

# MALUTI-A-PHOFUNG LOCAL MUNICIPALITY

## INTEGRATED DEVELOPMENT PLAN

### 2010/2011

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Prepared by the IDP Steering Committee of the

## MALUTI-A-PHOFUNG LOCAL MUNICIPALITY

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## Introduction

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### 0 Integrated Development Planning Processes

Municipal Systems Act (Act 32 of 2000) defines Integrated Development Planning as a process through which Municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the Integrated Development Planning Process (IDP Process). The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a Municipality. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at Local Government level. The new Council that came into office on 29 April 2006, following the 2006 Local Government elections, has to prepare its own IDP which will guide them for their five year term. The IDP is therefore linked to the term of office of councilors. Integrated development planning is a very interactive and participatory process which requires involvement of a number of stakeholders.

The Municipal Systems Act (MSA), Section 25 provides that: *(1) Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—*  
*links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality; (b) aligns the resources and capacity of the municipality with the implementation of the plan; (c) forms the policy framework and general basis on which annual budgets must be based; (d) complies with the provisions of this Chapter; and (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.* Considering the Act, it is evident that the municipality should promptly consider procedures for drafting and adopting an IDP for the incumbent Council.

The IDP will primarily deal with the following:

- **Amendments in Response to Changing Circumstances:**  
The MSA (section 34) makes provision for the amendment of the IDP to the extent that changes in circumstances require. This means that while changes in circumstances are taken into account as part of the annual review, Municipalities are not prevented from making amendments throughout the year if circumstances require it.
- **Improving the IDP Process:**  
Especially after the first round of IDP, many process related issues and prepared plans and programmes, may not be resolved or may require refinement. It may be necessary to effect institutional, process or content related changes to ensure that the review process incorporates those changes or amendments that are necessary to ensure that the Integrated Development Planning Process is strategic, implementation orientated, participatory and integrated.
- **IDP Process:**  
This process is required by section 34 of the MSA, and relates to assessing the Municipality's performance against organisation objectives as well as implementation delivery, and also taking cognisance of new information and changed circumstances. The IDP Process is in the light of this assessment, and any amendments required to be made to the IDP.

The IDP must inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget. It must be completed in time to properly inform the latter. The IDP is a key form of the Municipality's rolling three year Medium Term Strategic Framework (MTSF) and Medium Term Expenditure Framework (MTEF) Frameworks required by national and provincial government. The purpose of the IDP Process is summarized as follows:

- Ensure its relevance as the Municipality's strategic plan.
- Inform other components of the Municipal business process including institutional and financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

Subsequent to the process of the IDP, the MSA also confirms the necessity of implementing the IDP: *"A Municipality must give effect to its Integrated Development Plan and conduct its affairs in a manner which is consistent with its Integrated Development Plan."* (Chapter 5 . 36). The MSA specifies that each Municipality must ensure the implementation of the IDP by aligning the resources and capacity of the municipality with the implementation of the plan (Chapter 5 . 25). For the IDP to remain relevant to the Municipality, it needs to assess implementation performance and the achievement of its targets and strategic objectives. In view of this assessment the IDP is to reflect the impact of successes as well as corrective measures to address problems. The IDP is also in the light of changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of IDP. As the Municipality's strategic plan, the IDP informs Municipal decision-making as well as all the business processes of the Municipality.

In terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000), the Municipal Council needs to adopt a process set out in writing to guide the planning, drafting, adoption of their Integrated Development Plan (IDP). This written document on the IDP Process is the Process Plan that fulfils the function of a business plan or an operational plan for the IDP process. It says in a simple and transparent manner what has to happen when, by whom, with whom and where and it includes a cost estimate.

According to the guidelines of the IDP Guide-pack 2001, produced by the Department of Provincial and Local Government (DPLG) supported by the German Technical Co-operation (GTZ), the following issues should be addressed in the Process Plan:

- 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

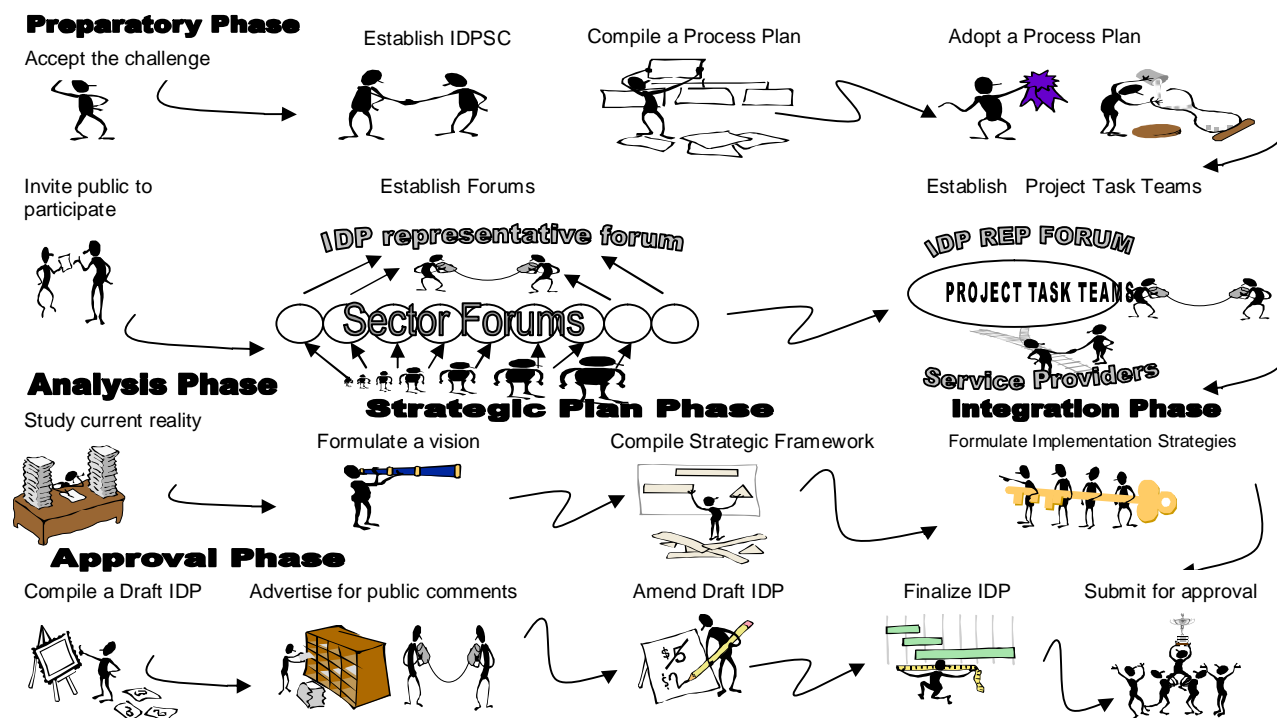
#### 0. Formulation process

The formulation process comprises various activities or action steps that are needed at a given time within the IDP process.

Figure 1: Actions undertaken during the formulation Process

ion of the action or steps to be undertaken:

Source: Maluti-a-Phofung (MaP) Local Municipality (2002)



The Council should appoint a Section 80 Committee which will be known as the Process Plan Committee to continue with the preparation of the Process Plan. This structure will also comprise the envisaged IDP Steering Committee. The Process Plan Committee comprises of the following members:

Councillors

Dr B E Mzangwa  
Ms M Motloung  
Mr FS Radebe  
Ms J Khoetha  
Mr IM Majake  
Mr T Tshabalala  
RHN Molefe-Zwane  
Mr T.P Mkhonza  
Mr M Chabangu  
Mr RT Mohlekoa  
Mr P Motloung  
Mr J Khumalo  
Ms M Mositi

Executive Mayor  
Speaker  
Chief Whip  
MMC Community Services  
MMC Finance Services  
MMC Municipal Infrastructure  
MMC Corporate Services  
MMC Public Safety & Transport  
MMC Housing  
MMC Spatial Development & Planning  
MMC LED & Tourism  
MMC Sports, Arts & Culture  
MMC Special Programmes

Officials:

Mr RS Kau  
Mr S Mhlambi  
Mr D Mosia  
Mr J Ramulondi  
Mé D Leoatle  
Mé P Selepe  
Mr S Mhlambi  
Mr B Ungerer  
PMU  
Mr VJ Matshila  
Mr M W Matjele  
Mé M Hleli  
Mé MS Sekhonyane

Municipal Manager  
Chief Operating Officer  
Internal Auditor  
Chief Financial Officer  
Director: Sport, Arts & Culture  
Director: Community Services  
(Acting) Director: LED & Tourism  
Director: Infrastructure  
Manager PMU  
Director: Corporate Services  
Director: Public Safety  
Director: Housing, Spatial Development & Planning  
Manager IDP/PMS

External Support:

Ithuteng Management Consultancy

## Distribution of roles and Responsibilities

The Mayoral Committee clarifies the roles which external role players will play in the IDP Process (in line with Section 84 of the Municipal Structures Act). The roles and responsibilities of the Municipal structures are discussed under Chapter 5. External role players will have the following roles and responsibilities:

### θ **Civil Society**

Apart from the Ward Committee representatives (see Chapter 5) 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 can be announced 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 civil society is responsible to represent interests and contribute knowledge in the planning process by:

- participating in the IDP 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 IDP,
  - ensure that annual business plans and budgets are based on and linked to the IDP and to
  - Monitor performance in implementation of the IDP of the Local Municipality.
- Conducting meetings to prepare for and follow-up on relevant planning activities.

### θ **District Municipality**

The District Municipality will be responsible to:

- ensure horizontal alignment with the IDP 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.

### θ **Provincial Government and Corporate Service Providers**

Although it is not compulsory to engage government departments throughout the process, it is advisable that government departments that are active in the area of jurisdiction should 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.



It is essential to circulate the IDP document to all applicable government departments for comments before final approval. It would, however, be the responsibility of the Provincial Government.

Primary service providers such as Eskom, Maluti Water 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 IDP.
- 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.

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 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 the draft IDP and alignment of sectoral programmes with the IDP.
- Efficient financial management of provincial IDP grants.
- Monitoring the progress of the IDP Process.
- Facilitation and resolution of disputes related to the IDP Process of the Municipality.
- Assist the Municipality in the IDP where required.
- Co-ordinate and manage the MEC's assessment of the IDPs.
- 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.

## θ External Support

External support was engaged as part of the Process Plan Committee to assist the Municipal Council with the preparation of the Process Plan. External support will also be engaged for:

- providing methodological / technical guidance to the IDP Process,
- facilitation of planning workshops,
- documentation of outcomes of planning activities,
- special studies or other product related contributions,
- support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process and
- Ensure the IDP is aligned with provincial and national departments' budget.
- **Organisational Structure and Institutional arrangements**

The Process Plan Committee must establish 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.



to participate, on behalf of whom, on which issues, through which organisational mechanisms and to what effect.

The Process Plan Committee should agree on the following: terms of reference, criteria for selection, persons and organisations to be represented and code of conduct where applicable for the respective structures:

#### θ **Municipal Council**

This is the ultimate political decision-making body of the Municipality. The Municipal Council should adopt and approve the Process Plan.

The Council should:

Monitor the overall management and co-ordination of the planning process which includes ensuring that:

- 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 ;
- the sector planning requirements are satisfied and
- adopt and approve the IDP,

ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.

#### θ **Ward Councilors**

Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies. Ward Committees need to be instituted 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 councilors and the Ward Committee system will be a critical element of the IDP participation process. Ward councilors are the major link between the Municipal Government and the residents. As such, their role will therefore be to:

- link the planning process to their constituencies and / or wards,
- be responsible for organising public consultation and participation

#### θ **Mayoral Committee**

As the senior governing body of the Municipality, the Executive Committee:

- submitted the Process Plan of the IDP to the Municipal Council for adoption,
- is responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP 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 IDP to the Municipal Council for adoption.

#### θ **IDP Manager**

The IDP Manager will manage and co-ordinate the IDP Process. His responsibilities include to:

- ensure the preparation of the Process Plan,
- undertake the overall management and co-ordination of the planning process,

ely involved,

- 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,
- ensure proper documentation of the results of the planning of the IDP document and
- adjust the current IDP in accordance with the MEC for Local Government's proposals.

#### θ **Heads of Departments and other Key Officials**

As the persons in charge for implementing the IDP of the Municipality, the officials will be fully involved in the planning process to:

- provide relevant technical, sector and financial information for analysis to determine priority issues,
- contribute technical expertise in the consideration and finalisation 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.

#### θ **IDP Steering Committee**

The composition of the IDP Steering Committee is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the IDP Steering Committee includes to:

- co-ordinate and integrate the IDP 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:
  - inputs from sub-committee/s and study teams
  - inputs from provincial sector departments and support providers
- process, summarise 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.

#### θ **IDP Representative Forum**

which institutionalises and guarantees representative participation in the IDP Process. The composition of the IDP as part of the Public Participation Plan. The terms of reference for the IDP Representative Forum includes to:

- represent the interests of their constituents in the IDP Process,
- provide an organisational 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.

The preparation, facilitation and documentation of meetings and workshops of the IDP Representative Forum will be done by external support. The code of conduct for the IDP Representative Forum will regulate the following issues:

- 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.

## Public Participation Plan & Methodology

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Since the IDP Process involves participation of a number of stakeholders, it is crucial for the Municipality to adopt an appropriate approach and also 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 are experienced by the communities of the Municipality.

### 0 Principles of Public Participation

- The elected Council is the ultimate decision-making forum on IDPs.
- 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 will be 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 or consultation take place.  
used.

- 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, and 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.

### **0 Conditions for Public Participation**

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

### **0 Framework and Structures for Public Participation**

The above figure explains the general principles to be followed regarding public participation in the study 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 process.

The Process Plan duly explains the activities of the Steering Committee, Representative Forum and Ward Committees. 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 IDP Process. On the other hand, proposals by the public will be conveyed to the Steering Committee via the Representative Forum.

### **0 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 exclusivity needs to be applied and no stakeholder group should 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.

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 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.

#### **IDP Representative Forum:**

Since all Community Based Organisations (CBOs) have been invited to the Registration Session, constituting the **IDP Representative Forum** will come to pass during the Registration Session. The forum will finally be constituted comprising all delegates present representing amongst other business, agriculture, industry, and faith based organisations, trade unions / labour, sport / culture and disabled. The above elected community representatives will also include women and youth representation. Specific identified and delegated councilors and officials will naturally form part of the structure as duly explained in annexure 1. The forum will be requested to nominate members to be co-opted in the **IDP Steering Committee**. The number of the members to be nominated will be determined by the community present.

#### ▪ **θ Critical steps:**

1. Urban and regional analysis to provide accurate information on priority issues.
2. Confirm community needs.
3. Confirm of priority issues if required.
4. Develop sector and specialized plans and programmes. The following plans need to be developed
  - Spatial Development Framework
  - Environmental Programme
  - Disaster Management Programme
  - LED Programme
  - Poverty Reduction & Gender Equity Programme
  - HIV/AIDS Programme
  - Institutional Programme
  - Monitoring and Performance Management System
  - 5 Year Financial Plan
  - 5 Year Capital Investment Programme
  - 5 Year Action Programme
  - Water Service Development Plan
5. Prepare a project list for implementation for the next financial year, aligned with the annual budget
6. The implementation support will be linked to the current Performance Management System.
7. Continuous alignment with the revision process of the District Municipality.

#### **Approval:**

ice of the IDP to provide opportunity for comment by the broad public. The IDP will also be circulated to the Governmental Organisations and service providers for comment. Once all comments received have been evaluated and amendments made accordingly, the IDP will be adopted by the Council. The approved and revised IDP will then be submitted to the MEC for Local Government and Housing together with the approved Process Plan.

### **Steering Committee Sessions:**

In an attempt to achieve the above-explained methodology, the IDP Steering Committee sessions will be held of which the aims could be summarized as follows:

#### Session 1:

- Agreement on Process Plan and significant target dates
- Confirmation of Priorities and revision if required
- Agreement on a project implementation

#### Session 2:

- Agreement on priorities for Sector and Specialized Plans and revision if required
- Agreement on detailed strategies for the plans

#### Session 3:

- Identification of additional projects as a result of the plans if required
- Compilation of comprehensive project list
- Agreement on 5 Year Project list and budget alignment of Project List

### **Conflict Resolution:**

If an agreement cannot be reached within the IDP Steering Committee regarding certain planning and review issues, conflict will have to be resolved by means of a decision within the formal Council. The Council decision regarding the outcome will be conveyed to the Steering Committee for implementation. In severe conflict situations, irrespective of the structure (Council, Steering Committee or Representative Forum) special mediation measures will have to be implemented, utilising an external person or body as a mediator. The proper legitimisation of the public participation process by professional facilitators, as explained in the above Public Participation Plan, is envisaged to reduce conflict.

### **Monitoring:**

The Provincial Government (Spatial Planning Directorate) will monitor compliance with the Process Plan.

### **Alignment Procedures**

Alignment is the instrument to synthesise and integrate the top-down and bottom-up planning process between different spheres of government. The alignment procedures and mechanisms will be arrived at between the Local Municipality and the District Municipality and all parties involved in the alignment will be informed.

to keep the co-ordination requirements on a manageable level.

- Different alignment mechanisms will be suitable for the different alignment needs and at different stages.
- This implies with regard to alignment mechanisms to keep the number of alignment events (such as workshops/meetings) to a minimum due to the financial and time resources required and to use bilateral communication as far as possible.
- Events with numerous participants from different sectors and spheres will require a competent facilitator. Alignment with Provincial Departments can also be achieved through provincial visits to the District.
- The Municipality may have to align on a bilateral basis with neighbour Municipalities for issues that affect both.

#### θ **Role-players Involved in Alignment Process**

The following role-players, as identified in the Public Participation Plan, will be involved in the alignment process:

- District Municipality: IDP Manager
- District Municipality: IDP Steering Committee.
- Local Municipality: IDP Manager
- Local Municipality: Steering Committee: elected members.
- Provincial Government Organisations
- Service providers: Eskom, Telkom, Maluti Water and Spoornet

#### θ **Alignment with Government Organisations**

- It will be evident to receive contributions from the different identified NGOs through the process. Consultation will thus occur on a continuous base with relevant Departments which in some instances may also serve on the IDP Steering Committee. Governmental Organisations will be invited on national and provincial level that will attend these sessions or send regional office representatives.

#### Government Departments to be consulted

- Department of Finance, Expenditure and Economic Affairs
- Provincial Department of Water Affairs and Forestry
- Department of Sports, Arts and Culture
- Provincial Department of Environmental Affairs and Tourism
- Department of Local Government and Housing
- Provincial Department of Agriculture
- Department of Public Works, Roads and Transport
- Provincial Department of Education
- Department of Safety and Security
- Provincial Department of Labour
- Department of Health
- Provincial Department of Land Affairs
- Department of Welfare



STEP	ACTIONS FOR THE IDP PROCESS	TARGET DATE
<b><u>Phase 1: Initial Preparations for IDP Process</u></b>		
	<b>Alignment Session with District Municipality</b>	
1	Constituting Steering Committee	13 Oct 2009
2	1 <sup>st</sup> Process Plan Planning Session	13 Oct 2009
3	<b>2<sup>nd</sup> Process Plan Planning Session: Steering Committee approval of Process Plan</b>	24 Nov 2009
4	Submission of Process Plan to Thabo Mofutsanyana District Municipality	26 Nov 2009
5	General Notice	30 Nov 2009
<b><i>District Framework Adopted</i></b>		
<b><u>Phase 2: Situation Analysis Phase</u></b>		
6	Analysis of urban and regional Priority Issue	30 Nov 2009
7	Confirm community needs based on a proper Community and Stakeholder Level Analysis	In between Dates of Public Participation
8	Analyse and agree on <i>Priority Issues</i>	30 Nov 2009
<b><u>Phase 3 Strategic Planning Phase</u></b>		
10	<b>1<sup>st</sup> Formal Steering Committee Session</b>	02 Dec 2009
11	<b>1<sup>st</sup> Report Session: IDP Representative Forum</b>	04 Dec 2009
12	Analyse and agree on Objectives and Strategies	07 Dec 2009
13	<b>2<sup>nd</sup> Formal Steering Committee Session</b>	06 Jan 2010
<b><u>Phase 4 : Integration Phase</u></b>		
14	<b>Alignment Session with District Municipality</b>	12 Jan 2010
15	<b>Formulation of Project Proposals</b>	27 Jan 2010

	Project	
17	Screen, adjust, consolidate and agree on Project Proposals	<b>01 Feb 2010</b>
18	Completion of detailed year 1 projects	
19	<b>3<sup>rd</sup> Formal Steering Committee Session</b>	<b>03 Feb 2010</b>
<b><u>Phase 5: Approval</u></b>		
20	<b>Alignment Session with District Municipality</b>	<b>17 Feb 2010</b>
21	<i>1<sup>st</sup> Draft IDP</i>	<b>24 Feb 2010</b>
22	Advertisement for comment on 1 <sup>st</sup> Draft IDP.	<b>25 Feb 2010</b>
	<ul style="list-style-type: none"> <li>▪ Opportunity for comment by Government Departments</li> <li>▪ Opportunity for comment by public</li> <li>▪ Incorporating / responding on comments</li> </ul>	<b>12 March 2010 – 31 March 2010</b> <b>Public Participation</b>
23	<b>2<sup>nd</sup> Report Session: IDP Representative Forum and Public Participation</b>	<b>18 March 2010</b>
24	Final adoption of IDP by Municipal Council based on final assessment by Government Departments	<b>31 March 2010</b>
25	Submission of approved IDP to Provincial Government	<b>27 May 2010</b>

The process runs with the Budget Process, see attached the council approved schedule.

## 1. INTRODUCTION

The Constitution of the Republic of South Africa bestows upon government in general, and municipalities in particular, a developmental mandate in as far as service delivery should be planned, focused and carried out. Practical manifestation of this Constitutional provision is further found in the promulgation of the Municipal Systems Act (No 32) of 2000, which warrants that preparation of an Integrated Development Plan (IDP) be a legislated requirement. Such legislative provisions seek to ensure the deepening of service delivery through preparation and usage of IDPs as prime instruments and tools to deliver on the above developmental mandate and role of local government. Legislatively, such an instrument facilitates inter and intra-sectional, governmental relations and collaborations with a view to making key decisions on matters relating to plans, budgets and performance management for all functional areas of municipal operations.

The Municipal Systems Act further posits that an IDP must be reviewed annually to re-evaluate and re-assess the municipality's development priorities, challenges and seeks to accommodate development nuances and obtaining realities prevalent in communities. Deliberate focused efforts at functionally involving communities and other stakeholders on its plans and overall performance have made certain that MAP Municipality operates within the required legal parameters thus bringing government to the people. As such, this entire exercise conforms and complies with the review mandate and legal requirements.

### 1.1 POLICY CONTEXT / LEGISLATIVE FRAMEWORK

Given the political history and socio-economic background of South Africa, sections 152 and 153 of the Constitution bestow the powers and responsibilities for community development categorically upon municipal authorities. From the backdrop of parallel development and uncoordinated planning, Constitution further enforces principles of vertical and horizontal coordination and cooperation for purposes of sustained improvement of livelihoods among all spheres of government. At the centre of these processes, are elements of inclusiveness, responsiveness, quality service, buy-in, openness, transparency, public participation, value for money and democratic order. Importantly, these are Batho Pele Principles that guide all spheres of government in discharging their assigned mandates and responsibilities. An IDP is informed by national priorities as outlined by the President, Ministers whose portfolios intersect with local government, Free State Growth and Development Priorities, district & municipal considerations, and community needs on the ground.

Such a dispensation is underpinned by the following legislative framework:

- ❖ Municipal Systems Act
- ❖ Municipal Structures Act
- ❖ National Spatial Development Perspective
- ❖ The Constitution of the Republic of South Africa
- ❖ Municipal Finance Management Act
- ❖ Provincial Growth & Development Strategy
- ❖ Millennium Development Goals . 2015
- ❖ IDP Guides & Spatial Development Framework (SDF)
- ❖ Joint Initiative on Priority Skills Acquisition (JIPSA)
- ❖ Accelerated Shared Growth Initiative for South Africa (ASGISA)
- ❖ State of Local Government in South Africa

## Integrated Development Plan (IDP)

Integrated Development Plan serves the purpose of consolidating municipal-wide planning process that provides a framework for the future planning of development in a municipality. It ensures vertical coordination and integration across the three spheres of government, viz, national, provincial and local. It guides and informs municipality in all planning, budgeting, management and decision-making processes. It is through an IDP that municipality endeavours to develop a set of long term goals and five year objectives that will form the basis of its yearly business planning and budgeting to be implemented by various divisions on an on-going basis. This framework is strengthened by provision of Municipal Finance Management Act of 2003, section 21(1) (b) in that:

*the Mayor of a municipality must coordinate the process for preparing the annual budget and for reviewing of the municipality's IDP and budget-related policies to ensure that the tabled budget and any revision of the IDP are mutually consistent and credible. Further that the Municipal Planning and Performance Regulations, section 3(4) (b) states that the ward councilor and ward committees must assist to coordinate and facilitate public participation during IDP hearing sessions.*

Key to ensuring the coordination of the IDP and Annual Budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP). To map out the delivery-success path, SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators. Through this IDP, MAP Municipality will be informed of the challenges faced with and will further be guided by information on available resources. In this way, the municipality will be able to develop and implement appropriate strategies and intervention measures to address challenges. Thus the objectives of institutionalization of efficiency, deepening of democracy, rationalization of resources for purposes of closing the gap between rural and urban areas and promotion of intergovernmental relations for improvement of people's livelihoods.

Given its legal status, an IDP supersedes all other plans that guide developments at municipal level. Per requirements of the Municipal Systems Act, this IDP must conform to the credibility framework for the purpose of compliance. The Cooperative Governance & Traditional Affairs Department in their guide for credible IDP framework provides that every municipality's IDP be comprehensive and exhaustive in their scope of coverage, to include all areas of municipal operations and work and respond to the following key performance areas:

*Long term development vision of the municipality; municipality's development priorities and goals for its elected term; municipality's development strategies which must be aligned with national and provincial sectoral plans and planning requirements; Spatial Development Framework; Basic Service Delivery; Local Economic Development (LED); Municipal Transformation & Organizational Development and Municipal Financial Viability & Management.*

### 1.3 APPROACH & METHODOLOGY ADOPTED

Inherent within the people-centred approach adopted during review of the IDP document, was an element of extensive consultations with role-players, ward committees, community development workers, NGOs, businesses, CBOs, various interested parties, etc, to validate the outcome of the process undertaken thus fully comprehending the immediate challenges facing the municipality and practical interventions needed to resolve such. This approach ensures collective engagement and communal involvement in matters concerning the collective good of the local communities at large. As such, challenges and achievements are jointly owned by all role-players including the municipality and the community.

institutional mandate of facilitating development processes in an integrated manner. Notwithstanding its traditional seek to base its planning and allocations towards rural development initiatives thus tapping into provincial and national priority allocations to execute the task at hand.

As such, the approach adopted validates an attempt to consistently align the document with realities of the resource-base available (both human and financial within MAP Municipality). A synergy has thus been created between and among all concerned stakeholders and role-players in as far as community development is concerned. This is, however, the cornerstone of a successfully developed and implemented IDP per legislative provisions.

