the municipality must conduct studies of the identified economic potential areas where further investigation is required.

INFRASTRUCTURE UPGRADING AND MAINTENANCE

Infrastructure development is a significant determinant of economic performance and growth within a locality. The core amenities that support the basic processes of the socio-economic system such as water, roads, sanitation, electricity etc. of the community are important in creating a conducive environment for investment and for improvement of living conditions.

The situational analysis has identified the following key infrastructures, essential creating a conducive environment for investors and to stimulating economic growth but requires upgrading, development and/or maintenance:

- Upgrading and refurbishment of the Kroonstad Agricultural showground;
- Refurbishment and upgrading of the Kroonstad power station;
- Rehabilitation and upgrading of the sewer plant; and
- Upgrading and maintenance of roads.
- Maintenance of the property asset base.
- Facilitating for SETAs and the CIDB to support local businesses that provide internship opportunities to local graduates in scarce skills within the built environment, especially the youth and women.

ESTABLISHMENT OF CORPORATE GOVERNANCE STRUCTURES

Corporate governance principles are essential in strengthening the institutional administration, and financial viability of an entity through consistent compliance of systems of internal controls to instil accountability in public service. In Moqhaka however there are a number of institutional structures not in place, posing a challenge to the implementation and alignment of the IDP, SDF, LUMS and the Local economic developments strategy and plan and ultimately the achievement of socio-economic outcomes. Thus the consolidation of Moqhaka's institutional structure can be through the following:

Table 24: Corporate Governance Structures

No	Project
1.	Establishment of an LED unit within the municipality, linked to aligned structures within the district and province, and responsible for facilitating implementation of local economic activities in partnership with various stakeholder forums.
2.	Establishment of a Town and Regional Planning Unit (Office of the Chief Town Planner) to be responsible for development control applications, area based management in operationalising the IDP, and spatial planning for long-term strategic development and growth of Moqhaka. The Town Planning Unit is essential in complementing the existing technical services, supposedly staffed by civil, mechanical engineering technicians. Town planning is intended to integrate land use planning to improve the built, economic and social environments of communities.
3.	Area Based Management in partnership with business. Adoption of area based management of various identified precincts and activity districts in terms of the services being offered by the local municipality. Area based management will promote and optimize sectoral development within economic precinct which further provides a conducive environment for Private-Public Partnerships (PPPs) to drive economic initiatives within Moqhaka. One such mechanism is through the business improvement district, a section 21 company owned by property owners with the approval of a Council resolution, for the purposes of complementing specified services being provided by the municipality.
4.	Streamlining of systems of internal controls to optimize revenue collection and debt management in compliance to the MFMA. The AG report should be the basis for areas of initial
5.	Establishment of the Informal Trading Association for inclusivity and broad based participation. This can be done with the assistance of such organisations as FABCOS and
6.	Alignment of the local municipality's communication strategy with other key role players engaged in marketing the Free State Province. This represents an important response to poor perceptions by the public, and proactively provides an opportunity to maintain dialogue with the public. The LED Summit proposed for end January 2011 represent one such initiative to narrowing the communication gap between government and the business sector within Moqhaka.
7.	Establishment of an LED Forum , represented by key stakeholders, through discussion and approval of LED priorities at the LED Summit to ensure ownership of the LED sector plan by stakeholders and the community.
8.	Property Asset Management which entails the review of the lease agreements to ensure that competitive market rates are charged, as well as conditional assessment of all municipal properties to enable maintenance thereof.
9.	Informal Trading Policy as a strategic response to the reality of informal economy as a significant contributor to the local economy through job opportunities. This should also demonstrate the support available from the municipality, and other government agencies, to promote and support the informal economy sector.
10.	Implementation and/or review of the outdoor advertising policy and agreements to optimise the value that can be generated from the prioritised roads network and municipal properties, in augmenting the current revenue base.
11.	Perform a skills audit that focuses on current skills supply and demand chain, which leads to the development of a consolidated list of critical skills requirements for the operations and implementation of catalytic municipal initiatives.

12.	Development of a labour desk of artisans in trades required within the building and construction works, to be assisted in registering legal entities that can compete in the open market to ensure their sustainability, as well complying with the CIDB requirements.
-----	---

CONSOLIDATION OF THE LOCAL ECONOMIC BASE

Consolidation of the local economic base can be done through the development of catalytic product portfolios especially in tourism, and agriculture. This should be preceded by detailed business plans for each of the identified economic sectors, to leverage further external equity finance in strengthening public-private partnerships for the benefit of the people of Moqhaka. It can also be done through improving deal-making capacity, relating to capacity to optimally utilise dysfunctional land and/or buildings through rentals.

Moqhaka can also cluster sector activities/projects with surrounding municipalities to benefit from economies of scale and also establish business networks for information sharing and development growth is essential. Fezile Dabi District Municipality is in a strategic position to enable for that to happen through the proposed LED Agency.

Table 25: LED projects

No.	Projects
Agriculture Development	
1.	Support of the agriculture sector: zoning of strategic land for various agricultural identified products, including warehousing and agri processing. Reinforce specialty nodes within the agriculture precincts. Moqhaka should also set aside areas of high agricultural production potential for intense food production purposes and to fulfil food security objectives, such reservation is also in line with broad conservation objectives.
2.	The commonage farms can initially be used for communal agriculture in promoting food security, and ultimately linking to main commercial markets in the supply of such unique agricultural products that are distinct to the local culture, as a mechanism to further brand the municipality. The municipality can partner with such organisations as Senwes for support in ensuring that commonage farms are successful business entities, and sustainable. Senwes under their Social Corporate Investment (SCI) can provide the specialised skills required inclusive of seedlings, agriculture tools, training and financial assistance in funding management agents responsible for the commonage farms.
3.	Feasibility study on possible cultivation of wool for mohair, nuts, legumes, grains, and dried fruits agro-processing enterprises
4.	Feasibility study for abattoir since most of the sheep and goats are transported outside the municipality for processing as there is only one abattoir in the whole municipality.
5.	Training and mentoring programmes for emerging farmers through the support of the Free State Department of Agriculture, the Land Bank, the Department of Land Reform and Rural Development, the Agriculture Research Council.
Tourism Development	
6.	Identifying themed tourism precincts oriented at promotion of specific product portfolios, for example: sports tourism (swimming, canoeing etc.), cultural nodes on architectural heritage, arts & crafts, as well the historical heritage of each of the identified nodes. Innovative retail in line with the major economic activities such as furniture-making or shoe-making from leather, dried agricultural products for stock, biltong, compost etc.
7.	Conduct baseline research on the ability of current tourism facilities to service a broader market segment of domestic tourism, and growth thereof over a period of time (five to twenty year horizon).

ENTREPRENEURSHIP AND SMME SUPPORT PROGRAMMES

Entrepreneurship training and SMME support programs can be provided through the following:

Table 26: Entrepreneurship and SMME support programmes

No.	Project
1.	Facilitate SMME access to equity finance through partnerships with IDC and other development agencies to grow the small businesses into sustainable and viable operations into the future.
2.	Conduct an audit of SMMEs within Moqhaka according to economic sector, to monitor their growth and facilitate for their support and sustainability. The economic sectors could include the various subsectors within tourism and leisure such as guesthouses, African grillhouses, shebeens, as well as in agriculture such as fashion design, various products of wool, products of leather including furniture and shoes etc, farming products such as biltong, dried fruits, dried vegetable stock, compost from green waste etc.
3.	Co-ordination and support of survivalist informal economy operators through skills training, marketing through fairs and exhibitions, as well as stalls to improve working conditions, essential to optimise income opportunities. The municipality could partner with such organisations as FABCOS and aligned associations in this regard. SEDA could also assist with SMME incubation. The erstwhile Kroonstad Agricultural Showground has been identified as part of the infrastructure that can be used for SMME incubation and branding.
4.	Empower the infrastructural capacity of the informal economy through for example, storage facilities and stalls along activity spines and corridors, and within key economic nodes to optimise visibility and also enrich the vibrancy of the locality.

CREATE A CONDUCIVE ENVIRONMENT FOR BUSINESS

A conducive environment can be created for business investment through:

- **Flexible land-use management system (LUMS)** consistent with the White Paper on Spatial Planning and Landuse Management, 2008: innovative use of land-use to reinforce development and investment through implementation of flexible building controls to reinforce themed precincts and thereby secure the land values.

The LUMS are directly linked to the IDP Process. The LUMS include the preparation of Planning Schemes which provide detailed mechanisms required to put into effect the spatial policies, strategies and development objectives of the IDP.

The Planning Schemes will form the means of implementing statutory mechanisms in terms of which land may be developed, managed and regulated.

- **Implementation of the incentive policy:** through introduction of appropriate incentives and concessions for investment including tax holidays, demolition rights etc., for attraction of further investment locally. This should be informed by related policies adopted nationally by the Department of Trade and Industry, as well as the Department of Economic Development.

- Facilitate for **establishment of Business Improvement Districts (BID)** to ensure that current services being provided by the municipality are complemented through support from the business sector in creating a clean and aesthetically pleasing environment to conduct business.

IMPROVE QUALITY OF LIFE

Improve quality of life through the management of the public realm, upgrading of public infrastructure in improving the general aesthetics, landscaping, street furniture etc.

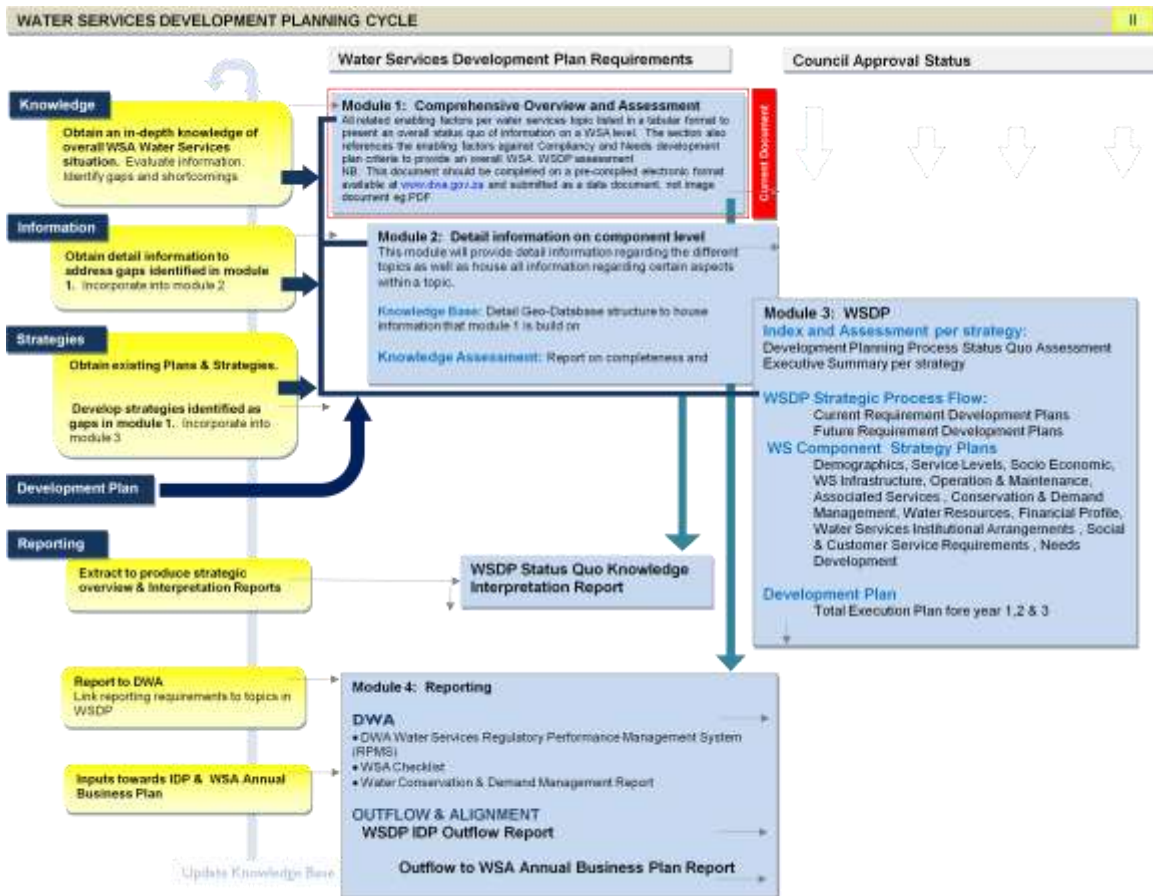
The following projects can be undertaken in an endeavour to improve the quality of life:

- The municipality can develop a maintenance plan for its roads network.
- Development and maintenance of public open spaces.
- Maintenance of transport facilities.

WATER SERVICES DEVELOPMENT PLAN (WSDP)

Module 1 of the WSDP, which is an overview and assessment of the status information and strategies was completed in 2012.





The above figure on the water services development planning cycle shows that Module 2 (Detail information on component level) and Module 3 (WSDP) must still be complete in order for the municipality to have a fully-fledged WSDP.

CHAPTER 5: FINANCIAL STRATEGY AND PLAN³³

INTRODUCTION

This Chapter translates the municipality's overall strategic intent into a meaningful financial strategy and plan which covers the next medium term period.

- Key budget assumptions
- Revenue and expenditure framework
- Operating revenue framework
- Operating expenditure framework
- Capital expenditure framework

The revenue and expenditure framework is a result of the municipality's analysis and strategic planning phases and reflect what is needed over the medium term to address the municipality's growth and development. The allocated capital budget is a short to medium term response to the funding needs.

FINANCIAL STRATEGY

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

National Treasury's MFMA Circular No.70 and 72 were used to guide the compilation of the 2014/15 MTREF.

The main challenges experienced during the compilation of the 2014/15 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained water, roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be a point where services will no-longer be affordable;
- Wage increases for municipal staff that continues to exceed consumer inflation, as well as the need to fill critical vacancies;
- Availability of affordable capital/borrowing.

³³ The information contained in this chapter was updated with the approved budget as adopted by Council.

The following budget principles and guidelines directly informed the compilation of the 2014/15 MTREF:

- The 2013/14 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2014/15 annual budget;

REVENUE AND EXPENDITURE FRAMEWORK

In view of the aforementioned, the following table is a consolidated overview of the proposed 2014/15 Medium-term Revenue and Expenditure Framework.

Table 27: 2014/15 MTREF - Consolidated Overview

R thousand	Adjustments Budget 2013/14	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Total Operating Revenue	590 462	618 592	656 160	692 248
Total Operating Expenditure	580 276	597 392	641 855	677 157
(Surplus)/Deficit for the year	(10 186)	(21 200)	(14 305)	(15 091)
Total Capital Expenditure	112 954	57 214	83 706	95 159

Total operating revenue has grown by 4.7% for the 2014/15 financial year when compared to the 2013/14 Adjustments Budget. For the two outer years, operational revenue will increase by 5.9% and 5.5%.

Total operating expenditure for the 2014/15 financial year has been appropriated at R597 million and translates into a budgeted surplus of R20.7 million. When compared to the 2013/14 Adjustments Budget, operational expenditure has grown by 3% in the 2014/15 budget and by 8% and 5.9% for each of the respective outer years of the MTREF. These surpluses will be used to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R57 million for 2014/15 is a R56 million decrease from 2013/14 Adjustment Budget. A substantial portion of the capital budget will be funded from grant funding over MTREF with gazetted grants of R47.1 million as per the DORA allocation for 2014/15.

FINANCIAL PLAN

OPERATING REVENUE FRAMEWORK

For Moqhaka Local Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

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

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure a 80% annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2014/15 MTREF (classified by main revenue source).

Table 28: Summary and percentage growth of revenue

Revenue types			
R thousand	Adjustment Budget 2013/14	Budget Year 2014/15	%
Property rates	48 524	51 193	5.5%
Service Charges: Electricity	233 226	250 253	7.3%
Service Charges: Water	82 219	87 317	6.2%
Service Charges: Sanitation	23 052	24 481	6.2%
Service Charges: Refuse	13 061	16 878	29.2%
Rental of Facilities	5 277	3 300	-37.5%
Interest : External Investments	500	530	6.0%
Interest: Outstanding Debtors	5 000	4 000	-20.0%
Fines	854	907	6.2%
Transfers Recognised operational	170 462	171 728	0.7%
Other Revenue	8 287	8 005	-3.4%
Total Revenue (Excluding capital grants)	590 462	618 592	4.8%

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues comprise more than two thirds of the total revenue mix. In the 2013/14 financial year, revenue from rates and services charges totalled R400 million. This increases to R430 million, R456 million and R481 million in the respective financial years of the MTREF.

Tariffs, rates and surcharges Increase for Municipal Services and other;

- Assessment Rates: 8%
- Electricity: 7.39%
- Water: 8%
- Sewer: 6%
- Refuse: Average 29.2%
- Other: 8%

Other revenue consists of various items such as income received from building plan fees, connection fees, and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R171 million in the 2014/15 financial year and decreases slightly to R168,3 million by 2016/17 mainly as a result of a drop in the equitable share allocation to the municipality.

Table 29: Operating transfers and grant receipts

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 MTREF		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year 2015/16	Budget Year 2016/17
RECEIPTS:								
–								
<u>Operating Transfers and Grants</u>								
National Government:	137 739	145 647	165 544	170 462	170 462	171 728	172 436	168 362
Local Government Equitable Share	135 789	142 173	163 244	164 486	164 486	167 294	169 819	165 644
Municipal Systems Improvement	750	790	800	890	890	934	967	1 018
Finance Management	1 200	1 450	1 500	1 550	1 550	1 600	1 650	1 700
EPWP Incentive		1 234		1 000	1 000	1 195		
LG Seta				2 536	2 536	705		
Provincial Government:	15 564	–	–	–	–	–	–	–
	15 564							
District Municipality:	12 003	–	–	–	–	–	–	–
<i>Fezile Dabi District Municipality</i>	12 003							
Total Operating Transfers and Grants	165 306	145 647	165 544	170 462	170 462	171 728	172 436	168 362

OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2014/15 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plans no budget. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2014/15 budget and MTREF (classified per municipal votes):

Table 30: Summary of operating expenditure (municipal votes)

Expenditure by Municipal Vote				
Vote Description	Current Year 2013/14	2014/15 MTREF		
R thousand	Adjusted Budget	Budget Year 2014/15	Budget year 2015/16	Budget Year 2016/17
<i>Expenditure by Vote to be appropriated</i>				
Vote 1 - Councillors	52 384	64 981	74 749	78 934
Vote 2 - Office of the municipal manager	4 288	4 239	4 471	4 721
Vote 3 - Corporate Services	32 552	35 374	56 006	59 143
Vote 4 - Finance	93 958	54 046	72 600	78 591
Vote 5 - Technical Services	301 212	336 468	330 477	348 984
Vote 6 - Community and Emergency Services	95 882	102 284	103 552	109 351
Total Expenditure by Vote	580 276	597 392	641 855	679 724

The following table is a high level summary of the 2014/15 budget and MTREF (classified per main type of operating expenditure):

Table 31: Summary of operating expenditure (standard classification)

OPERATING EXPENSES			
Description R thousand	Adjustment Budget 2013/14	Budget Year 2014/15	% Increase/ decrease
Employee Related Cost	169 516	191 721	13%
Remuneration of Councillors	16 036	17 412	9%
Bulk Purchases	176 610	191 137	8%
Contracted Services	11 733	12 188	4%
Repairs and Maintenance	33 887	47 733	41%
Depreciation	28 893	24 000	-17%
Finance charges	5 275	3 400	-36%
Contribution to bad debts	41 000	13 000	-68%
General Expenses	97 326	96 802	-1%
Total Expenditure	580 276	597 392	3%

The budgeted allocation for employee related costs for the 2014/15 financial year totals R191.7 million, which equals 32% of the total operating expenditure. Based on the multi-year collective SALGBC agreement, salary increases have been factored into this budget at a percentage increase of 7.2% for the 2014/15 financial year and an additional 0.8% to cover the salary notches increases. An annual increase of 6.9% and 6.5% has been included in the two outer years of the MTREF.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

The provision of debt impairment was determined based on an annual collection rate of 80%. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years. The revaluation of infrastructure assets which is currently underway will result in a higher depreciation as a result of an expected increase in asset values.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). The municipality is currently servicing the DBSA loan.

