

NGWATHE LOCAL MUNICIPALITY
REVIEWED IDP 2011-2012



Foreword by the Mayor



It is that time when we have to once again present the Draft IDP Budget to our constituencies, which is our communities. This time around we are embarking on this process amid the preparations for local government elections, it is exciting indeed. Kethabo le motlotlo ho nna ho phatlalatsa moralo ona wa ntshetsopele wa lemo sa ditjhelete sa 2011-2012.

We are still on the journey of bettering the lives of our people despite the challenges that we are faced with as a local sphere of government, in his State of the Nation Address the Honourable State President Jacob Gedleyihlekisa Zuma alluded to this when he said:

“Local government and communities face major challenges – reducing unemployment, more access to better quality basic services, overcoming the legacy of apartheid spatial development, strengthening community participation, and building effective, accountable and clean local government.”

This therefore clearly demonstrate the fact that there is no government/ municipality that can mitigate silo approach in its operations hence we were saying **“WORKING TOGETHER WE CAN DO MORE”**

I once again wish to impress upon members of the community to continue being vigilantes of developments within their respective wards by actively participating in the processes and thus keep abreast with the latest change.

The emphasis as we head into the 2011 local government election is **“ TOGETHER WE CAN BUILD BETTER COMMUNITIES”** The IDP will therefore endeavour to give effect to the following:

- Build local economies to create more employment, decent work and sustainable livelihoods;
- Improve local public service and broaden access to them;
- Build more united, non racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government will also be of paramount importance for Ngwathe Local Municipality to contribute to job creation efforts as contained in the National Growth Path for in his Free State Provincial address the Premier sat a target and we as a municipality need to mobilize resources and try to meet it.

M.P Moshodi

Mayor

Foreword by the MM



In the quest of bettering the services we render to our communities, we are guided by the reviewed IDP (Integrated Development Plan) and the Municipal Turnaround Strategy. Our duty as municipal officials is to ensure efficient and sustainable service delivery to all the communities within the five towns, both rural and urban. This therefore requires mobilization of all resources in a concerted kind of an approach. As policy implementers is very important that we develop strategies that will directly speak to the aspirations of Ngwathe Municipal Council as far as the needs of our communities are concerned. The National government has introduced twelve National outcomes, of paramount importance among these is Outcome Nine (9) this calls for a new approach to doing things in that it seeks to achieve a ***“RESPONSIVE, ACCOUNTABLE, EFFICIENT AND EFFECTIVE LOCAL GOVERNMENT”***

The following outputs therefore give effect to the above:

- Output 1: implement a differentiated approach to municipal financing planning and support
- Output 2: improve access to basic services
- Output 3: implement the community work programme and cooperatives supported
- Output 4: actions supportive of human settlement outcomes
- Output 5: deepen democracy through a refined ward committee model
- Output 6: improve municipal financial and administrative capability
- Output 7: single window of coordination

Having realized our challenges and particularly the need to make the grade for **Operation Clean Audit 2014**, it becomes more relevant and appropriate to declare 2011/2012 year of Business Unusual for all the employees. We also commit to uphold the following Batho Pele Principles without deviation:

1. **Consultation**
2. **Service Standards**
3. **Access**
4. **Courtesy**
5. **Information**
6. **Openness and transparency**
7. **Redress**
8. **Value for money**

N.N Selai
Municipal Manager

Table of content

PART	CONTENT	SUB ITEMS	PAGE NO
1	INTRODUCTION		6
		1.1.What is an IDP	
		1.2.Legal Context	
2	THE PROCESS PLAN		7-20
		1.Introduction	
		2. Process plan committee	
		3. Distribution of role and responsibilities	
		4. Organizational structure and institutional arrangements	
		5.Mechanism and procedure for community and stakeholder participation	
		6. Mechanisms and procedures for alignment	
		7.Binding plans and planning requirements at provincial and national level	
		8.Action programmes with time frame and resource requirements	
3	SITUATIONAL ANALYSIS		21-62
		3.1SDF	
		3.2Population analysis	
		3.3Basic Service delivery	
		3.4FBS	
		3.5.Indigents	
		3.6.Housing & development	
		3.7.Ward Analysis	
		3.8.Safety & security	
		3.9.Correctional services	
		3.10.Educational analysis	
		3.11.Health analysis	
		3.12.Roads and transport	
		3.13.Environment	
		3.14.Recreation & Tourism	
		3.15.Social Services	
		3.16.Social Grants	
		3.17.Public services	
		3.18.Cemeteries	
		3.19.Economic	
		3.20.Political set up	
		3.21.Administration	
		3.22.Stakeholder	
		3.23.IGR	
		3.24.Community priorities	
4	DEVELOPMENTAL STRATEGIES	4.1.Background	63-93