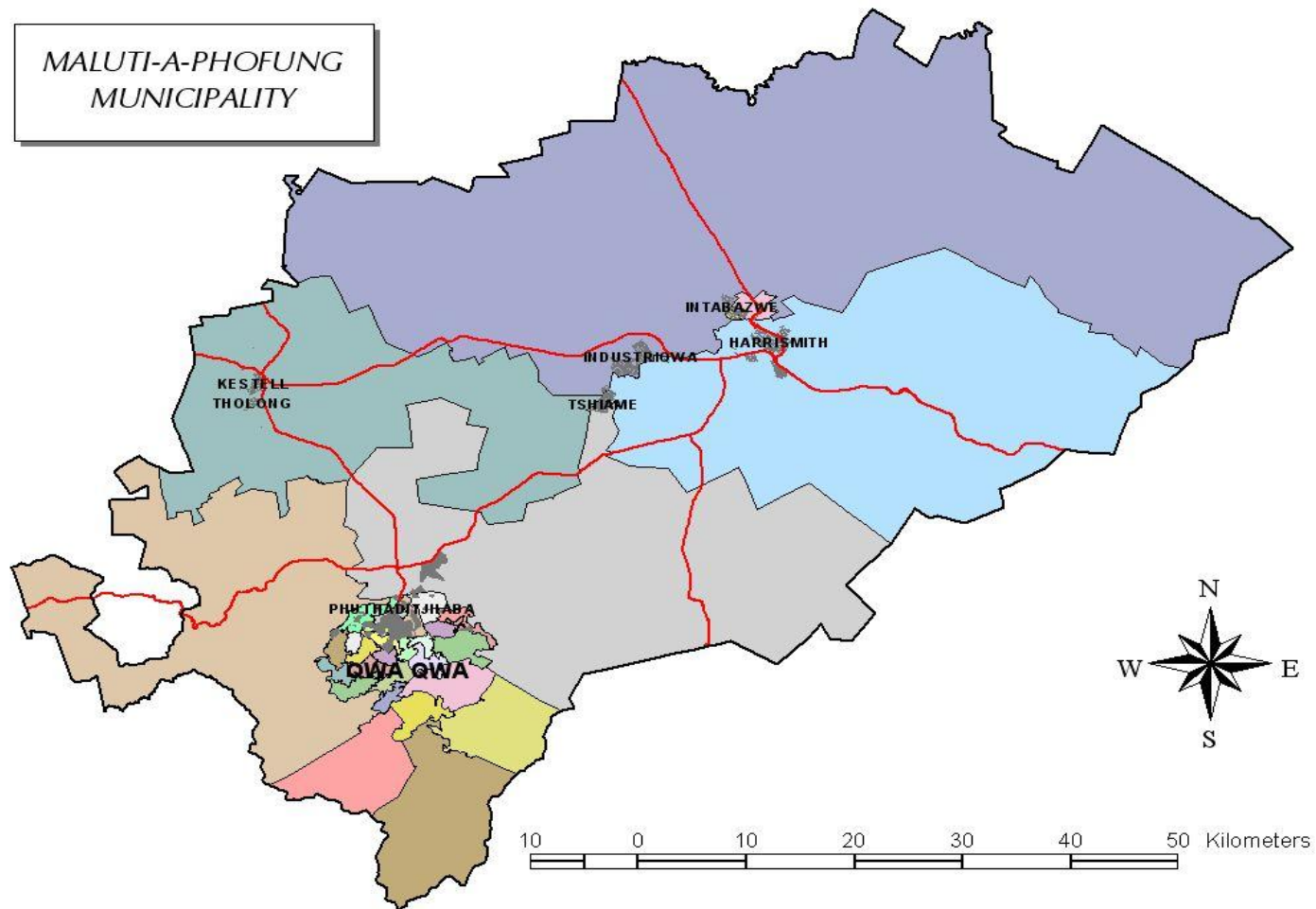
## **2. SITUATION ANALYSIS**

### **2.1. Spatial Description of Maluti-A-Phofung Local Municipality**

#### **2.1.1. Introduction**

Maluti-A-Phofung local municipality is situated in the Free State province of South Africa. It was established in terms of the provincial Gazette No. 14 of 28 February 2000 issued in terms of Section 21 of the Local Government Notice and Municipal Demarcation Act No.27 of 1998. Maluti-A-Phofung is a local municipality FS194 and was established on the 5 December 2001. Maluti-A-Phofung is made up of four former TLC Local Authorities which are Qwaqwa Rural, Phuthaditjhaba, Harrismith and Kestell. Figure 1 below shows the locality of Maluti-A-Phofung.

The municipality comprises of 34 wards and covers approximately 4 421 km<sup>2</sup> in extent. Phuthaditjhaba is the urban centre of Qwaqwa and serves as the administrative head office of Maluti-A-Phofung municipality. Surrounding Phuthaditjhaba are rural villages of Qwaqwa established on tribal land administered by Department of Land Affairs. Harrismith is a service center for the surrounding rural areas and a trading belt serving the passing N3 which links the Gauteng and KwaZulu-Natal provinces. Harrismith is surrounded by Tshiame located 12 km to the west and Intabazwe, which is located 1, 5 km to the north. The town is an economic hub for people living in Tshiame, Intabazwe and Qwaqwa. Kestell is a service center for the surrounding agricultural oriented rural area with Tlholong as the township. Kestell is situated along the N5 road that links Harrismith with Bethlehem. The rural areas of Maluti-A-Phofung comprise commercial farms and major nature conservation centres such as Qwaqwa National Park, Platberg, Sterkfontein Dam and Maluti Mountain Range. The area is not only a tourist attraction destination, but also makes a big contribution in generating gross agricultural income for the whole of the Province and is also highly regarded for its beef production. A point worth noting is that historically, Maluti-A-Phofung Municipality was established in December 2001 after the amalgamation of 5 former transitional councils. In comparison with the demographic composition of the rest of the Thabo Mofutsanyana District, MAP municipality has the highest population density with the 3<sup>rd</sup> highest population density in the Free State.





Cultural and historical landscape of Maluti-A-Phofung Municipality lies within a rich heritage heartland of the Free State Province. Traditional systems of governance are prevalent and consistently applied within the municipal jurisdiction. The district (Thabo Mofutsanyana) is imbued with historical sites of heritage significance, such as Kgalo La Mantsopa, Mahaha a Motouleng, etc. Therefore, preservation and promotion of Basotho culture is an issue that can contribute maximally to social cohesion and economic participation of local people.

### 2.1.3 Demographics

There is a new development regarding the supposed growth figures and/or supposed variance between the MAP estimated population and households figures as captured in the Census 2001 and Community Survey 2007. Much as the figures reflect growth changes since 2001, there is another school of thought that argues that proper, scientifically quantified house-holds survey has to be conducted to attempt to reflect a true development trajectory, especially given recent economic downturn. Here are the figures as captured in both the Census 2001 and Community Survey of 2007.

	Population	Households
<b>Census 2001</b>	<b>360 787</b>	<b>90 390</b>
<b>Community Survey 2007</b>	<b>385 413</b>	<b>97 172</b>

Source: Stats-Sa 2007

The above figures over the six year period indicate that households within MAP have grown by 6 782 and thus representing a net growth of 9.3% . This has been a steady gradual growth that does not immediately put a strain of allocation, prioritization and usage of resources and basic services. The relocation of key government executive and management support services to Bloemfontein has not adversely affected stability within the municipality, as earlier feared. If it did, the figures would have sharply dropped.

**NB:** Much as these figures are correct, Miletus Consulting Engineers were commissioned by the MAP municipality to conduct similar work of household and dwelling count. They argue that %according to Stats-Sa the official figure for Qwaqwa in 2007 was 385 413 persons. However experience with planning of infrastructure projects has indicated that this figure is very low. As part of another project Miletus Consulting Engineers physically counted individual houses and dwellings in the Qwaqwa area, and a total of 83 300 households were digitally logged. In line with a generally accepted density of 6 persons/dwelling, the 2007 population of Qwaqwa was estimated at 500 000+. Therefore, this development subsequent to the 2007 community survey should critically be looked into so as to mitigate the effects and impact of other planning factors and allocation of resources to address service delivery challenges facing the municipality. This is one area that warrants urgent municipal attention for gathering of proper statistical evidence for planning purposes, with more reliable and credible updated data.

It is estimated that the population of Maluti-A-Phofung will grow by a rate of less than 1% for the next 5 years. There is uncertainty and unknown factors regarding the impact of HIV/AIDS and migration of persons in the Maluti-A-Phofung area, but a total population of 620 000 persons is considered accurate for the planning of water and sanitation services for the forthcoming term of Council.



The following table provides to the reader the socio-economic profile of the Maluti-A-Phofung Municipality as per current Community Surveys 2007. Given the rurality and extreme deprivation of the community from the main sources of economic activity, the extrapolation one can make is that 40% of the population is earning a salary. The greater majority may still be dependent on subsistence farming and backyard gardens as characteristically is the case with agricultural landscape and topology of MAP Municipality. The mushrooming of support and service sectors, i.e. arts & crafts, bead-work, sculpting, pottery, entertainment, cultural heritage projects, B & Bs, conservation product owners, etc could serve to confuse the statistical picture as some people in MAP are self-employed and others engaging in these cultural artifacts for preservation purposes though earning some living out of it. Hence it is crucial that a thorough study by the municipality be commissioned to corroborate the facts.

These figures may warrant further analysis and scrutiny, read in conjunction with the recent advent of economic downturn as South Africa lost 900 000 jobs, which evidence can be found in a statement made by the **Honorable State President, Mr. J.G. Zuma** in his recent State of the Nation Address dated 11 February 2010. We are meeting against the backdrop of a global economic crisis. Last year we experienced our first recession in 17 years. The crisis cost our economy about 900 000 jobs. Therefore, the economic development trajectory of the municipality cannot, under the circumstances, benefit from an informed analytical projection.

#### Distribution of income category in the municipality

No income	191 401
R 1 - R 400	90 729
R 401 - R 800	24 992
R 801 - R 1 600	46 085
R 1 601 - R 3 200	6 890
R 3 201 - R 6 400	7 020
R 6 401 - R 12 800	4 526
R 12 801 - R 25 600	1 572
R 25 601 - R 51 200	497
R 51 201 - R 102 400	125
R 102 401 - R 204 800	215
R 204 801 or more	0
Response not given	8 769
NA/Institutions	2 585

Source: Stats-Sa 2007

The figures above show a disturbing pattern. Over 50% of the community of Maluti-A-Phofung municipality is unemployed. Just around 25% is earning in the region of R400 per month. The other 12,5% of the MAP Municipality is earning in the region of R800 per month. Therefore, one can conclude that only 40% of the municipal population is economically active with an average income of R600p/m, as a figure covering +-250 000 people per the table above. Surely this is 25% below the national baseline of R800pm for basic living wage. LED projects aimed at job creation and enhancement of non-formal job creation systems as practiced by rural communities of MAP municipalities have to be encouraged. Backyard gardens, community gardens, small scale communal projects by rural inhabitants have to be supported in partnership with the department of social development, department of youth, gender & women, department of agriculture, department of public works & rural development, etc, to broaden and increase income network base and thresh-hold.

	Male	Female
Unemployed	31 284	31 197
Not economically active	26 313	39 654
Not applicable	45 262	58 028
Employed	2 571	3 200

Source: Stats-Sa 2007

South Africa is having an unemployment rate way beyond 56%. Free State province is having a significant share of 49% of this total national figure. Considering both the official community survey 2007 population figure of 385 413 and the unofficial projected population growth (currently standing at 500 000 since the last community survey, which may significantly shoot the figure to 620 000 by 2014. Per official survey, the municipality currently populates an average of 18.9% of the Free State population size. The greater proportion of this percentage signifies rurality and unemployment. This picture looks gloom and grim for the Municipality as it is primarily rural and has a non-active / no-income base making up 191 401 of its total population. This is worrying as traditional sectors of job creation have either collapsed or shifted due to prioritization of new business grounds outside of the municipal jurisdiction. Also that composite parts of the municipality's labour force traditionally operated as supply centres / reservoirs for the mine sector/s outside of the municipal boundaries. Greater and focused attention must be given to this situation hence the national and provincial focus on rural development, job creation and improvement of sustained better livelihoods.

### Employment profile

Settlement type	Eligible work force (18-65)	Employed	Unemployed	Not economically active	Total population
Urban	107 840	62 481	103 236	65 967	220 788
Dense	n/a	n/a	n/a	n/a	n/a
Village	121 352	43 560	154 440	159 540	380 220
Farmland	6 250	5 800	1 450	4 750	12 000

	Employed	Unemployed	Not economically active	Total population
Scattered	n/a	n/a	n/a	n/a
<b>TOTAL</b>	<b>235 442</b>	<b>111 841</b>	<b>230 257</b>	<b>629 208</b>

Settlement Type	Employment – Industry Type											
	Agriculture Forestry Fishing	Community Social Personal	Construction	Electricity Gas Water	Financial Insurance Real Estate Business	Manufacturing	Mining Quarrying	Other	Private Households	Transport Storage Communication	Undetermined	Wholesale Retail
Urban	200	5 800	1 250	275	1 330	3 340	130	22	1 950	720	603	2 860
Dense	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Village	820	11 750	2 520	605	2 660	9 140	282	48	3 290	1 430	4 615	6 400
Farm land	4 000	0	0	0	0	0	0	0	600	0	800	400
Scattered	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TOTAL</b>	<b>5 020</b>	<b>17 550</b>	<b>267</b>	<b>880</b>	<b>3 990</b>	<b>12 480</b>	<b>412</b>	<b>70</b>	<b>5 840</b>	<b>2 150</b>	<b>6 018</b>	<b>10 260</b>

Settlement Type	Employment – Occupation Type										
	Clerks	Craft Trade	Elementary	Legislators Senior Officials	Unspecified Not Economically Classified	Plant Machine Operators	Professionals	Service Workers	Agricultural Fishery	Technicians	Undetermined
Urban	1 920	3 000	4 970	700		2 100	2 500	1 000	490	1 500	300
Dense	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Village	3 840	6 680	10 380	1 400	n/a	4 400	800	6 250	980	5 350	3 480
Farmland	0	500	2 700	0		2 000	100	0	500	0	0
Scattered	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Employment – Occupation Type											
Settlement Type	Clerks	Craft Trade	Elementary	Legislators Senior Officials	Unspecified Not Economically Classified	Plant Machine Operators	Professionals	Service Workers	Agricultural Fishery	Technicians	Undetermine d
<b>TOTAL</b>	<b>5760</b>	<b>10 180</b>	<b>18 050</b>	<b>2 100</b>		<b>8 500</b>	<b>3 400</b>	<b>7 250</b>	<b>1 970</b>	<b>6 850</b>	<b>3 780</b>

Figures and Tables Supplied by Miletus Consulting Engineers

The agricultural sector is responsible for 18% of the GGP of Maluti-A-Phofung Municipal area (including the district of Bethlehem). However, it only employs 5% of the total employed workforce. The same phenomenon can be depicted from the Business/Finance sector. The social services/government sector employs 24% of the total employed but contributes 28%. This implies that high levels of income are generated from this sector. The private household/community services and other sectors employ 26% but only contribute 2% of the GGP. This again indicates that low levels of income are realized from these sectors.

An analysis of the employment distribution of Maluti-A-Phofung Municipal area in the various economic sectors revealed that 24% of the total workforce was employed in the social services sector, compared to 14% by private households, 13.6% by manufacturing and 11.7% by trade. The primary sectors, namely agriculture and mining were only responsible for 6.2% of all employment opportunities.

The unemployment rate in Thabo Mofutsanyana is the highest, followed by Motheo, Xhariep, Lejweleputswa and Fezile Dabi. If one compares the unemployment levels with the other local municipalities in Thabo Mofutsanyana, it is evident that Maluti-A-Phofung Municipal area has an unemployment rate that is more than double that of other local municipal areas. Maluti-A-Phofung Municipal area is also responsible for 66% of the unemployment of the district. The unemployment rate for Maluti-A-Phofung Municipal area was 51% according to the Demarcation Board (2000).

#### Distribution by level of education in MAP LM

Grade 0	6 548
Grade 1/sub A (completed or in process)	11 951
Grade 2/sub B	16 021
Grade 3/standard 1	16 280
Grade 4/standard 2	15 048
Grade 5/standard 3	21 223
Grade 6/standard 4	18 241
Grade 7/standard 5	22 337
Grade 8/standard 6/form 1	27 713
Grade 9/standard 7/form 2	28 734
Grade 10/standard 8/form 3/NTC I	30 457
Grade 11/standard 9/form 4/NTC II	23 426
Attained grade 12; out of class but not completed grade 12	18 038
Grade 12/Std 10/NTC III (without university exemption)	24 711

	3 732
	6 945
Diploma with less than grade 12	2 936
Certificate with grade 12	2 129
Diploma with grade 12	3 720
Bachelor's degree	2 147
BTech	309
Post graduate diploma	1 045
Honour's degree	605
Higher degree (masters/PhD)	570
No schooling	30 856
Out of scope (children under 5 years of age)	44 652
Unspecified	2 454
NA/Institutions	2 585

Source: Stats-Sa 2007

Schooling and level of education within municipal boundaries seem to be fairly balanced. The number of learners / students across levels of education represents a fair balance. This demonstrates consistency at the level of the rolling out of education facilities, infrastructure, focus and attention to detail. National concerns at the level of numeracy and literacy seem to be fairly dealt with in the context of MAP municipality. This successful intervention measure must then translate into comparative advantage for purposes of skills preparation for economic participation.

#### Distribution by disability and gender in the municipality

	Male	Female
Sight	1729	1475
Hearing	617	876
Communication	644	748
Physical	4954	3372
Intellectual	539	363
Emotional	3684	2434
Multiple disabilities	342	225
No disability	161212	199615
N/A: Institution	1550	1035

Source: Stats-SA 2007

Within the municipal boundaries, distribution of disability by gender seems to be spread evenly. General levels of health and generic capacity to participate in issues of social, economic and community good are good prospects. Only 5.5% of the MAP municipality is prone to disability. Necessarily this does not have a huge negative impact on social intervention services by SASSA and Social Development / Health Departments to incur large expenditure on.

Married civil/religious	56152
Married traditional/customary	21064
Polygamous marriage	60
Living together as married partners	16071
Never married	128434
Widower/widow	23284
Separated	5404
Divorced	3311

Source: Stats-Sa 2007

From the age of 25 to 84, it is generally believed that these are the ages where marriage happens. In the case of MAP municipality, these ages are used as a barometer to locate prevalence of married life. Married life in the community constitutes some form of guarantee of families as institutions of social cohesion through which effective planning by government can be done. Aggregate number of marriages in MAP municipality is standing at 93 347 per the table above.

Divorce and/or separation cases are standing at 8 715, which represents 11.5% of the total figure of 93 347 marriages (formal and non-formal). Social disruptions of life and dependence on over-stretched government programs such as child support grant, indigent program / grant, etc, can best be used for other priority areas / municipalities with a relatively small percentage coming to MAP municipality.

#### Distribution of Age Groups in the municipality

	Male	Female
0 - 4	21598	23078
5 - 9	20952	20493
10 - 14	21056	22433
15 - 19	23551	24484
20 - 24	19048	20609
25 - 29	12638	16481
30 - 34	10777	13295
35 - 39	7987	14063
40 - 44	8121	11373
45 - 49	7899	9048
50 - 54	6531	9702
55 - 59	5083	6566
60 - 64	2989	5485
65 - 69	2809	4792
70 - 74	1967	3320

	984	2237
	860	1167
85 +	432	1511

Source: Stats-Sa 2007

The figures above indicate density of youth population within MAP Municipality. Out of gross population of 385 413, the youth in the age group category of 15 . 34 years, constitute 140 887 in total. This is a huge municipal population percentage of 39.5% which clearly denotes that future planning and creation of opportunities by the municipality and respective role-players must take into account this %energy+.

Community and civic activity may be enhanced for positive reasons if constructive intervention measures are timeously implemented. In terms of youth and gender development, much has to be done by respective directorate/s within MAP municipality to address issues of creation of opportunities for higher learning, mainstream & non-mainstream economic participation opportunities, higher levels of health education & literacy for prevention of diseases, establishment of recreational facilities, development of sports, deliberate promotion & development of arts and culture, etc as these are the most applicable means of edu-training and properly channeling youth energies.

*Percentage distribution of house households by tenure status in Maluti-A-Phofung*

<b>Census 2001</b>	Owned & Fully Paid	Owned but not yet Paid Off	Rented	Occupied Rent Free	Other	TOTAL
	<b>49.9</b>	<b>10.2</b>	<b>8.6</b>	<b>31.3</b>	<b>0</b>	<b>100%</b>
<b>CS 2007</b>	Owned & Fully Paid	Owned but not yet Paid Off	Rented	Occupied Rent Free	Other	TOTAL
	<b>38.9</b>	<b>5.5</b>	<b>7.8</b>	<b>45.4</b>	<b>2.5</b>	<b>100%</b>

Source: Stats-Sa 2007

There has been a significant drop in the number of owned & fully paid households by tenure status. A drop of 22.5% could be as a result of declining economic conditions, and subsequent migration out of the municipality to Bloemfontein by public sector families. The same argument applies in the case of owned but not yet paid off and rented. The decline could be attributed to the same factors. The economic base has to broaden so that more participation, especially by the youth as they are in the majority, can take place. This becomes urgent more so that growth estimation projects a negative point for both the municipality and province at large.

*Percentages distribution of households by types of energy / fuel used for lighting in Maluti-A-Phofung.*

	Electricity	Gas	Paraffin	Candles	Solar	Other	TOTAL
<b>Census 2001</b>	<b>56.6</b>	<b>0.1</b>	<b>2.7</b>	<b>40.1</b>	<b>0.2</b>	<b>0.2</b>	<b>100%</b>
<b>CS 2007</b>	Electricity	Gas	Paraffin	Candles	Solar	Other	TOTAL
	<b>78.9</b>	<b>0.1</b>	<b>3.8</b>	<b>16.8</b>	<b>0</b>	<b>0.4</b>	<b>100%</b>



From the figures above, it is clear that there has been a significant increase in the supply and roll-out of electricity infrastructure to the community of MAP Municipality. The total percentage increase amounts to 22.3% from 56.6% in 2001 to 78.9 in 2007. This development has led to a drastic drop in the usage of candles for household lighting from 40.1% in 2001 to 16.8 in 2007. The figures further show a 21% increase in the household usage of paraffin for lighting purposes. This paraffin increase must be seen and construed against the backdrop of drastic drop in candle usage (by 40.1%) and sharp increase in electricity usage (by 22.3%), which clearly indicates that overall there has been significant change in the material conditions of community of MAP Municipality. Roll Out and implementation of basic services has been enjoying a positive run.

*Percentages distribution of households by types of energy / fuel used for heating in Maluti-A-Phofung.*

<b>Census 2001</b>	Electricity	Gas	Paraffin	Wood	Coal	Animal Dung	Solar	Other	TOTAL
	<b>27.0</b>	<b>1.6</b>	<b>24.2</b>	<b>11.1</b>	<b>23.5</b>	<b>1.3</b>	<b>0.3</b>	<b>0.3</b>	<b>100%</b>
<b>CS 2007</b>	Electricity	Gas	Paraffin	Wood	Coal	Animal Dung	Solar	Other	TOTAL
	<b>41.9</b>	<b>1.7</b>	<b>17.9</b>	<b>8.5</b>	<b>26.6</b>	<b>0.5</b>	<b>0.1</b>	<b>2.8</b>	<b>100%</b>

Source: Stats-Sa 2007

Conventional methods of heating are commonly used by people of MAP Municipality since Census 2001 to date (2007). An increase of 36% is realized as more people resort to massive electrification services rolled out by the municipality. This limits the risk of household burns, homestead fires, household furniture burns, etc. Small scale deforestation can also be realized with a reduction in wood usage (11.1% in 2001 to 8.5% in 2007)

*Percentages distribution of households by types of energy / fuel used for cooking in Maluti-A-Phofung.*

<b>Census 2001</b>	Electricity	Gas	Paraffin	Wood	Coal	Animal Dung	Solar	Other	TOTAL
	<b>33.9</b>	<b>3.8</b>	<b>39.4</b>	<b>7.4</b>	<b>13.8</b>	<b>1.2</b>	<b>0.3</b>	<b>0.3</b>	<b>100%</b>
<b>CS 2007</b>	Electricity	Gas	Paraffin	Wood	Coal	Animal Dung	Solar	Other	TOTAL
	<b>66.7</b>	<b>2.5</b>	<b>21.5</b>	<b>3.1</b>	<b>5.9</b>	<b>0.2</b>	<b>0</b>	<b>0.1</b>	<b>100%</b>

Source: Stats-Sa 2007

Factors and observations that apply in the case of lighting and heating by using energy / fuel, are also applicable under cooking. Under this table, we note a significant growth of 49.6% from the figure of 33.9% in 2001. This saves time spent cooking and reduces the risks as mentioned in the cases of lighting and heating. Paraffin usage also yields positive results as there is a sharp drop from 33.4% in 2001 to 21.5% in 2007. Wood, coal and animal dung are also on the decrease in usage for cooking, as this means more scientifically derived methods of preventing unsavoury smoke emissions are applied across the municipality. Electrification of rural areas is prioritised by the municipality.

The current backlog as per Directorate: Infrastructure of the electricity is approximately 16 414 Houses in the whole area of Maluti-A-Phofung.

*of toilets in Maluti-A-Phofung.*

	toilet(connected to sewerage system)	(with septic tank)	toilet facility	Chemical toilet	Pit latrine with ventilation	Pit latrine without ventilation	Bucket latrine	None	Total
<b>Census 2001</b>	<b>20,7</b>	<b>1,3</b>	<b>0,3</b>	<b>2,4</b>	<b>13,9</b>	<b>56,2</b>	<b>2,1</b>	<b>3,4</b>	<b>100%</b>
<b>CS 2007</b>	Flush toilet(connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Chemical toilet	Pit latrine with ventilation	Pit latrine without ventilation	Bucket latrine	None	Total
	<b>28,6</b>	<b>1,0</b>	<b>3,0</b>	<b>6,9</b>	<b>58,4</b>	<b>0,2</b>	<b>0,2</b>	<b>1,8</b>	<b>100%</b>

Source: Stats-Sa 2007

Policy and practice regarding sanitation provision is outlined in the White Paper on Water Supply & Sanitation Policy. The immediate priority is to provide sanitation services to all, which meets basic health and functional requirements including the protection of the quality of both surface and underground water. Ventilated Improvement Pit toilets (VIP) if constructed to agreed standards and maintained properly provide an appropriate and adequate basic level of sanitation service. RDP targets are such that all inhabitants of the area be empowered to have access to sanitation services, and that the provision of the services are undertaken within a framework of sound environmental principles. Given that MAP municipality has achieved a 58.4% success in ventilated pit latrines, attests to the fact that the municipality is adhering to and conforming to generally accepted standards of environmental practice. Notwithstanding the above, a lot still has to be done to provide better state of the art and/or flush toilets connected to a sewerage system for the entire municipality, as figures above show a proportionally small percentage of growth from 20.7% in 2001 to 28.6% in 2007. This remains a challenge to the municipality as planning and allocation of resources has to prioritize this area of service need. On the other hand, pit-latrine with ventilation demonstrates a wide increase from 13.9% in 2001 to 58.4% in 2007. It is positive sign that hygienic conditions and save living environment have informed municipal operations and rolling out of services to its immediate community. Bucket system has primarily been eradicated within urban areas.