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Repairs and Maintenance is attributable to the state of infrastructure. The departmental breakdown of repairs and maintenance is as follows:

Technical Services		
Technical Administration	R	180 227
Roads and Street	R	6 839 810
Electricity	R	6 932 178
Water	R	20 513 389
Sanitation	R	4 593 998
Total	R	39 059 602

Community Services		
Refuse	R	2 171 622
Kroonpark	R	1 052 000
Cemetery	R	440 592
Traffic	R	313 715
Community Services Administration	R	5 300
Emergency and Disaster Admin	R	39 214
Security Services	R	159 050
Fire fighting	R	69 440
Parks Administration	R	1 120
Public Gardens	R	134 693
Pavements and Open Spaces	R	95 851
Mowing Section	R	128 716
Brentpark Swimming Bath	R	2 000
Libraries	R	245 800
Civic Centre	R	56 020
Recreation	R	47 042
Nyakallong Recreation	R	105 039
Loubserpark	R	7 883
Landfill Site	R	1 124 119
Street Cleaning	R	3 186
Total	R	6 202 402

Finance Services	R	300 435
Political Offices	R	48 562
Municipal Manager	R	2 655
Corporate Services	R	2 118 944

Total Repairs and Maintenance **R 47 332 600**

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. They include amongst others the following with budget amount above R500 000:

INTER-DEPARTMENTAL CHARGES	15 223 579
INDIGENT - CONTRIBUTIONS	10 669 971
FUEL & LUBRICANTS	7 266 451
INSURANCE GENERAL	7 216 738
AUDIT FEES (EXTERNAL)	4 430 745
COMMISSION PAID	4 246 360
RENT - VEHICLES	3 855 507
PROFESSIONAL FEES	3 500 000
CHEMICALS	3 478 238
PRE-PAID METERS	2 500 000
LABORATORY FEES	2 252 626
LEGAL FEES	2 142 653
PROTECTIVE CLOTHING	2 036 205
BANK CHARGES	1 900 000
SALGA MEMBERSHIP FEES	1 716 340
GRANT EXP - FINANCIAL MANAGEMENT GRAN	1 600 000
COMMITTEES WARDS	1 593 000
PRINTING & STATIONERY	1 573 937
GRANT EXP - LG SETA DISCRETIONAL	1 546 000
SOFTWARE LICENSES	1 486 800
RENT - OFFICE EQUIPMENT & OT	1 307 648
POSTAL SERVICES(POSTAGE & TE	1 292 622
SKILLS DEVELOPMENT LEVY	1 230 625
TELEPHONE & FAX	1 209 774
CONFERENCES/SEMINARS/MEETING	1 192 655
WORKMENS COMPENSATION	1 064 390
TOURISM/SMME's	1 000 000
GRANT EXP - MUNICIPAL SYSTEMS IMPROVEM	934 000
LATE PAYMENT - CREDITORS	792 350
INSURANCE GENERAL EXCESS	547 355

CAPITAL EXPENDITURE FRAMEWORK

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 32: 2014/15 Medium-term capital budget per vote

FS201 Moqhaka - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding							
Vote Description	2011/12	2012/13	Current Year 2013/14		2014/15 MTREF		
	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget year 2014/15	Budget Year 2015/16	Budget Year 2016/17
Capital expenditure - Vote							
Vote 1 - Councillors	55	-	-	200	150	-	-
Vote 2 - Office of the Municipal Manager	602	-	-	-	122	-	-
Vote 3 - Corporate Services	8 259	-	600	600	3 812	-	-
Vote 4 - Finance	525	-	640	440	818	-	-
Vote 5 - Technical Services	37 735	61 297	94 786	102 186	40 803	83 706	95 159
Vote 6 - Community and Emergency Services	4 433	-	9 528	9 528	11 419	-	-
	51 609	61 297	105 554	112 954	57 124	83 706	95 159
Capital Expenditure - Standard							
Governance and administration	-	-	1 240	6 640	4 752	-	-
Executive and council				200	122		
Budget and treasury office			640	440	818		
Corporate services			600	6 000	3 812		
Community and public safety	-	-	8 148	8 148	3 620	-	9 637
Community and social services			2 000	2 000	620		
Sport and recreation			6 148	6 148	3 000		9 637
Economic and environmental services	-	-	40 079	34 679	29 800	27 638	28 000
Planning and development							
Road transport			40 079	34 679	29 800	27 638	28 000
Environmental protection							
Trading services	-	-	51 087	58 487	16 800	52 885	55 889
Electricity			34 131	34 131	9 000	24 456	24 256
Water			15 366	15 366		20 000	30 000
Waste water management				7 400			
Waste management			1 590	1 590	7 800	8 429	1 633
Other			5 000	5 000	2 152	3 183	1 633
Total Capital Expenditure - Standard	-	-	105 554	112 954	57 124	83 706	95 159
Funded by:							
National Government	51 609	61 297	95 554	102 924	47 123	83 706	95 159
Internally generated funds			10 000	10 000	10 001		
Total Capital Funding	51 609	61 297	105 554	112 924	57 124	83 706	95 159

For 2014/15 an amount of R57.1 million has been appropriated for the development of infrastructure. In the outer years this amount totals R83.7 million and R95.2 million respectively for each of the financial years. Highest allocation is towards roads and storm water infrastructure at R29.8 followed by electricity at R9 million and then waste management R8 million.

The Municipality will also have indirect transfers for Regional Bulk Infrastructure Grant (R15 Million) for bulk water infrastructure in Steynsrus which will be administered by Department of Water Affairs and Electrification grant (Eskom) (R22.8 Million) to electrify Northliegh in Rammulotsi which will be administered by Department of Energy .

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

The Upgrading of Demane Street in Constantia	826 541
Construction of Vehiclar Crossings in Maokeng	1 582 064
Lebina Street - Upgrading of gravel road and provision of proper stormwater drainage in Phomolong	2 492 454
Matlwangtlwang: Upgrading of bus route and accessroad	161 200
Morake Street - Upgrading of Gravel Road in Seisoville	3 420 572
Gelukwaarts 2897 - 1495 - Connector Road and Provision of Proper Storm Water (1.05km)	1 856 764
Matlwangtlwang: Upgrading of Ablution Facilities and Construction of Palisade Fence at the Sports Ground	47 866
Phomolong: Upgrading of Parking Area and Construction of Palisade Fence at Central Sports Terrain	1 373 685
Brentpark: Upgrading of Ablution Blocks and Rehabilitation of Football Field for Sports Stadium	1 787 339
Upgrading of Loubserpark Sports Facility	6 109 529
Maokeng - Upgrading of Storm Water System and Channelling of Vlei Areas (Phase I)	1 237 644
Steynsrus: Upgrade Sewer Treatment works, Ponds and Filters - Phase 3	4 727 793
Maokeng: Upgrading of Sewer Pumpstations	382 803
Rammulotsi - Rehabilitaion of exsisting landfill site and Construction and Fencing of New Landfill Site - Phase 2 (ID: 215370)	7 799 727

CAPITAL BUDGET (Own Funds)

	Political Offices	Municipal Manager	Finance Services	Technical Services	Coomunity & Emergency Services	Corporate Services	TOTAL
Fleet, Furniture, Heavy Machinery and Equipment	150 000	122 000	939 500	4 500 000	3 100 000	1 189 500	10 001 000

Capital Grants

The table below shows the capital grants to be allocated to the municipality as per the Division of Revenue Act (DORA).

Table 33: Capital grants and transfers

Capital expenditure of Transfers and Grants

Description R thousand	2012/13	Current Year 2013/14		2014/15 MTREF		
	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year 2015/16	Budget Year 2016/17
MIG	46 896	44 524		38 123	39 250	40 903
RBIG	8 000	15 000		-	-	-
DoE (INEP)	2 000	36 000		5 000	9 000	7 000
DoE (Energy Efficiency)				4 000	5 000	5 000
Total Capital Grants	56 896	95 524	-	47 123	53 250	52 903

LIST OF PROJECTS FROM SECTOR DEPARTMENTS

The tables below reflect the projects which will be implemented by the various Provincial Sector Departments in the Moqhaka Local Municipality over the next MTEF period.

DEPARTMENT OF EDUCATION

PROJECT NAME	SOURCE OF FUNDING	MUNICIPALITY/ REGION	TYPE OF INFRASTRUCTURE	START DATE	END DATE	TOTAL COST
Viljoenskroon	DBE	Fezile Dabi	Primary School/New School	17 April	19 March	R48 000

	Project Name	Source of funding	LM/ Region	TYPE OF INFRASTRUCTURE		Start date	End date	Budget programme	Total Available MTEF 2013/14
				School – Primary/ Secondary, specialised; admin block, water, electricity, sanitation toilet, fencing	Units (i.e. number of classrooms or facilities or square meters)				
1	Halls	DBE	FS: Whole Province	Halls	New Halls	Nov-11	Dec-16	EIG	190 500
2	Laboratories etc.	DBE	FS: Whole Province	Labs, MC, Etc	new Laboratories & media centres	Jan-13	Mar-16	EIG	76 800
3	Admin Blocks	DBE	FS: Whole Province	Admin	New Admin blocks	Nov-11	Mar-16	EIG	268 900
4	Additional classrooms	DBE	FS: Whole Province	CR	Additional classrooms	Nov-12	Mar-16	EIG	220 500
5	Ablution Facilities - Educators & Learners	DBE	FS: Whole Province	Sanitation	Educator & learner toilet-blocks	Jan-13	Mar-16	EIG	117 240
6	Connection to Municipality Sewer-lines	DBE	FS: Whole Province	Sanitation	Educator & learner toilet-blocks	Jan-13	Mar-16	EIG	-
7	Special Schools	DBE	FS: Whole Province	Spec/S	Upgrading of	Jun-11	Mar-16	EIG	125 896

	Project Name	Source of funding	LM/ Region	TYPE OF INFRASTRUCTURE		Start date	End date	Budget programme	Total Available MTEF 2013/14
				School – Primary/ Secondary, specialised; admin block, water, electricity, sanitation toilet, fencing	Units (i.e. number of classrooms or facilities or square meters)				
					special schools				
8	Grade R Facilities	DBE	FS: Whole Province	Grade R CR	New grade R classrooms	Jan-13	Mar-16	EIG	335 200
9	Mobile Classrooms	DBE	FS: Whole Province	Mobile CR's	New mobile classrooms	Apr-13	Mar-16	EIG	10 000
10	Unacceptable structures	DBE	FS: Whole Province	Various	Upgrading of unacceptable structures	Jun-11	Mar-16	EIG	56 600
11	Nutrition Centres	DBE	FS: Whole Province	Kitchens	New kitchens	Jan-13	Mar-16	EIG	36 450
12	Perimeter Fencing	DBE	FS: Whole Province	Fences	Upgrading of fences	Jan-13	Mar-16	EIG	-
13	PM Fees, Final accounts/fees	DBE	FS: Whole Province	Various	Payment of PSP's	Nov-12	Mar-16	EIG	-

DEPARTMENT OF ENERGY

Free State Municipalities Allocation for 2014/15 Financial Year

MUNICIPAL CODE	MUNICIPALITY	ALLOCATION FOR 2014/15 ELECTRIFICATION PROJECTS
FS201	Moqhaka	R5million

DEPARTMENT OF POLICE, ROADS AND TRANSPORT

No.	Projects	Source of Funding	Total Projects Costs	2014/15	2015/16	2016/17
1.	Updating / Review of ITP (Lejweleputswa and Fezile Dabi Review of Rural Plans (Thabo Mofutsanyane)	Infrastructure Enhancement Allocation DoT	R13 m R1.5 m	R5 m R1.5 m	R5 m -	R3 m -
2.	Kroonstad Transport Centre	Infrastructure Enhancement Allocation	R20 m	R10 m	R10 m	-

No.	Project name	Town	Budget 2014/15	Project Status	Scope	Scope of Work	
Rehabilitation							
1	Kroonstad through route	Kroonstad	17 400	Procurement (advertised 17/01/2014)	Design & Construct	Upgrade the Entrance/ through route to Kroonstad	
2	Kroonstad-Vredefort P56/1	Kroonstad	28 660	Construction	Design & Construct	Milling, Add layer and reseal uncompleted sections	
3	P29/1 Deneysville-Sasolburg	Deneysville	48 000	Procurement	Design & Construct		
Maintenance and repairs							
1	P56/2 Parys Through Route	Parys	36 000	Procurement	Construct	Upgrade entrance/ through route at Parys	
2	P44/2 Jim Fouche-Deneysville	Oranjeville	38 130	Procurement	Construct	Patching / Milling and reseal	
3	S85 Kroonstad-Bothaville	Viljoenskroon	3 000	Planning	Design		
4	P39/1- Bultfontein - Welkom	Welkom	3 000	Planning	Planning		
5	P79/1 Bothaville-Kroonstad	Bothaville	3 000	Planning			
6	P79/1 Bothaville-Kroonstad	Bothaville	3 000	Planning	Road maintenance & Reseal		
7	P15/1 Kroonstad-Viljoenskroon	Viljoenskroon	33 530	Planning			
8	P21/3 Hoopstad-Bultfontein	Hoopstad	48 450	Planning			
9	P46/2 Hertzogville-Hoopstad	Hoopstad	22 000	Planning			
10	Re-gravelling - Fezile Dabi	ALL	10 000	Planning	Re-gravel Contract		Re-gravel road sections where there is no gravel
11	Re-gravelling - Lejweleputswa	ALL	10,000	Planning			

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

DISTRICT	MUNICIPALITY	PROJECT TYPE	DURATION	COST	CURRENT STATUS
Fezile Dabi District Municipality - SDF	All FDDM	SDF	10 Months	R581 046.00	Work started 1/4/2014

DEPARTMENT OF HUMAN SETTLEMENTS**FEZILE DABI DISTRICT**

PROJECT NAME	LOCALITY	BUDGET
1. Programme (Rectified RDP stock)		
Viljoenskroon 70 (2 rooms)	Moqhaka	R3.4m
Bentpark Kroonstada	Moqhaka	
2. PROGRAMME (BLOCKED PROJECTS)		
Viljoenskroon (500)	Moqhaka	R3.9m
3. IRDP Phase I (Planning/services) NEW PROJECTS		
Rammulotsi (Planning/services) New Projects.	Moqhaka	R11.4m
Rammulotsi Northliegh Electrification	Moqhaka	R4m
4. IRDPPPhase		
Viljoenskroon 100	Moqhaka	R371 953
Steynsrus	Moqhaka	R420 000
Land Restitution		
Kroonstad 200 (Thobela)	Moqhaka	
Kroonstad 393 (Thobela)	Moqhaka	

DEPARTMENT OF SOCIAL DEVELOPMENT

District	Municipality	Town	Project	Budget	Target	Start date	Support required from municipality
Fezile Dabi	Moqhaka	Kroonstad	Establishment of Local Drug Action Committee (DAC)		Community at large	1 April 2014	The Municipality is responsible to: <ul style="list-style-type: none"> Establish a Local DAC in terms of Act 70 of 2008. Executive Mayor to appoint members of the Local DAC. Provide financial support to the Local DAC

CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

Performance Management refers to the application of activities to ensure that goals in the IDP are consistently being met in an effective and efficient manner. The overall aim of the Moqhaka Local Municipality's (MLM) performance management system is to ensure that the organisation and all its subsystems are working together in an optimum fashion to achieve desired results. Achieving overall goals require several continuous activities, including identification and prioritisation of desired results, establishing means to measure progress towards those results, setting standards for assessing the achievements of results, tracing and measuring progress towards results, exchange feedback and in doing so continuously monitor and evaluate progress.

The MLM's Performance Management Framework, which was approved by Council in May 2011, is centrally informed by legislation, policy and regulations relevant to performance management in local government. The contents of relevant documentation provide a framework that local governments should comply with so as to ensure continuous development that will culminate in the improvement of quality of lives of local communities.

The purpose of this Chapter is to reflect on the implementation, monitoring and reporting of the IDP and SDBIP through the MLM's Performance Management System.

IDP AND PMS

To comprehend the relationship between IDP review and performance management, the following quotation from the Performance Management Guide for Municipalities, DPLG, 2001 (draft2, page 16) becomes relevant:

"The IDP process and the performance management process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process".

Although the IDP is a five-year plan, Section 34 of the Municipal Systems Act (2000) states that it has to be reviewed annually. The IDP has to be handled at the highest level, hence the allocation of the responsibility to the executive mayor to manage. The executive mayor may assign responsibilities related to the development and management of the IDP to the municipal manager. As head of the administration, the municipal manager in turn is responsible and accountable for the formation of an efficient and accountable administration to give effect to the IDP.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and other Section 57 managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, published in 2006 seek to set out how the performance of municipal managers will be uniformly directed, monitored and improved. The regulations address both the employment contract of a municipal manager and the managers directly accountable to the municipal manager (Section 57 managers). The setting of targets is under investigation to comply with the suggested DPLG calculator, to

present specific scores per target achievement that can advance strategic decision-making, and to evaluate MLM's successes against strategic intent.

Good corporate citizenship is therefore seen as the method that municipalities uses to set their priorities through the performance management system as per the IDP, conduct their business as per the SDBIP and relate to the community they serve through community input and public participation. The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of programmes, projects and processes that meet agreed municipal priority areas.

Once a municipality starts to implement its IDP it is important to monitor that:

- The delivery is happening in the planned manner;
- The municipality is using its resources most efficiently; and
- It is producing the quality of delivery envisaged.

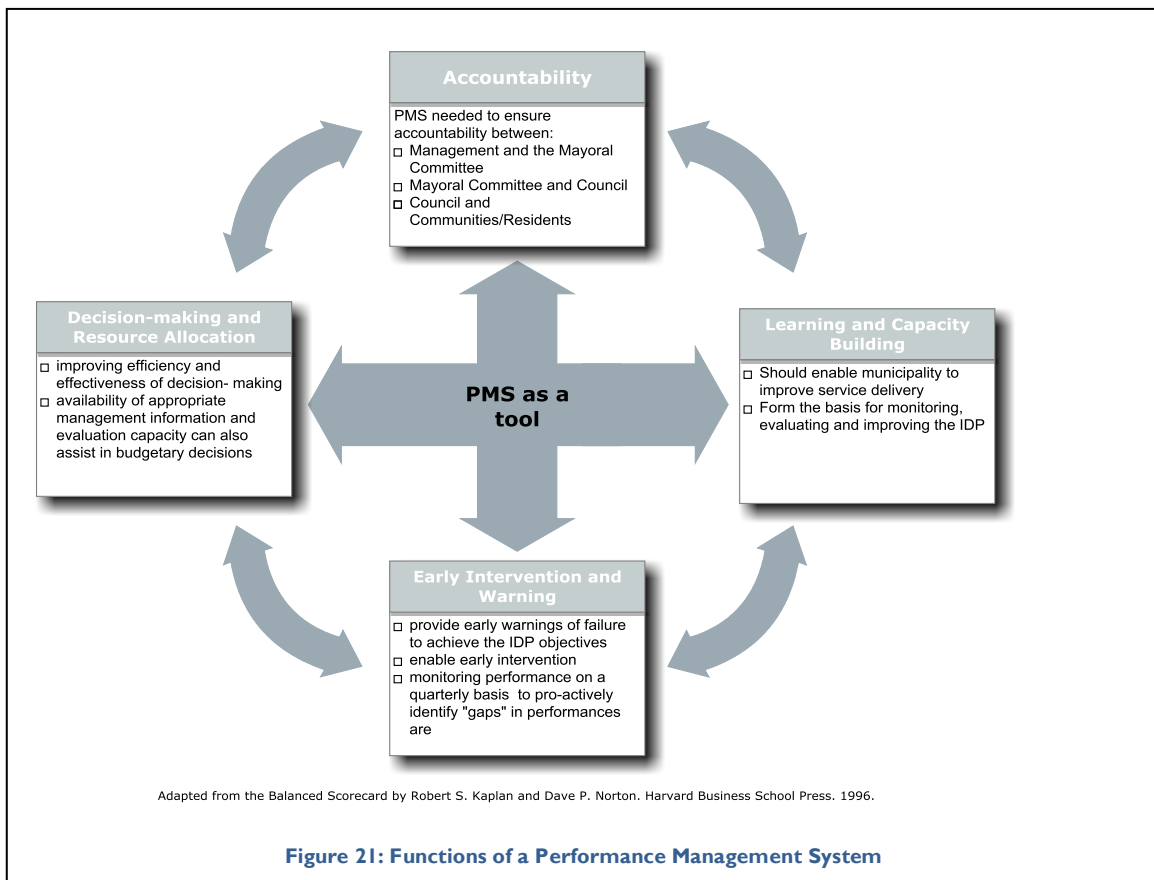
OVERVIEW OF PERFORMANCE MANAGEMENT IN THE MUNICIPALITY

POLICY FRAMEWORK

In May 2011 the Council adopted a Revised Performance Management Framework regulating the performance management system in the municipality. The framework provides guidelines on the development and implementation of the organisational performance management system.

The objectives of institutionalising a Performance Management System, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfill the following functions:

- Promoting accountability
- Decision-making and resource allocation
- Guiding development of municipal capacity-building programmes
- Creating a culture for best practice, shared-learning within the municipality
- Develop meaningful intervention mechanisms and early warning system
- Create pressure for change at various levels
- Contribute to the overall development of the Local Government System



THE MUNICIPAL SCORECARD

A number of performance models are available and any of them could be applied by the Moqhaka Local Municipality. Some of the available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. However, the Municipality has chosen the Municipal Scorecard (MS) as its preferred performance management model. In terms of the MS model all indicators are grouped together into four perspectives as depicted in the figure below e.g. inputs, process, outputs and outcomes.

A Municipal Scorecard Model is a balanced scorecard adapted for measuring key performance on developmental areas that are relevant to municipal service delivery and the public sector. This municipal scorecard model groups indicators together under the 5 Year Local Government Strategic Agenda Key Performance Areas (KPA's). There are five KPA's that municipalities are required to align their strategic planning on and these cut across every functional area of a municipality. The municipal scorecard measures a municipality's performance through grouping the municipal indicators under these perspectives:

- I. The Municipal Development Perspective
- II. The Service Delivery Perspective
- III. The Institutional Development Perspective
- IV. The Financial Management Perspective
- V. Governance Process Perspective

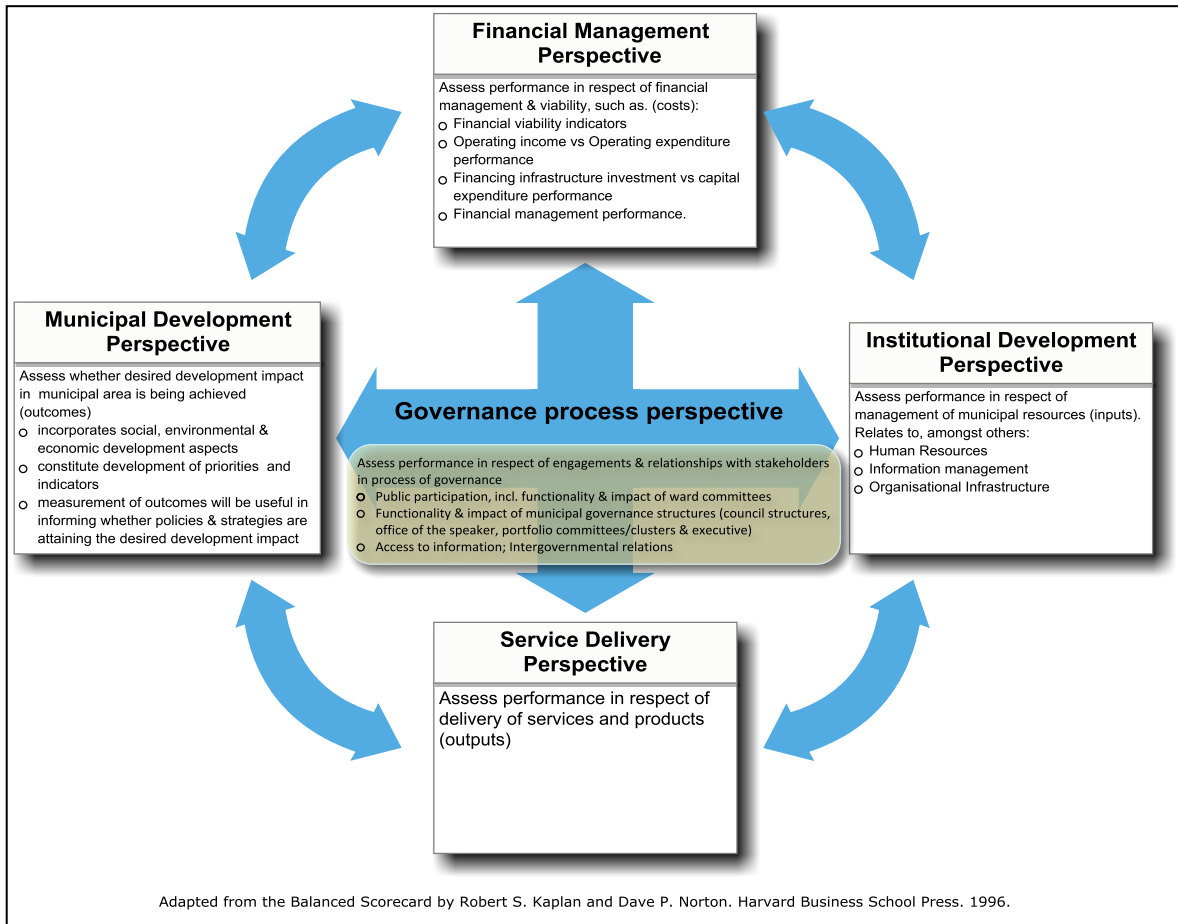


Figure 22: Municipal Scorecard

PLANNING, MONITORING, REPORTING AND REVIEW OF PERFORMANCE

The annual process of managing performance at institutional level in the Municipality involves the steps as set out in the diagram below:



Figure 23: Performance Management cycle

PERFORMANCE PLANNING

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

The IDP process constitutes the process of planning for performance. It is crucial that for all the priorities in the IDP, objectives, indicators and targets are developed.

PERFORMANCE MONITORING

Performance monitoring is an ongoing process by which a Director/Manager accountable for a specific indicator as set out in the institutional scorecard (or a service delivery target contained in an annual SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of the MLM it is recommended that the institutional scorecard of the Municipality be reported on a quarterly basis to the Mayoral Committee. Performance monitoring requires that in between the relevant formal cycle of performance measurement appropriate action be taken, should it become evident that a specific performance target is not going to be met. It is therefore proposed that at least on a weekly/bi-weekly basis Directors track performance trends against targets for those indicators that fall within the area of accountability of their respective Departments as a means to early identify performance related problems and take appropriate remedial action.

PERFORMANCE MEASUREMENT

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

This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness.

PERFORMANCE ANALYSIS

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

PERFORMANCE REPORTING AND REVIEW

Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The Service Delivery and Budget Implementation Plan (SDBIP) is the basis to meet our reporting requirements. Generally four reports are submitted per annum to Council. 12 Monthly reports are generated for the top executive management and MAYCO meetings.

The following is an overview of the different kinds of reports required.

Table 34: PMS - Performance reporting requirements

Report type	Description
Monthly / Quarterly IDP and SDBIP reporting	<p>The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue- collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p>
Mid-year budget and performance assessment report	<p>Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.</p>
Annual Performance report	<p>Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> • The performance of the municipality and of each external service provided during that financial year; • A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and • Measures to be taken to improve on the performance <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>

Report type	Description
Annual report	<p>Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the accounting officer of any arrears on municipal taxes and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; • any explanations that may be necessary to clarify issues in connection with the financial statements; • any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality; • any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; • an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; • an assessment by the accounting officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; • the annual performance report prepared by a municipality; and • any other information as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. In terms of this section:</p> <ol style="list-style-type: none"> 1) The accounting officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the municipal manager of its parent municipality. 2) The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control. 3) If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must: <ol style="list-style-type: none"> (a) submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and (b) Submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.

CONCLUSION

Performance management is a process which permeates right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as well as to all persons related to it.

As indicated earlier, the *White Paper on Local Government (1997)* states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation. As a start there are certain measures that a municipality simply must implement.

It must:

- Establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.
- Promote a culture of performance management among its political structures, political office-bearers, councillors and administration.

- Administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000).

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

In light of the above, the MLM is well underway to following the intent and requirements of legislation and will soon conclude a comprehensive approach on how the system can fulfil obligations to the fullest extent intended by law. During the next phase of implementation narrower attention will be given to IDP and budget alignment, public view on measurement and achievement, the plotting of business processes to effectively start to measure the total organisational performance.

CHAPTER 7: ANNUAL OPERATIONAL PLAN (SDBIP)

The 2014/15 Service Delivery and Budget Implementation Plan (SDBIP) will be prepared in line with the legislative requirements of the MFMA. The SDBIP contains information in regard to revenue and expenditure projections, service delivery targets and indicators and provides a detailed breakdown of the municipality's approved capital budget per ward.

It should be noted that the SDBIP is an important oversight and management tool which must be informed by the approved IDP and Budget. Secondly, the annual performance plans/contracts of the Municipal Manager and Directors must be aligned to the service delivery targets contained in the approved SDBIP. To further ensure alignment with the municipality's Performance Management System (PMS) it is critical that in-year reporting (monthly, mid-year and quarterly), and annual reporting should be done against the information contained in the approved SDBIP.

Part One (General Information) of the SDBIP contains information relating to the municipality's vision, mission, values, strategic priorities, KPAs and programmes as well as the legal and management context of the SDBIP.

Part Two (Financial Information) includes the financial information in respect of the operating revenue and expenditure, capital expenditure monthly projects in line with the approved cash flow budget, breakdown of the capital budget per municipal KPA and ward and further includes a reconciliation of the approved IDP and Budget.

Part Three (Performance Information) provides details on the municipality's quarterly service delivery targets and performance information,

The intention is that SDBIP must be utilised to effectively strengthen the alignment with the IDP, Budget and PMS and the oversight and management mechanisms of the municipality.

DEFINITION: SERVICE DELIVERY AND BUDGET IMPLEMENTATION

In terms of **section I** of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) the SDBIP is defined as follows:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include the following:

(a) *projections for each month of –*

(i) revenue to be collected by source; and

(ii) operational and capital expenditure, by vote;

(b) *service delivery targets and performance indicators for each quarter”.*

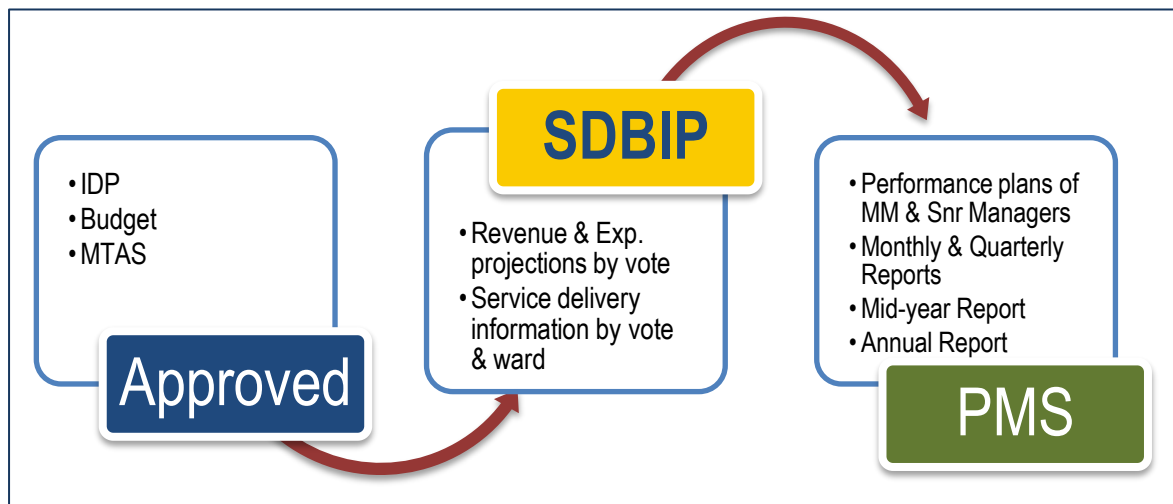
The five necessary components of a SDBIP are:

1. Monthly projections of revenue to be collected for each source, for example electricity, water, sanitation, property rates, refuse, fines, grants, etc.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote (directorate).
3. Annual and quarterly projections of service delivery targets and performance indicators for each vote (directorate).
4. Ward information for expenditure and service delivery.
5. Detailed capital works plan (budget broken down by ward).

THE SDBIP CONCEPT

What the diagram illustrates is that the SDBIP contains information in regard to service delivery targets, performance indicators and revenue and expenditure. It is also important to note that the SDBIP is firstly informed by the Approved IDP, Budget and MTAS, secondly that the annual performance plans of the Municipal Manager and Senior Managers must be influenced by the SDBIP and thirdly that in-year reporting (monthly, quarterly and mid-year), and annual reporting should be done against the information contained in the approved SDBIP.

Figure 24: SDBIP Concept



SDBIP MONITORING, REPORTING AND REVISION

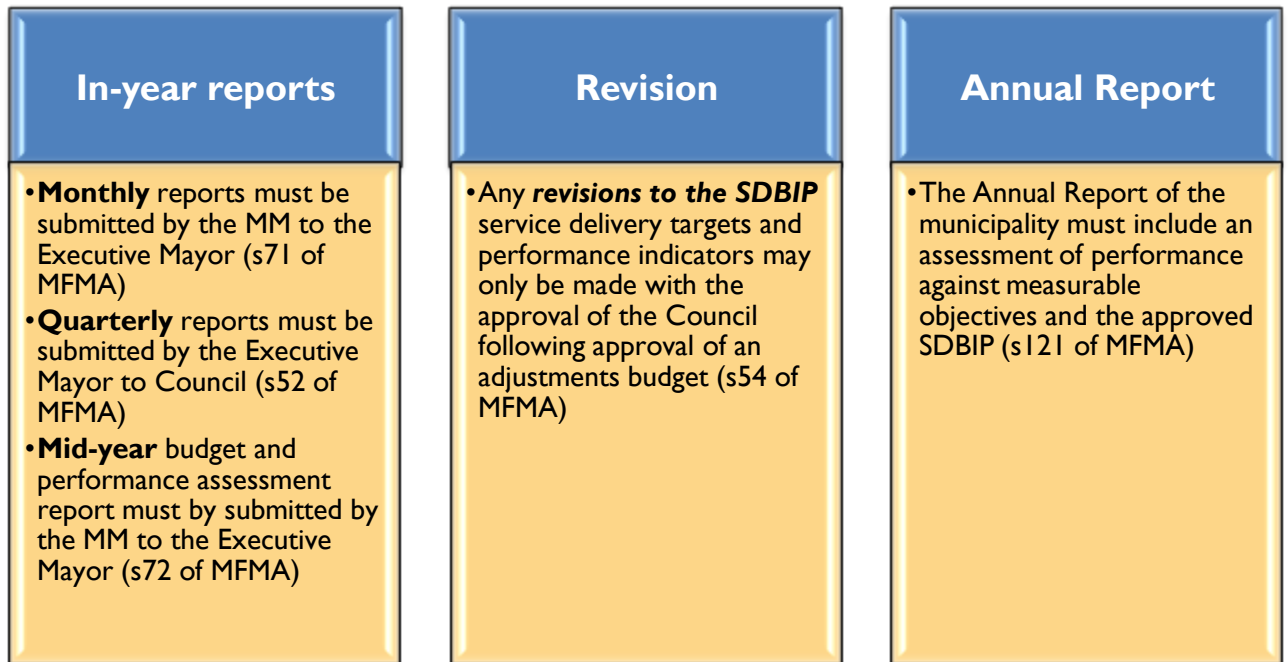


Figure 25: SDBIP Monitoring Reporting and Revision

MONTHLY REVENUE PROJECTIONS

Table 35: Monthly Revenue Projections

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue By Source															
Property rates	4,910	2,402	4,525	4,515	4,160	4,559	4,551	4,200	4,514	4,610	4,210	4,036	51,193	54,213	57,195
Service charges - electricity revenue	21,120	21,600	20,800	21,774	20,700	18,500	17,400	21,500	20,468	21,640	23,000	21,751	250,253	265,018	279,646
Service charges - water revenue	6,976	8,276	7,254	7,345	7,245	7,138	7,033	7,135	7,647	7,444	7,125	6,699	87,317	92,469	97,554
Service charges - sanitation revenue	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,041	24,481	25,925	27,351
Service charges - refuse revenue	1,459	1,499	1,483	1,430	1,399	1,354	1,459	1,411	1,473	1,466	1,489	956	16,878	17,874	19,554
Rental of facilities and equipment	216	817	277	350	233	51	149	375	168	80	40	545	3,300	3,012	3,177
Interest earned - external investments	15	59	39	124	21	100	18	11	42	46	12	46	530	540	570
Interest earned - outstanding debtors	317	317	317	317	317	17	417	417	417	417	417	313	4,000	5,295	5,586
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	85	104	82	87	51	64	55	55	90	71	90	71	907	961	1,013
Licences and permits													-	-	-
Agency services													-	-	-
Transfers recognised - operational	67,244	2,484			57,000				45,000				-	171,728	181,860
Other revenue	830	677	850	350	677	1,010	285	600	899	450	740	637	8,005	8,477	8,944
Gains on disposal of PPE													-	-	-
Total Revenue (excluding capital transfers and contributions)	105,312	40,375	37,767	38,432	93,942	35,233	33,407	37,744	82,759	38,264	39,163	36,195	618,592	655,644	692,452

QUARTERLY SERVICE DELIVERY TARGETS

The quarterly service delivery targets will be finalised in line with the 2014/15 annual target as per the Five-Year Strategic Plans.

This will be submitted, as part of the Draft 2014/15 SDBIP, which must be submitted by the Municipal Manager to the Executive Mayor no later than 14 days after the approval of the budget. (Section 69(3)9a) of the MFMA) and approved by the Executive Mayor within 28 days after the approval of the budget in terms of section 53(c)(ii).

MUNICIPAL SCORECARD PERSPECTIVE: SERVICE DELIVERY

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
1. Water	1.1 2603 Households not having access to potable water within 200m radius	To ensure access to potable water by 2014 by providing a network with meters to all current erven.	100% of households have access to potable water within 200m radius.	80 %	90 % access and metered	82%	84%	86%	90%	Billing system
	1.2 MLM not meeting blue drop criteria	To ensure improved blue drop rating from DWA.	100%blue drop rating achieved.	60 %	85 % blue drop rating	65%	70%	80%	85%	DWA evaluation
	1.3 ±40% water loss in distribution.	To reduce water loss in distribution.	Reduce water loss to 15% maximum.	40 %	Reduce to 20 %	35%	30%	25%	20%	Output vs Billing / Reports to management
	1.4 Compilation of WSDP Module 1 and 2.	To have WSDP Module 1 & 2 in place by 2014/15.	100% of WSDP module 1 & 2 in place	40 %	80 % compilation of WSDP	50%	60%	70%	80%	WSDP Document.
	1.5 Demand in Viljoenskroon and Steynsrus exceeds purification capacity.	To provide sufficient potable water to meet demand by upgrading of treatment plant.	Meet 100% demand by 2016/17	70 %	Meeting 85 % demand by end 2014/15	70%	75%	80%	85%	Output from plants / Reports to management
	1.6 No approved water Master Plan.	To ensure approved water Master Plan is in place.	% of Water Master Plan developed and approved.	0 %	50 % of master plan developed and approved.	0%	0%	0%	50%	Documents from Service Provider
	1.7 Van der Lingen and Kroonheuwel to Maokeng P/s in poor condition, Viljoenskroon reservoir P/s.	Upgrade and refurbish pump stations.	Number of pumps to be refurbished.	0	Refurbish and upgrade 4 pumps	1	2	3	4	Asset condition (asset register)
	1.8 Several pumps and electric motors and panels need upgrading.	Refurbishment at Kroonstad WTW.	Number of pump stations refurbished.	0	Refurbish 4 pumps at WTW	1	2	3	4	Asset condition (asset register).
2. Sanitation	2.1 MLM not meeting green drop criteria	Ensure improved Green Drop Criteria	100% green drop rating.	25%	50 % green drop rating	35%	40%	45%	50%	DWA evaluation.
	2.2 No approved Sanitation Master Plan	Have an approved Sanitation Master Plan.	% of Sanitation Master Plan developed and approved.	0 %	50 % of mater plan developed and approved	0%	0%	0%	50%	Documents from Service Providers.
	2.3 Insufficient capacity at WWTW Viljoenskroon.	Increase capacity to accommodate total outflow including new 4000 stands.	Increase capacity to ±11ML/day.	3.4 MI	Increase to 11 MI / day	3.4	3.4	3.4	11	Design reports from service providers and output (Funding dependent)
	2.4 Insufficient capacity at WWTW Steynsrus	Increase capacity to accommodate total outflow include new 1500 stands.	Increase capacity to ±3.5ML/day	1 MI	Increase to 3.5 MI / day	1	1	1	3.5	Design reports from service provider (Funding dependent).
	2.5 WWTW not running at full capacity.	Refurbish Kroonsad WWTW.	Run WWTW at full capacity (20MI/day)	15 MI	Increase to 20 MI / day capacity	15	17	19	20	Progress reports.

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
	2.6 Several main sewer lines resulting in spillages (e.g. Hill Street, Mian outfall to Kroonstad WWTW).	Refurbish several collapsed sewer lines.	Km sewer lines replaced.	0 km	1 km main outfall lines to be refurbished	0	0	0	1	Progress reports
	2.7 B P/s, C P/s, Murray Street P/s, Kroonpark P/s, Smit P/s, Brentparry P/s in poor quality.	Upgrade/refurbish several aged sewage pump stations mostly in Maokeng/Kroonstad.	Upgrade per pump station.	0	Upgrade / refurbish 6 sewer pump stations	1	3	5	6	Progress reports
3. Roads and storm water	3.1 No approved Roads and Stormwater Master Plan	To ensure that the Roads and Storm water Master Plan is developed and approved.	% of Roads and Storm Water Master Plan is developed and approved.	0%	100 % master plan developed and approved	0%	0%	50%	100%	Document
	3.2 Upgrading of Roads and Storm water channels.	Improving accessibility of roads and drainage of storm water.	Number of km roads upgraded and storm water channels constructed.	390	7.5 km of roads and associated storm water constructed	0km	3km	3km	7.5km	Progress reports
	3.3 Gravel roads to be maintained.	Maintain gravel roads in priority areas.	Number of km of gravel roads maintained.	344	100 km	25km	50km	75km	100km	Monthly reports
	3.4 Patching of potholes.	Improving accessibility of roads.	Number of m ² of potholes patched.	6000 m	4000 m	1000m	2000m	3000m	4000m	Monthly reports
4. Electricity and Energy	4.1 All electrified idigent households receiving free basic electricity. (FBE)	Provide FBE (50kWh) to all electrified indigent households.	% Electrified indigent households receiving FBE.	100 %	100 % FBE to indigents	100 %	100 %	100 %	100 %	Billing system
	4.2 85% attended to and reinstate power within 48 hours of reported power interruption/.	Reduce the number of power interruptions exceeding 48H after reporting.	% Reported power interruptions attended to within 48Hrs.	98%	100 % reinstated	98 %	99 %	99%	100 %	Call centre reports
	4.3 15% electricity losses.	To reduce electricity distribution losses.	% Electricity distribution losses.	15 %	Reduce electricity losses to 12 %	15 %	14%	13%	12%	Annual report
	4.4 Faulty public lighting	To improve public lighting in residential areas.	% reported public lights repaired within 5 days as per NRS standards.	80 %	90 % of faulty lights to be repaired within 5 days	82 %	84%	87%	90%	Call centre reports
	4.5 No approed Energy Master Plan.	To ensure that Electricity and Energy Master Plan is developed and approved.	% of Energy Master Plan developed and approved.	0%	100 % e;ectricity master plan developed and approved	0%	0%	50%	100%	Document
	4.6 Insufficient NMD in Viljoenskroon.	Increrase NMD from 5MVA to 10MVA	MMD in Viljoenskroon.	5MVA	Increase to 10 MVA	5MVA	5MVA	5MVA	10MVA	Eskom Account
	4.7 Substations and Mini substations need urgen attention.	Repair/upgrade 5 substations and 20mini substations.	Number of substations and mini substations repaired/upgraded.	5	Repair and upgrade 8 mini substations / substations	2	4	6	8	Monthly reports

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
5. Housing.	5.1 Hosing Section Palm outdated	To review the housing Sector Plan.	% of housing sector plan updated.	100%	The Sector Plan to be reviewed.	0%	50%	50%	100%	Reveiwed/updated HSP to be submitted to Council.
	5.2 Housing waiting list outdated.	To update the waiting housing list.	% of waiting list updated.	100%	Waiting list updated.	100%	100%	100%	100%	Electronic database.
	5.3 Un-serviced residential erven	To provide infrastructure services.	% of available erven serviced.	100%	To provide 1000 erven with infrastructure services.	10%	30%	50%	100%	Haning over of 1000 serviced erven.
6. Solid Waste	6.1 Proper maintenance of landfill sites as per relevant Regulations	Rehabilitation of current landfill site in Viljoenskroon when the new landfill site has been licensed and is opened	Rehabilitation of current landfill site in Viljoenskroon when the new landfill site has been licensed and is opened	0%	100% rehabilitatin of current landfill site.	0	0	0	100%	Month and quarterly reports
	6.2 Integrated Waste Management Plan (IWMP) not finalised.	To ensure that the IWMP is finalised and approved.	% of IWMP developed and submitted to Council fo approval.	50%	100%	0%	0%	0%	100%	Month and quarterly reports

MUNICIPAL SCORECARD PERSPECTIVE: MUNICIPAL DEVELOPMENT

KPA: LOCAL ECONOMIC DEVELOPMENT										Means of verification
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
7. LED and Poverty alleviation	7.1 Incentive for industrial Development not up to date.	To review industrial incentive to promote investment.	To submit the review incentive to Council.	50%	100% Policy is available but needs to be reviewed and submitted to Council for approval.	0%	60%	70%	100%	Progress report
	7.2 LED Strategy completed in 2010 but not yet served to Council.	To submit the strategy to Council for approval.	To submit LED strategy to Council by November 2014.	Draft	100% document to be approved by Council.	30%	100%			Approved Strategy
	7.3 Municipality has land and leased it to farmers.	To support land reform programmes.	To identify land for emerging farmers.	0%	2 pieces of land to be identified.	0%	0%	1	1	Progress reports to management.
	7.4 Database for SMME is not available.	To develop a database for SMME register.	100% SMME database completed.	45	To capture 100 registered SMME	0	25	25	50	Progress reports
	7.5 Tourism strategy not available.	To develop a tourism strategy to promote tourism.	100% of Tourism strategy developed and submitted to Council by June 2014.	0%	100 completed tourism strategy	0	10%	50%	100%	Completed strategy