### Types of Water Source

*Percentage distribution of households by type of water source in Maluti-A-Phofung*

	Piped Water Inside Dwelling	Piped Water Inside Yard	Piped (Tap) Water to Communal Stand = Distance 200m from Dwelling			Piped (Tap) Water to Communal Stand = Distance 200m from Dwelling	Total
<b>Census 2001</b>	<b>16.9</b>	<b>39.2</b>	<b>21.9</b>			<b>15.0</b>	
	Borehole	Spring	Dam / Pool	Rain Water Tank	Water Vendor	River / Stream	Other
	<b>0.3</b>	<b>0.4</b>	<b>0.4</b>	<b>0.3</b>	<b>0.2</b>	<b>0.1</b>	<b>5.4</b>
	Piped (Tap) Water to Comm Stand =				Piped(Tap) Water to Community	Piped(Tap) Water from access point outside the yard	TOTAL

<b>2007</b>					stand:>Distance 200m from dwelling		
	<b>28.0</b>				<b>50.7</b>	<b>5.6</b>	
	<b>Borehole</b>	<b>Spring</b>	<b>Dam / Pool</b>	<b>Rain Water Tank</b>	<b>Water Vendor</b>	<b>River / Stream</b>	
	<b>0.2</b>	<b>0.2</b>	<b>0.1</b>		<b>0.2</b>	<b>0.1</b>	<b>0.4</b>

Source: Stats-Sa 2007

Not all households in Maluti-A-Phofung municipal area have access to water on site and inside the dwelling yet. They make use of communal taps. Some of these taps are located further than 200m, which means women and children need to walk far each day to fetch water. Communal taps and other water connections (some illegal) are not metered and a lot of water is wasted due to a lack of reporting by the community, thus, it is very difficult for Maluti-A-Phofung Water (Pty) Ltd to collect revenue effectively and make it impossible to apply the indigenous policy of free water in those areas.

The current backlog as per Directorate: Infrastructure of the water is approximately 16 717 Houses in the whole area of Maluti-A-Phofung

*Percentage distribution of households by types of refuse disposal in Maluti-A-Phofung.*

<b>Census 2001</b>	Removed by local authority/private company at least once a week	Less often	Communal refuse dump	Own refuse dump	No rubbish disposal	TOTAL	
	<b>22.3</b>	<b>0.6</b>	<b>4.2</b>	<b>56.5</b>	<b>16.4</b>	<b>100%</b>	
<b>CS 2007</b>	Removed by local authority/private company at least once a week	Less often	Communal Refuse Dump	Own Refuse Dump	No Rubbish Dump	Other	TOTAL
	<b>27.8</b>	<b>0.5</b>	<b>5.2</b>	<b>54.8</b>	<b>11.5</b>	<b>0.1</b>	<b>100%</b>

Source: Stats-Sa 2007

Not much has transpired since Census 2001 to date. We are observing marginal variances between statistics for 2001 and those of 2007 community survey. This could be premised around the fact that the 2001 Census Statistics showed a relative point of stability in far as this service delivery unit is concerned. There is greater level of community and business awareness about refuse removal, especially owned by the community. Figures in this regard show a stable 56.5% in Census 2001 and 54.8% in 2007 community survey. This signals a functional and successful working municipal strategy to continually remove refuse on a weekly basis. Therefore there is no cause for concern.

Town/cluster/ semi-detached house(simple x: duplex; triplex)	House/Flat/ room in back yard	Informal dwelling , shack in back yard	Informal dwelling, shack not in back yard e.g.in an informal/squatt er settlement	Room /flatlet not in back yard but on a shared property	Cara van or tent	Private ship/boa t	Workersq hostel (bed/room)	Othe r	Total
<b>0,7</b>	<b>2,2</b>	<b>4,3</b>	<b>8,9</b>	<b>0.9</b>	<b>0,2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100 %</b>
Town/cluster/ semi-detached house(simple x: duplex; triplex)	House/Flat/ room in back yard	Informal dwelling , shack in back yard	Informal dwelling, shack not in back yard e.g.in an informal/squatt er settlement	Room /flatlet not in back yard but on a shared property	Cara van or tent	Private ship/boa t	Workers hostel(be d/room)		Total
<b>1,1</b>	<b>1,3</b>	<b>2,4</b>	<b>5,5</b>	<b>0,7</b>	<b>0</b>	<b>0</b>	<b>0,1</b>		<b>100 %</b>

Maluti – A – Phofung Local Municipality 2010/2011 IDP

#### 2009-2010: A Tabular Summary

##### Water backlogs:

Rural	22000
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##### Sanitation backlogs:

Rural	34391
Chris Hani Park	900
Intabazwe	900

##### Electricity backlog:

Rural	9870
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##### The current backlog as per Housing Directorate:

Houses: The Whole Maluti-A-Phofung Municipality	55 000
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Source: Stats-Sa 2007

NB: Aggregate of Water / Sanitation / Electricity / Housing Backlogs for the Maluti-A-Phofung Municipality in a Tabular Format, in relation to the Total population

MAP Population	Water	Sanitation	Electricity	Housing
385 413	22 000	36 191	7 500	55 000

NB: Clearly much has been done to significantly improve the lives and conditions of people in MAP Municipality. Sanitation and Housing still pose a serious challenge as far as development planning and implementation is concerned. Much has to be done to accelerate delivery of services in these two areas. The figures therefore signal to the average performance bordering on 55% success rate.

## OR THE PRE-ADOPTED REVISED IDP

The following are the needs which were captured during the IDP Road . shows conducted to all the 34 Wards around the Maluti-A-Phofung Municipality. During these community participation sessions, a number of issues were raised by the members of the community. Amongst others were those needs which are the competency of the local government sphere whereas others were the competency of the other two spheres of government. At the level of planning, municipality realized the importance of capturing these needs as per NSDP objectives and critically identifies such needs as per Wards. These made it manageable for the various directorates within the municipality to incorporate the funded needs into their Operational Plans and subsequent action will be to the final recognition to the SBBIP.

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6
<ul style="list-style-type: none"> <li>✓ Provision of Free Basic Electricity @ RDP Houses</li> <li>✓ Electrification of 130 houses</li> <li>✓ Incomplete RDP Houses</li> <li>✓ Provision of Toilets @ RDP Houses</li> <li>✓ Provision of Recreational Facilities</li> <li>✓ Provision of Toilets @ Community Hall</li> <li>✓ Upgrading of Taxi Rank</li> <li>✓ Fencing of Sites</li> <li>✓ Job Creation</li> <li>✓ Provision of School</li> <li>✓ Upgrading of Roads and Paving of Main Roads</li> <li>✓ Provision of Flee market Stalls</li> <li>✓ Provision of Sustainable Services</li> <li>✓ Formalisation of</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job creation</li> <li>✓ Houses not completed</li> <li>✓ Connection of yard stands</li> <li>✓ Electricity household connections</li> <li>✓ Provision of RDP Houses</li> <li>✓ Provision of Toilets</li> <li>✓ Upgrading of Internal Roads and Taxi Routes</li> <li>✓ Cutting of grass next to street clubview</li> <li>✓ Fencing of rural grave</li> <li>✓ Government offices</li> <li>✓ Sewerage system</li> <li>✓ Vending station too far</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Recreational Facilities</li> <li>✓ Fencing of Cemeteries</li> <li>✓ Job Creation</li> <li>✓ Provision of Police Station</li> <li>✓ Provision of Agricultural Facilities</li> <li>✓ Provision of Social Development Grants for Orphans and the Aged</li> <li>✓ Provision of Vending Station</li> <li>✓ Provision of Water(House Connection @RDP Houses Job Creation <ul style="list-style-type: none"> <li>✓ Youth Development</li> </ul> </li> <li>✓ Disaster</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Houses</li> <li>✓ Provision of Water at Farms</li> <li>✓ Maintenance of Roads</li> <li>✓ Paving of Roads</li> <li>✓ Provision of Recreational Facilities</li> <li>✓ Provision of Info Centre</li> <li>✓ Youth Development</li> <li>✓ Provision of Old and Orphanage Home</li> <li>✓ Provision of Local Radio Station</li> <li>✓ Provision of Toilets @ Makgokolong</li> <li>✓ Provision of</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Storm water Drainage</li> <li>✓ Provision of Houses</li> <li>✓ Visible Policing</li> <li>✓ Provision of Lower Primary School</li> <li>✓ Provision of Clinic and Mobile Clinic</li> <li>✓ Paving of Roads</li> <li>✓ Provision of Pedestrian walks</li> <li>✓ Provision of Multi Purpose Centre</li> <li>✓ Upgrading of Sports Grounds</li> <li>✓ Introduction of Youth Commissioner</li> <li>✓ Upgrading and Maintenance of Roads in Town</li> <li>✓ Maintenance of high mast lights</li> <li>✓ Extension of Clinic Hours to 24/7</li> <li>✓ Cleaning Campaign</li> <li>✓ Provision of Dumping</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Houses</li> <li>✓ Incomplete RDP Houses</li> <li>✓ Provision of Sites</li> <li>✓ Provision of Toilets</li> <li>✓ Provision of Water</li> <li>✓ Provision of Basic Services</li> <li>✓ Maintenance of Roads and Tarring</li> <li>✓ Paving of Streets in Rooistene</li> <li>✓ Provision of Storm water Drainage</li> <li>✓ Provision of Electricity</li> <li>✓ Provision of High mast Lights</li> <li>✓ Provision of Vending Station</li> <li>✓ Job Creation</li> <li>✓ Provision of</li> </ul>

<p>Houses</p> <ul style="list-style-type: none"> <li>✓ Provision of Sites</li> <li>✓ Naming of Streets and Public Places</li> <li>✓ Maintenance of Steel bridges (Phatlalatsa and Industry)</li> </ul>	<ul style="list-style-type: none"> <li>✓ RDP Toilets not functional</li> <li>✓ Illegal liquor houses</li> <li>✓ VIP Toilets</li> <li>✓ Provision of paved roads</li> <li>✓ Rename of streets</li> <li>✓ Upgrading of sports facilities</li> </ul>	<p>Management</p> <ul style="list-style-type: none"> <li>✓ Telecommunication</li> </ul>	<p>Storm water Drainage @ Tshiame A</p> <ul style="list-style-type: none"> <li>✓ Provision of Cemetery</li> <li>✓ Provision of Water</li> <li>✓ Provision of Electricity</li> <li>✓ Upgrading and Maintenance of Roads</li> <li>✓ Upgrading of Mabati Road</li> <li>✓ Provision of Stadium @ Tshiame</li> <li>✓ Provision of Recreational Facilities</li> <li>✓ Upgrading of Parks</li> <li>✓ Provision of Houses</li> <li>✓ Provision of Schools</li> <li>✓ Provision of High mast Lights</li> <li>✓ Provision of Police Mobile Station</li> <li>✓ Provision of transport for School Children</li> </ul>	<p>points</p> <ul style="list-style-type: none"> <li>✓ Fencing of Cemeteries</li> <li>✓ Provision of Mobile Police Station</li> <li>✓ LED Projects</li> <li>✓ Marketing of Platberg Stadium</li> <li>✓ Provision of Security at Cemeteries</li> <li>✓ Provision of Bill Boards that welcomes visitors in Harrismith as in Qwa-Qwa</li> <li>✓ Sustainable Projects</li> <li>✓ Provision Government Offices</li> <li>✓ Provision of High Education Institution(Technical)</li> <li>✓ Maintenance of High mast lights</li> <li>✓ Steel Bridge @Tshiame C</li> <li>✓ Paved Road @Tshiame C main road</li> <li>✓ Electrification</li> </ul>	<p>Dumping Site</p> <ul style="list-style-type: none"> <li>✓ Response time of Ambulance</li> <li>✓ Response time of Police</li> <li>✓ Provision of Clinic</li> </ul>
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Ward 7		Ward 8		Ward 9		Ward 10		Ward 11		Ward 12	
<ul style="list-style-type: none"><li>✓ Provision of Electricity (House Connections)</li><li>✓ Upgrading of Electricity Network</li><li>✓ Provision of Vending Station</li><li>✓ Upgrading of Internal Roads(Motshweneng Shop to Taxi Rank)</li><li>✓ Upgrading of Roads to Cemetery @Makgalaneng</li><li>✓ Upgrading of road to Kgodisong Creche</li><li>✓ Paving of Roads</li><li>✓ Storm water Drainage @ main road</li><li>✓ Provision of Cemetery</li><li>✓ Fencing of Cemeteries</li><li>✓ Quality of Toilet Structures</li><li>✓ Quality of RDP Houses</li><li>✓ Functioning of</li></ul>		<ul style="list-style-type: none"><li>✓ Upgrading of Internal Roads</li><li>✓ Provision of steel Bridge</li><li>✓ Provision of Houses</li><li>✓ Provision of Water at Farms</li><li>✓ Maintenance of Roads</li><li>✓ Paving of Roads</li><li>✓ Provision of Recreational Facilities</li><li>✓ Provision of Info Centre</li><li>✓ VIP Toilets</li><li>✓ High mast lights</li><li>✓ Electricity house connections</li><li>✓ Construction of stormwater channel</li><li>✓ Cleaning of water</li></ul>		<ul style="list-style-type: none"><li>✓ Water Pipe</li><li>✓ Improving of Water Quality</li><li>✓ Upgrading of Electricity Network</li><li>✓ Provision of High mast lights</li><li>✓ Electricity House Connections (+All outstanding households)</li><li>✓ Paving of roads-Kudumane; Mabopane; Poelong phase 2;Paballong phase 1;</li><li>✓ Provision of Steel Bridges; 2x Kudumane and 1x Poelong; Kgotsong</li><li>✓ Upgrading of Recreational Facilities</li><li>✓ Provision of Community Hall</li><li>✓ Upgrading of Clinic Services</li><li>✓ VIP Toilets</li></ul>		<ul style="list-style-type: none"><li>✓ Main water pipes</li><li>✓ RDP Houses</li><li>✓ Electricity house connection</li><li>✓ High-mast light</li><li>✓ Roads</li><li>✓ Foot-bridges</li><li>✓ Speed humps</li><li>✓ Community hall and library</li><li>✓ Sports facilities</li><li>✓ Fencing of graveyard</li><li>✓ Provision of the VIP toilets</li></ul>		<ul style="list-style-type: none"><li>✓ Upgrading of Roads to Thokoza (form NG Kerk to Thokoza)</li><li>✓ Provision of Electricity(Houses Connection)</li><li>✓ Provision of Streets Lights and High Mast Lights @Thibella</li><li>✓ Provision of Water (House Connections) @ Terminal</li><li>✓ Upgrading of Reservoir</li><li>✓ Upgrading of Electricity Network</li><li>✓ Upgrading of Vending Station</li><li>✓ Provision of Community Hall</li><li>✓ Provision of Satellite Police Station</li><li>✓ Provision of Steel bridges @ Dihlajaneng and Marallaneng</li><li>✓ Provision for Bridge from Thaba Bosiu to Thokoza</li><li>✓ Provision of Steel Bridge @ Marallaneng</li><li>✓ Upgrading of Internal Roads</li></ul>		<ul style="list-style-type: none"><li>✓ Electricity</li><li>✓ Houses</li><li>✓ Steel-bridges</li><li>✓ Clinic</li><li>✓ Parks</li><li>✓ Road to paved</li><li>✓ High mast lights</li><li>✓ Speed humps</li><li>✓ Sports ground</li><li>✓ Community hall</li><li>✓ Storm water channel</li><li>✓ VIP Toilets</li><li>✓ Geo-Tech</li><li>✓ Spring Water</li><li>✓ Upgrading of Vending Station</li><li>✓ Provision of Library</li><li>✓ Provision of Access roads on all the wards (2km)</li><li>✓</li></ul>	

		Development	<ul style="list-style-type: none"> <li>✓ Provision of for clinic @ Kodumane and Leribe</li> <li>✓ Provision of Community Hall</li> <li>✓ Youth Development</li> <li>✓ Provision of Police Station or Satellite</li> </ul>		<ul style="list-style-type: none"> <li>✓ Upgrading of Mantsobisi and Mamohato Road</li> <li>✓ Upgrading of Selahliwe Road</li> <li>✓ Upgrading of Roads from Tsebela to Cemeteries</li> <li>✓ Paving of Roads</li> <li>✓ Upgrading of Roads and Storm water Drainage @ Marallaneng</li> <li>✓ Provision of Ambulance</li> <li>✓ Visible Policing</li> <li>✓ Provision of Parks</li> <li>✓ Upgrading of water network @Thaba bosiu</li> <li>✓ Upgrading of Stadium</li> <li>✓ Upgrading of Sewer network @ Montambelong</li> <li>✓ Job Creation</li> <li>✓ Tourism Development (Heritage Sites)</li> <li>✓ Building of Horse Stalls</li> <li>✓ Quality of Toilets Structures</li> <li>✓ Provision Recreational Facilities</li> <li>✓ Extension of Clinic hours to 24/7</li> <li>✓ Formalisation of Theteha</li> <li>✓ Provision of Crèche @ Dihlajaneng</li> <li>✓ Learnership Programmes</li> <li>✓ Sandstone Mining</li> </ul>	
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4	Ward 15	Ward 16	Ward 17	Ward 18
<ul style="list-style-type: none"> <li>✓ Electricity house connection</li> <li>✓ High-mast light</li> <li>✓ Roads</li> <li>✓ Foot-bridges</li> <li>✓ Speed humps</li> <li>✓ Community hall and library</li> <li>✓ Sports facilities</li> <li>✓ Fencing of graveyard</li> <li>✓ VIP toilets</li> <li>✓ Maintenance of Roads</li> <li>✓ Paving of Roads</li> <li>✓ Provision of Recreational Facilities</li> <li>✓ Provision of Info Centre</li> <li>✓ Youth Development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Sanitation</li> <li>✓ Provision of Roads</li> <li>✓ Maintenance of Electricity</li> <li>✓ Upgrading of Parks</li> <li>✓ Provision of Houses</li> <li>✓ Provision of High mast Lights</li> <li>✓ Provision of RDP Houses</li> <li>✓ Electricity House connections</li> <li>✓ Steel Bridges;</li> <li>✓ Provision of paved roads</li> <li>✓ Electricity house connections</li> <li>✓ High mast lights</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓ Upgrading of Roads</li> <li>✓ Maintenance of Water Network</li> <li>✓ Maintenance of water pipe Park next to shops</li> <li>✓ Provision of Electricity (House Connections)</li> <li>✓ Upgrading and Maintenance of Roads</li> <li>✓ Provision of RDP Houses</li> <li>✓ Completion of Pavement road(Thabang)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Electricity(house connections)</li> <li>✓ Provision of Highmast Lights</li> <li>✓ Provision of Vending Station</li> <li>✓ Maintenance of Roads</li> <li>✓ Provision of Sanitation</li> <li>✓ Provision of Water (house connections)</li> <li>✓ Provision of Ambulances</li> <li>✓ Visible Policing</li> <li>✓ Provision of Social Worker</li> <li>✓ Provision of Cemetery</li> <li>✓ Fencing of Cemeteries</li> <li>✓ Provision of Recreational Facilities</li> <li>✓ Provision of Steel bridges</li> <li>✓ Provision of Social Grants</li> <li>✓ Provision of Medical Doctor @ Elizabeth Ross</li> <li>✓ Provision of Mobile Clinic</li> <li>✓ High mast lights</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Electricity(Illegal connections)</li> <li>✓ Provision of Houses</li> <li>✓ Maintenance of Roads</li> <li>✓ Provision of Water (house connections)</li> <li>✓ SMME Development</li> <li>✓ Provision of Parks</li> <li>✓ Provision of Library</li> <li>✓ Provision of Health Personnel</li> <li>✓ Provision of Police Personnel</li> <li>✓ Provision of Mobile Police Station</li> <li>✓ Provision of Storm water Drainage</li> <li>✓ Provision of Cemetery</li> <li>✓ Sports ground</li> <li>✓ High mast lights</li> <li>✓ Hydroponic in Bluegum Bosch</li> </ul>

to upgrade to ed Pages and Expanded Features		Ward 20	Ward 21	Ward 22	Ward 23	Ward 24
✓ Provision of Electricity House Connection (Jwala Boholo 70,Pokolosing 40,Saballo,Paul Roux and Metsimaholo)	✓ Upgrading of Thibella Roads to Cemeteries	✓ Provision of Electricity House Connections @ Thajaneng	✓ Provision of Water (house connections)	✓ Provision of Storm water Drainage	✓ Provision of Sanitation	
✓ Upgrading of Electricity Network	✓ Provision of Electricity @ Thibella	✓ Provision of Electricity @ Pitseng and Phomolong	✓ Provision of Toilets	✓ Provision of Houses	✓ Provision of Water and water meters	
✓ Provision of 8 High mast Lights	✓ Provision of RDP Houses	✓ Relocation of Electricity Substation	✓ Job Creation Electricity house connection	✓ Provision of Water (house connections)	✓ Provision of Houses	
✓ Provision of Vending Station	✓ Provision of High mast Lights @ Thibella	✓ Provision of Vending Station	✓ High-mast light	✓ Provision of Electricity(house connections)others not finished	✓ Provision of Community Hall	
✓ Provision of Water(House Connection @RDP Houses 120)	✓ Fencing of Commonage s @ Thibella	✓ Upgrading of Roads @ Manthatisi to Cemeteries	✓ Roads	✓ Upgrading of Electricity	✓ Provision of Recreational Facilities	
✓ Upgrading of Reservoir	✓ LED Projects	✓ Upgrading of Access Roads @ Pitseng	✓ Foot-bridges	✓ Provision of Community Hall		
✓ Maintenance of Internal Access Roads		✓ Upgrading of Roads @ White City	✓ Speed humps	✓ Job Creation		
✓ Provision of Free Electricity		✓ Upgrading of Roads@ Phokeng	✓ Community hall and library	✓ Youth Development		
✓ Provision of RDP Houses @ GG		✓ Upgrading of Water Networks	✓ Sports facilities	✓ Provision of Steel bridges		
✓ Provision of Community Hall		✓ Upgrading of Water Network @ Sefikaneng		✓ Provision of Cemetery		
✓ Provision of Recreational Facilities		✓ Provision of Water @ Rietpan		✓ Provision of Clinic		
✓ Fencing of Cemeteries		✓ Provision of RDP Houses @		✓ Provision of Speed Humps/Robots		
✓ Job Creation				✓ Provision of Refuse Bins		
				✓ Provision of Two Way Radios for CPFs		
				✓ Liquor Restrictions		
				✓ Cleaning Campaigns		
				✓ Agricultural Projects		

<p>Station</p> <ul style="list-style-type: none"> <li>✓ Provision of Agricultural Facilities</li> <li>✓ Fencing of Agricultural Land</li> <li>✓ Upgrading of Deep</li> <li>✓ Provision of SABC Signal</li> <li>✓ Provision of Communal Land(for Commonage)</li> <li>✓ Visible Policing</li> <li>✓ Youth Development</li> <li>✓ Upgrading of Clinic</li> <li>✓ Provision of Clinic Staff</li> <li>✓ Provision of Ambulance</li> <li>✓ Telecommunication (Telephone line @ Schools)</li> <li>✓ Spring-water project</li> <li>✓ Sandstone project</li> <li>✓ Fly-fish project</li> <li>✓ Shopping centre</li> </ul>		<p>Moeding and White City</p> <ul style="list-style-type: none"> <li>✓ Quality of VIP Toilets</li> <li>✓ Provision of Recreational Facilities @ Sefikaneng</li> <li>✓ Provision of Community Hall @ Matswakeng</li> <li>✓ Job Creation</li> <li>✓ Youth Development</li> <li>✓ Disaster Management</li> <li>✓ Telecommunication</li> <li>✓ Provision of Post Office @ Tsheseng</li> <li>✓ Agricultural Projects</li> <li>✓ Mayoral Meeting/Imbizos</li> <li>✓ Provision of Women Self Help Projects</li> <li>✓ SMME Development</li> <li>✓ Provision of 24/7 Clinic Services</li> <li>✓ Skills Training(ABET)</li> </ul>			
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Ward 26		Ward 27	Ward 28	Ward 29	Ward 30
<ul style="list-style-type: none"> <li>✓ Street paving</li> <li>✓ Electricity connection</li> <li>✓ Graveyard fencing</li> <li>✓ Steel bridges</li> <li>✓ High mast light</li> <li>✓ Close donga between Riverside and River park</li> <li>✓ Street lights</li> <li>✓ Speed humps</li> <li>✓ Sewerage system</li> <li>✓ Dumping site</li> <li>✓ Residential sites</li> <li>✓ Job creation</li> <li>✓ Drive way cements</li> <li>✓ VIP Toilets</li> <li>✓ Community Hall</li> <li>✓ Development of parks</li> <li>✓ Sports ground</li> <li>✓ Relocation of people from floodline(s)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Upgrading and Maintenance of Roads</li> <li>✓ Provision of RDP Houses</li> <li>✓ Maintenance of Electricity Network</li> <li>✓ Provision of Street Lights and High mast Lights</li> <li>✓ Provision of Water</li> <li>✓ Maintenance of Sanitation</li> <li>✓ Finishing of Toilets Structures</li> <li>✓ Provision of Schools</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provision of Electricity(High mast Lights)</li> <li>✓ Upgrading of Roads</li> <li>✓ Upgrading of Water Networks</li> <li>✓ Provision of Cemetery</li> <li>✓ Provision of Houses @Maqhekung</li> <li>✓ Provision of Sites</li> <li>✓ Job Creation</li> <li>✓ Upgrading of Sewerage System next to Bonamelo</li> <li>✓ Response of time of Infrastructure Department for blockages</li> <li>✓ Illegal Dumping</li> <li>✓ Police Visibility</li> <li>✓ Maintenance of street in Mandela Park</li> <li>✓ Repair of Steel bridges</li> </ul>	<ul style="list-style-type: none"> <li>✓ Upgrading of Roads</li> <li>✓ Provision of Houses @ Chris Hani</li> <li>✓ Provision of Electricity(High mast Lights and Street Lights) @Chris Hani</li> <li>✓ Provision of Water @Chris Hani</li> <li>✓ Provision of Parks</li> <li>✓ Provision of Community Hall</li> <li>✓ Provision of Steel bridges @ Kudumane, Mahakeng and Mokodumela</li> <li>✓ Closing of Dongers</li> <li>✓ Removal of People from Wetlands</li> </ul>	<ul style="list-style-type: none"> <li>✓ Upgrading of Community Hall</li> <li>✓ Ablution System at the Community Hall</li> <li>✓ Upgrading and Maintenance of Roads</li> <li>✓ Upgrading of Mabella Street</li> <li>✓ Upgrading of Storm water Drainage</li> <li>✓ Removal of rubble behind Caltex garage</li> <li>✓ Removal of rubble next to Shell garage</li> <li>✓ Maintenance of Water Leakages</li> <li>✓ Provision of Electricity @ Botjhabela</li> <li>✓ Provision of Electricity @ Leke next to Engen garage</li> <li>✓ Provision of 4 High mast Lights</li> <li>✓ Maintenance of Sewerage System @ Botjhabela next to Sephokong School(Spillage to the river)</li> <li>✓ Maintenance of High mast Lights behind Roman Catholic Church</li> <li>✓ Job Creation and Poverty Alleviation</li> <li>✓ Provision of Sites</li> </ul>	<ul style="list-style-type: none"> <li>✓ Upgrading of Roads</li> <li>✓ Maintenance of Water Network</li> <li>✓ Maintenance of water pipe @ Slovo Park next to shops</li> <li>✓ Provision of Electricity (House Connections)</li> <li>✓ Provision of High mast Lights @ Slovo Park section 1,2</li> <li>✓ Maintenance of High mast Light</li> <li>✓ Maintenance of Electricity Pole @ Slovo Park</li> <li>✓ Provision of Houses and finish those that are not finished</li> <li>✓ Provision of Sites</li> <li>✓ Job Creation</li> <li>✓ Provision of Schools</li> <li>✓ Provision of Clinic</li> <li>✓ Provision of Crèches</li> <li>✓ Provision of</li> </ul>



e to upgrade to ed Pages and Expanded Features					<ul style="list-style-type: none"><li>✓ Provision of Dustbins</li><li>✓ Provision of Dumping Bins @ identified areas</li><li>✓ Provision of Steel bridges@ Botjhabela</li><li>✓ Police Visibility next Caltex Garage</li></ul>	<ul style="list-style-type: none"><li>✓ Police Station</li><li>✓ Response time of Police</li><li>✓ Timeous response by the ambulance Services</li></ul>
<b>Ward 31</b> <ul style="list-style-type: none"><li>✓ 830 VIP Toilets</li><li>✓ Maintenance of Access Roads</li><li>✓ Paving of Roads</li><li>✓ 950 House Connections @ Honeyview</li><li>✓ Upgrading of Sub-Station</li><li>✓ Provision of Free Electricity</li><li>✓ Provision of Highmast Lights</li><li>✓ Provision of Electricity Vending Station</li><li>✓ Provision of Water house connections</li><li>✓ Provision of Recreational Facilities</li><li>✓ Provision of Community Hall</li><li>✓ Provision of Steel Bridges</li><li>✓ Provision of Refuse Bins @ Landfill Site</li><li>✓ Job Creation</li><li>✓ Funding of Community Projects</li><li>✓ Provision of Child Grants</li><li>✓ Paved road (Molapo)</li><li>✓ RDP Houses</li><li>✓ Bursary allocation for Councillors</li></ul>		<b>Ward 32</b> <ul style="list-style-type: none"><li>✓ Maintenance of Roads to Clinic and Cemetery</li><li>✓ Provision of Houses</li><li>✓ Provision of Sanitation(Septic Tanks)</li><li>✓ Maintenance of Roads</li><li>✓ Paving of Roads in Phahameng village</li><li>✓ Provision of Water (house connections)</li><li>✓ Provision of Electricity</li><li>✓ Provision of Highmast Lights in Mountain view, Masimomg,Tebang (next to Boitelo school), Dipolateng,Tebang Monyakeng and Old Makwane</li><li>✓ Provision of Steel bridges</li><li>✓ Provision of Sports Facilities</li><li>✓ Upgrading of Makwane Stadium</li><li>✓ Provision of main pipe for water for Masimong, Monyakeng, Dipolateng, Sekhutlong, Phahameng and Mountain View</li></ul>			<b>Ward 33</b> <ul style="list-style-type: none"><li>✓ Provision of Sanitation</li><li>✓ Provision of Roads</li><li>✓ Maintenance of Electricity</li><li>✓ Sports ground</li><li>✓ Repair of existing bridge</li><li>✓ Nthabeleng Jewelry project</li></ul>	<b>Ward 34</b> <ul style="list-style-type: none"><li>✓ Electricity Household connections(2500) Disaster Park, Snake Park and Seotlong</li><li>✓ Cell phone Tower ( Beulah farm)</li><li>✓ Sewerage system</li><li>✓ Paving of roads</li><li>✓ Multipurpose centre Hall</li><li>✓ Shopping Complex</li><li>✓ RDP Houses</li><li>✓ Police Station</li><li>✓ Extension of a Clinic Bluegumbosch</li><li>✓ Provision of Clinic(Khabisi Village)</li><li>✓ Primary school (N Section)</li><li>✓ Maintenance of Stormwater channels</li><li>✓ Upgrading of main pipes of sewer from 110-160km</li><li>✓ High mast lights (x15)</li><li>✓ VIP toilets</li><li>✓ Paved roads for Access roads(Bluegum bosch)</li><li>✓ Completion of 7 Steel Bridges</li><li>✓ Speed humps</li><li>✓ Gravelling of Seotlong area, Beulah and Jaserial Farms.</li><li>✓ Rehabilitation of quarry at Disaster Park and Phase 1</li></ul>