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
8. Sport and recreation and community facilities	Accommodation, leisure equipment obsolete and damaged.	To support expansion of the tourism potential of Kroonpark Holiday Resort.	(a) Renovated and maintained all chalets.	15	Painting of chalets (5 x 6 Sleepers)	2	2	1	0	Monthly and quarterly reports
					(5x4 Sleepers)	3	3	3	6	
					(6 x 2 Sleepers)	2	2	1	0	
			(b) Number of electric equipment procured.	55	10 Fridges	0	10	0	0	Monthly and quarterly Reports.
					15 Oil Heaters	15	0	0	0	
					Water Circulation Pumps	0	2	0	0	
			(c) Number of buildings fumigated.	54	54 Buildings	0	54	0	0	Monthly quarterly reports
			(d) Number of ablution facilities renovated.	1	Painting and tiling of ablution No.1.	0	1			Monthly and quarterly reports.
			(e) Renovation of Bloemkom Lapa.	1	Painting and Tiling	0	1	0	0	Monthly and quarterly reports.
(f) Renovation of the Reception office.	1	Painting and Tiling	0	1	0	0	Monthly and quarterly reports.			
(g) Repair and renovating of all swimming pools.	1	Repair and renovating of the entire swimming pool complex.	0	0	1	0	Monthly and quarterly reports.			
(h) Increased number of visitors	290000	Increase the number of visitors	4000	16000	8000	1000	Monthly and quarterly reports.			
(i) Number of annual entertainment activities held.	9	Spring music festival. BMW Car Rally Annual Poison Bike Rally Kroonstad Motor vehicle show Free State Music Festival Water en Willelle Fees Fox Motor Bike Rally	1	5	1	1	Monthly and quarterly Reports.			
9. Arts and Culture	9.1 Communities not participating optimally in arts and culture programmes.	To optimise community participation in Arts and culture	(a) Number of arts and culture programmes organised.	16	Matric Farewell Annual Melodrama School concerts Expo Weddings	0 0 0 1 4	1 1 4 0 4	0 0 0 0 2	0 1 0 0 0	Monthly and quarterly Reports.
			(b) Repairs and maintenance.	4	Resealing of roof of the Civic Centre. Renovating and repairing of toilets next to foyer and the toilets on the upper level. Renovating dressing room on	50% 1 1	0 0 1	0 0 0	50% 0 0	

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
					state. Renovating bar.	0	0	1	0	
10. Education/Libraries	10.1 Library services not utilised by all residents.	To increase access to library services.	(a) Number of Library programmes developed and offered.	12	12 Annual Programmes to be held at the Libraries.	3	3	3	3	Monthly and quarterly reports.
			(b) Number of new members to libraries.	800	Target 800 new members	200	200	200	200	Monthly and quarterly reports.
11. Public Safety	11.1 Road signs and Road markings	Maintain and repair all outdated and inferior Road signs and markings.	Maintenance plan executed.	50	Maintain and Mark 50 streets in Kroonstad, Viljoenskroon and Steynsrus.	10	10	15	15	Monthly and quarterly reports.
	11.2 By-laws : Street trading, heavy vehicles.	Draft and submit By-Laws to Council for approval and implementation.	Implementation of approved By-Laws.							
	11.3 Fire stations are needed in Steynsrus/Matlwangtlwang and Viljoenskroon/Rammolutsi.	To provide professional fire service within Steynsrus/Matlwangtlwang and Viljoenskroon/Rammolutsi.	Establishment of professional fire service within Steynsrus/Matlwangtlwang and Viljoenskroon/Rammolutsi.	2	Fire Station in Viljoenskroon Rammolutsi Steynsrus, Matlwangtlwang	1	0	0	0	Monthly Quarterly Reports
	11.4 Replacement of dilapidated fleet and equipment.	Replace dilapidated fleet and equipment.	Dilapidated fleet and equipment replaced.	0	Pistol grip for	2	2	1	0	Monthly and quarterly reports.
					High pressure hose	0	3	0	0	
Inline foam inductures					0	1	0	1		
Hazmat Rubber hoses					1	1	1	1		
Hydrant Key and bar					1	1	0	0		
Stand pipes					1	1	0	0		
Fire fighting hoses					2	2	2	2		
Foam expansion fan					1	0	0	0		
Lighting plant					0	1	0	0		
Extension ladder 6 metres					0	0	1	0		
High expansion foam	3	3	0	0						
	11.5 Limited budget	Purchase equipment through the correct procedures.	To provide a customer orientated disaster management to the community.	2	Turntable ladder Unit Fire Engine	0 1	0 0	1 0	0 0	Monthly and quarterly reports.
12. Community	12.1 Cemeteries not effectively maintained.	To provide a customer orientated disaster	Number of existing cemeteries maintained.	15	Brentpark	1	0	1	0	Monthly Reports and quarterly reports.
					Werspark	1	0	1	0	

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
Facilities (Cemeteries)		management to the community.			Old War Cemetery	0	1	0	1	
					Old Kroonstad Cemetery	0	1	0	1	
					Dinoheng	1	0	1	0	
					Stilfontein	0	1	0	1	
					Seesioville	0	1	0	1	
					Rammulotsi 1	0	1	0	1	
					Rammulotsi2	1	0	1	0	
					Viljoenskroon	1	0	1	0	
					Northleigh	1	0	1	0	
					Matwangtlwang 1	0	1	0	1	
					Matwangtlwang 2	0	1	0	1	
					Matwangtlwang 3	1	0	1	0	
					Steynsrus	1	0	1	0	
13. Ward Committees and Public Participation	12.2 Ward Committee not functioning optimally.	To ensure that functional ward committees are established.	Number of functional Ward committees per ward.	25	25	25	25	25	25	Attendance Registers
	12.1 CDWs not deployed in all wards	To ensure that CDWs are deployed to all wards.	No of ward committees trained on identified core skills.	25	25	25	25	25	25	Attendance Registers
	12.2 Not all ward committees are trained.	To ensure that ward committees are empowered.	Number of ward committees trained on identified core skills areas.	25	25	25	25	25	25	Attendance Registers
	13.1 Not all ward committees meet on a regular basis.	To ensure that all ward committees conduct regular meetings.	Number of monthly community meetings held per ward.	3 per quarter	3 per quarter	3	3	3	3	Attendance Registers
	13.2 No regular interaction with all key municipal stakeholders.	To ensure that all key municipal stakeholders are engaged.	Number of quarterly interactions held with relevant municipal and community stakeholders (business, religious, etc.)	4	4 meetings	1	1	1	1	Attendance Registers
	13.3 Engagement of public on municipal issues.	To ensure that the public participates effectively in all municipal processes	% of public participation meetings convened on IDP, Budget, By-laws etc.	100%	100%	80%	100			Attendance Registers

KPA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE										
IDP Priority	Status Quo	Strategic Objective	Key Performance Indicators	Baseline	Performance targets 2014/15	Quarterly Targets				Means of Verification
						Q.1 Sept 2014	Q.2 Dec. 2014	Q.3 Mar 2015	Q.4 June 2105	
14. Council Affairs and Support	Optimal functioning of Council, MAYCOM and Portfolio Committees. The Internal audit function is not fully established and operational. The Internal audit function is not fully established and operational. The risk management function is non-existent. The Internal audit function is not fully established and operational. The risk management function is non-existent.	To facilitate the optimal functioning of Council. To ensure a fully functional Audit Unit. To ensure a fully functional Audit Unit. To ensure a fully functional Audit Unit.	(a) Number of Mayco sittings as per schedule.	6	Meet as per schedule.	3	2	2	2	Mayco Minutes
			(b) Number of annual Council meetings convened.	4	4 Ordinary Council Meetings per annum.	1	1	1	1	Council Agenda
			(c) Number of council sittings as per schedule.	50%	Meet as per schedule.	1	1	1	1	Council Minutes
			(d) % of agendas for Council, Mayoral Committee and Portfolio committees delivered on time (Council and Committees – 48 hrs)	100%	100% of agenda for meetings on time.	100%	100%	100%	100%	Agenda delivery register.
			(e) Number of quarterly reports to Council on the tracking of council resolutions (submitted at the end of each quarter) Sept, Dec, March.	4	4 Quarterly Council Resolutions management (tracking) reports submitted to Council.	1	1	1	1	Quarterly reports to Council.
15. Internal Audit	The Internal audit function is not fully established and operational. The risk management function is non-existent.	To ensure a fully functional Audit Unit.	% developed and approved by the Audit Committee.	0%	100% developed and approved by the Audit Committee.	100%	0%	0%	0%	Approved three year rolling plan and minutes of the Audit Committee Meeting
			(a) % of annual internal audit plan approved by Audit Committee before end June each year.	0%	100% developed and approved by the Audit Committee.	100%	0%	0%	0%	Approved annual internal audit plan and minutes of the Audit Committee Meeting.
			(b) % execution of annual internal audit plan.	0%	100% execution of the annual plan.	25%	50%	75%	100%	Audit Committee quarterly progress report.
			(c) Number of Audit Committees held per year.	2	Meetings to be held once in a quarter.	1	1	1	1	Schedule of Audit Committee Meetings and Minutes of Audit Committee meetings.
			(d) % Review of Audit Charters completed annually (reviewed charters must be approved by Audit Committee.	50%	100% Internal Audit Charter reviewed and approved by Audit Committee and the Council.	100%	0%	0%	0%	Approved Internal Audit Charter and minutes of the Audit Committee and Council Resolution.

KPA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE										
IDP Priority	Status Quo	Strategic Objective	Key Performance Indicators	Baseline	Performance targets 2014/15	Quarterly Targets				Means of Verification
						Q.1 Sept 2014	Q.2 Dec. 2014	Q.3 Mar 2015	Q.4 June 2105	
16 Risk Management	The risk management function is non-existent	To ensure that an effective and efficient risk management function is established.	(a) %review of risk management strategy and policy (approved by RMC)	0%	100% review of risk management strategy and policy completed subject to appointment of Risk Officer	25%	50%	75	100%	Report to Risk Committee and Council
			(b) % of risk register compiled and updated quarterly.	0%	100% risk register to be updated quarterly	25%	50%	75%	100%	Quarterly reports to Risk Committee and Council.
			(c) Number of RMC meetings held.	2	Meetings to be held once in a quarter (4)	1	1	1	1	Schedule of Audit and Risk Committee meeting and minutes of meetings.
			(d) % approved fraud prevention and anti-corruption strategy annually reviewed.	100%	100% fraud prevention and anti-corruption strategy reviewed and approved by Council.	25%	50%	75%	100%	Approved Fraud Prevention and Anti-corruption strategy and Council Minutes.

Municipal Scorecard Perspective: Institutional Development

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Performance targets: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
17. Communication	17.1 Communication Strategy is not developed and implemented.	To ensure that a communication strategy is developed, approved and implemented.	a) % of communication strategy developed and approved.	50%	100% Completion	65%	100%			Completed communication strategy.
			b) % of approved communication strategy implemented.	50%	80% implementation due to shortage of staff in the Communications and Marketing office.	60%	65%	70%	80%	Progress report.
	17.2 Public participation strategy is not developed and implemented.	To ensure that a public participation strategy is developed, approved and implemented.	a) % of public participation strategy developed and approved.	50%	100% public participation strategy developed and implemented.	50%	60%	80%	100%	Council Resolution.
			b) % of approved public participation strategy implemented.							
	17.3 Regular communication with internal and external stakeholders.	To ensure effective communication with all stakeholders.	a) % of municipal website updated and maintained.	20	20 pages will be updated annually.	5	5	5	5	Copies of updated pages.
			b) Number of newsletters produced and distributed.	0	4 newsletters per annum 4 newspaper articles per month.	1 12	1 12	1 12	1 12	Copies of newsletters.
c) Number of interactions arranged with the print and electronic media.			0	4 per month	12	12	12	12	Confirmations from Radio Stations and newspaper clippings.	
18. Customer Care	18.1 Draft Customer Care policy not finalised.	To ensure that the customer care policy is approved and implemented.	% of customer care policy approved and implemented.	50%	Policy in a draft format, yet to be approved.	0%	100%			Policy approved by council.
	18.2 Manual complaints management system.	To automate the complaints management system.	% of electronic complaints management system implemented.	0%	System yet to be sourced.	25%	50%	75%	100%	System yet to be sourced.
	18.3 Average Turnaround time on complaints exceeds 48hours	To achieved an average turnaround time of 24 hrs on all complaints.	% of customer complaints handled within 24 hrs.	100%	100% customer complaints dealt with within 24 hours.	100%				Random courtesy calls to complainants.
19. Human Resource Management	19.1 Organisational structure reviewed and approved.	To ensure that the structure is submitted to Council for approval.	Implementation of the approved structure.	60%	100% of organisational structure reviewed and submitted to Council for approval by end of December 2014.	80%	100%			Council Resolution on approval of the reviewed structure.

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										Means of verification
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Performance targets: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
	19.2 To ensure that all posts on the structure have sound job descriptions.	Ensure that all posts on the structure have sound job descriptions.	Communicating the job descriptions to all employees and ensuring that they are signed.	50%	100% of job descriptions compiled and distributed (subject to District Job Evaluation Task Team).	60%	80%	100%		Progress reports on distribution and signing of job descriptions to management and quarterly reports on the process of the District Job Evaluation Task Team
	19.3 High rate of vacancies.	Ensure that all vacant and funded positions are filled.	Prioritise and fill vacant positions (scarce skills and legislated positions).	100%	100% recruitment in line with approved HR Policy and funded positions.	25%	25%	25%	25%	Quarterly reports on recruitment to management.
	19.4 Develop and review HR Policies.	Develop and review HR policies and submission to council for approval.	Developed, reviewed and approved HR policies and communicate to all employees.	100%	100% of compilation of HR Policies reviewed and compiled by end of March 2015.	25%	25%	25%	25%	Council Resolutions on approved HR Policies.
20. Human Resource Development	20.1 WSP 2012/13 submitted to LGSETA on 30 June 2013	To ensure compliance with the relevant Skills Development Legislation.	% of WSP & ATR submitted to LGSETA by end of June each year.	100%	100% of Workplace Skills Plan (WSP), annual training report(ATR) AND PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	0%	50%	75%	100%	Compiled copy of WSP, Minutes of the Training Committee and proof of timely submission from LGSETA.
	20.2 Slow implementation of planned training interventions.	Implementation of planned training interventions.	% of employees trained as per approved annual Workplace Skills Plan (613 employees to be trained).	100%	Number of employees to be trained as per approved Workplace Skills Plan (WSP).	25%	25%	25%	25%	Submissions of quarterly training reports and competency certificates.
		Implementation of Learnerships, graduate development programmes, skills programmes and apprenticeships.	Number of learnerships and experiential trainings implemented.	3	14 Experiential training. 28 Learnership (employees)	14 0	0 28	0 0	0 0	Submission of signed MOU with providers. Submission of placement letters of learners on experiential training programme. Submission of quarterly progress reports on learnership programmes,
		Number of apprenticeships implemented.	4	10 Unemployed in Motor Mechanics 15 Electrical 15 Plumbers	0 0 0	10 15 15	0 15 15	0 0 0	0 0 0	Approval and funding agreements from LGSETA. Submission of appointment letters of learners enrolled on the programme. Submission of quarterly reports on progress of apprenticeships.
		Number of skills programmes implemented.	5	Number of employees to be enrolled on the skills programmes.	25%	25%	25%	25%	25%	Submission of quarterly reports and competency certificates.
Number of Senior and Finance officials trained on MFMP	5	10 Number of Senior Officials.	0	10	0	10	0	0	Submission of enrolment forms, learner acceptance letters,	

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Performance targets: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
			competency levels.							training schedule and quarterly reports.
	20.3 Review of EE plan on progress	Ensure compliance with Employment Equity Act.	% of EE plan and annual reviews compiled.	100%	100%. Review of EE Plan, setting of numerical goals and targets.	50%	100%			Copy of EE Plan and Council Resolution on approval of the reviewed EE Plan.
	20.4 EE report submitted to DoL in January.	Ensure compliance with Employment Equity Act.	% EE report submitted to DoL by January each year.	100%	100% submission of EE Report to DoL	50%	100%			Copy of EE Report and proof of timely submission of the report to DoL.
	20.5 Review of the EE plan on progress, workforce analysis currently being conducted.	Ensure Implementation the EE Plan and compliance.	% of implementation of the EE plan and annual reviews.	100%	100% Implementation of the EE Plan and archival of numerical goals and targets.	25%	25%	25%	25%	Submission of quarterly reports on implementation of EE Plan.
21. Information Technology	20.1 Development and implementation of ICT master plan	Ensure that effective and efficient system master plan is developed.	Development of the ICT strategic documents (policies and procedures).	10 policies and procedures developed.	100% Fully developed Information Communication Technology Master Plan.	0	0	1	0	Approved ICT Master Plan
	21.2 Design adequate disaster recovery plan.	To ensure that the Plan is developed documented and approved	To ensure that the business continuity plan is in place.	0 0	100% fully developed Disaster Recovery Plan (DRP). Construction Recover Room	0 0	1 0	0 0	0 1	Approved DRP document. Constructed Recovery Room in Maokeng and Viljoenskroon.
	21.3 Upgrading the Municipal telephone system.	Installation of Voice over Internet Protocol (VoIP) telephone system.	All municipal sites to be connected over the VoIP system.	0 0	100% implementation of Voice over Internet Protocol (VoIP) telephone system PABX. Connection of outside units (towns) to VoIP PABX.	0 0	0 0	1 0	0 1	Fully functional Voice over Internet Protocol system. Connection of Viljoenskroon and Steynsrus offices to VoIP.
	21.4 Availability and reliability ICT infrastructure.	To ensure 90% of uptime of municipal critical systems. To ensure that effective helpdesk is implemented.	Availability of billing and vending systems, 90% uptime of WAN and LAN		90%	99% availability of financial systems (Venus, Cashdrawer and Syntel).	3	3	3	3
% of Web-based call log system helpdesk system implemented.				25%	100% registration of user's requests or calls on call logging system.	1	1	1	1	Fully functionally web call logging system.
			% of user complaints handled in 24 hours.	30%	100% implementation of prioritising and reporting system.	0%	50%	75%	100%	Reports generated from the help desk system.

Municipal Scorecard Perspective: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KPA: 5. INSTITUTIONAL DEVELOPMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2014	Q4 June 2014	
22. Labour Relations	Labour relations environment.	To ensure the effective functioning of the LLF.	Fully functional Local Labour Forum (LLF) established (no. of meetings held per annum).	8	10 Local Labour Forum meetings convened per annum	3	2	2	3	Notices , agendas an attendance registers
			% implementation of resolutions taken (including of monitoring of SALGBC Collective Agreements).	100%	100% implementation onf all Local Labour Forrum and related council resolutions and monitoring of Implementation of SALGBC Collective Agreements	100%	100%	100%	100%	Submission of monthly reports
		To ensure that disputes and grievances are managed effectively	% of disputes and grievances (stage 1 to 3) handled in terms of the collective agreement (turnaround time is within 90 days).	100%	100% of disputes and grievances handle in terms of the SALGBC collective agreement within 90 days.	100%^	100%	100%	100%	Submission of monthly reports
23. Legal Services	Capacity and resource constraints	To provide efficient and effective legal services.	Number of by-laws developed and approved as per priority functional order.	0	8 By-laws	2	2	2	2	Promulgation in Provincial Gazatte
			(a) Update and revise Access to Information Manual.	0	1 Information Manual	0	1	0	0	Approved by Council

Municipal Scorecard Perspective: Governance

KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
24. Budget and Reporting	Municipality not always complying with legislative requirements.	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	(a) % of compliant annual budget (MTREF) compiled and approved by end of May each year ³⁴	90%	100% of compliant annual budget (MTREF) compiled and approved by end of May each year.	10%	-	80%	100%	Q1 – Tabled Schedule of Key deadlines. Q3 – Sec 72, approved adjustment budget and tabled annual budget. Q3 – Public Participation and approved annual budget.
			(b) % of budget-related policies developed, reviewed and approved as per National Treasury and MFMA requirements.	90%	100% of budget-related policies developed, reviewed and approved as per National Treasury and MFMA requirements.	-	-	90%	100%	Q3 – Budget related policies tabled in council. Q4 – Budget Related policies approved by council.
			(c) % of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than the 10 th working day after the end of each month.	100%	100% of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than the 10 th working day after the end of each month.	100%	100%	100%	100%	Q1 – Q4: Monthly Budget Statement submitted to the mayor.
			(d) % of Monthly National Treasury returns submitted on time ³⁵	100%	100% of Monthly National Treasury returns submitted on time ³⁶	100%	100%	100%	100%	Q1 – Q4: Monthly returns submitted to Treasury
			(e) % of quarterly National Treasury returns submitted on time.	90%	100% of quarterly National Treasury returns submitted on time.	100%	100%	100%	100%	Q1 – Q4: Quarterly returns submitted to Treasury
			(f) % of DoRA returns submitted on time (MIG, DoE, MSIG, and DWA)	90%	100% of DoRA returns submitted on time (MIG, DoE, MSIG, and DWA)	100%	100%	100%	100%	Q1 – Q4: DoRA returns submitted to Treasury

³⁴ In terms of MFMA Section 24(1): Council must consider approval of the annual budget at least 30 days before the start of the budget year

³⁵ ME, MFM1, BM, LTC, BEC and COM returns

³⁶ ME, MFM1, BM, LTC, BEC and COM returns

KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
			(g) % of mid-year budget and performance assessment report submitted by 25 January each year ³⁷	90%	100% of mid-year budget and performance assessment report submitted by 25 January each year ³⁸	-	-	100%	-	Q3 – Sec 72 report submitted.
25. Expenditure and Supply chain Management	Qualifications and matters emphasised in 2011/12 audit report.	To implement an effective and efficient system of expenditure and supply chain management	(a) % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget.	4%	8% of the actual expenditure spend as a percentage of the approved/adjusted budget.	30%	60%	90%	100%	Venus GS560 Report
			(b) % of actual operating expenditure (OPEX) as a percentage of the approved/adjusted budget.	96%	92% of actual operating expenditure spent as a percentage of the approved/adjusted budget	25%	50%	75%	100%	Venus GS560 Report.
			(c) Actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget.	8.7%	100% of expenditure budget spent on repairs and maintenance.	25%	50%	75%	100%	Venus GS560 Report.
			(d) % ofMSIG allocation spent.	90%	100% of the MSIG allocated spent.	35%	50%	80%	100%	Verification against the MSIG Activity Plan.
			(e) % of creditors paid within 30 days of receipt of invoice (includes implementing and maintaining an effective system of internal control)	40%	100% of creditors paid within 30 Day.	100%	100%	100%	100%	Venus GS560 Report.
			(f) % of compliance with approved SCM policy.	40%	To ensure 100% implementation of the SCM Policy.	100%	100%	100%	100%	Venus GS560 Report.
26. Asset		To ensure the effective, efficient and economical management of municipal	% of Fixed Asset Register (FAR) compiled and	50%	100% of the Fixed Asset Register completed on time before the start	25%	50%	75%	100%	Q1 – Q3: Additions/Disposals accounted for.

³⁷ In terms of MFMA Section 72 the report must be submitted to the Mayor by 25 January each year

³⁸ In terms of MFMA Section 72 the report must be submitted to the Mayor by 25 January each year

KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
Management		assets.	updated annually in line with GRAP requirements		of the financial year.					Q4 – Final FAR
			% of asset maintenance and replacement plans developed and updated annually.							
27. Clean audit	The Municipality received a disclaimer from the Auditor General for 2012/13 financial year.	To ensure that the municipality received a Clean Audit Report by 2014	(a) Clean audit action plan compiled, approved and implemented.	70%	To ensure that the action plan is compiled, approved and implemented.	-	100%	100%	100%	
			(b) % of Annual Financial Statements submitted to the Auditor-General by the end of August each year.	100%	To ensure that the AFS are submitted by the 31 August 2014	100%	-	-	-	Acknowledgement of Receipt from the Office of the Auditor-General.
			(c) Actual improvement in annual audit outcomes received from the Auditor-General	Disclaimer	To ensure compliance with s131 of the MFMA.	-	Qualified	-	-	Auditor's Report on the AFS 2013/14
			(d) % of the Action Plan on issues raised by the Auditor-General is compiled, approved and implemented annually.	100%	To ensure that all issues raised by the AGSA are attended to accordingly.	25%	100%	-	-	Management Report issued by the AGSA.
			(e) Internal audit recommendations implemented within specified time frames.	0%	To ensure that the internal audit recommendations are duly implemented.		100%	100%	100%	Internal Audit Reports.

IDP Priority	Status Quo	Strategic objective	Key Performance Indicators (KPI)	Baseline	Annual Target	Q.1 Sept 2014	Q.2 Dec 2014	Q.3 Mar 2015	Q.4 June 2-15	Means of verification
28. Revenue management		To ensure the effective and efficient management of municipal revenue and cash flow according to national norms and standards	Ratio of net current consumer debtors to annual property rates and service charge income.	0%	Strive to ensure that the municipality raises enough revenue which exceeds its debtors' book by 30%	5%	10%	20%	30%	S71 Reports
			Annual property rates and service charges more than 50% of total revenue.	70%	To ensure that the municipality raises enough revenue internally to fund operations.	70%	70%	70%	70%	S71 Reports
			% of consumer debtors revenue collected (actual total collections as a percentage of total levies/billings)	84.2%	95% of consumer services levied, collected on average monthly by end of June 2015	95%	95%	95%	95%	S71 Reports
			% reduction of consumer debtors older than 90 days (Balance as at 30 June 2014: R242m (Unaudited))	30%	30% reduction in consumer debt older than 90 days by end of June 2015	5%	10%	20%	30%	S71 Reports
			% actual revenue generated (billing) as a percentage of the approved/adjusted budget.	100%	100% of actual revenue generated as a percentage of the approved/adjusted budget	25%	50%	75%	100%	S71 Reports
			% of revenue management strategy compiled and implemented.	0%	To ensure that the revenue management strategy is implemented on a continuous basis.	30%	60%	90%	100%	S71 Reports
			% of cash management and investment policy framework compiled and approved	0%	To ensure the development of the cash management and investment policy.	10%	50%	80%	100%	Cash management and investment policy framework approved by Council. (Council Resolution)

ANNEXURES

(Version 2 - 14 December 2012)

**MUNICIPAL PERFORMANCE MANAGEMENT, MONITORING & EVALUATION
DIRECTORATE**

27 FEBRUARY 2013

1. ACCELERATING SERVICE DELIVERY

Challenges (as identified in the 108 LGTAS municipalities):

1. **Access to water and sanitation:**
 - The provisioning of water to communities which is handicapped by lack of funding for water projects.
 - There is an increase in the number of households with no access to sanitation or with services below basic levels.
2. **Backlogs regarding water, sanitation and electricity:**
 - There are insufficient budget allocations to address backlogs at municipalities.
 - In most cases municipalities do not have plans to eradicate the huge water provision backlogs due to lack of funding.
 - There are backlogs in the rural areas re the provision of VIP toilets.
 - Backlogs have been identified in almost all the municipalities and the municipalities need the assistance of ESKOM and the DOE to develop District Electrification Plans.
3. **Operations and maintenance with regard to water, sanitation and electricity infrastructure:**
 - The infrastructure is old and decaying which is exacerbated by the lack of effective infrastructure operations and maintenance master plans.
 - Dilapidated infrastructure coupled with a lack of technical skills is hampering the supply of water in certain areas.
 - High water and electricity losses.
 - Almost all the LGTAS municipalities are experiencing sanitation problems due to the overflow of Waste Water Treatment Works and the bursting of pipes.
 - One of the main challenges facing the municipalities is lack of technical skills in maintaining and servicing electrical infrastructure.
4. **Bucket eradication:** Certain municipalities have not eradicated all buckets.
5. **Roads:** Poor road networks and inadequate funding for upgrading of municipal roads.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
1.1	Access to water	a) The level of basic service delivery in terms of the Municipality's target (the number of households in municipality with access and percentage of access), community expectations and the National norms.	35201 97%	Funding is not available.		Business plans to be submitted to Sector Departments for possible funding.
		b) Also indicating whether there are unfinished/stalled projects in respect of each basic service per Municipality per ward, with such additional information as the name of the service provider concerned, whether such project was paid for and if such a service provider is rendering a service to the same Municipality or other government entity.	None	N/A		N/A

³⁹ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		c) Is the extent of backlogs with regard to water determined?	Yes	N/A	N/A	N/A
		d) If yes, what are the backlogs relating to water?	400 Erven.	No Funding		Business plans to be submitted to Sector Departments for possible funding.
		e) If no, what support does the municipality need in this regard?	N/A	N/A	N/A	N/A
		f) Are the projects and costs to eliminate the backlogs determined?	Yes	N/A	N/A	N/A
		g) Identify challenges being experienced with regard to operations and maintenance of water infrastructure?	Water infrastructure is very old and a shortage of staff as well as cash flow problems are challenges	More staff to be employed		Posts were advertised.
1.2	Access to sanitation	a) The level of basic service delivery in terms of the Municipality's target (the number of households in municipality with access and percentage of access), community expectations and the National norms.	21806 Flash toilets connected 450 Flash with septic tank 1800 Chemical toilets 400 Pit toilets	No funding and also water shortages in some areas		Business plans to be submitted to Sector Departments for possible funding.
		b) Also indicating whether there are	None	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		unfinished/stalled projects in respect of each basic service per Municipality per ward, with such additional information as the name of the service provider concerned, whether such project was paid for and if such a service provider is rendering a service to the same Municipality or other government entity.				
		c) Is the extent of backlogs with regard to sanitation determined?	Yes			
		d) If yes, what are the backlogs relating to sanitation?	400 households	No funding for this		Business plans to be submitted to Sector Departments for possible funding and place on IDP.
		e) If no, what support does the municipality need in this regard?	N/A	N/A		N/A
		f) Are the projects and costs to eliminate the backlogs determined?	Only estimated cost	Contract prices will determent final cost.		N/A
		g) Have all buckets been eradicated in the municipal area? If not	Steynsrus - Yes Viljoenskroon – Not yet	There are illegal shacks being put up in Viljoenskroon. The municipality is therefore forced to use the bucket system		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		what are the reasons and how many remain?		for these illegal shacks		
		h) Identify challenges being experienced with regard to operations and maintenance of sanitation infrastructure?	Shortage of staff and equipment as well as shortage of funds and cash flow problems.	No funds to appoint all staff and buy equipment		Place on IDP and do in phases.
1.3	Access to electricity	a) The level of basic service delivery in terms of the Municipality's target (the number of households in municipality with access and percentage of access), community expectations and the National norms.	22765 90%	Khatliso Moeketsi		Application to electrify Khatliso Moeketsi at DoE
		b) Also indicating whether there are unfinished / stalled projects in respect of each basic service per Municipality per ward, with such additional information as the name of the service provider concerned, whether such project was paid for and if such a service provider is rendering a service to the same Municipality or	Marabastad / Zumapark 133 connections completed of 326	Area electrified and cable up to stand boundary. No Houses to do connection, waiting for Human settlement to complete houses. Municipality must complete project when houses are complete		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		other government entity.				
		c) Is the extent of backlogs with regard to electricity determined?	Yes	773 which include 670 in Khatliso Moeketsi		N/A
		d) If yes, what are the backlogs relating to electricity?				
		e) If no, what support does the municipality need in this regard?	Funding for appointment of contractor, meters vehicles	N/A		N/A
		f) Are the projects and costs to eliminate the backlogs determined?	Application to electrify Khatliso Moeketsi at DoE ????	N/A		N/A
		g) Identify challenges being experienced with regard to operations and maintenance of electricity infrastructure?	Shortage of vehicles			N/A
			Mechanical problems with vehicles and standing time involved			
			Availability of funds and processing time of requisitions and vouchers			
			Theft and attempted theft of cable and transformers			
			Ageing infrastructure			
			Shortage of staff			
			Shortage of meters and backlog of installations due to shortage of meters			
			Costly repairs to 66kV cable ring			
			Eskom accounts in arrears			
			Insufficient funding for capital projects			
		Unsafe working conditions.				

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
1.4	Refuse removal and solid waste disposal	a) The level of basic service delivery in terms of the Municipality's target (the number of households in municipality with access and percentage of access), community expectations and the National norms,	Once per week: Households: 31141 Industrial: 264 Commercial: 7003	All vehicles and equipment for waste management which broke more often are very old. Shortage of receptacles to improve waste management. Shortage of staff has impact on how often the waste has to be removed and cleaning of town.	Application for funding was prepared for MIG and to other potential funders.	Procurement of household bins that can be lifted by the hydraulic trucks (240l wealy beans) Provision of colour coded refuse bags for recycling purposes. Alternatively outsourcing of waste management services (cheaper than when are managing our own services).
		b) Also indicating whether there are unfinished / stalled projects in respect of each basic service per Municipality per ward, with such additional information as the name of the service provider concerned, whether such project was paid for and if such a service provider is rendering a service to the same Municipality or other government entity.	N/A	N/A		N/A
		c) Are all landfill sites licensed?	No.	2 landfill sites licenced Steynrsus and Kroonstad Viljoenskroon not licenced. We are in the process of identifying new	Allocation of MIG Funding for the EIA was made and the constructor is currently	To source extra funding for the development of the new landfill site. Alternatively the waste

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
				land or area for construction of landfill sites. The shortage of the expertise to manage landfill sites is also pausing challenges for the current landfill sites.	busy with the EIA processes to identify new sites.	from Viljoenskroon to be put on the transfer station and transported to Kroonstad.
1.5	Access to municipal roads	What is the current situation with regard to municipal roads?	449km of paved roads. 390km gravel roads. 70% of roads are in a bad condition.	N/A		N/A
1.6	Formalisation of informal settlements	a) Is your municipality targeted in the National Upgrading Support Programme (NUSP)?	No	N/A		N/A
		b) Are you receiving any additional grants from National Treasury to assist with providing services to informal settlements?	Yes	N/A		N/A
		c) Does your SDF / IDP plan provide for any formalization processes for informal settlements in you municipal area?	Yes	N/A		N/A
1.7	Human Settlements	d) Whether your municipality has been accredited as a housing delivery agent, and if information exists regarding the funding for executing such functions, the actual projects and lessons	No, not accredited.	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		learned?				
1.8	Service delivery protests	Service delivery challenges, indicating whether any service delivery protest took place in your Municipality since the last elections (2011), and if information is available, details to be provided as to the causes and what each Municipality did to address same?	One application to deliver a memorandum to the Municipal offices was received in terms of the Regulation of Gatherings Act.	N/A		N/A
1.9	Indigent policy and register	a) Has the municipality developed an Indigent Policy to deal with categories of people who qualify in terms of the National poverty alleviation mechanisms?	Yes	Verification of indigents is a challenge. The Municipality appoints temporary staff to attend to the problem every year. The intention is to have permanent verifiers.		CDW's, Ward Committees, Councillors, Volunteers and officials should work together to address the problem. Equitable share is available for this purpose.
		b) To the extent possible, does your municipality have an indigent register, what is the total number of beneficiaries and what is the frequency of status review?	Yes	There were 12701 registered and qualifying indigents as at 30 June 2012. Review should be done annually.		SALGA and COGTA should assist with verifying the indigents. As they also run revenue enhancement programmes.
1.10	Planning	a) Is your municipality currently using the simplified IDP framework to draft your own simplified IDP?	No, the municipality is using a revised framework for municipalities outside metros and secondary cities.	This section is understaffed with one official to do everything by himself. Lack of commitment from senior leadership which is demonstrated by non-sitting of IDP Committees, and appointment of support staff. Process plan has been adopted but it is not implemented.	Several requests have been made for support staff and a revised plan has been developed to get committees working. Service provider has been appointed to provide support and	Commitment of Senior Leadership.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
					assistance to draft the revised plan 2014/15.	
		b) Is your municipality using consultants for the drafting of the IDP?	No. the municipality is not using consultants but has sourced their services to provide support in the review process.	The changed framework makes it difficult to draft the review in a new framework/format.	Appoint support staff.	Procure services of consultants to assist local municipalities.
		c) Is the simplified IDP accompanied by simplified sector specific plans?	No, Development of sector plans has always been a problem and efforts to correct this are just not working.	Meetings have been concerned with number of the Technical Steering Committee to try address this but to this extent nothing has been achieved.	Several reports have been made to responsible officials on this.	Consultants be appointed at district level to assist local municipalities in the development of sector plans.
		d) Are National and Provincial commitments reflected in the IDPs of municipalities? Do municipalities receive transfers for the implementation of these plans or do national and provincial departments implement these directly, e.g. are schools and clinics reflected in your IDPs?	Yes.	Not that we aware of.		
		e) Did the municipality adopt the process plan to guide the development of the IDP?	Yes the process plan was adopted.	The process plan cannot be implemented as adopted due to lack of commitment.		Intervention be sorted for political offices to re-commit themselves to IDP processes.
		f) Has the IDP been posted on the municipal website?	Yes the IDP was posted.	N/A		N/A
		g) Does the municipality	Yes the Municipality does adhere to	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		adheres to the IDP processes or not?	the IDP process.			
		h) Are priority programmes for service delivery talking to the priorities identified by the people in your wards?	Yes	Priorities set by people in the wards cannot be met due to financial constraints.		Revenue enhancement through ward based budgeting.
		i) Is the municipal SDBIP and the budget aligned to the IDP?	Yes the two documents are aligned.	While the two documents are aligned the budget process is lagging.		The Municipality will re-look into the Local Government funding model and the Remuneration of public office bearers.
		j) Is the IDP aligned to the district, provincial and national priorities to ensure integrated development and service delivery?	Yes the municipality's IDP is aligned.	Reporting processes and coordination of programmes are not the same.		Single window of coordination and reporting.
		k) Whether your municipality has incorporated the "Strategic Integrated Projects (SIPs)" in your respective areas, into your IDP, as per the decision of the Presidential Infrastructure Coordination Commission (PICC), and if detailed information is available, per SIP per	No			

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		municipality?				
1.11	Execution	a) Is the municipality in a position to execute the plans as developed and contained in the IDP? If not, why not?	Yes, but to a limited extent.	Due to the financial situation of the municipality funding for capital projects cannot be raised.		The Municipality must come up with a revenue enhancement strategy, improve expenditure controls and develop sound financial plans.
		b) Has a public satisfaction survey been conducted by your municipality and what did it indicate with regard to the delivery of programmes?	There was no public satisfaction survey conducted.	We could not get feedback from the community because of lack of a sound performance management system.		Full implementation of a PMS to round off feedback.
		c) Do you have any mechanisms to obtain feedback on the IDP based on performance of the municipality?	Yes. Quarterly performance reports are developed.	N/A		N/A
1.12	Multi stakeholder Coordination	a) Does your municipality demonstrate the ability to pull other stakeholders and sector departments together to deal with questions of service delivery?	Yes the municipality is able to do that.	N/A		N/A
		b) If yes, how?	There is an IDP Steering Committee and IDP Representative Forum.	The sitting of the IDP Representative Forum is very irregular.		Singling out of Stakeholders as business, Ratepayers Association etc.
		c) If no, what support does your municipality	N/A	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		require?				
1.13	Project Consolidate	Whether your Municipality was enlisted as a priority Municipality in terms of "Project Consolidate" and how has Project Consolidate assisted to implement interventions required.				
1.14	Legislation impeding service delivery	a) Which pieces of legislation are impeding service delivery in your municipal area?	National Housing Code/Policy	These policies must be reviewed and implemented.		Revise by-laws and policies annually.
			Spatial Development Framework			
			LGTAS			
			LUMS			
			Occupational Health and Safety Act			
			NRS			
			Energy by-laws			
			National Water Act			
			Water services act			
			National Environmental Management Act			
Minimum Norms Supply Chain Policy						
		b) How are these pieces of legislation impeding service delivery?	It sometimes slows down service delivery but it is necessary to protect the community as well as the Municipality.	Slows processes to act in emergency cases.		Speed up processes by reviewing legislation and sometimes special permissions for the Municipality.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
I.15	Disaster Management	a) Does your municipality have an integrated Disaster Management Plan and is it incorporated into the IDP?	Yes, but the plan needs to be reviewed as it was developed in 1996.	Current disaster management plan is not up to date.		Appointment of staff in Disaster Management will enable Disaster Management Plan to be reviewed.
		b) Are there any disaster response and recovery projects in the IDP? If yes, please indicate which projects?	None	N/A		N/A
		c) Are there any disaster management education, public awareness and research projects in the IDP? If yes, please indicate which projects?	None	N/A		N/A
		d) Did your municipality budget for disaster management? If yes, what amount?	Yes R2 060 916	Amount budgeted for Disaster Management is insufficient.		Increase budget to provide for efficient Disaster Management.
		e) Are any disaster risk reduction considerations integrated in sectoral programmes and projects as contained in the IDP of the municipality and budgeted for?	None	N/A		N/A
		f) Does your municipality have a fire prevention and protection plan?	No	No staff in Fire Safety		Fire Safety staff to be appointed.
		g) Does your municipality	No	Disaster Management centre has been		Offices to be relocated and

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ³⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
		have an operational disaster management centre?		converted to office space.		Disaster Management centre to be reinstated.
		h) Does your municipality have an operational fire services station?	Yes – Kroonstad No – Viljoenskroon No – Steynrus	No fire stations in the outskirt towns. No staff and no equipment.		Fire Station to be established in the outskirt towns. Staff to be appointed. Equipment to be provided.

2. ENHANCING GOOD GOVERNANCE

Challenges (as identified in the 108 LGTAS municipalities):

1. Vacant posts/delays in filling critical vacant posts
2. Lack of capacity to review by-laws
3. Slow progress in establishing performance management systems/poor or no performance management
4. Municipalities need to be assisted in reviewing their organograms and ensure it is in line with the IDP.
5. Intergovernmental relations in some municipalities not effective.
6. Little or no effective Corporate Governance of ICTs.
7. In some municipalities no proper communication and role clarification between traditional leaders and municipalities.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
2.1	Public Participation					
2.1.1	Functionality of Ward Committees	a) Are all ward committees established and meet regularly?	Yes, and they do meet regularly	Administration support remain a challenge on addressing community concerns raised.		Officials should at all times be available in being part of Constituency meetings and timeously respond on community queries/challenges.
		b) Have participatory ward operational plans / ward level service improvement plans been developed for each ward?	Not yet.	N/A		Work has recently started and consultation is underway.
		c) Is there a dedicated budget to support ward committee operations?	Yes	Municipal cash flow affect operation due to service providers delayed with payments.		Finance Department to improve on their communication with the office on state of finance.
		d) Have all ward committee members been trained?	Yes	Only CoGTA training – Office training programme not implemented due to cash flow.		Proper detailed induction workshop plan is in place and interaction with Municipal Manager to implement is in progress.
		e) Are there any plans in place for the training of ward committee members?	Yes	Training programme is in place, challenge remains cash flow and delay to pay service providers.		Meeting held to present training plans with the Chief Financial Officer and still awaiting feedback from MSIG allocation to the office.
		f) Did the Municipality experience a situation where each Ward Councilor held	No	N/A		N/A

⁴⁰ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		ward meetings since the last Local Government elections and if information is available, such should include dates of such meetings, issues discussed and outcomes of such discussions?				
2.1.2	Broader public participation policies and plans	a) Is there a public participation policy in place?	No			There is a draft in place, that still await further engagements.
		b) What initiatives does the municipality have / plan in this regard?	Draft in place and further consultation will follow.	N/A		Inputs from Ward Committees, Council Members & other relevant stakeholders will be sourced
2.1.3	Public Communication Mechanisms	a) What mechanisms are in place to give feedback and communicate with the public?	Public meetings are the only communication mechanism used, except for emergency situations where radio is used.	N/A		N/A
		b) If no public communication mechanisms are in place what support is required in this regard?	If we could be helped to set up a municipal newsletter we hope this will enhance our communication mechanisms.	N/A		N/A
		c) How does your municipality deal with petitions?	Office of the Executive Mayor and Senior Management deals with petitions as and when they come.	N/A		N/A
		d) How many petitions have not been dealt with for a year or longer?	None	N/A		N/A
2.1.4	Complaints Management System	a) Has the municipality developed service standards?	Yes, in draft form	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		b) Has the municipality communicated the service standards to the community?	Not yet	N/A		N/A
		c) Is a citizen services and complaints register in place?	Not in place.	N/A		N/A
2.1.5	Front Desk Interface	a) Does the municipality have capacity to provide Front Desk Interface?	Yes, but there is lack of will-power from decision makers.	N/A		N/A
		b) If no, what support is needed by your municipality in this regard?	N/A	N/A		N/A
2.1.6	Appointment of CDWs vs. number of wards	a) How many CDWs appointed vis-à-vis the number of wards?	25 Wards 24 CDWs appointed. 1 Vacant	N/A		N/A
		b) Is there a municipal mechanism through which CDW work is reported to the municipality?	The report monthly to CoGTA. ????	N/A		N/A
2.2	Governance					
	Political Management and Oversight					
2.2.1	Stability of Councils	Are you satisfied with the degree of compliance with the relevant legislation governing the conduct of councils?				