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			<ul style="list-style-type: none"> <li>✓ Water connections (Khabisi Village)</li> <li>✓ Vending stations be increased</li> <li>✓ Provision of transport in Bluegumbosch area</li> <li>✓ Sports field near schools</li> <li>✓ Community Hall (Khabisi Village)</li> </ul>
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# STRATEGIC PLANNING

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### 3.1. Our Vision and Developmental Objectives

**By 2020 Maluti-A-Phofung will be technologically advanced and have unlocked the indigenous entrepreneurial spirit of all of her people within an equitable, sustainable, healthy, crime-free and moral society. Based in the most beautiful part of the world, where unemployment and poverty will be unheard of and the rest of the world will discover our unique African cultural heritage.**

3.2 The municipality will strive towards the attainment of the vision through the following mission statements:

- Encouraging self-reliance
- Ensuring co-ordination and collaboration of various stakeholders in the delivering of development in an integrated and sustainable manner
- Promoting a healthy and vibrant community with high moral standards
- Unlocking the development potential of the area, particularly tourism and indigenous knowledge and mobilizing investment because of our uniqueness.
- Ensuring that everyone will be active in the economy and utilize technology to our advantage.
- Utilizing our highly skilled workforce and ensuring that literacy and numeracy levels are above average.
- Enabling all communities to have access to basic services and land.
- Ensuring a safe, healthy and secure environment,
- Caring for our disabled and aged to be independent
- Promoting gender equity and developing our youth as our future asset and
- Being an accountable government to its entire people.

ies

Following an extensive and iterative consultation processes between the elected leaders, municipal administration, communities and stakeholders the municipality has agreed to the following developmental priorities that should be achieved in the next three years. These development priorities are steeped within the overall cluster system of government.

SUSTAINABLE INFRASTRUCTURE AND SERVICES	ECONOMIC DEVELOPMENT AND JOB CREATION
Water Sanitation Electricity Waste management Roads, streets, storm-water Housing Cemeteries Telecommunication Land development	Agricultural development Tourism development Land reform Industrial development Skills development SMME development
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Health services Environmental management Education and training Parks , Sports and recreation services and library services Transport	Increased revenue base from rates and taxes Corporate governance Institutional transformation Community-based planning
PUBLIC SAFETY	
Disaster Management Safety and Security Traffic Control Emergency services	

These development priorities are embedded within the 2009 electoral mandates that enjoin municipalities to deal with the following priorities that intersect with local government:

- Speeding up economic growth and transforming the economy to create decent work and sustainable livelihoods;
- Improve the Nation's health profile and skills base and ensure universal access to basic services;

resources base and ensure universal access to basic services;  
through combating crime and corruption; and Protect the Poor

This development trajectory resonates with the pronouncement made by the President of the Republic of South Africa, Mr JG Zuma, who indicated as follows during his 2010 State of the Nation Address (SONA):

- Deliver more and better services in a caring and efficient manner;
- Hold political office bearers and public servants accountable;
- Shift resources to new priorities;
- Move from debate to effective implementation and decisive action; and
- Work in partnership with communities, labour and business to achieve shared objectives+.

The National Treasury in the Municipal Finance Management Act (MFMA) Circular Number 51, on the Municipal Budget Circular for 2010/2011 Medium Term Revenue and Expenditure Framework (MTERF) reiterates the following development priorities for municipalities and exhort the latter to do more within existing resource envelope.

- Ensuring delivery of effective services;
- Ensuring that drinking water and waste water meet the required quality standards all the time;
- Protecting the poor from the worst impacts of the economic downturn;
- Evolve performance culture where people are held accountable for their actions , accompanied by clear, measurable outcomes related to key development priorities;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation - *public employment to support service delivery, public works using lower-skilled workers and youth development, ensuring that service providers are using labour intensive approaches, supporting labour intensive LED projects, implanting an interns programmes to provide young people with on the job-training;*
- Ensuring adherence to Supply Chain Management Policy and fight corruption;
- Securing the health of municipal asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance;
- Expediting spending on capital projects that are funded by conditional grants

In addition, the municipality recognises the pronouncements in The State of Local Government in South Africa issued by the Department of Cooperative Governance and Traditional Affairs (COGTA) in 2009 that highlights persistent service delivery and governance problems afflicting municipalities. These are

- Huge service delivery and backlog challenges, e.g. housing, water and sanitation;
- Poor communication and accountability relationships with communities;
- Problems with the political and administrative interface;
- Corruption and fraud;
- Poor financial management, e.g. negative audit opinions;
- Number of (violent) service delivery protests;
- Weak civil society formations;

issues negatively affecting governance and delivery; and  
due to lack of scarce skills.

#### 4.1. Alignment of Priorities with Free State Growth Development Strategy

The Free State Growth and Development Strategy for 2005/2014 was prepared during 2005 and specific development priorities were identified for the next 9-year development cycle in the province. These priorities were set as guidelines for the Local Municipalities to identify their respective IDP priorities. In order to achieve alignment it was necessary to measure identified IDP priorities against the priorities of the Free State Growth and Development Strategy and the achieved alignment as represented below:

##### **PRIORITY 1:**

##### **Economic Development and Employment Creation**

###### Related Municipal Priorities

1. Local Economic Development
2. Land Development
3. Agricultural Development
4. Industrial Development

##### **PRIORITY 3:**

##### **Justice and Crime Prevention**

###### Related Municipal Priorities

1. Safety and Security
2. Traffic Control
3. Emergency Services

##### **PRIORITY 4:**

##### **Efficient Administration and Good Governance**

###### Related Municipal Priorities

1. Institutional Transformation
2. Environmental Management
3. Community Based Planning

##### **PRIORITY 2:**

##### **Social and Human Development**

###### Related Municipal Priorities

1. Improved Level of Health Services
2. Education & Training
3. Youth Development
4. Welfare Service Provision
5. Skills Development
6. HIV & AIDS
7. Poverty Alleviation
8. Housing
9. Water Provision
10. Sanitation Provision
11. Streets and Storm Water
12. Electricity Provision
13. Refuse Removal
14. Cemeteries
15. Telecommunication
16. Sport and Recreation

### Development Plans and National Policy Priorities

Table 3.2.2 provide a comparative account of development goals of the Province, Thabo Mofutsanyana District and MAP

MAP	Thabo Mofutsanyane District Municipality	Free State Growth and Development Strategy	Government Policy Priorities for 2010 / 2011
<u>ECONOMIC DEVELOPMENT AND JOB CREATION</u>		<u>Economic Development and Employment Creation</u>	<u>Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation</u>
<u>Social Development and Community Services</u>		<u>Social and Human Development</u>	Protecting the poor from the worst impacts of the economic downturn
<u>Sustainable infrastructure and services</u>		<u>Social and Human Development</u>	Ensuring delivery of effective services;  Ensuring that drinking water and waste water meet the required quality standards all the time;  Securing the health of municipal asset base (especially the municipality's revenue generating assets) by  increasing spending on repairs and maintenance;  Expediting spending on capital projects that are funded by conditional grants
<u>Public Safety</u>		<u>Justice and Crime Prevention</u>	
<u>Good Governance and Public Participation</u>		<u>Efficient Administration and Good Governance</u>	Ensuring adherence to Supply Chain Management Policy and fight corruption Evolve performance culture where people are held accountable for their actions , accompanied by clear, measurable outcomes related to key development priorities



## Systems Act Key Performance Indicators

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

### **Key Performance Indicator 1: Infrastructure and Service Delivery**

#### Related Municipal Priorities

1. Housing
2. Water Provision
3. Sanitation Provision
4. Streets and Storm Water
5. Electricity Provision
6. Refuse Removal

### **Key Performance Indicator 3: Institutional Transformation**

#### Related Municipal Priorities

1. Institutional Transformation

### **Key Performance Indicator 4: Democracy and Governance**

#### Related Municipal Priorities

1. Institutional Transformation
2. Community Based Planning

### **Key Performance Indicator 2 : Social and Economic Development**

#### Related Municipal Priorities

1. Improved Level of Health Services
2. Education & Training
3. Youth Development
4. Welfare Service Provision
5. Skills Development
6. Local Economic Development
7. Land Development
8. Agricultural Development
9. Industrial Development
10. Tourism Development
11. Safety and Security
12. HIV&AIDS
13. Poverty Alleviation
14. Disaster Management
15. Emergency Services
16. Traffic Control

### **Key Performance Indicator 5: Financial Management**

#### Related Municipal Priorities

1. Institutional Transformation

#### Sectoral Related Programmes

1. Financial Plan

## Local Sector Department Strategic Objectives

The legislative mandate compels Municipalities to align their activities, programmes and projects with those of the other two spheres of government. Like other municipalities, Maluti-A-Phofung municipality through Thabo Mofutsanyana District Municipality's Intergovernmental Relations Forum as required by the Intergovernmental Relations Framework Act, discusses developmental issues to synchronise planning and implementation of such issues. It is within this context that this strategic blueprint reflects the anticipated 2010/2011 sector department's programmes and projects (*please refer to the project list as provided herein that provides an account of the nature of project that varied government departments will be implementing within the municipal area during the MTREF period*).

### 5. Integrated Development Plan Targets for the revised 2010/2011 Cycle

The 2010/2011 five year strategic plan (IDP) of the Maluti-A-Phofung municipality (MAP) has been interpreted as the development instrument for service delivery. This then has been prioritized as the most influential tool that will change the life of the residents around MAP jurisdictional area. Given its significance to development, it has to be re-engineered to the areas where the flaws were identified and be improved to be more credible in nature. For this purpose, targets had to be designed as the core component of the new five year plan and subsequent revised editions. Maluti-A-Phofung municipality has opted to include these targets to the new cycle of the IDP in order to measure performance.

The development objectives have been designed from the indicated issues/needs identified and represent the possible future scenario, over five years, of that issue. After understanding the present situation and setting targets for the future, the municipality has to consider on how to reach those targets. This was done through the development of appropriate strategies and was directly linked to a specific issue and objective. It should however be noted that the underneath targets were holistically drawn in covering the eleven identified clustered developmental issues and not on the individual objectives *per se*.

#### 5.1. Focus for 2010 / 2011

The municipal IDP Steering Committee and other related established institutional arrangements have interrogated and teased out challenges and opportunities obtained within municipal area during 2010 / 2011 and beyond, therefore decided on the following priorities that should inform and impact on the municipality's performance and budget in the coming year. These priorities are:

- ❖ **Sustainable infrastructure and services** . water, sanitation, electricity, waste management, roads, streets, storm-water, housing, cemeteries, telecommunication, and development
- ❖ **Social Development and Community Services** - Health services, Environmental management, Education and training, Parks , Sports and recreation services and library services and Transport
- ❖ **Economic Development and Job Creation** - Agricultural development, Tourism development, Land reform, Industrial development, Skills development, SMME development

safety and Security, Traffic Control and Emergency services

5.1. **Good Governance and Public Participation** - Increased revenue base from rates and taxes, Corporate governance, Institutional transformation and Community-based planning

## 5.2. Measuring Strategic Performance

MAP has developed a performance management system to ensure that the IDP is achieved. A detailed account of the said PMS is contained in Chapter 8 on PMS for MAP. Correspondingly, the developed Service Delivery and Budget Implementation Plan (SDBIP) for 2010 /2011 will be used in pursuing development priorities and objectives.

The primary objectives, indicators, baseline, target and measurement source for each development priority have been developed as part of the IDP process and are included in the sections on development programmes and service plans.

A strategic scorecard for the municipality has been developed that will enable the measurement and evaluation of strategic progress. A tabular account of the strategic scorecard is given below

### Organisational Strategic Scorecard: Maluti-A-Phofung Local Municipality

**Financial Perspective:** covers the financial objectives of an organisation and are our customers/stakeholders receiving the service at a good price?

Strategy					
Objective Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
CG6	Properly manage and control finances of Municipality	Debt coverage ratio	>1		CFO
		Outstanding service debtors to revenue ratio	56 days		CFO
		Cost coverage ratio	>1		CFO
		Liquidity ratio	>1		CFO
		Solvency ratio	>1		CFO

**Customer/Service Delivery Perspective:** covers the customer objectives such as customer satisfaction and to measure the quality of the organisations outputs. Are our stakeholders getting the service they want?

Strategy					
Objective Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
LED7	To strengthen institutional capacity of SMMEs and increase the number of viable emerging businesses	No of SMME's supported during the financial year			Dir LED
LED8	To eradicate poverty	The number of jobs created through municipality's local economic development initiatives including capital projects			DComm

Strategy					
Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
		Prepare a Human Development Strategy for approval by Council	30 Jun 10		DComm
		% households earning less than R 1 100/month			DComm
LED9	To protect and secure the environment	Develop strategic environmental management plan	30 Jun 10		Dir LED
HIV1	To reduce the spreading of HIV/AIDS	Reported cases of HIV/Aids in the municipal area.			DComm
MI1	To ensure proper access to communities	% households with access to all-weather road within 500 m			Dir Inf
MI2	To improve electricity distribution within the municipal area	Distribution loss (%) (Units (Kw) of electricity bought from Electricity & ESKOM/ Units (Kw) of electricity used)			Dir Inf
		The percentage of households with access to basic level of electricity			Dir Inf
MI3	To ensure the proper and safe utilisation of electricity by communities	No of fatal accidents due to unsafe utilisation of electricity			Dir Inf
MI7	To provide a basic level of sanitation to all the residents of MAP	% of households with access to basic level of sanitation			Dir Inf
MI8	To manage the sewerage network more effectively	% of households with access to basic level of sanitation			Dir Inf
MI9	To ensure that residents have access to potable water	% of households with access to basic level of water			Dir Inf
WM1	To improve waste removal service and management of landfill sites	% of households with access to basic level of solid waste removal			DComm
WM2	To reduce illegal dumping	No of cases of illegal dumping reported			DComm
EDU3	To ensure that the community have easy access to relevant information	Library collection updated annually			DComm
HL1	To facilitate acceleration of housing delivery	No of new houses built for homeless people	1500		DHSD
HL2	To ensure that all houses are build on properly serviced sites	No of serviced sites available for the building of houses			DHSD
HL3	To eradicate all informal settlements	No of informal settlements eradicated			DHSD
HL6	To provide residential erven around Logistic Hub Development	No of residential erven provided around Logistic HUB Development			DHSD
HL8	To convert non- residential buildings to residential use	No of hostels converted to family units			DHSD
HL9	To embark on consumer education	No of awareness campaigns conducted on land rights, subsidies and eviction policies			DHSD

Strategy					
Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
HL10	To secure tenure rights for all in MAP	No of people who do not have tenure rights			DHSD
		No of people gaining tenure rights			DHSD
HL11	To facilitate access to subsistence and commercial farming	No of people leasing camps and town lands			Dir LED
HL12	To manage and improve conditions in commonages and town lands	No of people supported on commonages and town lands			Dir LED
HL13	To prevent soil erosion and degradation	Rehabilitation plan developed and implemented by 30 Jun 2010			Dir LED
AT1	To facilitate the accessibility of public transport in all areas in MAP including farming communities	Transport plan developed and implemented by 30 Jun 2010			DPST
AT2	To ensure the safety of all the persons to have access to public buildings	No of municipal buildings accessible to disabled people			DPST
AT3	To create a safe and secure environment for all road users	No of vehicles impounded for being not roadworthy			DPST
		No of stray animals impounded which were a safety risk to road users			DPST
AT5	To protect the existing road infrastructure	No of vehicles fined for being overloaded			DPST
SSE1	To ensure control of livestock in all areas	No of new pounds established			DPST
		No of existing pounds upgraded			DPST
SSE2	To ensure that there will be a decrease in existing crime	% decrease in crime directly attributed to the municipality's efforts			DPST
SSE3	To improve disaster management capacity at the local municipality	Disaster management plan reviewed and implemented by 30 Jun 2010			DPST
		No of awareness campaigns conducted			DPST
SSE4	To improve response-time and efficiency of the Emergency Services	Ave time taken to respond to an emergency			DPST
SSE5	Increase awareness around public safety	R value expenditure on awareness campaigns on public safety issues			DPST
SSE6	Increase environmental awareness, through educating communities about environmental issues, and how to preserve the environment	R value expenditure on awareness campaigns conducted on environmental awareness			Dir LED
SD1	To render social work services	No of people making use of the social services provided by the municipality			DComm
SD2	To raise awareness with the community on social problems occurring and services	R value expenditure on awareness campaigns on relevant social problems			DComm

Strategy					
Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
	offered in the community				
SD3	Reduce the spreading of HIV/AIDS through the Local Aids Council.	R value expenditure on awareness campaigns on HIV/Aids			DComm
SD4	To develop support network to the physically challenged people	No of disability forum members trained			DComm
SD5	Develop support services to the elderly people	No of day care centres established for the aged			DComm
SD6	Develop support services to reduce domestic violence, rape, family abuse, violence against women and child abuse	No of support centres established for victims of domestic violence			DComm
SD7	To ensure accessibility of Social Welfare Services	Satellite welfare services established in Ward 30 by 30 Jun 2010			DComm
SD8	Development of support networks to reduce substance abuse	Mini Drug disaster plan implemented by 30 Jun 2010			DComm
CG11	To establish a local youth unit that will promote youth development in creating a vision for the future.	No of promotion events conducted through schools, churches and other community organisations			DComm
SAC1	To increase access to sport and recreation facilities for all communities	R value expenditure on the development and upgrading of sport and recreation facilities			DSAC
SAC2	To introduce new sporting codes	No of new sporting codes introduced			DSAC
SAC3	To provide new sports equipments	R value expenditure on the provision of new sporting equipment			DSAC
SAC4	To promote arts and culture in MAP	No of arts and crafts centres developed			DSAC
SAC5	To maintain sport and recreation facilities	Expenditure on the maintenance of sport and recreation facilities			DSAC
SAC6	To provide and maintain cemeteries	No of new cemeteries developed			DHSD
		Expenditure on the maintenance of Cemeteries			DHSD
SAC7	To upgrade and maintain the developed and un-developed sports facilities and grounds/erven in MAP	Expenditure on the maintenance of developed and undeveloped public open spaces			DSAC
SAC9	To control and eradicate alien plants and vegetation	No awareness sessions held on alien plants and vegetation			Dir LED
SAC10	To beautify the urban areas and access roads	Expenditure on running the Cleanest Campaign in Villages and Wards			DComm
DP1	To improve access to properties	Review SDF by Jun 2010			DHSD
DP2	To ensure a generally attractive housing	No of building control measures enforced during			DHSD



Strategy					
Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
	stock	the financial year			
DP3	To eradicate of informal settlements	No of informal settlements eradicated			DHSD

**Internal Business Processes:** What are the organizational structures and processes required to meet customer/stakeholder expectations

Strategy					
Objective Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
MI4	To manage the restructuring of electricity distribution effectively.	?????			Dir Inf
MI5	To improve the maintenance of council facilities	% spending on maintenance of council buildings against budget			Dir Inf
MI6	To maintain council equipment and fleet in a good working condition	% spending on maintenance of vehicles and equipment against budget			Dir Inf
MI10	To account and manage water distribution	% distribution loss			Dir Inf
HL4	To develop local human settlement development plan	Human settlement development plan implemented by 30 Jun 2010			DHSD
HL7	To maintain and upgrade municipal properties	Expenditure on the refurbishment of municipal property			DHSD
AT4	To improve the payment of traffic fines	% increase in the payment of traffic fines			DPST
CG3	To ensure effective client services	No of complaints received by the help desk			Dir Corp
		Ave time taken to respond to customer complaints received by the help desk			Dir Corp
CG4	To ensure an accountable and performance driven local government	Develop and Implement Performance Management System (MSA Sec 38 & 39)	100% complete		COO
		Annual report in terms of s 121 of the MFMA for 2008/09 tabled in the Council	31 Jan 10		COO
		Mid-year budget and performance report submitted to the Executive Mayor (MFMA Sec 72(1)(b))	25 Jan 10		COO
		Annual performance report submitted to AG	31 Aug 10		COO
		Monitor projects undertaken by the municipality by setting performance indicators	30 Jun 10		COO



Strategy					
Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
		for each projects (MPPR Sec 9(2)(b))			
CG5	To ensure an effective administration and legal service	No of legal action taken against council			Dir Corp
		No of legal action cases successfully defended			
CG7	Establish a proper accounting system	% decrease in the municipality's debt			CFO
CG8	To properly manage assets and investments of council	Asset register compiled and updated	30 Jun 10		CFO
		% decrease in insurance claims	10%		CFO
CG10	To manage payment of salaries	No of complaints received from employees regarding salary payments			CFO

**Learning and Growth Perspective:** What is the organization doing to continuously improve in order to meet stakeholder expectations?

Strategy					
Objective Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
LED1	To draw new investment to the area	Total value of new investments drawn to the municipal area			Dir LED
LED2	To expand the agricultural sector in the region	No of emerging and small scale farmers supported by the municipality			Dir LED
LED3	To expand the tourism sector in the region	No of new tourism products developed			Dir LED
		No of new tourism infrastructure developed			Dir LED
		No of new tourism services offered			Dir LED
LED4	To expand the science and technology sector in the region	Expenditure on the expanding of the science and technology sector			Dir LED
LED5	To expand the mining and mineral beneficiation sector in the region	No of viable sandstone mining projects established			Dir LED
		No of viable clay products established			Dir LED
		No of viable quarrying projects established			Dir LED
LED6	To expand the manufacturing sector	No of manufacturing products expanded			Dir LED
EDU1	To Improve people's life skills	No of people attending life skills programmes			DComm
EDU2	To contribute towards the improvement of education	No of people attending education awareness campaigns			DComm
EDU3	To improve access to libraries	% increase in library users	10%		DComm
CG1	To establish and maintain a well qualified and competent personnel	Ensure compliance with Employment Equity legislation	100% compliance		Dir Corp

Strategy					
Nr	Objectives	Measures	Targets	Actual Performance	Sponsor
	function/service	Ensure the training of employees in terms of approved WSP (R571 of 22 June 2001)	No of employees trained		Dir Corp
		Ensure compliance with skills development legislation and implementation of LGSETA requirements	100% compliance		Dir Corp
		Disciplinary actions to be completed within 90 days	100%		Dir Corp
		The number of people from employment equity target groups employed in the three highest levels of management in compliance with the Municipality's approved employment equity plan	95%		Dir Corp
		The percentage of a Municipality's budget actually spent on implementing its workplace skills plan	1%		Dir Corp
		Ensure the implementation of the Health and Safety Legislation	4		Dir Corp
CG2	To build inter- governmental partnerships between civil society, business community and to encourage responsible citizenship	No of ward committee meetings conducted per ward	11		MM

## LOCAL ECONOMIC DEVELOPMENT:

*To increase the Average Annual Economic Growth Rate from 1.1% to 3%.*

<b>Objective 1</b> To draw new investment to the area	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Develop Investment/Development policy.</li> <li>2. Create incentives for new investments and new entrants to the economy.</li> <li>3. Market area to investors.</li> <li>4. Review the LED Strategy.</li> <li>5. Facilitate the establishment of Development Agency/Investment Agency.</li> </ol>
<b>Objective</b> To expand the agricultural sector in the region	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Explore the possibility of diverse agricultural products and agro-processing industries.</li> <li>2. Establish and support emerging farmers and small-scale farmers.</li> </ol>
<b>Objective 3</b> To expand the tourism sector in the region	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Review tourism sector plan.</li> <li>2. Develop a range of tourism products, services and infrastructure required to expand tourism industry.</li> <li>3. Market MAP as a tourist destination.</li> <li>4. Promote the creation of artifacts.</li> <li>5. Facelift tourism infrastructure.</li> </ol>
<b>Objective 4</b> To expand the mining and mineral beneficiation sector in the region	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Facilitate the legalisation of mining activities.</li> <li>2. Conduct research for the possibility of the availability of other minerals in the municipality.</li> </ol>
<b>Objective 5</b> To expand the manufacturing sector	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Encourage and expand existing manufacturing products eg. furniture and coffin production.</li> <li>2. Establish the bead work and hand craft project (youth).</li> </ol>

To strengthen institutional capacity of SMMEs and increase the number of viable emerging businesses	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Encourage the Previously Disadvantaged Individual<del>s</del> businesses to develop and expand.</li> <li>2. Increase access to start-up capital and business financing.</li> <li>3. Introduce SMMEs to new business opportunities.</li> <li>4. Develop support network for SMMEs.</li> <li>5. Promote buying locally.</li> <li>6. Develop and maintain facilities that accommodate SMME<del>s</del>.</li> <li>7. Improve the level of skills of SMMEs.</li> </ol>
<b>Objective 7</b>  To eradicate poverty	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Identify and support poverty alleviation projects.</li> <li>2. Initiate and support food security projects.</li> </ol>
<b>Objective 8</b>  To identify and develop new and existing environmental conservation areas or reserves	<b>Strategies</b> <ul style="list-style-type: none"> <li>○ Identify environmental sensitive areas to be conserved.</li> <li>○ Develop the identified conservation areas with community participation to be tourism oriented e.g. horse riding, fishing, hiking etc.</li> <li>○ Promote greening (green belts) in all town areas to ensure effective urban greening by means of tree planting, landscaping to be maintained as open spaces in future.</li> <li>○ Identify and develop heritage resources in MAP</li> </ul>
<b>Objective 9</b>  To manage negative impacts of development activities	<b>Strategies</b> <ul style="list-style-type: none"> <li>○ EIA<del>s</del> applied in all listed development activities</li> <li>○ Monitor environmental risks in high risks areas</li> </ul>
<b>Objective 10</b>  To promote compliance to environmental legislation, policies and by-laws.	<b>Strategies</b> <ul style="list-style-type: none"> <li>○ Legislation around landfills being complied with throughout Maluti-A-Phofung.</li> <li>○ Development of Environmental Management by-laws</li> </ul>
<b>Objective 11</b>  To ensure that pollution (air, water, and soil) are minimised to acceptable national standards in order to preserve the environment and natural resources.	<b>Strategies</b> <ul style="list-style-type: none"> <li>○ Identify and implement measures to reduce existing air, water, soil and noise pollution incidents</li> <li>○ Engage into discussions with the industries to reduce pollution incidents</li> <li>○ Monitor the levels of pollution as agreed with the industries</li> </ul>
<b>Objective 12</b>  To increase awareness, through educating	<b>Strategies</b> <ul style="list-style-type: none"> <li>○ Engage ward committees to highlight waste dumping and littering issues to the communities</li> </ul>

- Encourage alien plants and vegetation removal
- Support clean-up campaigns
- Create and support environmental conservancies
- Support celebration of environmental calendar days e.g. WED/ WWD etc)
- Organize environmental management workshops for community leaders

## HIV & AIDS:

*To reduce the 27% rate of the pandemic prevalence around MAP by 2% annually.*

### Objective 1

To reduce the spreading of HIV/AIDS

### Strategies

1. Manage HIV/AIDS programmes in municipality through local AIDS Council namely (Orphans and vulnerable children Task Team  
Information, Education and communication Task Team  
Care and support for people living of Aids ( Support & Care ) Task Team)

## MUNICIPAL INFRASTRUCTURE:

*Within 5 years, 90% of infrastructure will be provided to the formalized rural areas*

### Objective 1

To ensure proper access to communities

### Strategies

1. Development of a pavement management system and construct new roads and bridges.
2. Construction and maintenance of stormwater channels.
3. Maintenance and upgrading of existing road networks.