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
2.2.2	Political support profile/ Political and administrative interface/	a) Whether any political component of each Municipality, internally or externally, operated in a manner obstructing the normal functioning of each Municipality at individual or group level, and, to the extent possible, more information to be provided in this regard.				
		b) What areas of leadership need to be strengthened in your municipality to attain the objectives and key IDP priorities of the municipality?				
2.2.3	Training of Councillors	a) % of new councillors provided training / development?	No Councillor Training was provided.	Training to Councillors could not be implemented due to financial constraints.		The Training Committee resolved that LGSETA mandatory grants be utilised for training and assistance be requested from SALGA – training will be provided to councillors during the next two quarters.
		b) % of councillors capacitated to adequately perform their roles?	No	Training to Councillors could not be implemented due to financial constraints.		The Training Committee resolved that LGSETA mandatory grants be utilised for trainings and assistance be requested from SALGA – training will be provided to Councillors during the next two quarters.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		c) List the training/ development programmes provided to councillors in 2012/2013?	No trainings were provided to councillors for the first and second quarter of 2012/13 financial year.	Training to Councillors could be not be implemented due to financial constraints.		The Training Committee resolved that LGSETA mandatory grants be utilised for trainings and assistance be requested from SALGA – training will be provided to Councillors during the next two quarters
2.2.4	Councillor resignation, dismissal, etc.	Did your municipality experience a situation since the last Local Government elections, where a Councillor was demoted, resigned, dismissed, suspended, voted out by Council or left the Municipality for other reasons, and if there are detailed reasons in respect of each?	Yes	Two Councillors resigned – IEC was notified of the resignations by the Municipality and both Councillors were replaced.		
2.2.5	Oversight report for the 2010/11 FY	Has the oversight report in terms of the MFMA for the 2010/11 FY been adopted by Council?	Yes the report was adopted by Council	N/A		N/A
2.2.6	Council oversight in ICT matters	Does the Council exercise oversight on a quarterly basis in respect of ICTs in municipalities?				
2.3	Administration					
2.3.1	Organisational design	Have overall organizational design norms and standards been developed and has the Municipality a compliant Organizational structure engaged in terms of the functional decomposition, span of control, aligned job description and responsive job grading.	The municipality has policies in place. The municipality has the organisational structure that was last approved in 2007 and is busy with the process of compiling of job descriptions.	The Municipality had a challenge in terms of implementation of policies due to lack of guidance in some other policies – appointments were made where not in line with the approved structure & job descriptions are not in place.		HR policies are currently under review; the organisational structure is also being under review and will be forwarded to Council for approval before the end of the third quarter – compilation of job descriptions is currently in process, the process

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
						will be finalised before the end of the fourth quarter.
2.3.2	Staff establishment	a) Does the municipality have an approved staff establishment? If not, what support is required in this regard?	Yes the municipality has an approved staff establishment.	N/A		N/A
		b) Does the staff establishment provide for permanent and fixed term posts?	Yes	N/A		N/A
		c) If yes, provide details of the approved senior manager posts (permanent and fixed posts)?	<p>Section 57: Managers</p> <p>Municipal Manager Manager Corporate Services Manager Finance Manager Technical Services Manager Community and Emergency Services.</p> <p>Senior Permanent Managers</p> <p>Deputy Manager Corporate Services Assistant Manager HR Deputy Manager Finance Manager Expenditure Manager Revenue Manager Budget Manager Supply Chain Deputy Manager Technical Services Deputy Manager Electrical Services Assistant Manager Water Services Assistant Manager Roads IDP/PMS Manager Manager Security</p>	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
			Assistant Manager Cleansing Resort Manager Chief Traffic Officer. Chief Fire Brigade Officer Chief Parks			
		d) Was the staff establishment consulted with the MEC before approval by council?	No	N/A		N/A
		e) Were the recommendations of the MEC incorporated into the approved structure?	Structure was approved in 2007 MEC was not consulted.	N/A		N/A
2.3.3	Recruitment, selection and suspension of employees	a) Is an approved Human Resource (HR) Plan (recruitment strategy) in place?	No	N/A		N/A
		b) Is there a retention practice/policy in the municipality that ensures deployment stability in the filling of posts?	No, policy will be developed.	N/A		N/A
		c) What was the percentage turnover in staff: section 57 Managers and other staff?	2.7%	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
2.3.4	Vacancies – critical posts ⁴¹	a) Are the Municipal Manager and all section 57 posts filled?	Yes	N/A		N/A
		b) Did the Municipality appoint all categories of managers since the last Local Government elections and if information in this regard is available, indicate the names per category, qualifications, considered merits and state of performance?	Yes: <u>Municipal Manager.</u> Postgraduate Diploma: Business administration NQF Level 8. <u>Manager Finance (CA)</u> B. Com in accounting Honours in Accounting. <u>Manager Corporate Services</u> B. Com in Administration Honours in Administration. <u>Manager Technical Services</u> National Diploma in Civil Engineering. B-Tech in Civil Engineering-construction management. B.Tech Civil Engineering – Water Engineering.	N/A		N/A
		c) Were the above posts filled in compliance with competency requirements? (MSA Amendment Act of 2011 & MFMA regulations)	Yes	Appointment of Section 57 Managers were done in December 2012 and the Municipality didn't know if managers to be appointed will be in possession of the MFMP qualification.		The municipality submitted an application for special merit cases on minimum competency levels for managers to be appointed in case managers did not have MFMP qualification.

⁴¹ MM, Corporate Services, Engineering Services, Financial Services, Development & Town Planning Services, and Community Services.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		d) Are there critical skills gaps and vacancies for professional and technical positions (engineers, technicians, registered planners, chartered accountants, technologists)? Please be specific.	Yes, Manager Electrical Services.	Appointment of experienced Electrical Services Manager.		A former Technical Engineer was appointed again by the municipality on contract.
2.3.5	Senior manager suspended, resigned, dismissed, etc.	Did the Municipality experience the situation where any manager appointed after the last local government elections or whose contract was renewed during the period under review was suspended, resigned, dismissed, transferred or left the employment of Council for other reasons, and if information is available per category per person, with detailed reasons in respect of each.	No	N/A		N/A
2.3.6	Vacancies in other levels	What is the overall vacancy rate (number and %) out of the total number of posts in the municipality.	Total vacancy rate: 649. 42% vacancy rate.	N/A		N/A
2.3.7	Performance Agreements	Has the senior managers (section 57 manager) concluded the performance agreement within the stipulated timeframe?	No	N/A		N/A
2.3.8	Organisational Performance Management System	Has an Organizational Performance Management System been developed and approved? If not, why not?	Yes the system has been approved.	This is a newly established section which does not have enough personnel.		Appointment of personnel to have the department fully functional.
2.3.9	IDP adopted by Council	Is the IDP adopted by Council? If	Yes the IDP was adopted by Council.	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		not, why not?				
2.3.10	SDBIP adopted by Council	Is the SDBIP adopted by Council? If not, why not?	Yes the SDBIP was adopted by Council.	N/A		N/A
2.3.11	Section 46 report for 2011/12	Has the section 46 report for 2011/12 been adopted by Council? If not, why not?	CHECK WITH FINANCE			
2.3.12	Mid-year assessment report for 2012/13 adopted by Council	Is the mid-year assessment report being developed for adoption by Council as required by section 72 of the MFMA?	Not yet adopted by Council. It will table to Council on the 5 th February 2013.	N/A		N/A
2.3.13	Targeted capacity building interventions	Whether your Municipality has received targeted capacity-building interventions through LGTAS, Treasury or other agents and the impact of such interventions.				
2.3.14	Skills Audit conducted for all employees	Have Personal Development Plans been updated for all employees on GAPSKILL or a related system in 2012/2013?	Skills audit conducted, but not to all employees.	Personal development plans could not be updated the GAPSKILL due to shortage of staff at Training and Development Section.		The Municipality is on the process of appointing additional staff for Training Section and Development Section.
2.3.15	Skills development for employees	a) Is there a budget earmarked for skills development and in line with legislation?	Yes	N/A		N/A
		b) Do LGSETA grants get used for skills development?	Yes	Approval of training to be implemented – focus to be given to in-house trainings to reduce accommodation costs and travelling costs.		Trainings to be implemented will be recommended by the HOD and the approval will be done by the Manager Corporate.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		c) Is there a committee consolidating / ensuring integration between all individual, institutional and environmental capacity initiatives provided to the municipality?	Yes, Training Committee is in place.	Non sitting of the Training Committee due to non-attendance of members – training Committee terms of reference highlighting the purpose, roles and responsibilities of the Committee drafted.		Schedule of the Committee meeting to be drafted and submitted to management for approval.
2.4	Labour relations					
2.4.1	LLF established (equity in representation)	Is the LLF established and is there equity in representation? If not, why not?	LLF is established.	The Composition of the LLF presently conforms to equity though not 50/50		Management to ensure that its representation conforms to equity.
2.4.2	Functionality of LLF	Is the LLF functional (i.e. does it meet regularly, are matters quickly resolved?)	LLF is not 100% functional due to non-submission of items by parties.	A schedule of meetings is set and interaction with unions.		Constant interaction with all parties prior
2.4.3	Declaration of dispute	Labour-relations related profile, indicating whether any dispute has been declared in your Municipality, and to the extent available, further details in this regard.	10 Unfair labour practices (Acting Allowance).	N/A		N/A
2.5	Functionality of oversight structures	a) Has the MPAC been established and duly capacitated to execute its mandate effectively?	Yes it was established but not capacitated.	Training was not given – not supporting staff and resources		Training to be provided and staff to be recruited – required resources to be made available e.g. offices and funds.
		b) If yes, did the municipality take due consideration of the requisite competencies required and how each member so appointed meets such competencies).	Yes	N/A		N/A

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		c) What is required to capacitate the MPAC?	Training is required.	N/A		N/A
		d) Does the MPAC meets as scheduled at least once per quarter?	No meetings have been held due to lack staff, capacity and resources.	Training was not given – not supporting staff and resources		Training to be provided and staff to be recruited – required resources to be made available e.g. offices and funds.
		e) Is the Audit Committee constituted by relevant/skilled people and meets as scheduled at least once per quarter?	Yes the Audit Committee members are skilled and relevant. The meetings did not sit as scheduled.	Late appointment of Audit Committee Members.		Members of the Audit Committee have been appointed and a schedule of meetings will be developed and submitted to the Audit Committee for approval.
		f) Is the internal Audit unit with suitably qualified staff (and how many) in place and meets as scheduled? If not, why not and what support is required?	Currently there is only one person working in the Internal Audit Unit. She is suitably qualified.	Shortage of staff in the Unit.		Appointment of staff to be done urgently.
		g) What is required to capacitate the Audit Committee if it is indeed composed of relevant/skilled people?	The members of the Audit Committee are new appointed. Any training in their field that is Local Government related would assist in performing their duties effectively.	N/A		N/A
		h) Did your municipality (as reflected in the AG's Audit Outcomes Report for a three year cycle) for the period under review address the issues raised by the AG in the respective years of the cycle, and could your municipality	The audit outcome is a disclaimer of audit opinion. The situation remained the same largely due to incomplete verification of infrastructure assets.	Debtor's existence and validity and irregular expenditure plus the infrastructure assets are the main challenges.	Early audit (Feb 2013) of infrastructure assets.	Complete the infrastructure assets on time (Feb 2013)
	Condone irregular expenditure.				Avail the audit evidence on the condoned irregular expenditure.	
	Write off of				Appoint a service provider to	

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		be explained to be on the rise or the decline?			irrecoverable debt.	perform debtors' verification.
2.6	Compliance with legislation	a) Is there non-compliance with sections 75 read with section 13 (tariff policy) of the Municipal Systems Act?	By-laws to give effect to a tariff policy are not yet adopted.	Shortage of personnel	Shortage of personnel has been addressed in the meantime.	
		b) Is there non-compliance with sections 6 (rates policy) and 14(2) (resolution for levying rates) of the Municipal Property Rates Act?	The rates policy and well as property rates by-laws have been adopted.	N/A		N/A
		c) Which by-laws are supposed to be passed by all municipalities?	Property rates and tariff by-laws: By-laws to regulate any matter that falls within the competency/functions of a municipality.	N/A		N/A
		d) Have your municipality developed and adopted draft by laws?	Electricity supply, water services, street trading.	Awaiting the outcome of a constitutional court case which will have an influence on the electricity and water by-laws.		Awaiting the outcome of the court case.
		e) If yes, specify which by-laws have been developed and adopted by your municipality?	Credit control, property rates and the by-laws mentioned under (d) above.	N/A		N/A
		f) Did your Municipality developed by-laws to regulate the governance aspects in the area, and if information could be provided regarding the title of the by-law, the objects of the By-law as well as the enforcement;	No	Shortage of personnel.		The shortage of personnel had been addressed in the mean time.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		g) Has your municipality conducted public participation before adoption of by-laws by councils?	Yes	N/A		N/A
2.7	Monitoring and Evaluation	Is a Monitoring and Evaluation System/Tool in place in the municipality?	Yes, we have a Performance Management System in place and the Municipal Turnaround strategy is also in place.	N/A		N/A
2.8	IGR	a) Is the District IGR Forum functional and well attended by municipalities?	Yes the IGR Forum is fully functional and attended as required.	N/A		N/A
		b) What kind of support do District Forums require from national and provincial government?	Money and skills support	N/A		N/A
2.9	Governance of information communication technology	a) Has the Municipality developed a broader ICT architecture?	Yes.	Data centre is developed, meeting most of requirements and monitored constantly.		
		b) Does the Municipality has a localized compliant ICT Policy, institutional arrangements and roll-out plans as well as performance profile, if any, and whether such is used for the management of the Billing system and supply chain monitoring.	The draft localised ICT policy was taken to Council, and all staff users must be informed about policies.	A session will be arranged to educate user about policies, the soft copy will also be distributed to all users.		A session will be arranged and users will be informed about the policies.
		c) Are user access monitored regularly?	Yes, ICT has developed the user access management procedure.	In Finance all cashiers accesses are reviewed.		ICT is monitoring user access at least twice a year in the beginning of financial year and some in the beginning of

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁰	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
						calendar year.
		d) Has the segregation of duties been documented as required in terms of the Auditor-General recommendations?	Partially, and these are carried out while we reviewing user access.	Segregation of duties on financial system shall be documented.		All access will be categorised and this will assist to monitor the separation of duties on financial system.
		e) Does the municipality have a disaster recovery and business continuity plan?	No	The process involved all municipal directorates.		The ICT Steering Committee will be established to address issues involving more directorates.
2.10	Section 139.	a) Was the Municipality placed under section 139 for the period 2006 to May 2011; provide the details thereof and status now?	No	N/A		N/A
		b) Whether any Municipality deserved to be placed under section 139 since the May 2011 elections, and if that was done?	No	N/A		N/A
2.11	MTAS adopted post 2011 elections	Did your Municipality adopt a localized LGTAS (MTAS) developed by Council during the period 2006-2011 as a strategic roadmap for their functioning post the 2011 elections?	Yes			

3. PROMOTING SOUND FINANCIAL MANAGEMENT

Challenges (as identified in the 108 LGTAS municipalities)

1. Poor SCM compliance/have flawed SCM policies
2. Lack of capacity to implement GRAP/not compliant with GRAP 17 leading to negative audit opinions
3. Low revenue generation in municipalities.
4. In some municipalities there are no Internal Audit Units and audit committees and Risk Management Controls.
5. Poor audit opinions in municipalities
6. Poor MIG expenditure

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
3.1	Revenue Enhancement	a) Are the current debtors (30 days) as proportion of own revenue 12% and less? If not, why not and what support is needed?	Yes. The proportion is 10%	N/A	N/A	
		b) Is the average monthly collection on billing (excluding arrears) at 90% and above? If not, why not and what support is needed?	No. The monthly collection rate for billing 69%.	Collection rate for sanitation, refuse and is low.	Revenue enhancement Forum needs to sit regularly and resolutions implemented.	
		c) What are the current revenue instruments available to the Municipality?	Billing and sending out statements as invoices for payment, restricting electricity supply to non-payers, letters of demand and increasing number of indigents.	Non-payment of services is addressed by data cleansing, cut-offs and letters of demand.	Revenue enhancement initiatives with assistance from SALGA will improve the situation.	
		d) How is the municipality addressing the financial challenges it is facing?	Efforts to enhance revenue and updating indigent's register will be made.	Municipal turn-around strategy sessions will be undertaken.	None	
		e) Has a revenue enhancement strategy been approved by Council? If not, why not and what support is needed?	Not Yet.	Revenue enhancement Forum was established and had two meetings, but had to get Municipal Manager's approval before sitting again, over and above the Council resolution establishing the forum.	Provincial Treasury and SALGA are serving the forum in an advisory capacity.	
		f) Is your municipality being owed any amount of money	Yes.	The Municipality is being owed services. There is	Reports are sent over to the Province every	

⁴² Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		for the rendering of services, and if so, is there detailed information of the debtors and amount involved as well as the breakdown in terms of the age of each debt?		detailed information in that regard and debtor's age analysis report are done monthly.	month.	
		g) Is your municipality indebted to any amount of money to a service provider or a recipient for a service / procurement not rendered, and is there information regarding the name of the service provider / recipient concerned, the amount paid and the reasons indicated for such a payment in official document?	Yes, the information is available.	To pay all creditors within 30 days. Revenue enhancement.	Stay within the budget. Reduce expenditure. Enhance revenue.	
		h) Has your municipality paid for any services/goods, any amount of money more than the value of such services/goods, and is information available regarding the amount paid per item/service/goods, the comparative value of the item/service/goods, the dates of payment and the recipient of the payment?	No	N/A	N/A	

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
3.2	Debtors Management	a) How has the municipality reduced its debt in the last three financial years?	An amount equal to R68 million was approved for write-offs of indigent debtors, as well as R16 million for inactive accounts older than 3 years. Both were accounts as at 30 June 2011.	N/A	N/A	
		b) Is the municipality in a position to settle its debt with bulk service providers (such as Water Boards and Eskom) and other service providers? If not, why not?	The municipality must try to stick to the agreements that are reached with the service providers.	The cash flow is a problem because of all the unforeseen expenditure.	Revenue enhancement. Reduce expenditure.	
		c) What is the collection rate and how is the municipality's debtor's book comparing with its creditors?	Average collection rate is 76% of billing. Creditors as at end of December constituted 35% of total debtors.	Strict budget control measures are now being implemented, compliance with 30 days to pay creditors is attended to and revenue will be enhanced.	N/A	
		d) Is the municipality able to meet its financial obligations?	Yes	N/A	N/A	
3.3	Clean Audit	a) Are the audited financial statements tabled on time and do they comply with AG requirements? If not, what plans are in place and what support is required?	Yes. The financial statements were submitted to the office of the Auditor Genial on 31 August 2012.	N/A	N/A	
		b) Has an audit remedial plan been developed to address the 2010/11 and 2011/12 audit outcomes? If not what plans are in place and what support is required?	Yes. The audit remedial plan is in place.	N/A	N/A	

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
3.4	Asset management	Are appropriate policies and processes on asset management, in place and implemented accordingly? If not, why not and what support is required?	The asset management policy is in place.	We have a challenge on the valuation infrastructure assets.	COGTA has appointed an engineering company to assist with the valuation of infrastructure assets. The register will be completed by end of February 2013.	
3.5	Supply Chain Management and procurement	a) Are appropriate policies on Supply Chain Management and procurement in place and implemented accordingly? If not, why not and what support is required?	The SCM is in place and was approved by Council.	There is lack of capacity within the Supply Chain Unit. The database is not functional.	Appoint of the Supply Chain Manager Rebuild the database.	
		b) Are appropriate processes on Supply Chain Management in place (e.g. all three Supply Chain Management Committees). How is the work of these SCM committees monitored for the elimination of corrupt related tendencies?	Yes appropriate supply chain management processes are in place. All the committees are in place and fully functional. Members were appointed according to eh SCM Policy.	N/A	N/A	
3.6	CFO	Is the CFO post filled according to competency requirements (MFMA regulations)? If yes, please provide detailed information as to the qualifications, merit considered, training interventions and experience in related fields. If not, why not?	Yes. The position of CFO was filled. The CFO is a Chartered Accountant	N/A	N/A	
3.7	Financial delegations	Are appropriate financial delegations in place?	Financial delegations in place.	The delegations need to be reviewed.	A strategic session will be held on 6 – 8 February	COGTA has been approached to assist with

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
					2013. Delegations will be part of the issues to be discussed at the Strategic Session.	reviewing the delegations.
3.8	Budgeting and cash management	a) Are the budgets prepared and approved according to MFMA prescripts?	Yes the budgets are approved to the MFMA prescripts.	N/A	N/A	
		b) Are the cash balances positive?	Yes cash balances are positive	N/A	N/A	
		c) Is the cash coverage at least 3 months and cash as % of operating revenue conforms to National Treasury guidelines?	No	The municipality is experiencing cash problems. Revenue collection is low	Intensive revenue enhancements strategies to be embarked on. A revenue enhance committee has been established with the assistance of Provincial Treasure.	
3.9	Expenditure management:	Does expenditure management comply with the provisions as set out in the MFMA where:				
		a) Overspending on operational expenditure is in line with National Treasury norm which is not more than 5%?	Yes we comply. There was no overspending on operational expenditure.	N/A	N/A	
		b) Under-spending on capital expenditure is in line with National Treasury norms which is less than 10%?	There was no provision for capital expenditure from own funds..	N/A	N/A	
		c) What was the % of expenditure on salaries and wages as a proportion of the	32.8%	N/A	N/A	

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		operating budget?				
3.10	Repairs and maintenance provision	Is spending on repairs and maintenance as a proportion of operational expenditure in line with percentage prescribed by NT (which is 10%)?	1.16%	N/A	N/A	
3.11	Local Economic Development					
3.11.1	LED Strategy	Is an LED Strategy adopted by Council?	No. The strategy was acknowledged by management and LED Portfolio Committee. Public participation should be held so that council adopts it.	LED strategy was done in 2010. There was never a budget to conduct public participation/summit.	Council must provide adequate budget.	Public Participation Summit to be held and a budget allocated as well as filling of posts. The LED unit is also needed urgently together with staff.
3.11.2	LED Plan	Is the LED Plan aligned to the PGDS and adopted by Council?	Yes. However it was not adopted by Council. It must first be blessed by different stakeholders, then Council.	Management/leadership still does not pay much attention to LED.	LED unit must be established.	Intervention to establish LED Unit. Help to understand importance of budget for LED and monitor the activities.
3.11.3	LED Manager	Is a LED Manager appointed?	There is only an acting officer on post level 3. LED unit if established would have 5 employees.	One person tasked to propel all economic development related issues for the municipality with no budget.	Appoint people on relevant positions eg. Agriculture, SMME's and Tourism.	The whole concept of LED is misunderstood by management. No knowledge of what needs to be done. Appoint Section 57 Manager.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴²	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
3.12	Equitable Share	a) Does your municipality have access to financial support from the National budget that matches the prescribed norm in terms of the Equitable Share Formula prior to the Census report released recently, and if such a situation necessitate any review in lieu of current population shifts, if any? b) Does your municipality have a solid, sound and sustainable socio economic base to advance its governance obligations, and if related information can be provided in revenue projections for the last three financial years and the actual comparison with the respective budgets for the years under review?	Yes, the municipality has access to the National budget. Although in most cases equitable share is used to pay accounts like Eskom. The money is never utilised where its meant to be. Yes, we have 3 towns with good agricultural activities, government departments, regional hospital, mining, military base, coal to name but a few. The level of crime is controllable by SAPS, people are paying their rates, railway line is also a good infrastructure for economic growth.	Lack of revenue is a challenge. Creative ways to collect enough revenue must be explored. Lack of skilled labour, lack of maintenance of infrastructure.	ENHANCEMENT Employ skilled people and put them on the right positions.	ENHANCEMENT Partnerships with organisations with relevant knowledge. Explore PPPs.
3.13	Conditional Grants for procurements/services (Also refer to item 3.5)	Is your municipality paid conditional grants for any specified procurements / service, and is there information in respect of your municipality, per category of grant disbursed, as far as the amount disbursed, the services / procurements the money was spend on and, in case of deviation, the authority for such virement?	The conditional grants like MIG are spent according to the approved MIG Plan	N/A	N/A	

4. FIGHTING CORRUPTION

Challenges (as identified in the 108 LGTAS municipalities)

1. Municipalities do not have dedicated anti-corruption units
2. Municipalities need to be capacitated in the areas of fraud risk analysis, the design and implementation of interventions per identified risk and to conduct a fraud awareness campaign.
3. No strategies in place in municipalities to fight corruption.
4. Disciplinary processes in municipalities.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴³	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
4.1	Fighting Corruption/Allegations of corruption	a) Are there outstanding investigations on allegations of corruption as well as proclamations for the State Investigating Unit that are still pending in the municipality?	No	N/A	N/A	
		b) Whether there is any information provided through the web address reachtorich@COGTA.gov.za , or any other sources, suggesting that any allegations of corruption exist in any of the municipalities, and as far as possible, information may be provided?	No	N/A	N/A	
4.2	Anti-corruption tools	Are Codes of Conducts used as anti-corruption tool?	Yes	To obtain evidence to prove that there is an act of misconduct.	Investigations are done by trained investigators.	
4.2	Anti-corruption Strategies	Has an Anti-corruption Strategy been approved by Council? If not when will it be developed and tabled?	Yes	N/A	N/A	
4.3	Anti-corruption Units	Has an anti-corruption Unit been established in your municipality? If not what are the plans to establish it?	No	Post of Chief Internal Auditor to be advertised and filled.		
4.4	Fraud Prevention Plans	Has a Fraud Prevention Plan been developed by your Municipality? If no, when will it be developed and implemented?	Yes it has been developed and not yet implemented.	No		

⁴³ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴³	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
4.5	Ethics and Integrity Framework	Is your municipality aware of the Ethics and Integrity Framework Development and does information exist that there is general buy-in to the initiative, and has your municipality develop an enforcement mechanism for the Code of Conduct of Municipal Workers.	Yes			
4.6	Declaration of interests	<p>a) Whether each Manager in your municipality, who has interest in business, has declared such interests appropriately and if some of those Managers are directors in companies that are doing business with Government, in which case, more information should be provided as to the name of the manager, name of business, type of business, area of operation.</p> <p>b) Whether in your municipality, there are Councilors who have interests in business and whether they are in such companies that do business in their own municipalities or other municipalities or Government Departments, Provincial or National or State-owned entities, in terms of which more information should be provided?</p>	No	Forms have been circulated to the newly appointed Managers.	Cut off date will be given for submission of the forms.	