To improve electricity distribution within the municipal area	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Implement a system of integrated planning for electricity distribution.</li> <li>2. Maintenance of existing electricity infrastructure.</li> <li>3. Upgrade and expand electrical network reticulation.</li> <li>4. Provide and maintain public lighting.</li> <li>5. Improve customer care service.</li> <li>6. Properly account for electrical consumption.</li> <li>7. Implement free basic electricity.</li> <li>8. Electricity Revenue Management</li> </ol>
<p><b>Objective 3</b></p> <p>To ensure the proper and safe utilisation of electricity by communities.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Ensure the proper and safe utilisation of electricity by communities.</li> </ol>
<p><b>Objective 4</b></p> <p>To manage the restructuring of electricity distribution effectively.</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Compile reports to be ready for restructuring.</li> </ol>
<p><b>Objective 5</b></p> <p>To improve the maintenance of council facilities</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Maintain and upgrade Municipal facilities.</li> <li>2. Improve access to public buildings to enable the physical challenged to participate actively in society.</li> </ol>
<p><b>Objective 6</b></p> <p>To maintain council equipment and fleet in a good working condition</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Fleet management system for MAP.</li> <li>2. Implement and monitor the Maintenance Plan.</li> </ol>
<p><b>Objective 7</b></p> <p>To provide a basic level of sanitation to all the residents of MAP</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Improved planning and management of sewer network.</li> <li>2. Upgrade of sanitation bulk network.</li> <li>3. Install and upgrade sanitation reticulation network with specific focus to rural.</li> <li>4. Implement free basic sanitation.</li> </ol>
<p><b>Objective 9</b></p> <p>To ensure that residents have access to potable water</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Integrated planning for water distribution.</li> <li>2. Implementation of water network maintenance programme.</li> <li>3. Expand and upgrade bulk water network.</li> <li>4. Installation of household water connections with specific focus on rural.</li> <li>5. Implement free basic water.</li> </ol>

To account and manage water distribution

#### Strategies

1. Installation of metered household connections.
2. Increase awareness of proper water utilisation and access to free basic service.

## WASTE MANAGEMENT:

**2022** *Reduce waste generation and disposal by 35% and 15% respectively by 2012 and to develop a plan of zero waste by*

<b>Objective 1</b>  To improve waste removal service and management of landfill sites	<b>Strategies</b>  <ol style="list-style-type: none"> <li>1. Implement a programme for the disposal of domestic waste and commercial services to industrial and business customers.</li> <li>2. Update and maintain waste collection equipment.</li> <li>3. Develop a plan to extend services to rural areas.</li> <li>4. Manage contract with service providers operating Landfill Sites.</li> </ol>
<b>Objective 2</b>  To reduce illegal dumping	<b>Strategies</b>  <ol style="list-style-type: none"> <li>1. Provision of refuse bins, mounted refuse bins at public places, skips and %o illegal dumping signs+</li> <li>2. Implementation of cleanest ward competition.</li> <li>3. Awareness campaigns and educational programmes for communities.</li> <li>4. Greening of the area in partnership with parks.</li> <li>5. Develop an Integrated Waste Management Policy plan.</li> <li>6. Develop waste management and illegal dumping by-laws.</li> </ol>



## EDUCATION, SKILLS & INFORMATION SUPPORT:

*By 2012, MAP will have achieved 40% of the community who are registered members in the field of library utilization.*

<b>Objective 1</b> To Improve people's life skills	<b>Strategies</b> 1. Presentation of life skills programmes through exhibitions and presentations (Food gardening and Sewing).
<b>Objective 2</b>  To contribute towards the improvement of education	<b>Strategies</b>  1. Awareness campaigns on educational collection in the Libraries. 2. Awareness campaigns on Adult Basic Education and Training. 3. School visits for user education & career guidance. 4. Provide educational institutes with magazines for anticipated needs of learners, students and researchers. 5. Presentation of Basic Computer Literacy.
<b>Objective 3</b>  To improve access to libraries	<b>Strategies</b>  1. Conduct awareness campaigns to the entire community on library services.
<b>Objective 4</b>  To ensure that the community have easy access to relevant information and improving the functioning of Libraries.	<b>Strategies</b>  1. Update library collection according to the needs of the community.

## HOUSING AND LAND:

*To provide, within 5 years, 7 500 houses equivalent to the National Housing standards*

<b>Objective 1</b> To facilitate acceleration of housing delivery	<b>Strategies</b> 1. Identification of beneficiaries. 2. Provision of land.
<b>Objective 2</b>  To ensure that all houses are build on properly serviced sites	<b>Strategies</b>  1. Township establishment and provision sites. 2. Addressing the imbalances and dysfunctionalities in human settlement

	patterns.
To eradicate all informal settlements	<b>Strategies</b> 1. Provide bulk services infrastructure to existing sites. 2. Relocate informal dwellers to properly planned areas. 3. Application of guidelines on unlawfully occupied land.
<b>Objective 4</b> To develop and review the local human settlement development plan	<b>Strategies</b> 1. Prioritize housing development. 2. Review of human settlement plan
<b>Objective 5</b> To promote a rental housing stock	<b>Strategies</b> 1. Promotion of integrated communities in MAP.
<b>Objective 6</b> To provide residential erven around Logistic Hub Development	<b>Strategies</b> 1. Township establishment in the area. 2. Opening township register. 3. Selling of stands.
<b>Objective 7</b> To maintain and upgrade municipal properties	<b>Strategies</b> 1. Refurbishment of existing municipal property in MAP.
<b>Objective 8</b> To convert non- residential buildings to residential use.	<b>Strategies</b> 1. Conversion of hostels to family units in Intabazwe.
<b>Objective 9</b> To embark on consumer education on Housing policy / National Housing Code/Impoundment policy.	<b>Strategies</b> 1. Empowering consumers to understand their rights, different types of subsidies and eviction policies.
<b>Objective 10</b> To secure tenure rights for all in MAP	<b>Strategies</b> 1. Maximization of discount benefit scheme. 2. Formalisation of rural Qwa-Qwa.
<b>Objective 11</b> To facilitate access to subsistence and commercial farming	<b>Strategies</b> 1. Leasing camps and townlands. 2. Applying policy on rental and leasing of townlands.

To manage and improve conditions in commonages and town lands	<b>Strategies</b> 1. Provide support services
<b>Objective 13</b> To prevent soil erosion and degradation	<b>Strategies</b> 1. Development of rehabilitation plan.

## ACCESSIBILITY AND TRANSPORT:

*To improve the availability and accessibility of public transport through RECAP process in all areas within MAP including farming communities and the other special groups in 2011.*

<b>Objective 1</b> To facilitate the accessibility of public transport in all areas in MAP including farming communities	<b>Strategies</b> 1. Develop a transport plan that will focus on access to public transport services by various communities. 2. Establish facilities that will enhance access to public transport.
<b>Objective 2</b> To ensure the safety of all the persons to have access to public buildings	<b>Strategies</b> 1. Improve safety to public buildings. 2. Cater for people with disability to have access to Municipal building.
<b>Objective 3</b> To create a safe and secure environment for all road users	<b>Strategies</b> 1. Improve roadworthiness of all vehicles 2. Manage stray animals.
<b>Objective 4</b> To improve the payment of traffic fines	<b>Strategies</b> 1. Embark on regular awareness campaigns 2. Install parking meters 3. Transfer and proper control of fines paid from Justices Department to MAP
<b>Objective 5</b> To protect the existing road infrastructure	<b>Strategies</b> 1. Establishment weighbridges subject to transfer registration and licensing of vehicles. 2. Enforce traffic regulations 3. Facilitate the development of Truck Stop to protect road infrastructure in Harrismith.

## SAFE AND SECURE ENVIRONMENT:

*To reduce the crime rate by at least 7% annually as per Fee State Growth and Development Strategy's percentage.*

<b>Objective 1</b>  To ensure control of livestock in all areas	<b>Strategies</b>  1. Establishment and upgrading of pounds. 2. Awareness Campaigns
<b>Objective 2</b>  To ensure that there will be a decrease in existing crime	<b>Strategies</b>  1. Implementation of local economic development programmes to reduce high levels of crime and unemployment. 2. Facilitate installation of streetlights and high masts in dark and remote areas. 4. Encourage the community to fight crime 5. Install close-circuit TV in CBDs. 6. Resuscitate community policing forum.
<b>Objective 3</b>  To improve disaster management capacity at the municipality	<b>Strategies</b>  1. Review and implement a disaster management plan. 2. Training of Personnel and future Volunteers on the disaster management. 3. Establishment fire protection associations. 4. Awareness campaigns for communities on disaster management.
<b>Objective 4</b>  Increase awareness around public safety	<b>Strategies</b>  1. Educate the community on public safety issues. 2. Ensure that all buildings and businesses meet with the required fire safety standards.
<b>Objective 5</b>  To improve response-time and efficiency of the Emergency Services	<b>Strategies</b>  1. Accreditation of fire training centre. 1. Upgrading of fire training centre. 2. Establishment of fire brigade sub-station. 3. Increase of resources. 4. Provide protective clothing for firefighters. 5. Training of staff and volunteers on basic fire fighting. 6. Well established and quick responding emergency services. 7. Communication radios for vehicles and personnel.

	8. Improvement of road conditions of strategic and priority roads to enable emergency services to access the areas. 9. Establishment of centralized communication centre.
<b>Objective 6</b>  Increase environmental awareness, through educating communities about environmental issues, and how to preserve the environment	<b>Strategies</b>  1. Educate the community on environmental issues and how to preserve the environment. @R 200.000

## SOCIAL DEVELOPMENT:

*To facilitate Intergovernmental Relations in enhancing community development to all levels of social activities by 2012*

<b>Objective 1</b>  To facilitate provision of social security services	<b>Strategies</b>  1. Provide counseling and rehabilitation services for orphaned children and families 2. Facilitate the provision of social grants available for children. 3. Facilitate provision of social security service.
<b>Objective 2</b>  To raise awareness with the community on social problems occurring and services offered in the community	<b>Strategies</b>  1. Awareness campaigns on relevant social problems. 2. Raise awareness on services rendered. 3. Participate in national events and life skills programmes. 4. Hold of Public Participation Meetings.
<b>Objective 3</b>  1. Reduce the spreading of HIV/AIDS through the Local Aids Council. 2. Development of support networks to people living with HIV/AIDS (home based care) 3. Development of support <i>networks to provide</i> HIV/AIDS Information, Education and Communication services. 4. Development of support network to orphans and other children made vulnerable by vulnerable by HIV/AIDS (OVC)	<b>Strategies</b>  1. Establish the Local Aids Council Task Teams and HIV/AIDS service providers Forum. 2. Coordinate, monitor and support the Task Teams. 3. Meet with relevant stakeholders to ensure that services targeted at people living with HIV/AIDS are well coordinated. 4. Implement awareness campaigns on HIV/AIDS. 5. Meet with relevant stakeholders to ensure that services targeted at orphans are well coordinated.

To develop support network to people living with disability	<b>Strategies</b> 1. Provide training for the Disability Forum. 2. Implement the Disability Framework and guidelines.
<b>Objective 5</b>  Develop support services to the elderly people	<b>Strategies</b> 1. Facilitate establishment of day care centres for the aged. 2. Provide training of luncheon clubs committees.
<b>Objective 6</b>  Develop crime prevention and victim empowerment programme	<b>Strategies</b> 1. Participate in the sixteen(16) days of no violence against women and children campaign 2. Render awareness on support services.
<b>Objective 7</b>  To ensure accessibility of Social Welfare Services	<b>Strategies</b> 1. Establishment of satellite welfare services in ward 30
<b>Objective 8</b>  Development of support networks to reduce substance abuse	<b>Strategies</b> 1. Implement the <i>mini</i> Drug Master Plan

## **CORPORATIVE GOVERNANCE:**

*To reduce the existing 50% of illiteracy level amongst employees by 2009/10.*

<b>Objective 1</b>  To establish and maintain a well qualified and competent personnel function/service	<b>Strategies</b> 1. Ensure the disciplinary actions and grievances followed. 2. Manage the recruitment of new personnel. 3. Implement the Employment Equity Plan. 4. Train personnel according to the Skills Development Plan. 5. Manage and administer leave system. 6. Establish a properly functioning Personnel Administration. 7. Implement the new organisational structure. 8. Ensure the essential service agreements are in place. 9. Establish an employee wellness program. 10. Manage local labour forum as per organisational rights agreement. 11. Implement the disciplinary policy and grievance procedure.
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To build inter- governmental partnerships between civil society, business community and to encourage responsible citizenship	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Improve communication and collaboration between MAP and Community.</li> <li>2. Improve communication and collaboration between other spheres of government.</li> </ol>
<b>Objective 3</b> To ensure effective client services	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Help desk operational to address client satisfaction.</li> </ol>
<b>Objective 4</b> To ensure an accountable and performance driven local government	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Implement the Employee Performance Management System of Municipality.</li> </ol>
<b>Objective 5</b> To ensure an effective administration and legal service	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Properly manage all contracts of the municipality (due diligence).</li> <li>2. Compile agendas, and minutes for all Councils Committees and sub-committees</li> <li>3. Support the political offices by rendering auxiliary services</li> <li>4. Implement a new electronic filing system.</li> <li>5. Establish and Development of Legal Library as well as legal precedents</li> <li>6. Implement the legal services charter for the municipality</li> <li>7. Advice the Municipal Manager, Executive Mayor and all Directorates.</li> <li>8. Defend claims instituted against the municipality</li> <li>9. Liaise with other stakeholders</li> </ol>
<b>Objective 6</b> Properly manage and control finances of Municipality	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Well functioning department.</li> <li>2. Maintaining a good financial system.</li> </ol>
<b>Objective 7</b> Establish a proper accounting system	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Establish an internal audit system.</li> <li>2. Proper credit control.</li> <li>3. Invoice customers for services rendered.</li> <li>4. Increase collection of rates and write off uncollectible debts.</li> <li>5. Review and implementation of indigent policy.</li> <li>6. Review of valuation roll for Municipality.</li> </ol>
<b>Objective 8</b> To properly manage assets and investments of	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Compile and update asset register.</li> </ol>



		2. Insure assets of Municipality. 3. Manage insurance claims.
<b>Objective 9</b>		<b>Strategies</b>
Proper and well maintained IT system		1. Develop IT strategy for Municipality. 2. Implementation of IT strategy.
<b>Objective 10</b>		<b>Strategies</b>
To expand the science and technology sector in the region		1. Develop a science and technology park utilizing the highly educated workforce of QQ. 2. Develop and expand the IT sector in MAP. 3. Develop and expand the telecommunication network in Maluti-A-Phofung.
<b>Objective 11</b>		<b>Strategies</b>
To establish a local youth unit that will promote youth development in creating a vision for the future.		1. Promote youth programmes through schools, churches and other community organisations and to assist in the upliftment of the youth. 2. Develop and promote Youth entrepreneurs programmers 3. Ensure full assistance from the Government Departments for funds allocated for youth programmes. 4. Conduct ongoing workshops and awareness campaigns including the distribution of youth programme pamphlets etc. 5. Revive the youth instinct to survive and be productive with a clear vision for the future. 6. Conduct continuous HIV education and programmes with the youth. 7. Recreational activities and facilities must be created for the youth to channel energies. 8. Establish a youth unit for the entire area including youth committees in all towns. 9. Utilise cultural center to provide alternative educational programmes. 10. Link up with national and provincial youth commissions to assist in acquiring funds and providing support for youth programmes. 11. Promote gender programmes 12. Link up with national and provincial gender commissions for supporting gender programmes

## SPORTS, ARTS AND CULTURE:

*To create social cohesion, build a healthy, active, focused and culturally aware society.*

<b>Objective 1</b> To increase access to sport and recreation facilities for all communities	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Involve the community to the development of new facilities</li> <li>2. Develop and upgrade the sporting facilities</li> <li>3. Improve accessibility to sport and recreation facilities.</li> <li>4. Improve access to sport and recreation facilities for the physically challenged.</li> </ol>
<b>Objective 2</b> To introduce new sporting codes	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Identify the need for different sporting codes</li> <li>2. Introduce training clinics for different sport codes for children, youth and adults.</li> <li>3. Organise tournaments and competitions to encourage people to participate in competitive sport.</li> </ol>
<b>Objective 3</b> To provide new sports equipments	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Provision and maintenance of equipments</li> </ol>
<b>Objective 4</b> To promote arts and culture in MAP	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Encourage the development of local arts and craft products.</li> <li>2. Promote performing arts in the region.</li> <li>3. Development of arts &amp; culture centres.</li> </ol>
<b>Objective 5</b> To maintain sport and recreation facilities	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Develop and implement a maintenance programme for all sport and recreation facilities.</li> </ol>
<b>Objective 6</b> To provide and maintain cemeteries	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Developing of strategic located cemeteries in rural Qwa Qwa.</li> <li>2. Maintenance of existing cemeteries.</li> <li>3. Conduct Audit for rural Cemeteries</li> <li>4. Fencing of all cemeteries</li> </ol>
<b>Objective 7</b> To upgrade and maintain the developed and un-developed sports facilities and grounds/ erven in MAP	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Maintenance and development of developed and undeveloped public open spaces.</li> <li>2. Upgrading of all sports facilities in Maluti-A-Phofung.</li> </ol>

	<b>Strategies</b>
To control and eradicate alien plants and vegetation	<ol style="list-style-type: none"> <li>1. Raise awareness on alien plants and vegetation and encourage to remove them.</li> <li>2. Conduct volunteer training programme on alien plants and vegetation.</li> </ol>
<b>Objective 10</b>	<b>Strategies</b>
To beautify the urban areas and access roads	<ol style="list-style-type: none"> <li>1. Initiate beautification projects with the community.</li> <li>2. Run Awareness Programme.</li> <li>3. Run cleanest Campaign in Villages and Wards.</li> <li>4. Run cleanest garden in all Wards.</li> </ol>

## DEVELOPMENT & PLANNING:

*Within 5 years, 30% of MAP rural areas will be formalized areas to contribute to the improved service delivery and economic viability of the municipality*

<b>Objective 1</b> To improve access to properties	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Transfer land to existing owners.</li> <li>2. Develop new business sites in newly developed areas.</li> <li>3. Plan, survey and transfer land.(Planning &amp; Survey)</li> <li>4. Planning and survey of rural areas</li> <li>5. Establish new township</li> <li>6. Inspect housing projects</li> <li>7. Enforce and update Land Use Management Scheme</li> <li>8. Implement building control regulations</li> <li>9. Control outdoor advertisement</li> <li>10. Review Spatial Development Framework during the IDP Review Process</li> </ol>
<b>Objective 2</b> To ensure a generally attractive housing stock	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Implement building control measures.</li> <li>2. Move away from standardized plans being implemented.</li> </ol>
<b>Objective 3</b> To eradicate of informal settlements	<b>Strategies</b> <ol style="list-style-type: none"> <li>1. Identify land for residential development.</li> <li>2. Township establishment on identified land</li> <li>3. Embark on awareness campaign.</li> </ol>

To promote arts and culture in MAP	<b>Strategies</b> 4. Encourage the development of local arts and craft products. 5. Promote performing arts in the region. 6. Development of arts & culture centres.
<b>Objective 5</b> To maintain sport and recreation facilities	<b>Strategies</b> 1. Develop and implement a maintenance programme for all sport and recreation facilities.
<b>Objective 6</b> To provide and maintain cemeteries	<b>Strategies</b> 5. Developing of strategic located cemeteries in rural Qwa Qwa. 6. Maintenance of existing cemeteries. 7. Conduct Audit for rural Cemeteries 8. Fencing of all cemeteries
<b>Objective 7</b> To upgrade and maintain the developed and un-developed sports facilities and grounds/ erven in MAP	<b>Strategies</b> 3. Maintenance and development of developed and undeveloped public open spaces. 4. Upgrading of all sports facilities in Maluti-A-Phofung.

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## PROJECT PHASE

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PROJECT	ALLOCATION 2010-2011
PMU ESTABLISHMENT	3,500,000
VIP TOILET PROJECT PHASE 8	21,000,000
INTABAZWE TOILETS	4,075,625
INTABAZWE EXT 3 ROADS PHASE 1	2,300,000
PHUTHA STADIUM	6,700,000
INTABAZWE WATERBORNE TOILETS	2,305,736
TLHOLONG/KESTELL PAVED ROAD 4	2,000,000
STEEL BRIDGES PHASE 1	7,000,000
WILGE WATER TREATMENT PLANT	6,950,000
PHUTHADITJHABA HALLS	2,000,000
RETENTION OF ALL PROJECTS	8,000,000
TLHOLONG/KESTELL PAVED ROAD 3	21,463,903
PHUTHA PAVED ROADS	7,500,000
DISASTER PARK PAVED ROADS PHASE 1	2,000,000
FENCING AND INFRA AT CEMETIES 1	1,783,919
FENCING AND INFRA AT CEMETIES 2	2,000,000
INTABAZWE PAVED ROADS 1	7,450,989
TSHAME PAVED ROADS 1	9,251,102
TSHAME SEWER RETICULATION	5,377,298
BLUEGUMBOSCH SANITATION	300,000
WATER NETWORK QWAQWA RURAL	19,500,000
	<b>142,458,572</b>

DEPARTMENT PROJECTS		ALLOCATION 2010-2011
PRT	23 km between Harrismith and	
PRT	Crime fighting & Stock theft	10,000,000
AGRIC	Dry Bean production (Qwaqwa,Harrismith & Kestell)	
	Castleview Piggery	
DETEA	Implementation of Mentorship Programme for SMMEs	
HS	3 Social & economic amenities	
	12 769 VIP Revitalisation	
	IRDP 2:1000	
	Unblocked PHP 100	
SACR	Upgrade Restaurant and Conference	
	RJR Maseia Library:Special library services for visually handicapped	
	Disability dance programme	
HEALTH	4 New ambulances	
	Launching of completed sections of Elizabeth Ross	
	Appoint SCM- Chief Admin Clerk	
PREMIER	20 IT Learnerhips (NSF)	
	15 Wholesale and retail learnerships	
SOCDEV	Itekeng Sewing project,YOFCA;Imbokodo; World Fellowship Community Trading	
EDUCATION	<b>Storm damage:</b> Mojatsohle;Monontsha	
	<b>Special schools upgrade-</b> Thiboloha	
	<b>New fencing:</b> Sekgutlong, Qibi; Justice Lefuma	



EDUCATION	<b>New toilet blocks Learners:</b> Makwane Int.; Mosiouwa Lekota; Qolaqhoe; Lerato PS; Manyubise; Naka PS; Lesaoana.	
	<b>New toilet blocks Educators:</b> Lesaoana	
	NSNP Kitchens: Justice Lefuma; Mohale; ZR Mahabane; Tshepano.	
	ECD Classrooms: ZR Mahabane	
	Electrical repairs/upgrading: Thokoana Makaota; Makabelane; Tsibollo.	
	Full Service: Letlotlo	
	Hostel upgrade: Manthatisi; Seotlong; Tseki	
	Letsema: Nthabiseng; Tlhorong; Molapo	
	Major/minor renovations: Mohale; Seotlong; Bolikela; Reahola; Kgoledi ya Manka; Boitelo; Lerato	
	Unacceptable structure: Tshitso; Matsikeng; Makabelane	
	Bursaries: 192 Phuthaditjhaba	
	Additional classrooms: Impucuko	
	New toilet blocks Learners: Tiisetsang; Ntsu PS	
	Bursaries: 24 Phuthaditjhaba	
COGTA/HS	Maqhekung: 200 houses (replace 2-roomed)	
	Diyatalawa/Makgolokweng: 50 diyatalawa; 200 Makgolokweng;	
	IRDP: 50/14 Houses (Diyatalawa)	
	Town Establishment	
	High Mast light : Rietpan	
	Makgolokweng: Roads	
	LFLISP 100/ Unblocked PHP	
	Tshame 155/ Restitution	
	226/ IRDP 1	



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## INTEGRATION PHASE

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## AND SECTOR PLANS

### 5.6. SDF Linkage to the IDP

The SDF is an integral part of the IDP and forms one of the sector plans which are part of the IDP. The purpose of the SDF is to give spatial expression to the development vision of the area. Aspects which do not have a spatial implication will not be addressed in this document, but under the relevant sector plan. The information contained in the Maluti-a-Phofung IDP will not be duplicated in this SDF document, although the IDP was used as a base source of information for this SDF.