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴³	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		c) Whether in your municipality, there are Political Office-bearers, from Provinces or National who have business interests such that more information may be provided				

5. FACILITATING SUSTAINABLE INFRASTRUCTURE DEVELOPMENT

Challenges (as identified in the 108 LGTAS municipalities)

1. The water, sanitation and electricity infrastructure being old and decaying.
2. A lack of funding for operations and maintenance of infrastructure.
3. A severe lack of technical skills especially at engineering level (to develop, implement and monitor operations and maintenance plans).
4. A lack of bulk water and bulk electricity supply infrastructure and municipalities need funding for bulk water infrastructure projects.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁴	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
5.1	MISA	What technical support is being provided to your municipality by MISA?	None	N/A	N/A	
5.2	MISA	If your municipality is targeted for MISA support has the Integrated Support Plan been approved by Council? If no, when will it be completed and tabled?	N/A	N/A	N/A	
5.3	Municipal Infrastructure Grant (MIG)	a) How ready is your municipality to spend the 2014/15 MIG allocations – if not ready what support is required?	Already submitted to MIG	None	N/A	
		b) Have the relevant sector technical reports and project registrations in respect of the 2014/15 projects been done?	Yes	None	N/A	
		c) Has planning and supply chain management processes in respect of the 2014/15 projects been finalized?	No	Consultants to be appointed	To be advertised	
5.4	Municipal Infrastructure	Whether your municipality has sufficient information concerning the municipal infrastructure for the delivery of water, energy (grid and renewable), sanitation, roads, and if there is available	The municipality got information and maintenance plans but proper master plans must be done. municipality need funding	Consultants to be appointed	Must advertise	

⁴⁴ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁴	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		information regarding location, capacity, age, performance profile and maintenance plans in respect of each category of infrastructure, and whether there is any interventions in this regard and the source of such?				
5.5	Comprehensive Infrastructure Plan	Does your municipality have a comprehensive infrastructure plan? For what period is the Comprehensive Infrastructure Plan projected?	No, Master Plans will be for 5 years	SEE ABOVE	SEE ABOVE	
5.6	Development and Maintenance of Infrastructure	Whether your municipality has the requisite capacity to develop and maintain the infrastructure needed for the provision of the services in your area of jurisdiction, and if detailed information is available regarding the names of such qualified individuals, their areas of qualification and the experience they command individually?	MH Geringe National Diploma Civil Engineering – 26 years experience in road and storm water HB Rautenbach National Diploma Civil Engineering – 32 years experience in water and sewer L Greef National Diploma Electrical Engineering – 19 years experience in electricity	N/A	N/A	
5.7	Coordination between LGSETA & MISA	Whether there is coordination between the activities of the LGSETA and other related SETAs as well as the capacity-building initiatives of MISA, and what information is available from your municipality on the practical roll-out of the programme				
5.8		Whether your municipality is a license holder / authority for the	Licence to distribute and sell electricity	High electricity prices put burden on consumers which cannot afford	Eskom must not implement high tariff	

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁴⁴	Response to questions (Current situation / Baseline as at Dec 2012)	(a) Detailed explanation of the challenges experienced	(b) Municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies)
		delivery of any infrastructure and related activities in any of the infrastructure categories, and if details could be made available regarding the area, the quality of services provided and the value-for-money impact?		the high electricity prices	increase	
5.9	Electricity Infrastructure	Whether in the case of electricity distribution, where a municipality is not a license holder, there is information that some nonetheless incur costs in infrastructure installation and related activities and if so, what amount each municipality has contributed over the last three financial years and whether there is any recovery plan on this investment as well as the actual amount recovered for the period under review?	N/A	N/A	N/A	
5.10	Electricity Distribution Industry (EDI)	Whether the suspension of the EDI restructuring is not depriving your municipality of a stable and deserved income and whether there are any plans to revive the talks?	No but the electricity network would be better maintained and electricity losses reduced - no plans to revive talks.	N/A	N/A	

ANNEXURE B: EVALUATION FRAMEWORK FOR REVISED IDP

CATEGORY B (LOCAL MUNICIPALITY)



cooperative governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

MUNICIPALITY NAME: MOQHAKA LM

Date: 24 April 2014

EVALUATION FRAMEWORK FOR REVISED IDP

I. INTRODUCTION AND BACKGROUND

The Municipal Systems Act No.32 of 2000 provides the legislative framework within which the preparation of Integrated Development Plan (IDP) is regulated. The provisions of the MSA require municipal councils with certain legislative requirements when preparing the IDP to ensure meaningful community participation and alignment and coordination of the IDP processes. Section 26 of the MSA stipulates that the core components of the IDP must reflect –

- (c) The municipal council's vision of the long term development of the municipality with special emphasis on the municipality' most critical development and internal transformation needs; and
- (d) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipalities.

Section 31 of the MSA requires the MECs for local government to provide comments on the municipal IDPs in the respective provinces. In order to assist the MEC commenting process the practice of convening assessment sessions was introduced. These sessions bring together a team of assessors from different sectors to assess the IDPs and provide comments.

I.1 Purpose of the Evaluation Framework

The purpose of this evaluation framework is to guide and standardise the assessment of municipal Integrated Development Plans for Category B (Local Municipality) by providing guidelines for the crafting, designing and improving IDPs. It is expected that the application of this evaluation framework will assist municipalities to develop credible IDPs.

1.2 Annual IDP Assessments

In order to assist the MEC commenting process, Provincial Departments of Local Government convene annual IDP assessment sessions. These sessions bring together national and provincial sector departments officials, State owned entities and other organisations to engage with municipal IDPs with a view of providing comments that are aimed at improving the quality of IDPs. The overall objectives of the annual IDP assessment sessions are to –

- Improve the delivery of Services;
- Support and improve the content of the MEC commenting process so as to ensure we move towards a sustainable environment, the local economy is stimulated, there is social cohesion and inclusion (including the building of Non-Racism, Non-Sexism and Democracy), and the creation of sustainable human settlements;
- Improve the quality of the Municipal Plans (IDP);
- Influence a dialectical relationship between municipal and sector planning with a view to making IDPs ‘A Plan for All Government’; and
- Influence good governance and the municipal planning processes so that communities are at the centre of municipal planning.

1.2.1 Roles and Responsibilities

In order to ensure that the assessment process achieves the above objectives the following roles and responsibilities must be adhered to –

(a) Municipalities:

- Timeously submit the adopted (or draft) IDP to the provincial departments of local government;
- Timeously submit IDP process plans and notice of IDP development events to stakeholders;
- Avail and provide names of the relevant senior officials that will participate in the IDP assessment sessions; and
- Provide feedback on the inputs provided by sector departments and state owned enterprises.

(b) Provincial Departments of Local Government:

- Manage and coordinate the entire IDP Assessment process, logistics, dates, invitations, venues, etc;
- Collect adopted (or draft) IDPs and distribute to sector departments and state owned enterprises;

- Assess all the IDPs using the standard evaluation framework;
- Consolidate sector inputs of the IDPs of each municipality;
- Distribute comments to municipalities prior to the assessment session;
- Prepare the final IDP comments for the MEC; and
- Prepare the provincial report and submit to DCoG.

(c) Sector Departments:

- Assess all the adopted (or draft) IDPs using the evaluation framework and provide written comments;
- Participate in the development, of IDPs and implementation of IDPs; and
- Provide names of relevant senior officials to participate in the IDP assessment sessions.

(d) Department of Cooperative Governance (**DCoG**)

- Coordinate a national programme of IDP assessment sessions and ensure that sector departments provide the necessary support;
- Develop and update a standard evaluation framework in consultation with sector departments and provincial departments of local government;
- Distribute the standard evaluation framework to sector departments and provincial departments of local government; and
- Prepare a national report on the outcome of the provincial IDP assessment process.

2. IDP Evaluation Framework

2.1 Structure of the IDP Evaluation Framework

The IDP evaluation framework is structured according to the following focal areas:

- (a) Spatial Development Framework;
- (b) Service Delivery and Infrastructure Development;
- (c) Local Economic Development (LED);
- (d) Financial Viability;
- (e) Institutional Development and Organisational Transformation; and
- (f) Good Governance.

Spatial Development Analysis and Rationale (This is highlighted as a Key Focal Area, in addition to the Five that are prescribed for Local Government)

The understanding of the economic, physical and social space that the municipality inhabits is the most critical starting point for a credible IDP.

For additional reference, some core evaluative criteria for Spatial Development Frameworks may include the following:

1. MSA Regulations – assess contents of SDF in terms of the MSA Regulations.
2. SDFs should reflect principles of the NSDP and PGDS at district and local levels.
3. Does the SDF reflect adequate research into regional natural, demographic realities, the potential for economic activity, and advancing Sustainable Human Settlements?
4. Does the SDF provide a basis for the Land Use Management System and an implementation plan?
5. Are Infrastructure Projects, including those for Service Delivery, planned on the basis of the SDF?

4. General Comments

- 1 Adoption of Sector plans by municipal Councils is critical to the success of integrated developmental planning. All sector plans must be adopted by the Council [CIP, sanitation; sanitation Capex plan; WSDP; O&M; WCDM; Housing Chapter; Untreated effluent plan; Assumption then that all municipal Councils had insight and have resolutions regarding the programmes/projects/activities of Sector departments, Donor Agencies, municipal Partners and PPP's, Metro's, DM's, WSA's, Housing authorities, Road and Transport Authorities, Etc. [Sector departments, Donor Agencies, Authorities [WSA's, etc.], Partners and PPP's submit letters of commitments to Provinces to be forwarded to municipalities.

- 2 O&M [operations and maintenance] budget should be between 8% and 12% of budget [Treasury Guidelines indicate a ratio appropriate to the financial asset value if infrastructure and the proportional total budget; questions remain regarding inclusion of human resources and moveable assets in the formula. E.g. Should the Metro, C.o.], Gauteng province, apply the formula it equals approximately 7%, which is a huge amount; if the formula is applied relative to the infrastructure and moveable assets and human resources is excluded the rand value is more realistic].

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
I. Spatial Development Analysis and Rationale					
I.1. Is there an SDF?		No SDF submitted			
I.2. Was the SDF adopted? If yes when was it adopted?					
I.3. If adopted, was the SDF reviewed?					
I.4. Is the SDF aligned to the PGDS, especially the spatial rationale of the PGDS?					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
I.5. If no SDF, does the municipality exhibit a good understanding of its municipal area in the analysis? – Spatial Rationale. <i>Was a comprehensive Situational Analysis conducted?</i>					
I.6. Does the SDF reflect the Regional economic comparative advantage; Strategies for spatial reconstruction of region – land release, social and economic infrastructure, commercial developments? <ul style="list-style-type: none"> • <i>Does the SDF reflect the regional economic comparative advantage of the area?</i> • <i>Does the Spatial Development Framework reflect proposals (social, economic/ commercial, other) for spatial reconstruction?</i> 					
I.7. Are there strategies for integration of areas with economic potential with that of high household poverty? <ul style="list-style-type: none"> • <i>Are there proposals for infill planning on local level (in towns)?</i> <ul style="list-style-type: none"> ○ <i>On Settlement level</i> • <i>Was there an assessment done on macro level within a Local Municipality of human development needs and economical potential per town, and proposals made for such integration?</i> <ul style="list-style-type: none"> ○ <i>On Regional Level</i> ○ <i>Rural Development</i> 					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
I.8. Does the SDF indicate (1) environmentally sensitive areas, (2) natural heritage and (3) strategies to promote sustainable development?					
I.9. Can the SDF or spatial analysis be used to provide input to the development of a LUMScheme?					
I.10. Are there strategies for cultural and social integration? <ul style="list-style-type: none"> • Are there provisions of social amenities (eg. Parks, community centres, churches, sports fields, etc.) • Integration linkages 					
<p>PROPOSALS FOR THE 2014 ASSESSMENT</p> <ul style="list-style-type: none"> • Ratings of SDF's must be based on the questionnaire and not the matrix used during the past two years, but on the scale of high, medium and low. <p>PROPOSALS TO BE CONSIDERED FOR SDF'S FOR THE 2015 ASSESSMENT</p> <ol style="list-style-type: none"> 1. Is the current SDF aligned with SPLUMA? 2. Is the current SDF aligned with the FS PSDF? 3. Is the current SDF aligned with adjacent Local Municipality's SDF's? 4. Are the projects/proposals if the IDP aligned (incorporated) with the SDF and <i>vice versa</i>? 5. Does the SDF provide A clear indication/ differentiation of land own by the Municipality, Private, State, and land under Act 70/70. 6. Do the SDF maps provide a Visual representation of integration restrictions (geographical, infrastructure, etc.). 7. Is the SDF structured/ built around the SPCs? 					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2. Service Delivery and Infrastructure Development					
General Questions: Service Delivery and Infrastructure Planning: Status Quo Analysis					
2.1.1. Has a holistic and comprehensive (all sectors) infrastructure delivery plan been developed to indicate institutional requirements and financial viability of service delivery					
2.1.2. To what extent does the Comprehensive Infrastructure Plan inform the above delivery plan?					
2.1.3. Reflection of the integrated development plan make provision for infrastructure reticulation and bulk infrastructure for water and sanitation					
2.1.4. Infrastructure Investment Planning (IIP) - has the municipality undertaken medium term IIP (3-5 year minimum) to determine affordable and sustainable multi-year infrastructure targets and the capital and operating expenditure to meet those target					
2.1.5. Indication of the investment planning utilized in the MIG grant over the next MTEF					
2.1.6. Indication of own revenue usage for infrastructure					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.1.7. Are other vehicles being used to aid investment in infrastructure. (e.g. private / public sector partnerships,)					
2.1.7. Other revenue sources (if applicable).					
2.2. Water and Sanitation: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to water and sanitation?					
Water (WSA): 2.2.1. Status of the WSDP (adopted and approved by the council).	N	The municipality has an outdated WSDP back dating 2012 which is not complete.			
2.2.3. Summarised knowledge presentation that clearly outlined the information and statistics of the water users wrt their spatial positioning, existing status and their needs in terms of: Domestic – Basic and higher levels of service and growth and development Associated Services - Schools, Clinics Hospitals, ect.	N	The reflected information on the StatsSA that needs to be updated and not areas with backlogs are indicated per wards for both			
2.2.4. Indication of whether the municipality is the Water Service Authority (WSA) or not.	Y	Refer to page 52			
2.2.5. Indication of number / percentage of households without access at all, with below standard access and with access.					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.6. Indication of areas or settlements without water in terms of the basic service standards and reasons for lack of services (e.g. no reticulation infrastructure, no bulk infrastructure, etc).	Y	Refer to page 52			
2.2.7. Indication of areas or settlements with an unreliable service and reasons? (e.g. aging infrastructure, capacity to operate and maintain the service ect).	Y	Refer to page 52			
2.2.8. Indication of approved service levels for the municipality informed by Spatial Development Framework (SDF).	Y	Refer to page 89, but the municipality indicates areas that needs upgrading but the O&M plans are not addressed.			
2.2.9. Availability and the status of the operations and maintenance plan.	N	The StatsSA 2011 is out dated and it should be updated and be reflected on the IDP			
2.2.10. Indication of the gaps wrt. services delivery and implementation strategies as required in the WSDP process.	N	The municipality has no O&M plans for residential areas and the residential will be provided and reflected on the IDP.			
2.2.11. If not, are mechanism or arrangements reflected in the IDP aimed at ensuring that services are provided.	Y	Refer to page 89			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.12 Reflection of the knowledge, implementation, strategies and target programmes w.r.t. a) Backlogs b) Basic services provision c) Free basic water d) Higher levels of service requirements e) Associated services eg. Schools and clinics f) Water for growth and development.	Y	The IDP reflects on only water reticulation and not bulk, refer to page 133			
2.2.13. Integration of other sector programme's water requirements and specially addresses the impact on water planning. a) Housing b) Agriculture c) Mining d) Tourism e) Public Works programmes	Y	Only free basic water services have been addressed by the IDP.			
2.2.14. Indication of a proper project list that addresses all the needs as identified in the future plans and implementation strategies	N	WSDP still need to be developed or updated from that of 2012			
2.2.14. Indication of the approved budgets in the MTEF allocations for all these projects	Y	The index addresses the needs and the project list but not indicated on the funding based on the MTEF			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.15. Indication of a plan and budget for Operations and Maintenance for Water services and infrastructure	Y	The index addresses the needs and the project list but not indicated on the funding based on the MTEF			
2.2.16. Reflection of water services programme financially viable w.r.t. Cost recovery, Metering and billing with an associated budget that is ring fenced	N	The municipality needs to develop the plans and budget accordingly			
2.2.17. Reflection on how to address water resources development w.r.t. demand management, water balance issues and ecological reserve	N	The IDP should reflect on the metered water based on the areas			
2.2.18. Reflection of specific references to the status of all contracting and licensing issues	N	The municipality needs to develop the WSDP and reflect it on the IDP			
2.2.19. Reflection of the status of water quality monitoring w.r.t. drinking water quality, water resources quality and WWTW releases	N	The municipality should submit the electronic copy and reflect it on the IDP.			
Sanitation: 2.2.20. Indication of the number of the households without access at all and others with a standard access or with full access?	N	The municipality should reflect the sector plans on the IDP			
2.2.21. Indication of the types of sanitation systems which are available in the municipality and areas where they are found.	N	Master Development plan should be developed and the IDP should reflect on status			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.22. Indication of areas or settlements without basic sanitation (e.g. no reticulation infrastructure, no bulk infrastructure etc).	N	The municipality does not reflect the on the bulk infrastructure and should be reflected on the IDP per town			
2.2.23. Indication of areas or settlements with an unreliable service.	Y	Refer to page 89			
2.2.24. Indication of areas or settlements with levels of services.	Y	Refer to page 89			
2.2.25. Indication of areas with intermediate levels of services.	N	The municipality should reflect on the IDP the status quo			
2.2.26. Indication of service levels for the municipality informed by the Spatial Development Framework (SDF).	N	The SDF documents has been out dated			
2.2.27. Status of the sewer treatment plants and related bulk infrastructure.	N	The IDP reflects on the areas that needs attention or with challenges			
2.2.28. Status of the operations and maintenance plan.	N	There is no O&M plan in place, municipality should develop the plan and reflect it on the IDP			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.29. Reflection of the knowledge, implementation, strategies and target programmes w.r.t. a) Backlogs b) Basic services provision c) Free basic sanitation d) Higher levels of service requirements e) Associated services e.g. Schools and clinics	N	Municipality should develop the master plan			
2.2.30. Status of the WSDP multi - year projects to address the backlog	N	There is no updated WSDP in place			
2.2.31. Indication of the sanitation implementation plan in place	Y	Refer to page 89			
2.2.32. Does the municipality manage waste water treatment? Is there a plan to manage untreated effluent? Are there plans / programmes / budgets to reuse treated effluent.	N	There is no WSDP that indicates on the waste management plans			
2.2.33. Reflection of how the municipality manage (a) waste water treatment	N	There is no WSDP that indicates on the waste management plans			
2.2.34. Indication of a plan to manage untreated effluent? 2.2.35. Indication of the Municipality to determine the need / extent for basic services, (a) free basic and (b) higher level service?	N	There is no WSDP that indicates on the waste management plans			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.36. Reflection of sanitation service financially viable and is there a budget that is ring fenced	N	There is no budget in place or the Master plan thereof			
2.2.37. Indication of licensing/contractual arrangement i.t.o of (a) WSA, (b) WSP, (c) WWTW working	N	The municipality should develop the master plan			
2.2.38. Reflection of a plan and budget for Operations and Maintenance for sanitation services and infrastructure	N	There is no maintenance plan in place			
2.2.3. Water and Sanitation: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
2.2.3.1. To improve access to water and sanitation services.	Y	Refer to page 89			
2.2.3.2. To improve the quality of services in areas or settlements where the services are unreliable.	Y	Refer to page 52			
2.2.3.3. To ensure infrastructure is well maintained.	N	There is no maintenance in place			
2.2.3.1. Water and Sanitation Sector Plan					
Does the sector plan provide an overview of the strategic intervention contained in the Water Services and Development Plan with regard to:					
2.2.3.1.1. Improving access to water and sanitation services.	N	The IDP does not reflect on the plans to improve the services			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.3.1.2. Improving the quality of services in areas or settlements where the services are unreliable.	N	The IDP does not reflect on the plans to improve the services			
2.2.3.1.3. Improving the maintenance of infrastructure.	N	The IDP does not reflect on the plans to improve the services			
2.2.3.2. Water and Sanitation: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment water and sanitation priorities, objectives and targets:					
2.2.3.2.1. Strategies, programmes and projects to improve access to water and sanitation.	N	The IDP does not reflect on the plans to improve the services			
2.2.3.2.2. Strategies, programmes and projects to improve quality of services in areas or settlements where the provision of services is unreliable	N	The IDP does not reflect on the plans to improve the services			
2.2.3.2.3. Strategies, programmes and projects to improve the maintenance of water and sanitation infrastructure.	N	The IDP does not reflect on the plans to improve the services			
2.2.4 Environmental: Air Quality Management					
Does the IDP status quo analysis reflect the following with regard to Air Quality Management?					
2.2.4.1. Status of Air Quality Management Plan					
2.1.7.1. Status of themunicipality's licensing authority					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.1.7.2. Status of a budget ring fenced for operation and maintenance and new capital projects					
2.1.7.3. Indication of projects viable and sustainable					
2.2.5.1. Energy and Electricity: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to energy and electricity?					
2.2.5.1.1. Indicate the status of the energy plan.	N	The municipality do not have Energy plans			
2.2.5.1.2. Indicate areas that are without access to electricity and other forms of energy.	N	The municipality do not have Energy plans			
2.2.5.1.3. Indicate areas or settlements with access to electricity.	N	The municipality do not have Energy plans			
2.2.5.1.4. Indicate areas with or without access to public lighting.	N	The municipality do not have Energy plans			
2.2.5.1.5. Indication on how the Municipality that determine the need / extent for basic services,(a)free basic and (b) higher level service	N	The municipality do not have Energy plans			
2.2.5.1.6. A budget reflection and a plan for providing grid and non-grid energy sources	N	The municipality do not have Energy plans			
2.2.5.1.7. Indication of the municipal investigated alternative sources and renewable energy	N	The municipality do not have Energy plans			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.5.1.8. Reflection of budget ring fenced for operations and maintenance and new capital projects	N	The municipality do not have Energy plans			
2.2.5.1.9. Does the plan make provision for infrastructure reticulation and bulk infrastructure for electricity?	N	The municipality do not have Energy plans			
2.2.5.1.10. Indication of how provision has been made for upgrading facilities	N	The municipality do not have Energy plans			
2.2.5.2. Energy and Electricity: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
2.2.5.2.1. To improve access to energy and electricity?	N	The municipality do not have Energy plans			
2.2.5.2.2. To improve the quality of services in areas where the service is not reliable.	N	The municipality do not have Energy plans			
2.2.5.2.3. To ensure that the service infrastructure is well maintained.	N	The municipality do not have Energy plans			
2.2.5.2.4 To ensure reliable public lighting.	N	The municipality do not have Energy plans			
2.2.5.3. Energy and Electricity: Sector Plans					
Does the sector plan provide an overview of the strategic intervention contained in the Energy Plan with regard to:					
2.2.5.3.1. Improving access to electricity and other forms of energy.	N	The municipality do not have Energy plans			
2.2.5.3.2 Improving the quality of service in areas where the service is unreliable.	N	The municipality do not have Energy plans			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.5.3.3. Improving and ensuring the maintenance of the infrastructure.	N	The municipality do not have Energy plans			
2.2.5.3.4. Energy and Electricity: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment energy and electricity priorities, objectives and targets?					
2.2.5.3.4.1. Strategies, programmes and projects to improve access to electricity and other forms of energy.	N	The municipality do not have Energy plans			
2.2.5.3.4.2. Strategies, programmes and projects to ensure that the infrastructure for the service is well maintained.	N	The municipality do not have Energy plans			
2.2.6.1. Roads and Transport: Status Quo Analysis- RATING: LOW					
Does the IDP status quo analysis reflect the following with regard to roads and transport?					
2.2.6.1.1. Indicate the status of the Integrated Transport Plan?	N	PRT will assist	PRT	2014/2015	
2.2.6.1.2. Council approved service levels in relations to the SDF.	N	Information To be supplied- Page 55			
2.2.6.1.2. Status of public transport, major economic roads and roads leading to social facilities (such as clinics, schools etc).	N	Information To be supplied- Page 55			
2.2.6.1.4. Arterial roads / internal roads.	N	Information To be supplied- Page 55			
2.2.6.1.5. Indicate areas that have access to the services in relation to the SDF.	Y	Reflected in the IDP – Page 55			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.6.1.6. Indicate areas without access (backlogs).	Y	Reflected in the IDP – Page 55			
2.2.6.1.8. Roads operations and maintenance.	Y	Reflected in the IDP – Page 156			
2.2.6.1.9. Reflection of budget and plan for the operation and maintenance of all roads	Y	Reflected in the IDP – Page 126			
2.2.6.1.10. Indication of a budget to operate and maintain roads and storm water	Y	Reflected in the IDP – Page 126			
2.2.6.1.11. Reflection on how the Municipality determines the extent of the need i.t.o roads	Y	Reflected in the IDP – Page 126			
2.2.6.1.12. Indication of how the municipality has made provision for non-motorized transport	N	PRT TO ASSIST	PRT	2014/15	
2.2.6.1.13. Reflection of a budget and a plan for the operations and maintenance of all roads?	Y	Reflected in the IDP – Page 126			
2.2.6.1.14. Indication of a budget and plan for integrated roads and transport system (including non-mechanized,)?	N	PRT TO ASSIST	PRT	2014/15	
2.2.6.2. Roads and Transport: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
2.2.6.2.1 To improve access to roads and transportation systems.	NO	Information To be supplied			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.6.2.2. To improve the quality of roads and transportation systems.	N	Information To be supplied			
2.2.6.2.3 To improve maintenance Proper operations and maintenance.	N	Information To be supplied			
2.2.6.3.1. Roads and Transport: Sector Plan					
Does the sector plan provide an overview of the strategic intervention contained in the Road and Transport Plan with regard to:					
2.2.6.3.1. Improving access of roads and transport services.	N	PRT will assist	PRT	2014/2015	
2.2.6.3.2. Improving the quality of services in areas or settlements with unreliable services.	N	PRT will assist	PRT	2014/2015	
2.2.6.3.3. Improving the maintenance of service infrastructure.	N	PRT will assist	PRT	2014/2015	
2.2.6.4.Roads and Transport: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment roads and transport priorities, objectives and targets?					
2.2.6.4.1. Strategies, programmes and projects to improve access and quality of roads and transport services.	N	Information to be supplied			
2.2.6.4.2. Strategies, programmes, and projects to ensure that the service infrastructure is well maintained.	Y	Reflected in the IDP – Page 126			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.7.1. Storm Water Drainage: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to storm water drainage?					
2.2.7.1.2. Indicate areas or settlements with or without access to the service.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.1.3. Indicate approved service levels.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.1.4. Indicate the status of the maintenance plan.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.2.1 Storm Water Drainage: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
2.2.7.2.1.1. Improving access to the service areas or settlement without the service.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.2.1.2. Improving the quality of the service.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.2.1.3. Improving the maintenance of the service infrastructure.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.3.1. Storm Water Drainage: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment Storm Water Drainage priorities, objectives and targets?					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.7.3.1.1. Strategies, programmes and projects to improve access to the services.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.3.1.1. Strategies, programmes and projects to improve the quality of the service.	N	Develop Road and Storm Water Master Plan	MISA	2014/2015	
2.2.7.4.1.Waste Management & Waste Removal: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to Waste Management and Waste Removal?					
2.2.7.4.1.1. Indicate areas or settlements with or without access to the service.	Y				
2.2.7.4.1.2. Number of households without the service.	Y				
2.2.7.4.1.3. Status of the landfill sites.	N				
2.2.7.4.1.4. Indicate areas or settlements with unreliable access to the service.	Y				
2.2.7.4.1.5. Status of the Integrated Waste Management Plan.	Y				
2.2.7.4.1.6. Status of the municipality licensed landfill site	N				
2.2.7.4.1.7. Indication of the waste or refuse removal services? Indicate level of service	Y				
2.2.7.4.1.8. Status of the municipality have a Trade Effluent Policy	Y				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.7.4.1.9. Reflection / Evidence of the implementation of sustainable environmental practices for recycling, is this service financially viable and is there a budget for Operations and maintenance ring fenced?	Y				
2.2.7.5.1. Waste Management and Waste Removal: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
2.2.7.5.1.1. Improving access to areas or settlements without access.	Y				
2.2.7.5.1.2. Improving the quality of service in areas or settlements with access.	Y				
2.2.7.5.1.3 Improving the maintainance of the service infrastructure (landfill sites, waste management fleet, etc).	Y				
2.2.7.6.1.1 Waste Management and Waste Removal: Sector Plans					
Does the IDP provide an overview of the strategic intervention contained in the Waste Management Plan with regard to:					
2.2.7.6.1.1. Improving access of waste management and waste removal services.	Y				
2.2.7.6.1.2. Improving the quality of the service (ensuring that the landfill sites comply with DWA requirements.	Y				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.2.7.7.1.1. Waste Management and Water Removal: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment Waste Management and Water Removal priorities, objectives and targets?					
2.2.7.7.1.1. Strategies, programmes and projects to improve access to the services.	Y				
2.2.7.7.1.2. Strategies, programmes and projects to improve the quality of the service.	Y				
2.2.7.7.1.3. Strategies, programmes and projects to develop, manage and maintain land fill sites.	Y				
3. Local Economic Development – Medium (intervention from COGTA)					
3.1 Local Economic Development: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to Local Economic Development?					
3.1.1. Status of the LED strategy.	N				
3.1.2. Linkages with LED strategy for DM.	N				
3.1.3. Unemployment rate (disaggregate in terms of gender, age, ect).	Y	Refer to page 58. Indicate the source used under the table.			
3.1.4. Level of current economic activity – dominant sectors and potential sectors.	N	Liaise with statssa for information			
3.1.5. Job creation initiatives by the municipality (e.g. local procurement, Expanded Public Works Programme EPWP).	N	Look into the EPWP policy not yet adopted by the council. If available, list them in the document			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
3.1.6. Linkage s with the national, provincial and district objectives, particularly in respect of infrastructure and skills development.	Y	Refer to page 89 onwards and include a column of where you are linking the objectives from, e.g. NSDP, FSGDP and also the district objectives. Avoid using percentages or use the baseline, e.g. 60% of 100%. Be more descriptive on the deliverables			
3.1.7. Adequate consideration of spatial issues relevant to the economic development.	Y	Refer to page 114. Include maps and other stats, with relevant sources. Once the SDF is reviewed and approved, alignment should be done with regards to the economic activity within the municipality.			
3.1.8. Empirical and statistical evidence to support the main development thrust of the strategy/plan.	N	Link this with the economic sectors (dominant and potential). Refer to statssa for assistance.			
3.1.9. Availability of budget for LED programmes and projects.	N				
3.1.10. Management arrangements in place to facilitated implementation.	N				
3.1.11. Do the sector plans take MDGs and 12 Outcomes targets into consideration? analysis of sector plan	N				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
3.2 Local Economic Development: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
3.2.1. To create an environment that promotes the development of the local economy .	Y				
3.2.2. To facilitate job creation.	Y				
3.3 Local Economic Development: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment Storm Water Drainage priorities, objectives and targets?					
3.3.1. Strategies, programmes and projects that promote development of the local economy.	Y	Link the projects to a timeframe and cost estimates.			
3.3.2. Strategies, programmes and projects that will contribute to economic growth and employment creation.	Y				
4. Good Governance					
4.1 Good Governance: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to Good Governance?					
4.1.1. Community participation strategy and plan.	Y	P.43			
4.1.2. Internal Audit Committee.	Y	P.65			
4.1.3. Oversight Committee.	N	It should be reflected in the document			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
4.1.4. Internal Audit Function.	Y	P.98			
4.1.5. Ward Committees.	Y				
4.1.6. Council Committees.	Y				
4.1.7. Supply Chain Committees	N				
4.1.8. Complaints Management Systems.	Y				
4.1.9. Fraud Prevention Plan	Y	P.196			
4.1.10. Does the population analysis describe population size, composition, distribution and change?	Y	P.18-23			
4.1.11. Does the population analysis reflect population concerns of the Municipality	Y				
4.1.12. Are sectoral implications of population patterns and trends identified	Y				
4.2. Good Governance: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
4.2.1. To promote a culture of participatory.	Y				
4.2.2. To promote culture of good governance.	Y				
4.3. Good Governance: Development Strategies, Programmes and Projects					
4.3.1 Strategies, programmes and projects that will promote effective governance and accountability.	Y	P.97			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
4.3.2. Strategies, programmes and projects to be implemented to ensure – effective public participation and accountability and transparency.	Y	P.97			
4.4 Special Groups: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to Special Groups?					
4.4.1. Evidence showing that there is mainstreaming of HIV/AIDS.	N	Need to be reflected in the document	SALGA		Me. Khuzwayo/ Sempe
4.4.2. Special focus to promote people with disabilities, women and youth.	Y	SALGA to support	SALGA		Me. Khuzwayo/Sempe
4.4.3. Gender equity promoted for access to economic opportunity.	N				
4.4.4. Supporting initiatives to other special groups (disabled, youth).	Y				
4.4.5. Is there evidence of sectoral plans addressing population concerns?	Y				
4.5. Special Group: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
4.5.1. To establish and implement programmes to promote people with disabilities, women and youth.	Y				
4.5.2. To ensure that gender equity is promoted.	N				
4.6 Special Groups: Strategies, Programmes and Projects					

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment special groups objectives and targets?					
4.6.1. Strategies, programmes and projects to create opportunities for people with disabilities, women and children.	Y				
5. Financial Viability					
5.1 Financial Viability: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to Financial Viability?					
5.1.1. Existence of a financial plan.	Y				
5.1.2. Budget covering a minimum three year period.	Y				
5.1.3. Tariff policies.	Y				
5.1.4. Rates policies.	Y				
5.1.5. SCM policy.	Y				
5.1.6. Revenue Management and credit control.	Y				
5.1.7. Auditor General Findings – issues raised in the report if any.	Y				
5.1.8. Financial Management systems.	Y				
5.1.9. Indication of National and Provincial allocations and resources.	Y	The municipality does not receive Provincial grants.			
5.1.10. Evidence of billing system.	Y				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
5.2 Financial Management: Objectives					
Does the IDP clearly identify and define objectives to address the following:					
5.2.1. To improve overall financial management in the municipality.	Y				
5.2.2. To develop and implement appropriate financial management policies, procedures and systems.	Y				
5.2 Financial Management: Sector Plans					
Does the IDP provide an overview of the strategic intervention contained in the Financial Plan with regard to:					
5.2.1. Revenue collection and expenditure	Y				
5.3 Financial Management: Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment financial management priorities, objectives and targets?					
5.3.1 Strategies, programmes and projects to promote financial viability and management.	Y				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
6. Institutional Arrangements					
6.1 Institutional Arrangements: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to Institutional Arrangements?					
6.1.1. Status of Human Resources Strategy that responds to the long-term development plans of the municipality as reflected in the IDP.	N				
6.1.2. Approved organisational structure / organogram to support the IDP.	N				
6.1.3. Workplace skills plan that address scarce skills.	Y	P.101			
6.1.4. Information Technology (IT).	Y				
6.1.5. Availability of skilled staff.	Y				
6.1.6. Organisational Structure.	N				
6.1.7. Vacancy rate.	Y	P.180			
6.1.8. Skills Development Plan.	Y				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
6.1.9. Individual Performance and Organisational Management Systems.	Y	P.139-144			
6.1.10. Monitoring, evaluation and reporting process and systems.	Y				
6.1.11. Evidence that municipality has an employment equity plan.	N				
6.1.12. Workplace skill plan, does it respond to the capacity challenges of the municipality?	N				
6.1.13. OPMS aligned with IDP – Annual Plan Indicators.	Y				
6.1.14. Availability of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department.	Y				
6.1. Objectives					
Does the IDP clearly identify and define objectives to address the following:					
6.2.1. To improve organizational cohesion and effectiveness.	Y				
6.3 Development Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment institutional viability and cohesion?					
6.3.1. Strategies that promotes viability and cohesion.	Y				

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
6.3.2. Programmes and projects implemented to achieve institutional viability and cohesion.	Y				
7. Social Services					
7.1 Housing, Health Services, Education, Safety and Security: Status Quo Analysis					
Does the IDP status quo analysis reflect the following with regard to housing?					
7.1.1. The existance of programmes and projects to address housing, health, education, safety and security.	Y	Tabulated on pg 57			
7.1.2. Backlogs relating to social services.	Y	Addressed Housing backlog in table (pg 57)			
7.1.3. General challages relating to social services.	Y	To include challenges within the projects of provision of electricity			
7.1.4. Has the municipality idenitified areas for densification higher development?	N	Not mentioned. – Working with HDA for hostel developments			
7.1.5. Is the municipality able to address the housing demand challenges highlighted while taking into account the growth trends such as population, economy, etc?	Y	Population decreasing. Develop of the SDF to be completed to align to all sector plans Addressed on page 48			
7.1.6. Does IDP informal settlement section align to the Migration Plan of the municipality?	N	No Migration plan . To align with the HSP upon review			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
7.1.7. Have the housing demand aspects e.g. demand data base or waiting list information been determined by the municipality?	Y	Housing backlog indicated on table(pg 56)			
7.1.8. Indication of current and planned projects intended to address the demand and are ready for implementation over five years?	Parti ally	Current projects with budget attached on pg 137. Awaiting SDF review			
7.1.9. Indication of the housing programmes used to address the housing demand in the Outcome 8 outputs: Informal settlements upgrading, acquisition of well located land, affordable rental housing, affordable housisng finance and bulk infrastructure	Y	Indicated on pg 137			
7.1.10. Is there budget provision for current and planned housing projects?	Y	Tabled on pg 139			
7.1.11. Has the municipality indicated the nature of service level on, existing settlements, and highlighted densification areas and informal settlement through CIP?	N	No CIP. To be developed in the Municipality			
7.1.12. Does the municipality have the approved Housing Chapter / Human Settlement Plan of the Municipal IDP?	Y	The HSP is available pg 109. Subject to review in line with SDF			
7.1.13. Indication of spatial location of current and planned projects	N	No spatial location of projects, only tabulated (pg 53)			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
7.1.14. Has the municipality indicated an ongoing process for suitable identification land for housing development?	N	To be addressed in the development of SDF by DRDLR			
7.1.15. Has the municipality indicated the nature of service levels on these land parcel through CIP?	N	Moqhaka LM does not have a CIP. CIP to be developed			
7.1.16. Has the social viability of the settlements been determined / indicated?	N	The need determines the viability – verbal comment – not in document			
7.2 Housing, Health, Education, Safety and Security: Sector Plans					
Does the IDP provide an overview of the strategic intervention contained in the Housing, Health, Education, Safety and security Plans with regard to:					
7.2.1. Address backlogs.	Y	Mentioned on Pg 114. Need to be more detail			
7.2.2. Addressing future demands.	Y	Mentioned on Pg 114. Need to be more detail			
7.3 Housing, Health, Education, Safety and Security: Strategies, Programmes and Projects					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment of social services priorities, objectives and targets?					
7.1.17. Strategies, programmes and projects to address the backlogs over a short, medium and long term.	N	The SDF development to inform the Strategies programmes and projects over medium to long term			

Evidential Criteria / KPIs	Y/ N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
7.1.18. Strategies, programmes and projects to address future demands.	N	The SDF development to inform the Strategies programmes and projects over medium to long term			
7.1.19. Objectives and strategies aimed at achieving sustainable and integrated human settlement	N	Dependant of the Province DHS on projects to do.			

Disaster Management

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Is there a project on the development of a Disaster Management plan for the municipality in the IDP?	Local and District Municipality	N	Disaster management plan is not attached. The municipality has indicated their plan is still in draft form. The PDMC should present draft plan to the portfolio committee responsible for disaster management.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM Head: Municipal Disaster Management
- Did the municipality develop the disaster preparedness programme for 2014-2015?	Local and District Municipality	N	The municipality has not identified disaster preparedness programmes. Emphasis should be on the finalisation and adoption of the DM plan.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM Head: Municipal Disaster Management
- Has the municipality identified disaster management institutional arrangement projects in the IDP?	Local and District Municipality	N	No disaster management institutional arrangement projects. The province will advise municipality on the establishment of DM structures.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM Head: Municipal Disaster Management

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Do you have disaster risk assessment projects in the IDP?	Local and District Municipality	N	No disaster risk assessment projects in the IDP. The province will assist with the identification of assessment projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM
- Are there any disaster risk reduction projects in the IDP?	Local and District Municipality	N	No disaster risk reduction projects. The Province will assist with the identification of risk reduction projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM
- Are there any disaster response and recovery projects in the IDP?	Local and District Municipality	N	Disaster response and recovery projects have been identified but not costed. The province will advise with costing of projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Are there disaster management information and communication projects in the IDP?	Local and District Municipality	N	The district municipality has not identified disaster management information and communication projects in the IDP. Centre is of paramount importance in this regard. The establishment of the DThe province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM
- Are disaster management education, public awareness, training and research projects in the IDP?	Local and District Municipality	N	Disaster management education, public awareness, training and research projects have not been identified. The province will advise with costing and inclusion of these projects during the implementation of Disaster Management Plans	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM
- Do you have fire management projects in the IDP?	Local and District Municipality	N	No fire management projects. The PDMC will engage relevant role players to assist the municipality with the development of fire management plan and budget for fire services.	Me. Sekulisa – Head Provincial Disaster Management Centre Disaster Management Officer: Fezile Dabi DM Working on Fire DAFF SALGA	By the end of June 2014	Municipal Manager: Moqhaka LM Head: Municipal Disaster Management

Premier office comments

IDP Assessment Template: Moqhaka Local Municipality

IDP	Remarks	Who will assist the Municipality?
<p>QUESTION 1: Foreword To what extent is the foreword making reference on how the NDP/FSGDS will be addressed in the IDP.</p>	No foreword	Department of the Premier
<p>QUESTION 2: Introduction/ Executive Summary To what extent are the Introduction/ Executive Summary making reference on how the NDP/FSGDS will be addressed in the IDP.</p>	The executive summary does make reference on how the IDP will be aligned with NDP/FSGDS. Page 10 – 11.	Department of the Premier
<p>QUESTION 3: Situational analyses To what extent has the NDP/FSGDS been embedded into the situational analysis (Core functions of the municipalities from NDP/FSGDS, eg. Sanitation, renewable energy.)</p>	The situation analysis covers Population, demographic education, energy, basic services, Socio-economic, refuse removal, dwellings, water, sanitation, roads and storm water, waste management, employment	Department of the Premier
<p>QUESTION 4: Development strategies, programmes and projects a) To what extent is there a clear linkage with the foreword/ Executive summary/situational analyses</p>	There is no linkage with the Foreword but it linked with the Introduction and the Executive Summary. See page 89 – 107.	Department of the Premier
<p>b) To what extent is the projects responding to the NDP/FSGDS</p>	Projects are responding to the NDP/FSGDS. See page 132 – 137.	Department of the Premier