### 5.7. Content of the Spatial Development Framework

The development strategies and action plans identified what needs to be done and in what manner. The spatial development framework shows where development initiatives and investment should occur. In this way, the spatial development framework outlines the locational aspects of the development strategies in such a way as to provide an integrated approach to future regional policy. It is therefore an indicative and strategic plan that strives to develop a spatial logic to assist in guiding and informing the land use management system in future.

## 6. SDF PROJECTS

6.1. Maluti-a-Phofung IDP Programmes and Projects (2010/11) of Spatial Dimension. The following Programmes and Projects of the Maluti-a-Phofung Local Municipality Integrated Development Plan 2010/11 of spatial dimension were extracted, and listed:

- " Harrismith Corridor Township Establishment;
- " Logistic Hub: Harrismith;
- " Nuhella Trust Township Establishment;
- " Summerwind Township Establishment;
- " Makgolokoeng Township Establishment;
- " Remainder of the Farm Bluegumbosch No 199, Phuthaditjhaba . 800 erven Bopa Lesedi;
- " Kestell Corridor . 1600 erven Township Establishment;
- " Kestell Cemetery;
- " Kestell Ext 6 Township Establishment: Robs Properties;
- " Intabazwe 793 Township Establishment;
- " Intabazwe 707 Township Establishment;
- " Tshiame B 1000 erven Township Establishment;
- " QwaQwa Rural formalisation;
- " Schoonplaat restituted claim / Township Establishment;
- " Mckenchnie, King Street, N% business development and road alignment; and
- " Development and implementation of a Land Use Management System (LUMS).



## 6.2. QwaQwa Rural Formalisation Project

At present a number of areas within the traditional Authority area of Qwa-Qwa is being formalized. This is an ongoing process and will be completed over the next 5 years.

## 6.3. Maloti. Drakensberg Transfrontier Project (MDTP)

### 6.3.1. Introduction

The Maloti-Drakensberg Transfrontier Conservation and Development Project (MDTP) is a collaborative initiative between South Africa and the Kingdom of Lesotho to protect the exceptional biodiversity of the Drakensberg and Maloti mountains through conservation, sustainable resource use, and land-use and development planning. This area encompasses distinct landscape and biological diversity. It is quite rich in species and high in endemism. Excessive livestock grazing, crop cultivation on steep slopes, uncontrolled burning, alien invading species and human encroachment threatens this asset. This five-year project takes a regional and ecosystem approach to conservation and development, and serves to promote biodiversity conservation through linkages with community development based on realization of the region's high potential for nature. based tourism.

**6.3.2. Objectives of the Project** The project is funded by the Global Environment Facility (GEF) with its main objective being to conserve globally significant biodiversity in a transfrontier mountain range. A secondary objective of the project is to contribute to community development through nature-based tourism.

### 6.3.3. Vision of the Project

A framework for co-operation between Lesotho and South Africa is to ensure the protection and sustainable use of the natural and cultural heritage of the Maloti-Drakensberg Mountains for the benefit of present and future generations.

### 6.3.4. Project Background

The Maloti Mountains in Lesotho and the adjacent Drakensberg range in South Africa are a unique but fragile ecosystem. Though fragile, this area is globally important as a centre of endemism, source of freshwater due to the unique wetland systems, as preferred area for nature based tourism and as a place of cultural significance. To maintain the ecosystem integrity of these areas and to alleviate poverty in the mountains, the Governments of Lesotho and South Africa have made a joint intervention to arrest these problems through the Maloti-Drakensberg Transfrontier [Maluti-a-Phofung LM SDF 2010: Chapter 6: PROJECTS](#) Emendo Inc. April 2010 -105-

[The project duration is 5 years \(2003 . 2008\).](#) The project was conceptualized about two decades ago as an initiative by conservationists in Lesotho and South Africa, namely the Range Management Division and KZN Parks Board. It eventually became a bilateral project between the Kingdom of Lesotho and South Africa when the two Governments signed a memorandum of understanding in 2001. After the Lesotho Highlands Water Development Project, the Maloti - Drakensberg Transfrontier Project is arguably the second largest joint project between Lesotho and South Africa, representing a bold response to common problems, potential and the demands of the common future that is shared by the people of two neighbouring countries. In Lesotho, the project is housed within the National Environment Secretariat in the Ministry of Tourism, Environment and Culture, while KZN Wildlife serves as lead agency in South Africa. The Maloti Drakensberg Transfrontier Project (MDTP) addresses conservation and community development issues in the Maloti-Drakensberg Mountains; a 300 kilometers long alpine and montage zone along the southern, eastern and northern borders of the landlocked mountain Kingdom of Lesotho and the Republic of South Africa. Most of the high altitude areas lie in the kingdom of Lesotho.

Natal and Eastern Cape provinces of the Republic of South Africa. The Maloti-Drakensberg Mountains have globally significant plant and animal biodiversity, with unique habitats and high levels of endemism. It is also home to the greatest gallery of rock art in the world with hundreds of sites and many thousands of images painted by the San or Bushmen people. Significantly, the region is also the most important water catchments area for the people of Lesotho and South Africa. Two of the largest civil engineering projects in southern Africa, the Tugela-Vaal Scheme and the Lesotho Highlands Water Project, carry water from the mountains to the economic powerhouse of Africa, the province of Gauteng. However, these special resources are increasingly under threat from commercial uses, timber plantations and crop-ping. Rangelands in areas of high conservation value have been degraded by a grazing regime based on communal access and decreased regulatory capability; more especially in Lesotho. The cultural resources of the area are also faced with extreme pressure from resource prospectors and vandals who will stop at nothing except total destruction of the resource. Exacerbating these problems even further is the lack of ownership of the land that restricts investment in conservation of the natural resource base. Due to a communal land tenure system that permits access right to resources, Lesotho has the lowest protected area coverage of any nation in Africa (<0.4%) and as a consequence, biodiversity and natural resources are at risk. Therefore, some sort of intervention is required to stem biodiversity and natural resource losses.

For many years, conservationists in South Africa, Lesotho and the wider world have been concerned that the biodiversity, water, wilderness, wildlife and cultural resources of the Maloti- Drakensberg Mountains are not adequately protected. In the Eastern Cape, Ntsikeni Vlei and Ongeluks Nek; in KwaZulu-Natal, the uKhahlamba Drakensberg Park; in the Free State, the Sterkfontein Nature Re-serve, QwaQwa Nature Reserve and Golden Gate Golden Gate Highlands National Park and in Lesotho, the Sehla-bathebe National Park, and some relatively small areas close to parts of the Lesotho Highlands Water Project, give some measure of protection to parts of the mountain region. There are, nevertheless, extensive areas on the South African side of the international boundary, which do not have any formal protection. In Lesotho, there is, for practical purposes, no formal protection of the mountain ecosystems. On both sides of the international boundary, there are local populations who are dependent on the mountains for all or part of their livelihood. The challenge to conservationists is to conserve this exceptional and unique mountain region while ensuring that the development needs of the local populations are met. Starting in late 2002.

extending to the end of 2007, approximately US\$16 million has been made available to Lesotho and South Africa. The MDTP is funded by the Global Environment Facility (GEF), with the World Bank acting as implementing agency on behalf of the GEF.

Money will be used under eight headings:

- Project Management;
- Conservation Planning;
- Protected Area Planning;
- Conservation Management in Existing Protected Areas;
- Conservation Management in Priority Areas outside existing Priority Areas,
- Community Involvement,
- Nature- Based Tourism Planning, and
- Institutional Development.

Overall policy and direction for the MDTP is set by a joint Lesotho-South Africa Steering Committee. Under this in each country are Project Coordination Committees and the day-to-day work is managed by two small teams of full-time staff, one based in Maseru, Lesotho and the other near Pietermaritzburg, KwaZulu-Natal. The MDTP will make a major impact on the economies of the mountain region and through better range management, the establishment of



urebased tourism and the facilitation of sustainable natural resource based livelihoods a major step forward will  
ersity and cultural heritage of the Maloti-Drakensberg Mountains.

#### 6.3.5. The Bottom Line

The project will have two principal products. The first will pull together existing knowledge and fill in the gaps so that at the end of 2007 a clear picture of the most important areas for biodiversity conservation will have emerged. These insights will have led to comprehensive conservation planning both within and outside existing protected areas and the limited expansion of the protected area network in the region. The second principal product will be the involvement of local communities in the conservation and development of the region. The establishment of range management areas and grazing associations being but one example of what will be done through community participation. Thus, local livelihoods will have been enhanced through improved resource management and the development of nature-based tourism opportunities. Underpinning these two outcomes is an assumption that the MDTP vision will live on long after the GEF funding has dried up. This means that the all major stakeholders (local community structures, municipalities, conservation agencies and government departments:

. environment, agriculture, conservation, tourism) will be actively involved in coordinated efforts to ensure the long term sustainability of conservation, tourism and land use practices in the region.

#### 6.4. Proposed Multi-Products Pipeline from Durban to Sasolburg

##### 6.4.1. Background Information

This report is a summarised briefing paper in February 2006 based on Environmental Impact Assessment Process on Proposed New Multi Purpose Pipeline project by Petronet. The proposed pipeline project is taking place from Fynnland (Durban) to Sasolburg (Free State). The purpose of the project is to convey refined petroleum products from Fynnland Pump Depot to Sasolburg Pump Depot. The clients that are likely to benefit to the proposed project include major oil companies like BP, Caltex, Engen, Sasol Oil and Gas, Shell and Total. The rapid economic growth in South Africa particularly in Gauteng and other regions and great need of more energy supply triggered Petronet and other stakeholders involved to come up with this proposal in order to meet **Maluti-a-Phofung LM**

##### 6.4.2. What the Project Entails

The pipeline will cover a distance of approximately 635km and has a diameter of approximately 400-600mm and will be constructed at approximately 1m below the ground. During construction phase, construction servitude of approximately 30m will be required. A permanent servitude of 6m wide will also be negotiated and secured by Petronet for the establishment of the pipeline. Technical studies were undertaken to identify feasible route corridors for the construction of the proposed project. Two feasible route corridors and alternative route corridors were identified. In the Free State province towns and localities that will be affected by the route corridors of the project are within Thabo Mofutsanyane and Fezile Dabi district municipalities (see attached map). The Pump Depots are at Van Reenen (which borders Thabo Mofutsanyane district municipality with Kwazulu-Natal) and at Sasolburg (Fezile Dabi district municipality). These alternative routes take into account the existing infrastructure, boundaries and natural features.

##### 6.4.3. Environmental Implications

Comprehensive environmental studies and environmental implications will be undertaken in accordance with Environmental Impact Assessment (EIA) Regulations and Standards. National Department of Environmental Affairs and Tourism will act as lead authority together with Free State Department of Tourism, Environmental Affairs and Economic Affairs. The Environmental Scoping Study will identify and evaluate all potential environmental impacts associated with the proposed project. Amongst some of the issues that will be addressed will involve social and biophysical issues, such as impacts on vegetation removal, crossing of rivers, wetland areas, heritage sites or any environmental impact associated with the project. All the stakeholders involved will be consulted, public participation will be encouraged and public comments will be made available.

## 7. RURAL SERVICE CENTRES

1. Rural Service Centres as Economic Catalyst as in any business opportunity, the principles amongst others, of economy of scale and competitive advantages will form the basis for the development of the rural service centres. Consumer behaviour, whether in urban or rural areas follow similar patterns where potential clients prefer focused / concentrated service delivery, as opposed to fragmented service delivery. Where rural areas are characterised by intensive farming and tourism activities, smaller fragmented developments along transport corridors, complemented by focused rural service centres will provide sufficient economic activities at different levels (low, medium and higher order). Within extensive rural areas the primary development focus should be located at rural service centres.

The economic advantages of rural service centres are as follows:

- “ Economy of scale advantages will be established;
- “ Higher order catalyst retail and social activities will be established which will promote the establishment of smaller complimentary land uses;
- “ Integrated land use activities in support of each other will be established;
- “ Job opportunities will be created;
- “ The pricing structure of goods will be reduced in view of healthy competition;
- “ The poor rural occupant will save transportation costs as the majority of goods will be available at rural service centres, thus saving on additional urban destined trips; and
- “ Poverty levels could be reduced, as beneficiaries will have the opportunity to market and sell their goods at the rural service centre.

### 2. Configuration of Rural Service Centres

An optimum network of rural service centres can be developed to generate evenly spread of economic benefits in rural areas. Through this duplicating and over development of rural areas can be controlled and the sustainability and effectively of rural service centres can be optimised. The rural service centre consists of activities and facilities, which need to be analysed in terms of nature, ideal size and demand drivers. As opposed to urban areas where facilities are provided based on households and population thresholds, these standards can be applied within the rural context. Based on various needs assessments that have been conducted within rural areas, the following activities need to be provided in rural service centres:

### 3. Preferred land uses to be provided

- 3.1. Residential: Security of tenure within rural areas is a highly contentious issue where farm labourers are more than often the victims of evictions, unfair settlement practices on farms and the lack of settlement options within rural environments. The above, together with the housing need necessitates that a residential component be included which will be affordable and provide security of tenure. The demand for housing is related to the population size and economic performance of an area. The demand for housing is complex and differs for each of the different levels of the rural typology. For example, the housing demand in former homelands can be expected to be much higher than in commercial farming areas. The above-mentioned accentuates the necessity of the housing component to be flexible and comfortable to apply to the context of each different rural area. The nature and the extent of the residential component will differ at every level of the rural typology and will be subject to the availability and nature of natural resources. Although it is difficult to determine the exact number of stands to be provided per rural service centre, the guideline should not be more than 250 stands.

The total residential extent will be subject to the characteristics of the rural area (intensive vs. extensive), soil conditions, the housing need and the availability of water sources. The intention is not to create large townships in the rural environment, but to provide an option to farm labourers and rural dwellers to obtain security of tenure in the vicinity of the areas where they work. In providing a housing component within the rural service centre, the following principles should be adhered to:

- The housing projects need to be financed by the Department of Housing and does not replace the initiatives of the Department of Land Affairs;
- The housing areas should exclusively be made available to rural tenants who are presently living and working in the area or who have been displaced actions;
- The housing component must not be viewed as an opportunity for employers to dispose of their housing responsibilities.

There are advantages and disadvantages related to the inclusion of a residential component in the rural service centre complex.

The advantages are the following:

- Alternative settlement options are provided to farm workers, informal dwellers and displaced rural families;
- Security of tenure is provided within rural areas;
- It provides access to facilities and services;
- It promotes lower transport costs to reach facilities and services; and
- A linkage between the residential component and the market is provided, providing employment opportunities from home or nearby facilities.

The disadvantages are the following:

- Farm workers could be separated from farms and other areas of employment;
- Promotes ruralization versus the process of refocusing the housing policy to deliver affordable housing in the inner cities. The distance from the cities increases transport costs and decreases the efficiency of service delivery. All of these affect the sustainability of the housing component. More valuable agricultural land is used for residential purposes;
- An induced demand for housing will be created in rural areas and can lead to an infiltration of people beyond the catchments area; and
- The reliance on public transport increases to reach employment opportunities on farms. The sufficiency of the rural transport system can create a barrier.

3.2. Retail: The proposed retail component will be in the form of a small local shopping centre. The product mix of such facilities will focus primarily on convenience goods. A typical anchor tenant is an independent superette or café-greengrocer type of business. The demand for retail facilities is directly related to disposable household income, indicating that if population income increases, the demand for retail floor space will increase. Population income is related to the population size of an area. This indicates that there is a relationship between retail demand, population size and disposable household income. Several factors must be acknowledged before a retail facility can be developed in a specific area, these include:

- Nature and extent of the centre . the nature of the retail facility determines the size of the catchments area and the service radius. Is also determines the size of the facility and the tenant mix;
- Population characteristics . the population of the catchment area should be able to sustain the retail facility. The characteristics of this population determine the disposable household income and buying power available in an area. Shopping patterns and lifestyles of the residents determine the shopping need of the residents;
- Accessibility of retail facility . the facility must be accessible to commuters using public transport, pedestrians and private vehicle owners. Sufficient parking facilities must be provided. The facility must also be accessible to delivery vehicles. The retail facility must be visible in the area;

activities in the area and the associated trade areas. The competitive potential of the specific rural area needs to

be determined; and

- Costs . several costs play a role in the development of the retail facility in a specific area with reference to rates and taxes payable, maintenance costs, delivery costs, purchase price, leasing terms and building costs.

- 3.3. Informal market: The function of public markets is essentially to provide assistance to the informal sector manufacturers and traders, to improve access to lower income customers; commercial services, to provide a space for community interaction. Public markets enable many unemployed to generate income through small-scale manufacturing, service and retail activities. Markets are very accessible to entrepreneurs. Markets provide products at lower prices directly to the public. By means of a market the retail middle man is excluded. The capital costs of markets are low, they require low maintenance and the rent is on average very low. The main benefits of markets are the provision of central trading locations for small operators, creating agglomeration advantages and therefore markets need to be located at accessible points in an area.

The size of a market and the variety of products and services offered, determine the success thereof. Larger markets tend to be more successful than smaller markets due to the greater variety and pull factors. Public market configuration must be such that it will be adequately accessible. Locating the facility close to the retail component of the service centre can strengthen the demand for the informal market. Due to increased agglomeration advantages, local markets perform better if located in the vicinity of a formal retail facility. However, the formal market must not compete with the retail component, concerning products and prices offered. This is essential to ensure the viability of both of these components.

- 3.4. Social services: The provision of higher order social services within rural environments does not exist. Rural residents must more often be satisfied with mobile social services, lower educational facilities, informal recreational facilities and unstructured cemetery sites. The provision of public facilities such as health and education is determined by specific standards specified by government departments, which is often linked to population thresholds. Should one apply the quantitative criteria for service provision in the rural areas, it is understandable that higher order facilities cannot be provided throughout. However, in view of the number and existing fragmented nature of lower order social facilities, which warrants some higher order facilities, limited higher order facilities are provided, for example, one will find a number of primary schools in an area without the provision of a secondary school. With the identification of rural service centres, the rural areas will be more defined in terms of potential development areas, which will create the opportunity for higher social services to be provided in a focused manner.

The following social facilities are envisaged at the rural service centres, namely:

- 3.5. Clinic: In addition to the quantitative standards, other demand drivers, which have an impact on the provision of clinics, include the Department of Health regulations, the medical expenditure of households and existing clinics in the area. The facility at the rural service centre should be a Primary Health Care Centre. A mobile health service could be operated from this clinic to outlying areas.
- 3.6. Pension and Child Support Payment Point: Pension payment points are typically provided within Post Offices. They operate at normal working hours from eight to four on a daily basis. A variety of pension funds and other associated welfare grants exist and each fund has certain dates set for collection. There are a variety of factors that determine the development of a welfare payment point. A process is followed to determine if the payment point can be provided. In this process several factors are taken into account, including:
  - Welfare payment points must be located at accessible points within rural areas;

- The type of payment point influences the size of the facility. The larger the payment points the higher the security required. Surveys are undertaken to determine whether there is a demand among the population for a welfare payment point. Based on the results of the surveys the Department of Welfare decides if such a payment point will be effective within an area. It is generally accepted that eight officials are allocated to a welfare point, where three of them work in the field. Although, in areas where there are a limited number of welfare recipients, the post office clerk pays out the funds.
- 3.7. Secondary school: Notwithstanding the large number of primary schools in the rural environment very few secondary schools exist in rural areas. The implication of this is that scholars are forced to attend schools in urban areas, sometimes to the disadvantage of the scholar (cost- and time implication and unreliable scholar transport). The aforementioned, together with some unlawful employment practices on farms force the student to leave the school at an early age. This statement correlates with the level of education in rural areas. Based on the above, it will be imperative to provide a Secondary School at each of the identified rural service centres. The facilities must also be flexible to provide ABET training, skills transfer courses and launching of awareness programmes.
- 3.8. Cemetery: In view of the lack of formalised cemeteries in rural areas, the deceased's family members are often dependent on the energy of landowners to allow burials on farms. In addition to the aforementioned, the burial costs within formal cemeteries can more often not be afforded by rural families. For this reason we believe that cemetery sites should be provided within close proximity to rural service centres. Depending on the proximity of the proposed rural service centres centralised cemeteries in order to serve more than one rural service centre could also be investigated.
- 3.9. Sport and recreation: Formalised recreational facilities do not exist in rural areas. With the development of rural service centres, provision will be made for formalised sport areas, which could include as a point of departure, soccer fields and netball courts. Provision may also be made for the establishment of multi-purpose community centres that could be used for community meetings, church services and smaller indoor sport facilities.
- 3.10. Satellite police station: With the extensive nature of rural areas, the reaction time of the SA Police Service to attend to crime scenes is often very long. Based on the population thresholds and the extensive nature of the rural areas, the establishment of satellite police stations needs to be promoted in rural service centres. The advantage of the satellite police stations within the rural service centre will be to:
- Increase police visibility within the area;
  - Reach time scenes sooner; and
  - Attend to even minor cases.
- 3.11. Light service industries: In general, manufacturing can be subdivided into three categories, heavy noxious industries, light service industries and high-tech clean industries. Light service industries could be included in the rural service centre development concept. These new industrial developments should not compete with existing industrial nodes. As such, they should focus predominantly on providing a service function. Industrial demand is a function of; inter alia, population size, market demand and an area's economic base. The following location criteria should be acknowledged prior to the establishment of light service industrial activities in a specific area:
- Labour . industries must be located in close proximity to a sufficient labour force with the necessary skills and training;
  - Accessibility . this refers to forward and backward linkages and the transportation of raw, intermediate and final products, as well as the accessibility of the labour force to the industry. Accessibility also incorporates visibility;
  - Location . this refers to the availability and location of the input suppliers as well as the availability and location of the market for the final product; and



the advantages experienced by economic activities within a geographical area. Linkages refer to the contacts and commodities, including products, services, information and goods.

- 3.12. Agriculture: As part of the process of land redistribution, the principle of municipal commonage needs to be considered in areas in close proximity to the subsidized housing areas. The objective of the grant for the acquisition of municipal commonage area is to enable municipalities to acquire land. The land so acquired is used to create or extend commonage to establish agricultural or other productive lease schemes, which will involve use of the natural resources by poor and disadvantaged individuals. The grant will not cover the development of the land acquired. The reasons why municipal commonage areas are proposed are as follows:
- The land is purchased by the Department of Land Affairs and transferred to the municipality;
  - These commonage areas should be located adjacent or in walking distance from the housing developments; and
  - Unemployed beneficiaries could obtain (rent) portions of the commonage area, which could be cultivated for subsistence farming. The Local Municipality will manage the allocation of areas within the municipal commonage. The development of rural service centres and areas adjacent to transport corridors must act as markets where beneficiaries could sell their produce. A large variety of produce is cultivated on an annual basis within rural areas, but the major portion of produce is exported out of the area for processing. Where processing factories are small in extent, these could be accommodated within the rural service centres.
- 3.13. Public transport (taxi rank): The public transport system in rural areas is characterised by an unreliable frequency of trips, the lack of services to certain areas, the absence of proper taxi loading- and off-loading facilities and the high costs, which passengers have to pay to reach facilities. A rural service centre must provide for an area to be developed as a Taxi Rank. This facility will contribute towards the establishment of more reliable taxi routes not only between rural service centres, but also between the urban and rural areas. A petrol filling station could also be considered within or in close proximity to the rural service centre.
4. Further Proposals re Rural Service Centres In order to further the concept of Rural Service Centres, the following more detailed proposals are made, however, the exact location of such centres should result from a more detailed study for each local municipality:
- 4.1. Optimum size and threshold requirements: The size determination of rural service centres is derived from existing market data such as population characteristics and economic performances of rural areas. Facilities in rural areas are expected to be smaller than facilities provided in densely populated urban areas due to the lower amount of buying power and population numbers. There is an optimum size and associated minimum population threshold requirement to sustain a centre in a rural area. The first step in the development of the base model is to discuss the different land uses in relation to the population required in order to sustain each activity, as well as the viable size of the facility.
- The following comments are applicable to land uses and sizes:
- The retail component of the rural service centre should be in the form of a small local type of shopping centre focusing primarily on convenience goods;
  - Examples of the type of industrial activities suitable for rural areas include building material suppliers, engineering workshops such as mechanics and panel beaters, entrepreneurial manufacturing of furniture and craft;
  - The size of the pension payment point is influenced by the Department of Welfare's criteria of eight officials per pay point. For each person 20m<sup>2</sup> of space is required, resulting in an average building size of 200m<sup>2</sup>. However, there is no standard prescribed population size that determines the development of such facilities.

factors that need to be considered before this service is provided within an area. The Department therefore

- No prescribe size is determined for the informal market. It is accepted that this will vary from area to area and according to the products to be sold. It should be accentuated that the informal market must be linked to the retail component and must not be in competition therewith based on the products sold and the prices offered;
- The size of the residential area and the number of houses are a function of the type of rural area. It must be in line with the minimum standards as provided by the Department of Housing;
- The size of the secondary schools (whole size) is 4,8ha which services between 1,200 and 15,000 families;
- The establishment of satellite police stations is not guided by a set of norms and standards, but depends on certain factors, which are evaluated by the SAPS Management Services;
- The standards pertaining to sport activities vary between 1 per 2,250 (soccer) to 1 per 3,170 (netball);
- Community centres are based on an erf size of 0,5ha and should be provided at a standard of 1 per 10,000 persons;
- Although there is a formula to determine the exact size of a cemetery, the guideline is to plan a cemetery which has adequate space available for a 20-year period; and
- The size of a taxi rank will be determined by the strategic locality of the rural service centre, the nature of activities, number of residential units and the density within the rural environment. Market size and optimum service radius. Population density is an essential factor in the equation for determining the catchment areas:
  - $\text{Catchment Area (km}^2\text{)} = \text{Population size} / \text{Population density}$

Based on the above-mentioned equation, the next step is to determine the optimum service radius of each land use. The service radius indicates the distance from the service centre to the outskirts of the catchment area. The actual size of the catchment area and service radius is determined by means of the following formula:

$\text{Catchment area (km}^2\text{)} = +r^2$

It is envisaged that with the implementation of the rural service concept within the Maluti-a-Phofung Local Municipality, ISDF some of the issues pertaining to sustainable development of the area could be addressed.

## 8. LAND USE MANAGEMENT GUIDELINES

### 8.1. Background to Land Use Management

A Land Use Management System refers to all the actions required by a municipality to manage land. Key elements of a comprehensive land use management system are as follows:

- ~ Spatial Development Framework;
- ~ Land Use (Planning) Schemes;
- ~ Rates database;
- ~ Cadastral and property (registration) database;
- ~ Valuation system;
- ~ Information regarding the provision of infrastructural services;
- ~ Property ownership and tenure;
- ~ Environmental management system;
- ~ Transportation management system;



Purposes of Land Use Management are the establishing of the following:

**Healthy Living Environment**

Land uses such as open spaces and community facilities are required to create healthy communities, whereas those land uses causing nuisance or pollution need to be in the right location.

**Safety**

Land uses harmful to health need to be placed in areas where it can be controlled. Adequate space between neighbouring properties provide for stormwater and fire control.

**Conservation**

Certain buildings, places or areas need to be conserved for future generations.

**Order**

Land uses that are not compatible need to be separated. People need to be certain when they buy or rent property, that their amenity and property values will be protected.

**Amenity**

A pleasant living environment is established by residential areas that look good, where people feel safe, and which are close to facilities.

**Convenience**

People need to be conveniently located in relation to employment opportunities and to community and other facilities.

**General Welfare**

By creating a healthy and safe environment and by ensuring that adequate provision has been made for all necessary services and facilities, the whole community is benefited.

**Efficiency and Economy**

Maximum use of scarce resources.

## 8.2. Land Use (Planning) Schemes

Land use schemes form the basis of a land use management system. The Maluti-a-Phofung Local Municipality will be managed by an edge-to-edge land use (planning) scheme. Objectives of land use schemes are:

- (a) To be applicable to the whole area of a local municipality
- (b) To establish single regulatory land use management systems that can be applied uniformly throughout each local municipality.
- (c) To provide municipalities with tools from which they can draw to manage the use and development of land within their urban and rural areas as required.
- (d) To integrate different regulatory land use management systems within municipalities (town planning schemes, physical planning permits and Annexure F of the Township Establishment and Land Use Regulations (GNR 1897/1986) of the Development of Black Communities Act, 1984 [Act 4 of 1984]).
- (e) To address the concerns and issues of rural land use management. The rural component of a land use scheme should primarily be applied to ensure that prime agricultural land is protected, to ensure that important areas of environmental significance and bio-diversity are protected and impact of agricultural and non-agricultural land uses of business nature (previous permit applications in terms of the Physical Planning Act, 1967 (Act 88 of 1967)) are facilitated.

- "promote certainty of land use;
  - "promote efficient use of land;
  - "protect the amenity of adjacent land uses;
  - "protect natural resources including agricultural resources;
  - "protect cultural resources;
  - "protect unique areas or features.
- (g) To give effect to the spatial development framework and the integrated development plan of a municipality. In this regard, the associated spatial development frameworks of Integrated Development Plans establish the broad framework for land use planning.
- (h) To contain such policies, guidelines and documents as shall be considered necessary by the municipality and which relate to the visions and objectives contained in the IDP. Future land use change of a land use scheme must be guided and informed by the spatial visions, policies and strategies of an IDP and as reflected in the SDF. It therefore needs to provide a strong policy link to the IDP. Land use schemes thus provide the detailed management mechanisms required to put into effect the spatial policies, strategies and development objectives of IDPs, by way of the following:
- Proposals of spatial development plans are linked as earmarking to the land use scheme. A land use scheme is thus considered to be a combination of planning by allocating zonings to premises from the onset, as well as the spatial framework/ micro spatial frameworks functioning as an earmarking to the land use scheme and legally bound by the land use scheme.
  - Statements of intent for different zonings follow from the IDP and spatial development framework and have the aim to establish such a link.
- (i) Each zoning and Management area should identify by way of a statement of intent the following in order to ensure that it is linked back to the IDP and Spatial Development Framework:
- A detailed statement of its intention, and even for specified areas (transitions area, CBD, etc.);
  - Type and intensity of development that shall be permitted or encouraged, and even for a particular area;
  - Determines how any current or future development shall be phased;
  - Provides for the inclusion of specific urban design criteria.
- (j) Management areas are land that is deemed to require a level of special treatment (additional development controls and/or providing of guidance) over and above that provided by an underlying zoning. It is indicated as an overlay to the land use scheme map, with area boundaries clearly demarcated. Management areas can also refer to single properties. These management areas influence and facilitate the development of land in a unique or specific manner - a detailed management approach. Management areas usually require the imposition of a further set of development controls for existing zonings (management plans), in addition to the normal controls for the relevant zoning. These development controls can even impose stricter regulatory measures (a further restriction in permitted height, coverage, floor ratio, etc.) for an existing zoning.

Management Area Plans thus contain the fine detail of how a management area will be developed and implemented.

Different level of detail of management area plans:

- Mere vision and/ or policy statements;
- General and/or generic guidelines;
- Specific schematic plans;

networks.

In the above regard, management plans can indicate areas of economic development such as SDIs, development corridors, tourism routes, industrial development zones, areas around dams and rivers, urban design, historical precincts, areas of environmental importance, informal trading areas etc.

- (k) Important environmental issues should be included in the statements of intent for the individual zonings, and not only for the environmental zonings . the convergence of spatial and environmental planning. Ecosystem services (erosion control, waste treatment, biological control, raw materials, soil formation, water regulation, recreation, cultural, climate regulation, etc.) should inform decisions that are made regarding the management of these resources for the benefit of the community. The concept of ecosystem service provision must be embodied in land use management. The environmental component of the IDP (Environmental Assessment Studies) is a key informant of a land use scheme. Any land use scheme system has thus as a direct consequence of these to address itself to their influence on land management. Arising out of this would be a set of management mechanisms that can be included in management plans of the land use scheme.
- (l) Heritage resources/ sites and protected areas/ sites are to be regulated by the following:
  - Heritage Resource Management Areas with objective the identification and management of declared local, provincial or national heritage resources/ sites.
  - Protected Area Management Areas with objective the identification and management of protected areas/ sites.

The land use scheme will list by way of an annexure all heritage resource areas/ sites and protected areas/ sites constituting the above management areas.

### 8.3. Content of Land Use (Planning) Schemes

- (a) Introduction
  - A list of content;
  - A description of the area of the scheme;
  - Date upon which the plan came into effect;
  - A statement identifying the powers, functions and duties of the municipality in relation to the scheme;
  - A record of the dates of adoption, amendments to, or revisions of the scheme;
  - Key legal requirements of applicable legislation.
- (b) Statements of Intent for Zones
- (c) The Zones, Management Areas and Management Plans required for the area of applicability of the land use scheme, together with such Land Use Matrices as may be required to identify the land uses permitted or prohibited.
- (d) Development Control Templates with permissions, conditions, limitations or exemptions, subject to which such developments may be permitted.
- (e) Definition of Terminology.
- (f) Procedures regarding application, consent, appeal, etc.
- (g) Land Use Scheme Maps, Management Area Overlays and Management Plans.

### Measures

the Guidelines for Land Use Schemes document (Free State Department of Local Government and Housing, March 2006), identifying permitted and consent uses relevant to the respective urban and other zonings. Refer to the said document for detail regarding zoning requirements:

ZONING	PERMITTED USES	CONSENT USES
Enkel Woon 1 Single Residential 1	Dwelling House	Additional dwelling house Home business Place of Childcare Educational Assistance Maximum of 5 learners Telecommunication Mast
Enkel Woon 2 Single Residential 2	Guesthouse Dwelling House	Telecommunication mast
Meduim Woon 1 Medium Residential 1	Town Housing Retirement Resort Group Housing Dwelling House Self Catering Units Guest House	Place of worship Telecommunication Mast
Medium Woon 2 Medium Residential 2	Flats Residential Building . Community Facility Educational Facilities Place Of Worship	Telecommunication Mast
Algemene Besigheid General Business	Business Building - Commercial Guest House Residential Building Community Facility Laundrette Boarding House Place of Instruction Place Of Assembly Parking Facility Recreation Facility Telecommunication Mast. Government Purpose Bus/Taxi Rank Fitness Centre	

	Bakery Nursery Educational Facilities Place of Worship	
Ligte Nywerheid Light Industrial	Light Industry Market Warehouse Depot Workshop Manufacturing Business	Bus / Taxi Rank Recreation facility Telecommunication Mast
Algemene Nywerheid General Industry	Industry Factory Scrap yard Rural Industry Truck stop Warehouse Auctioneers Business	Bus / Taxi rank Railway Purposes Telecommunication Mast Auction Pen
Hinderlike Nywerheid Noxious Industrial	Industry Noxious Industries Abattoir Waste management facility Liquid fuel depot	Telecommunication Mast
Openbare Vulstasie Public Garage	Service Station. Truck stop	Telecommunication Mast
Gemeenskaps Fasiliteit Community Facility	Community Facility	Educational Facilities Place Of Assembly Recreation Area Recreational Facilities Market Telecommunication Mast
Opvoedkundig Education	Place of childcare Educational Purposes	Community Purposes Place Of Worship Telecommunication Mast
Klein Hoewes 1 Small Holdings 1	Dwelling House Agricultural Purposes Workers Dwelling (maximum of two dwellings) Guesthouse (maximum of 3 rooms)	Additional Dwelling House Home Business Educational Purposes Nursery Place Of Worship Animal Establishment

		Workers Dwellings (More Than Two Dwellings) Equestrian Facility Road Side Stall Telecommunication Masts Guesthouse (maximum of 10 rooms) Any other use not listed . rezone to Special Use
Klein Hoewes 2 Small Holding 2	Dwelling House Guesthouse (10 rooms) Agricultural Purpose Workers Dwelling Self Catering Units (5 units)	Telecommunication Masts
Gemeenskap Communal	Agriculture Formal Rural Settlement Informal Rural Settlement Semi-Formal Rural Settlement	Business Building Industry Public Garage Community Facility Education Resort Municipal Government
Landbou Agriculture	Dwelling House Agricultural Purposes Agricultural Business (less than 2000m2 in floor area) Workers Dwellings (maximum of eight) Animal Establishment. Horticulture Rural Guesthouse (maximum of 3 rooms) Existing Farm Settlement Existing Informal Rural Settlement	Additional Dwelling House Auction Pens Rifle Range Abattoir Agricultural Business (More Than 2000m2) Workers Dwellings (More Than Eight Dwellings) Community Purposes Landing Strip Place of Worship Nursery Butchery Home Business Road Side Stall Telecommunication Mast Equestrian School Petting Zoo Arts and Crafts Facility

		Place of Instruction Self Catering Units (maximum of 5 units) Rural Guesthouse (maximum of 10 rooms) Any other use not listed . rezone to Special Use
Ontspannings Woon Leisure Residential	Leisure residential Dwellings (only sectional title and share block schemes)	Telecommunication Mast
Oord Resort	Resort	Telecommunication Mast
Munisipaal Municipal	Municipal Purposes	Bus/Taxi Rank Sport And Recreational Purposes Hawker <del>s</del> Stalls Parking Facilities Telecommunication Mast
Munisipale Dorpsgronde Municipal Townlands	Agriculture	Municipal Government Auction Pens Abattoirs Commonage Show Grounds Rifle Range Landing Strip Sport And Recreational Facilities Cemeteries Caravan Park Nursery Resort (Municipal) Public Open Space Landfill Site Airport Telecommunication Mast Roadside Stall
Regering Government	Government Purposes.	Telecommunication Mast
Publieke Oopruimte	Public Open Spaces. Hawkers Stalls	Telecommunication Mast



Private Oopruimte Private Open Space	Private Open Spaces.	Telecommunication Mast
Mynbou Mining	Mining Purposes. Extractive Industry	Telecommunication Mast
Spoorweg Railways	Railway Purposes.	Telecommunication Mast
Paaie en Strate Roads and Streets	General Plan Streets Municipal Roads Provincial Roads National Roads	None
Spesiale Gebruik Special Use	Any land use (or combination of uses) not permitted under the available zonings. (See Register of Special Use)	None
Special Use Onbepaald Undetermined	Existing Use	None
<b>Note: Management Area</b>	<b>Refer to the Spatial Development Framework</b>	

## **MENTAL AND SECTOR PLANS**

During this phase the Municipality made sure that the project proposals are in line with the strategies and objectives and correlate with the initial needs and issues of the communities as identified during the analysis phase. It also dealt with various integrated programmes namely:

### **9.1 WATER SERVICES DEVELOPMENT PLANS**

In terms of the Water Services Act (Act 108 of 1997) all Municipalities need to prepare a Water Services Development Plan (WSDP). Maluti-A-Phofung had to adhere to this legislative mandate. The Municipality took up this responsibility as championed by the Maluti Water. The Municipality ensured that the WSDP process aligned with the IDP process. This ensured that all the issues, objectives and projects, developed during the IDP process, formed part of the WSDP. It also resulted in the WSDP process providing much needed input in the IDP process and *vice versa*.

**The WSDP is completed and is available at the offices of Maluti Water.**

**Contact Person: Maluti Water: Mé L Letsela**

### **9.2. MUNICIPALITY 5 YEARS FINANCIAL PLAN**

#### **INTRODUCTION**

The Municipal Systems Act, 32 of 2000, in section 34, makes provision for a municipality to annually review its integrated development plan in accordance with an assessment of its performance or to the extent that changing circumstances demand.

The 2009/10 review is based on the performance assessment of the municipality, our experiences and the challenges faced with the implementation of the Municipal Finance Management Act. The Act has far reaching implications for the whole system of planning, budgeting, monitoring, review. Apart from the circumstances outlined above, the approach to the formulation and development of the IDP, as stipulated in the White Paper on Local Government, has and still is an incremental approach based on the capacity and challenges of each municipality.

It is in fact, the creation of a system of planning, performance management, resource mobilisation and organisational change which is regulated by a suite of national legislation, regulations, national and provincial priorities, municipal internal transformation needs and most importantly, the needs and priorities of the community.

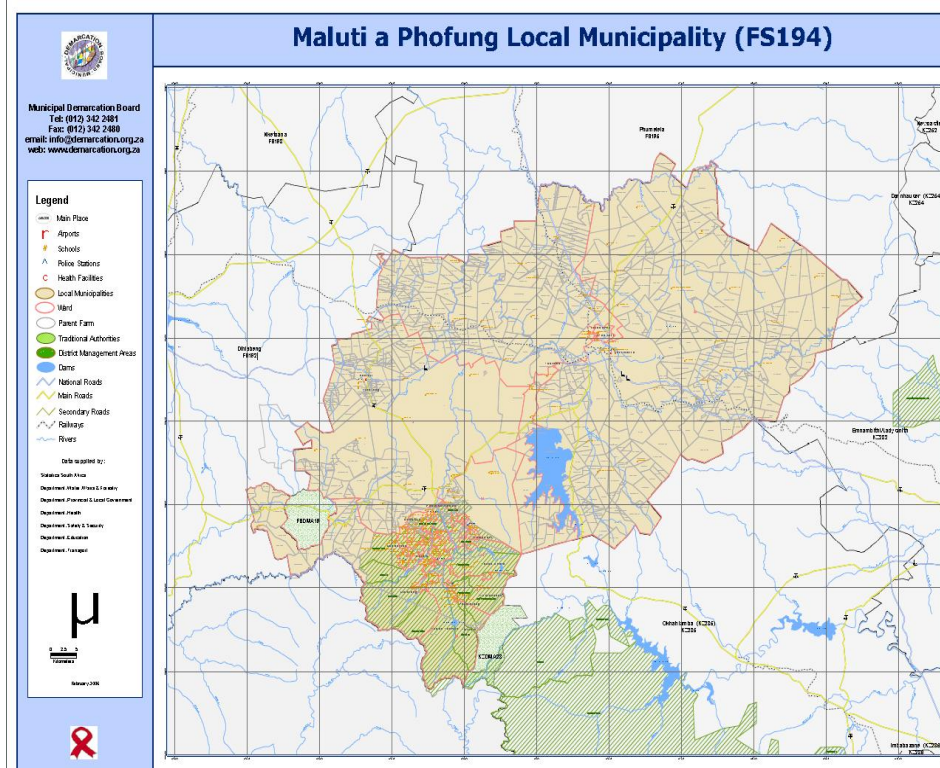
The 2009/10 IDP review is an improvement resulting out of lessons learned since the first approved IDP and very much a product of work in progress on some of the core components of the IDP as defined in law. This review was also aligned to the 5 Years strategic agenda for Local Government. Priorities and objectives in this IDP will inform the top level Service Delivery and Budget Implementation Plan which will be published to form the basis of a contract between Council and Maluti A Phofung community. The top level SDBIP will be complemented by a more detailed SDBIP based on each department's annual service delivery plan. Lastly each Director will enter into a performance agreement with the municipality to ensure that service delivery targets are met.

The municipality is still faced with challenges relating to the provision of services to all its communities. This five (5) years budget (2008-2012) will ensure that the municipality stays on track and delivers with even greater urgency to address the needs of the community. A key requirement for economic success of the Maluti A Phofung Local Municipality will not only be the public investment made by the Local Municipality in strategic infrastructure, but also how the private sector and the community react through complimentary investments. Our growth strategy seeks not only to increase the growth rate of the Local Municipality but also to translate this economic growth into job creation and other economic opportunities through Extended Public Works Programme. In this five years budget cycle the Municipality is challenged to initiate programs aligned towards the 2010 Soccer World Cup, Housing Delivery etc, as opportunities for the Local Municipality not only to grow the local economy but also to transform into an effective service delivery mechanism.

The projected draft revenue amounts to R924, 628 million for the 2010/11 financial year, which represents an increase of R169, 924 million (22%) above the approved budget for 2009/10. For the 2011/12 and 2012/13 financial years the draft budgeted revenue amounts to R992,650 million which represents an increase of R68,022 million (7 %) and R1,011,379 billion which represents an increase of R18,729 million (2%) respectively. In total the draft operating expenditure budget for the 2010/11 financial year amounts to R908, 512 million, which represents an increase of R193, 872 million (21%) above the approved budget for 2009/10. For the 2011/2012 and 2012/13 financial years the proposed draft operating expenditure budgets amounts are R992,020 million and R1,009,470 respectively, which represent increase of R83,508 (8%) and R17,447 million (2%) for the two outer years.

delivery is the main focus in order to address backlogs whilst substantial allocations are made to rehabilitate and maintain existing infrastructure. All the initiatives and programs included in this five years budget can only be sustained if sound financial management and principles are applied in the compilation of the budget. This five years budget has been compiled through an intensive planning process that included a consultation process with communities and stakeholders.

Inputs from the public meetings will be incorporated into the budget process that will ensure that the strategic objectives are achieved. This budget publication provides high-level information to our key stakeholders regarding the five years budget, the content of which has been developed in accordance with the provisions of the Municipal Finance Management Act and other relevant legislation. The challenges that the Maluti A Phofung Local Municipality faces are dynamic. However, the five years budget is a financial plan developed on sound principles that will assist in addressing some of these challenges.



## MUNICIPALITY BACKGROUND

Maluti a Phofung Local Municipality (MaP) is a Category B municipality located in the eastern part of the Free State Province.

Maluti a Phofung forms part of a scenic tapestry, which changes dramatically with each season, the beauty and tranquility of which is palpable and almost overwhelming, which has as its rock-bed the famous Maluti Mountains, from which the Municipality is named after. Majestic mountains with sandstone cliffs, fertile valleys of crops that stretch as far as the eye can see, fields of Cosmos and the golden yellow hues of Sunflowers, are just a few of the enchanting sights that make this region unique.

Battle sites and memorials left over from bygone wars, ancient fossil footprints from a prehistoric era, a wealth of art and craft and renowned resorts make this part of the region a destination to explore. The municipality is made up of three major towns, namely:

- Harrismith
- Kestell
- Qwaqwa/Phuthaditjhaba

## STRATEGIC FOCUS AREAS

The Five Years Budget clearly maps out the strategic vision for Maluti a Phofung Local Municipality over the next five years. In an effort to achieve our vision, these budget presents the outline of the following set of complex development priorities facing Maluti A Phofung Local Municipality that needs to be addressed both in the shorter and longer term:

INSTITUTIONAL	ECONOMIC	SOCIAL	INFRASTRUCTURE	SPATIAL & ENVIRONMENTAL
<ul style="list-style-type: none"> <li>• Local Governance</li> <li>• Performance Management</li> <li>• Skills Development</li> <li>• Legal Compliance</li> <li>• Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Local Economic Development</li> <li>• Poverty Alleviation</li> </ul>	<ul style="list-style-type: none"> <li>• Disaster Management</li> <li>• Gender Equity</li> <li>• HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Water provision</li> <li>• Sanitation Provision</li> <li>• Roads, Streets and Storm Water</li> <li>• Electricity Provision</li> <li>• Waste Management</li> <li>• Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>• Future Land Use</li> <li>• Sport and Recreational</li> <li>• Public Transport</li> <li>• Environment</li> <li>• Land Reform</li> </ul>

## **BUDGET OVERVIEW/EXECUTIVE SUMMARY**

### **BACKGROUND**

The purpose of this budget (2010/11) is to comply with the Municipal Finance Management Act (No. 56 of 2003) and this budget is a financial plan enabling the municipality to achieve its vision and mission through the IDP. The IDP document facilitated the critical alignment of planning, budgeting and sustainable service delivery in line with Maluti a Phofung Local's vision. The implementation of the MFMA has facilitated more efficient and effective financial management and budgeting by promoting transparency, participation and accountability. The introduction of these and various other financial management reforms and institutional changes form part of Maluti A Phofung Local's overall contribution to the achievement of government and the people of this country in ensuring a better quality life for all its citizens.

### **CONSULTATIVE PROCESS – OUTCOMES**

Section 23(2) of the MFMA stipulates that, after considering all budget submissions, the Council must give the Mayor an opportunity .

- a) to respond to the submissions, and
- b) if necessary, to revise the budget and table amendments for consideration by the Council+The tabling of the draft Budget in Council on 31 March 2010 was followed by extensive publication of the budget documentation and various public participation and community consultative meetings were held to receive submissions from stakeholder formations. The final budget therefore represent a refined and amended version of the tabled draft budget taking into consideration, where possible, the submissions and representations during the community consultation process.

### **ALIGNMENT WITH NATIONAL AND PROVINCIAL PRIORITIES**

The integration of service delivery between National, Provincial and Local Government is critical to ensuring focused service delivery. It is against this background that Maluti A Phofung Local Municipality ensured that its budget priorities align with that of National and Provincial government.

Transport in the Province has identified the following projects to be implemented within the Municipality in line with the Operation Maseko that was launched by the MEC in the Province, namely

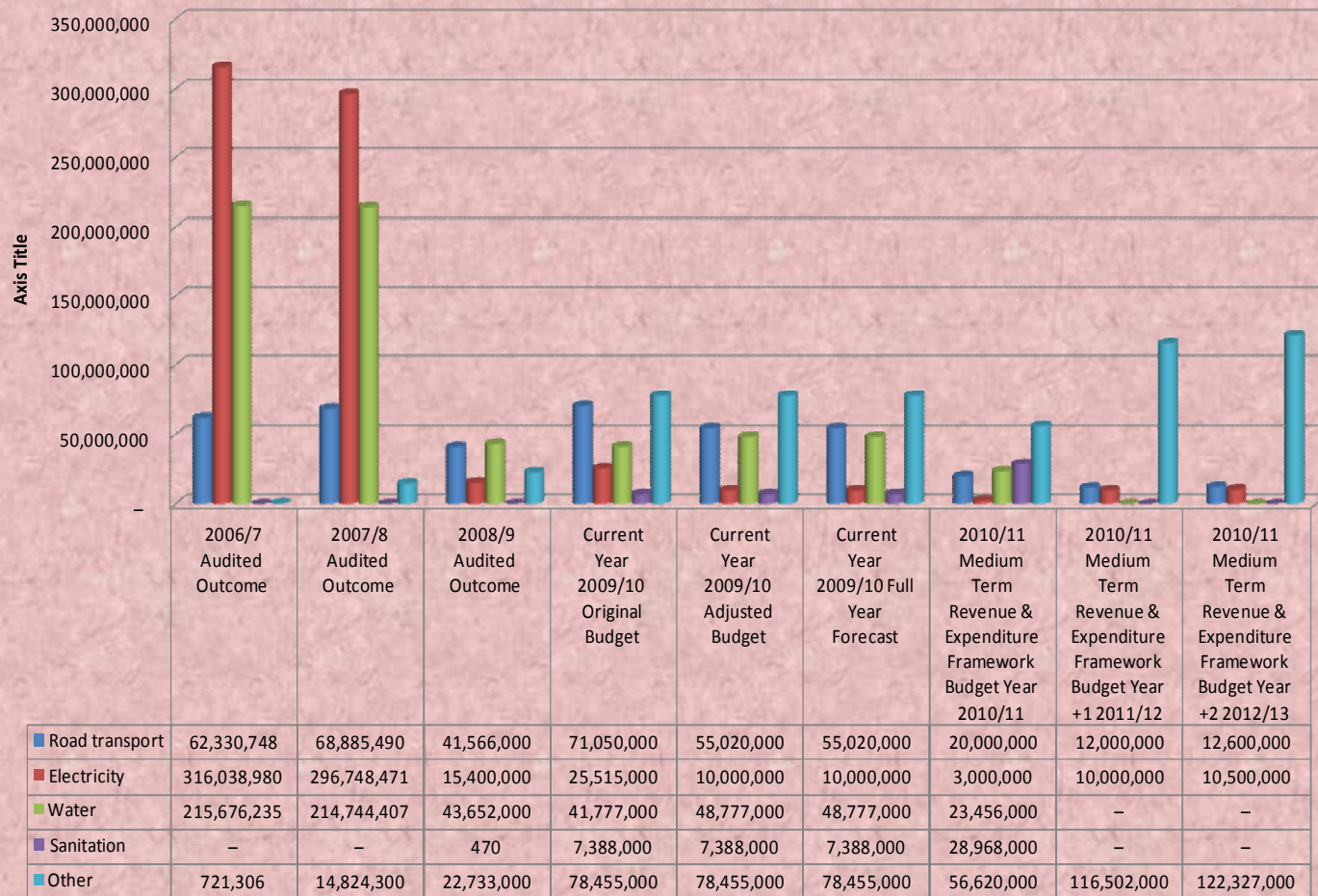
1. Upgrading and construction of the street network in Harrismith, the project is to start in April 2010 to March 2011
2. Regravelling and reforming of streets and building of the pedestrian steel bridges in Qwa-Qwa, the project is to start in April 2010 to March 2011
3. The departments will also distribute the Bicycles in to identified schools within the municipality
4. The municipality will also benefit in the R10m Pilot Project to provide a vehicles fitted with radios to track down stock theft, as part of reducing the cross border crime and stock theft.

#### EXTERNAL FACTORS INCLUDING THE IMPACT ON ECONOMIC DEVELOPMENT, TOURISM, MIGRATION AND THE ECONOMY

The Maluti A Phofung Local Municipality would like to create an enabling environment to attract investors to invest within the Local Municipality communities as an endeavour to ensure economic growth within the Municipality. The MIG allocations contributed extensively to the municipality's ability to increase its capital program. Further growth will be limited in the next few years as upward pressure is experienced in the cost of service delivery and the increases in interest rates. Factors of which the Municipality has minimal control over and that impact the most on the cost of the municipality relate to increases in the procurement of services and remuneration.



## BUDGET BER KEY PRIORIY ISSUES OVER MTREF



Another major challenge is the migration of people from outside the borders to the Local Municipality in their endeavour to find business and job opportunities. This puts further pressure on the available resources of the municipality and will have to be managed in a sustainable manner.

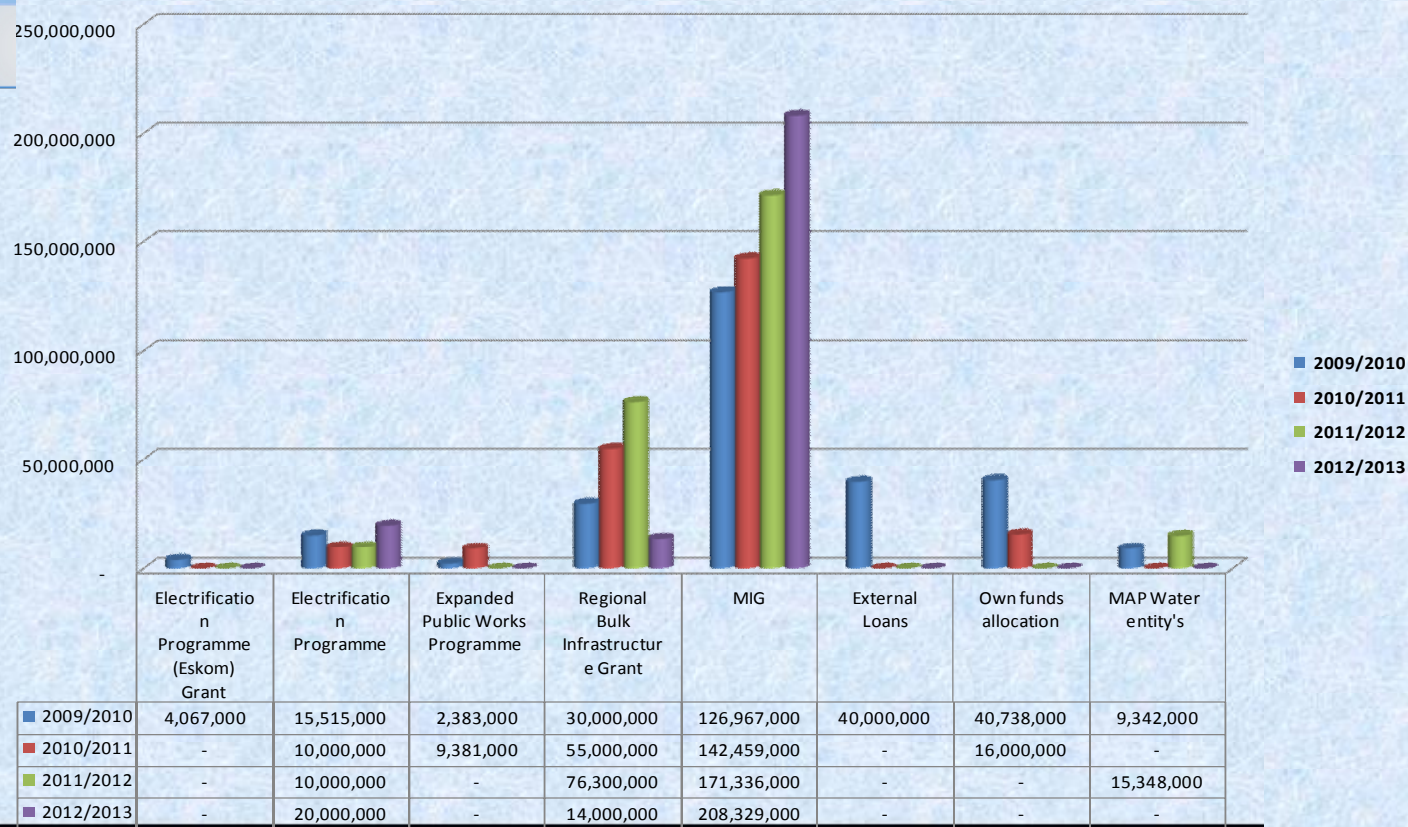
### PERFORMANCE, ACHIEVEMENTS AND CHALLENGES

The Maluti A Phofung Local Municipality has, since its inception in December 2000, grown into a dynamic institution that is dedicated to giving effect to government policy through efficient

and effective planning, service delivery provision and prudent financial management. During this term, we are proud to say that we have streamlined our strategy so that people's needs as voiced by the citizens of the Maluti-A-Phofung Local Municipal Area, were translated into plans for delivery. The Municipality has over the years made substantial progress in terms of service delivery.

foundations for 2010 and beyond. It is important for us to take stock of what we have achieved in the past and what remains for us to achieve in the future. HIV-AIDS and other illnesses remain specific challenges requiring us all to get involved to create a better life for our communities. One of the major challenges facing the Municipality is to comply with major changes in financial reporting. It is our challenge as local government, together with our citizens of Maluti A Phofung Local Municipality, to grow and develop the Local Municipality and to turn it into a sporting and tourism destination. Being a progressive municipality, we acknowledge that more will have to be done through improved performance.

**Consolidated Capital Revenue by Source**



#### **PRIORITIES & LINKAGES TO THE IDP**

All operating and capital programs in the budget have been evaluated through a prioritisation mechanism that was developed to ensure that there is alignment to the development strategy for the Municipality. The IDP formed the basis of the priorities identified in the strategic plan and all resources are focused on the achievement of the priorities.

## OF SERVICES, OUTCOMES, TIMETABLE FOR ACHIEVEMENT AND FINANCIAL IMPLICATIONS

ensure that Infrastructure Services Backlogs are addressed.

### FREE AND SUBSIDISED BASIC SERVICES

Our government is determined to meet the targets set by the President in 2004 in relation to water, sanitation, electrification and housing. Minister Trevor Manuel announced the allocations for the basic social package is an affirmation of the Municipality's commitment to push back the frontiers of poverty by providing a social welfare to those residents who cannot afford to pay, because of adverse social and economic realities. The social package will also assist the municipality in meeting its constitutional obligations. However, in order for the Municipality to continue to deliver these services in a financially sustainable manner, residents will have to pay for services that they consume over and above the free basic services provided by the municipality. The social package developed to assist residents that cannot pay for services, provides free services relating to basic water, sanitation, electricity as well as rebates on assessment rates.

### LEVELS OF RATES, SERVICE CHARGES AND OTHER FEES AND CHARGES

In order to remain financially viable and sustainable, sufficient resources must be generated. As limited scope exists to generate alternative revenue, it is necessary to increase rates and tariffs. Affordability is an important factor when considering any rates and tariff increases.

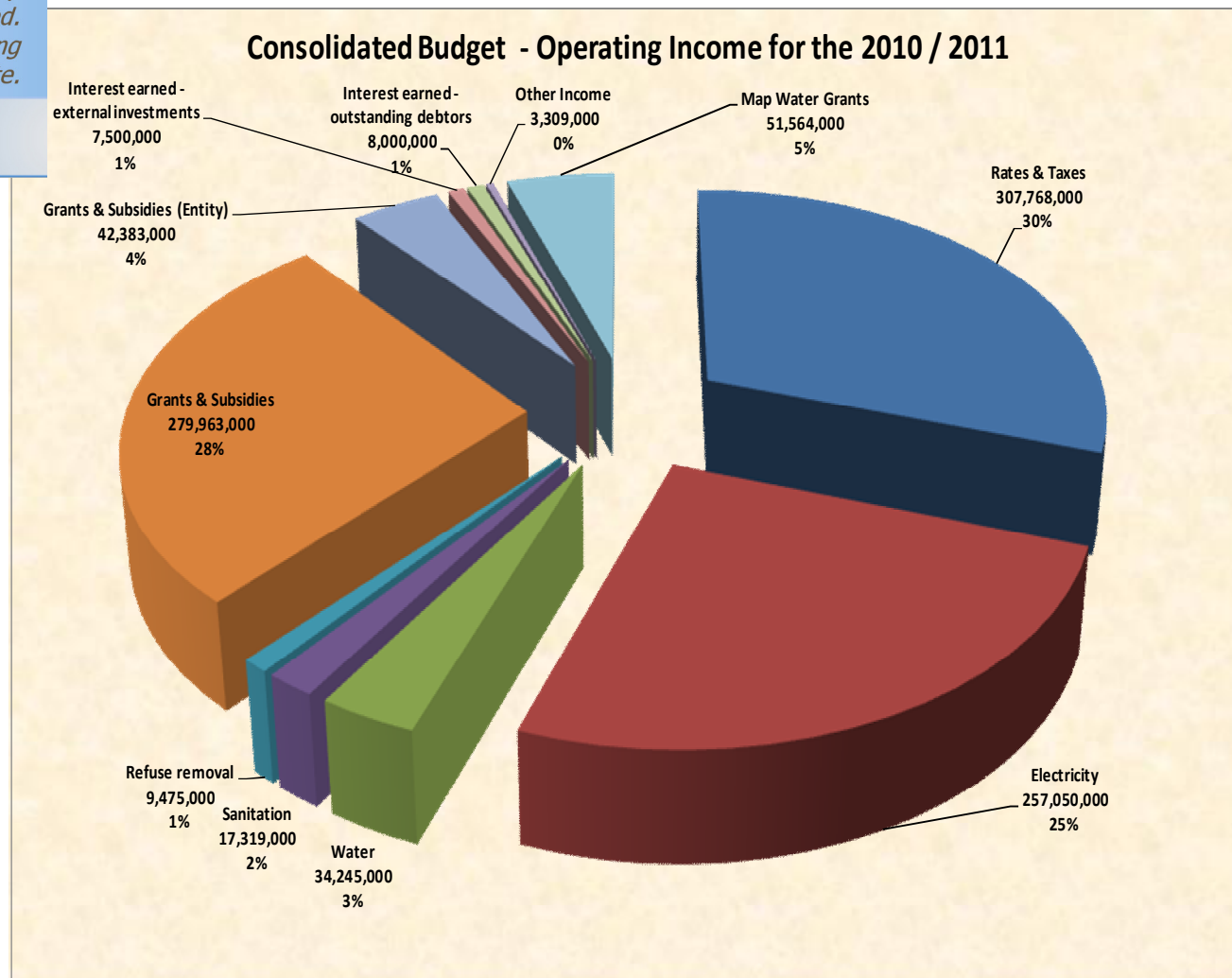
### FISCAL STRATEGY, FINANCIAL POSITION, ONGOING VIABILITY AND SUSTAINABILITY

The formation of a Local Municipality structure in 2000, however, brought with it, new challenges, especially in terms of financial and social issues. Maluti A Phofung Local's financial strategy to ensure the availability of funds to cover all operating and capital requirements and the long term sustainability the organisation include amongst others:



charges and fees to ensure annual price increases are guided by inflation

- ~ Ensuring that all grants available from national and provincial governments are availed of
- ~ Returns on investments of surplus funds are benchmarked to ensure that optimum returns are generated
- ~ Implementation of Performance Management Systems resulting in productivity improvements
- ~ Review and enhancement of credit control policy



**BUDGET SUMMARY INCOME BY SOURCE**



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	MTREF
Description	Budget 2010/2011 R'000
Rates & Taxes	307,768
Electricity	257,050
Water	34,245
Sanitation	17,319
Refuse removal	9,475
Grants & Subsidies	279,963
Grants & Subsidies(Entity)	42,383
Interest earned - external investments	7,500
Interest earned - outstanding debtors	8,000
Other Income	3,309
Income received by the Municipality on behalf of the Entity	51,564
<b>TOTAL OPERATING REVENUE</b>	<b>1,018,576</b>



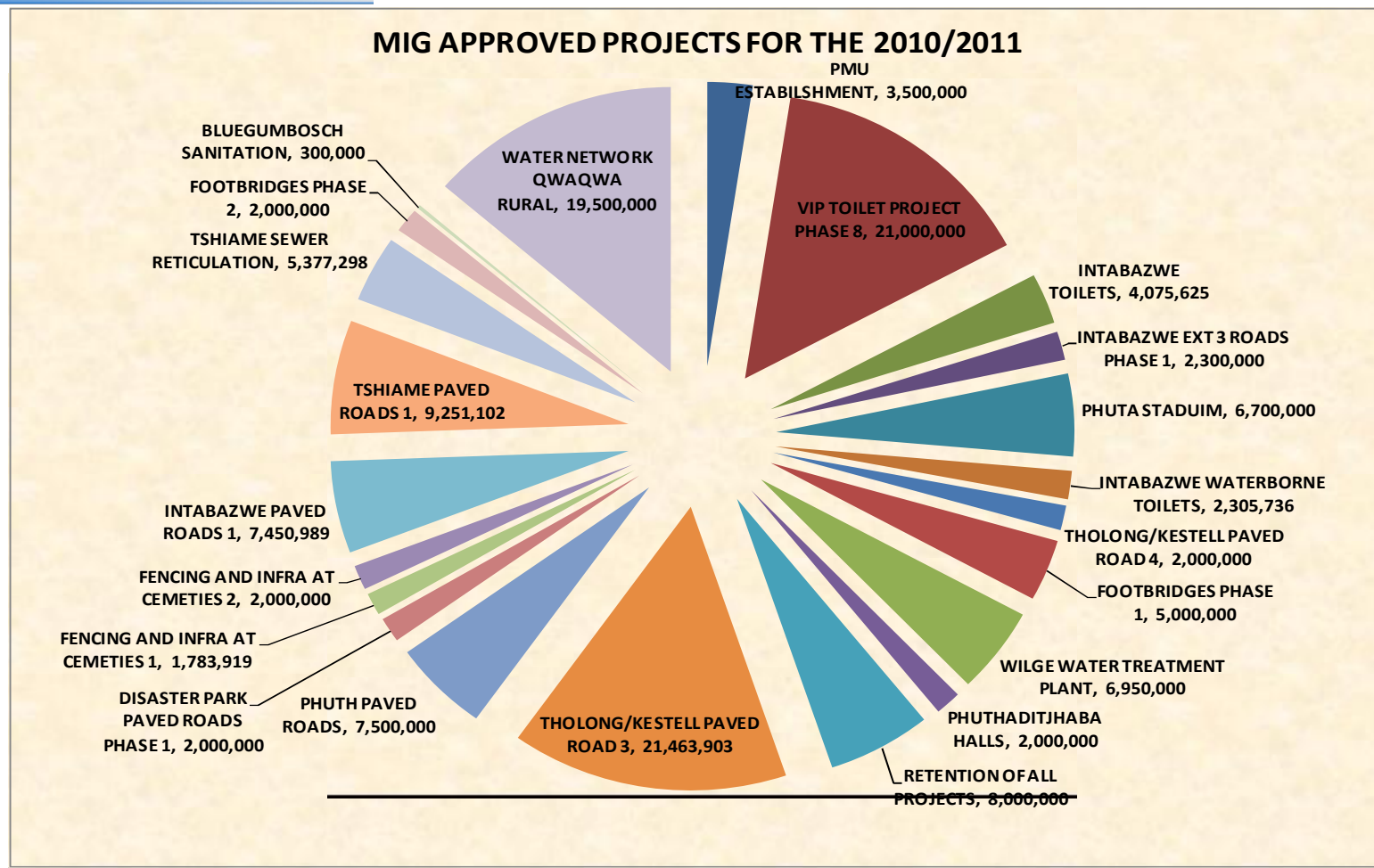
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#### EXPENDITURE BY TYPE

Description	Budget 2010/2011
	<b>R'000</b>
Employee related costs	202,322
Remuneration of Councillors	19,500
Bad debts	305,481
Depreciation	57,503
Repairs and maintenance	42,838
Finance charges	7,608
Bulk purchases - Electricity	157,000
Contracted services	127,826
Grants and subsidies paid	42,383
General expenses	39,990
<b>TOTAL OPERATING EXPENDITURE BY VOTE</b>	<b>1,002,451</b>

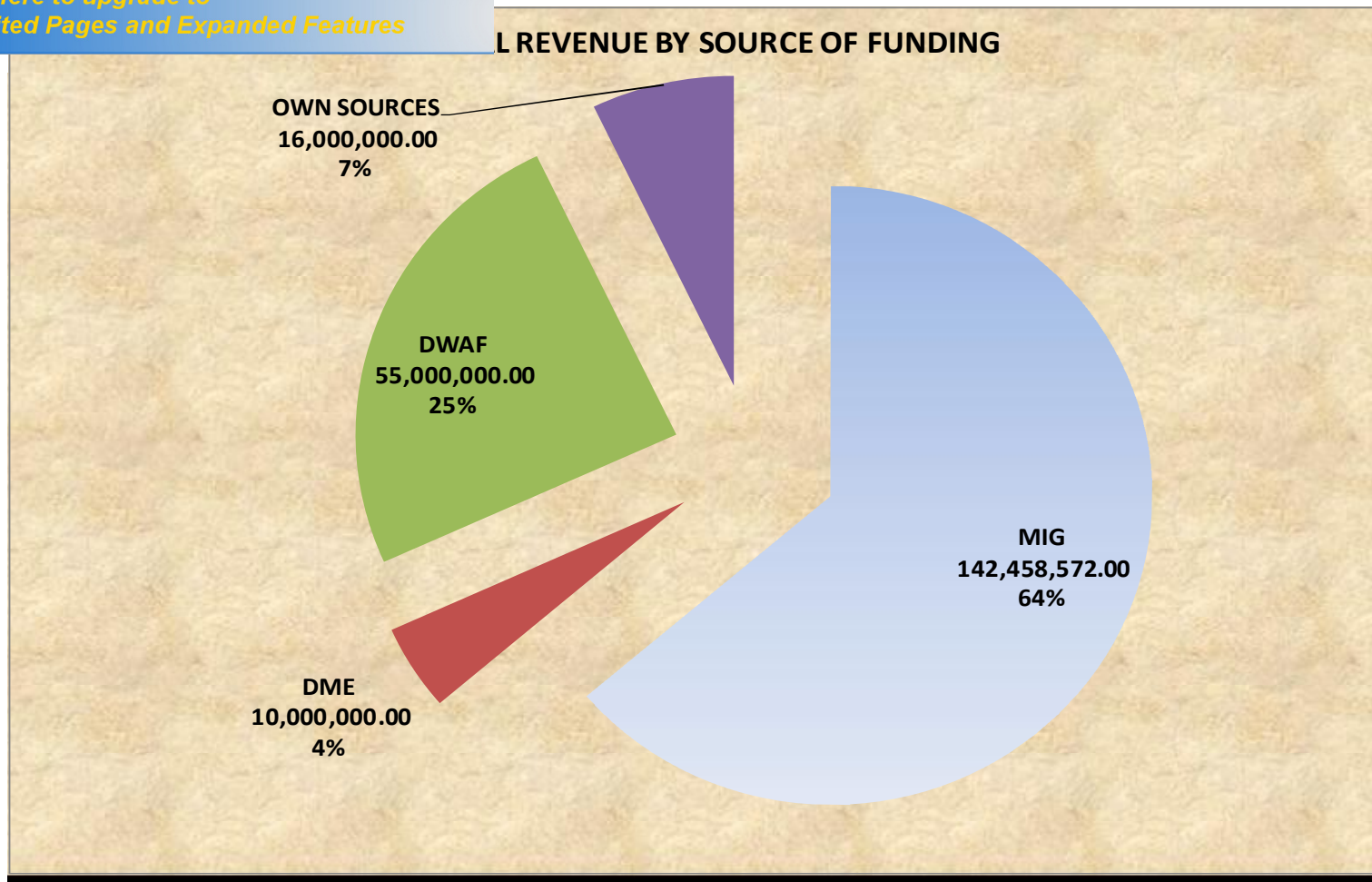


**CAPITAL REVENUE BY SOURCE OF FUNDING**



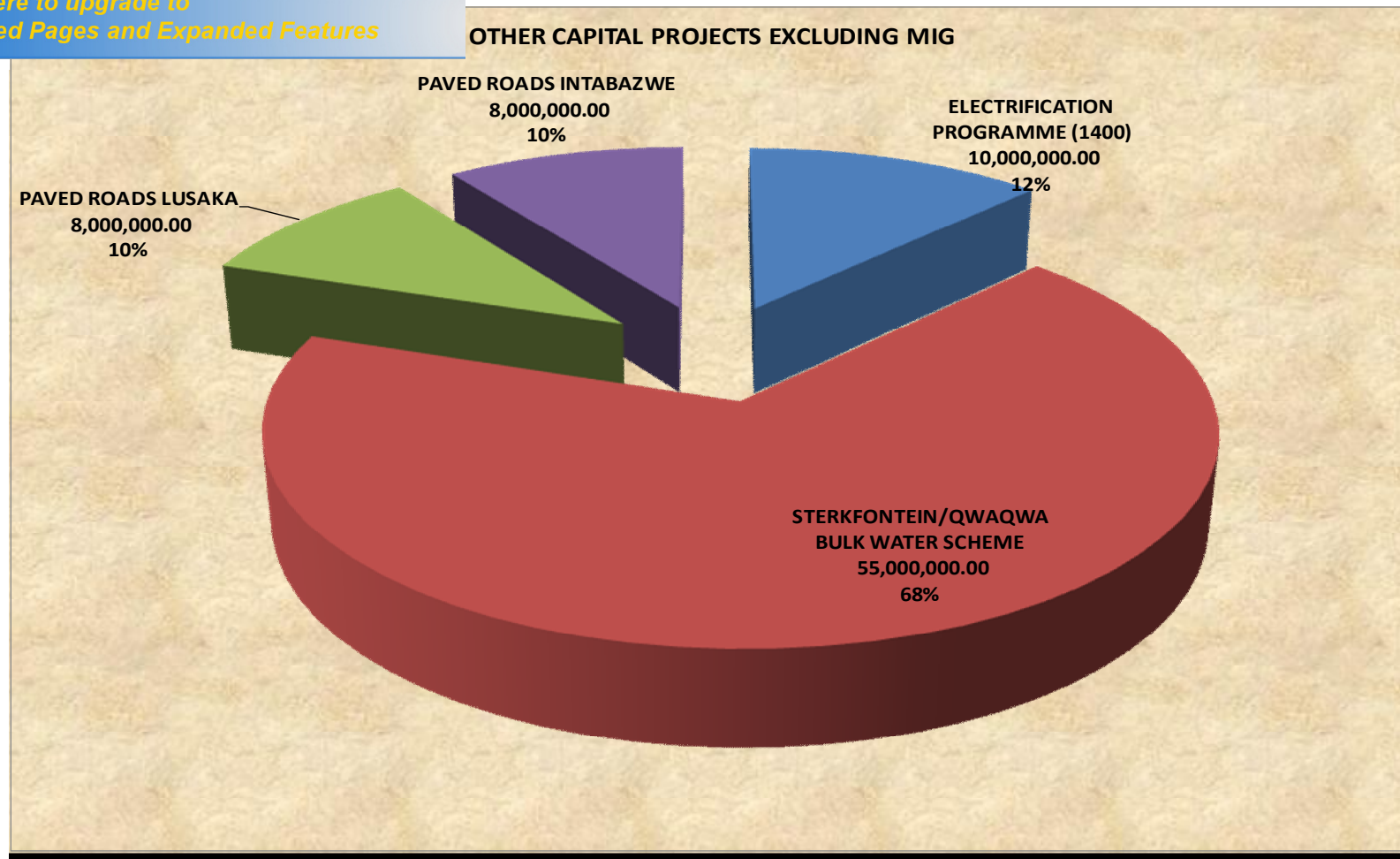


## L REVENUE BY SOURCE OF FUNDING



RAMME (1400)	10,000,000
	<b>10,000,000</b>
<b>MIG</b>	
MIG PROJECTS	<b>142,459,000</b>
<b>DWARF</b>	
STERKFontein/QWAQWA BULK WATER SCHEME	55,000,000
	<b>55,000,000</b>
<b>OWN SOURCES</b>	
Formalisation on illegal line	5,000,000
Electrification (350)Snake Park	2,100,000
Electrification (12) Disaster Park	900,000
Water Quality Management	1,400,000
Upgrading of Venningbng Bosbou line	300,000
Resurfacing of roads (MAP)	4,600,000
Unfinished internal roads	700,000
Infrastructure Plans	1,000,000
Sterkfontein/QWAQWA BULK WATER SCHEME	15,000,000
	<b>31,000,000</b>

**OTHER CAPITAL PROJECTS (EXCLUDING MIG PROJECTS)**



**CONSOLIDATED CAPITAL BUDGET OVER MTREF**

## **POLITICAL OVERSIGHT OF THE BUDGET PROCESS**

The key to strengthening the link between priorities and spending lies in enhancing political oversight of the budget process. Section 53(1)(a) of the MFMA states that the mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. The Executive Management Team has a significant role to play in the financial planning process. Strengthening the link between Government's priorities and spending plans is not an end in itself, but the goal should be enhanced service delivery aimed at improving the quality of life for all people within the Local Municipality.

Budgeting is primarily about the priorities and choices that the Municipality has to make in deciding how to meet the agreed set of policy objectives through better service delivery. Political oversight of the budget process allows Government, and in particular, the Municipality to manage the divergence between competing policy priorities and fiscal realities. The Executive Committee advises Council accordingly.

### **1. INTEGRATED MONITORING AND PERFORMANCE MANAGEMENT SYSTEM (PMS)**

Maluti-A-Phofung has successfully completed the PMS Framework which will be used as a tool for measuring the performance of the institution. This was completed in recognition of the legislations and circulars from the National Treasury. The Service Delivery Budget Implementation Plans (SDBIPs) as prescribed by the MFMA are also done and reviewed. Section 57 contracts are in place and annual agreements between the Municipal Manager and the Section 57 employees are being signed. The Municipality is currently in the process of setting up an individual performance management system, which is expected to be implemented after the adoption by the Council.

Contact Person: Mr. Mhlambi at 058 718 3761

### **4. SPATIAL DEVELOPMENT FRAMEWORK**

The Spatial Development Framework (hereafter only referred to as SDF) is a strategic document, which addresses short-term capital investments that are closely linked to projects within the Municipality's budget. This planning document was adopted by the Council and has been reviewed annually to meet the changing needs. This SDF recognises the principles contained in the National Spatial Development Perspective (Needs and Potentials).

Contact Details: Mr. Fouché at 058 718 3726

### **5. INTEGRATED POVERTY REDUCTION AND GENDER EQUITY PROGRAMME**

The fact that Maluti-A-Phofung area has been declared as the Nodal Area by the President of the country makes it possible for all the stakeholders and role-players to inject resources to alleviate poverty. One of the main objectives of the ISRDP is to impact positively on poverty alleviation in the Maluti-A-Phofung area adding another dimension to this issue in our area. The focus on poverty alleviation and reaching its objectives as determined during the IDP process will therefore be of utmost importance to the Municipality.

information of this Municipality but also very critical to eradicate the imbalances of the past. This Municipality will  
equity in its own organisation but when it is responsible for the implementation of projects gender equity will be a

priority.

Contact Person: Mr. Rens at 058 718 3734

#### **6. INTEGRATED ENVIRONMENTAL MANAGEMENT PROGRAMME**

The Municipality has adopted this strategic plan and is been implemented. This document includes the action 5-year action plan which reflects the recommended projects. Such projects are being considered for implemental projects for inclusion in the IDP.

#### **7. INTEGRATED LED PROGRAMME**

The Strategy is to be reviewed.

Contact Person: Mr Mhlambi 058 718 3700

#### **8. INTEGRATED INSTITUTIONAL PROGRAMME**

Due to the voluminous nature of the institutional Organogram, it was impossible is include it as part of this draft IDP.

Contact Person: Mr Rens 058 718 3734

#### **9. INTEGRATED HIV/AIDS PROGRAMME**

This strategic plan was completed during 2006 and still needs to be reviewed. The reviewing of this strategy will be aligned with the HIV/AIDS National Strategic Plan and the Apex priorities (particularly number 12) and other relevant Apex Priorities.

Contact Person: Mrs. Selepe at 058 718 3800

#### **10. DISASTER MANAGEMENT PLAN**

The Municipality is performing the Disaster function and has since adopted this plan during 2002.

Contact Person: Mr Matjele at 058 718 3700

## PLAN

This Programme has been kick-started and championed by the Community Services Directorate. To this date, the Terms of Reference has been completed and the Action Plan with the time frames. The Provincial Department of Environmental Affairs and Tourism has been playing a critical role in developing the plan which is anticipated to be completed by June 2008.

Contact Person: Mrs. Selepe at 058 718 3800

## 12. TRANSPORT PLAN

The Municipality is currently not having the transport plan and reference is made from the existing plan from the Thabo Mofutsanyane District Municipality.

Contact Details: Thabo Mofutsanyane District Municipality.

## 13. INTEGRATED HOUSING PLAN

Section 9 (1) of the National Housing Act, Act 107 of 1997, categorically states that every municipality must be as part of the municipality's process of integrated development planning recognise the housing needs and satisfiers of its residents. This call was responded to by the Maluti-A-Phofung Municipality, and hence this sector plan. One of the objectives of this Housing Sector Plan is to provide a critical link between integrated development planning and the practical reality of delivering housing projects.

Contact Person: Ms Hleli at 058 718 3726

## 14. INTEGRATED TOURISM SECTOR PLAN

The Maluti-A-Phofung Municipal Council has adopted this plan during 2007 with the purpose of enhancing tourism within the area. This plan outlines the strategies and the Action Plan which will and can assist the Municipality to attract tourists to the area. The details of this plan emphasis the critical role that can be played by the SMME and other tourism sectors.

Contact person: Mr Mhlambi at 058 718 3800