		4.2.Vision	
		4.3.Mission	
		4.4.Core Values	
		4.5.Alignment procedures	
		4.6.Objectives & strategies	
5	PROJECTS	5.1.2011-12 IDP Projects linked directly to 2011/12 budget	94-113
		5.2. MTERF	
		5.3. Sector Support	
		5.4. Multi year project planning /CIP (unfunded projects)	
6	OPERATIONAL STRATEGIES	6.1.The Financial Plan	114-129
		6.2 SDBIP	
		6.3. Sector Plans	
7	LIST OF ACRONYMS		130 - 131

PART 1. INTRODUCTION

1.1 What is Integrated Development Planning?

Integrated development planning can be defined as a participatory planning process aimed at integrating sectoral strategies, in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population, in a manner that promotes sustainable growth, equity and empowerment of the poor and marginalized.

Preparing an IDP is a legal requirement in terms of section 6 of the Municipal Systems Act 32 of 2000, and it has a legal status that supersedes all other plans that guide development at local level. However, that is not the only reason why municipalities must prepare the plans. Under the new 1996 Constitution municipalities have been tasked with major developmental responsibilities to ensure that the quality of life of its citizens is improved. The new role for local government includes provision of basic services, creation of jobs, promotion of democracy and accountability and eradication of poverty.

IDP is also a very interactive and participatory process which requires involvement of a number of stakeholders.

Because of its participatory nature it takes municipality approximately six to nine months to complete an IDP and this timing is closely related to the municipal budgeting cycle. However, during this period delivery and development is not a standstill, it continues. The IDP is reviewed annually with results in the amendment of the plan should it be necessary.

1.2 Policy and legislative context

MUNICIPAL SYSTEMS ACT (MSA) (2000)

Integrated Development plans (IDPs) are critical components of South Africa's developmental local government system where development priorities, resources and institutional arrangements and governance processes are negotiated and implemented amongst various actors. All municipalities are required to compile IDP's in terms of the Municipal Systems Act, 2000 (32 of 2000).

MSA defines the IDP as one of the core functions of the municipality, it states that each municipal council must adopt a single, inclusive and strategic plan for the development of its municipality. This plan should link, integrate and coordinate plans and take into account proposals for the development of the municipality. It should align municipality's resources and capacity with the implementation of the plan (SDBIP) s. 53 of MFMA. It should form the policy framework and general basis on which annual budgets must be based and compatible with National (policies) and Provincial (FSGDS) development plans and planning requirements

PART 2: THE PROCESS PLAN 2011 - 2012

1. INTRODUCTION

The Integrated Development Planning Process is realized in terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000).

It is :

- a process through which the Municipalities prepares a strategic approach in unfolding its integrated development plan.
- In the main it indicates ,what will happen, when , how and by whom.

The process plan serves mainly as a business Plan or an operational plan of the process.

As a matter of legislative requirement, the IDP has a legal status and it supersedes all other plans that guide development at Local Government level. Every new Council must prepare its own IDP on the assumption of office. Ngwathe local municipal council prepared its own IDP when it assumed office following the 2nd Local Government Elections of March 2006 . The IDP is therefore linked to the term of office of councilors hence 2007 – 2012 period , and it is reviewed annually.

Integrated development planning is a very interactive and participatory process which requires involvement of a number of stakeholders and a number of legally binding pieces of legislation which include, among others ;

- Constitution of the Republic of South Africa
- Municipal Structures Act 117 of 1998
- National Environmental Management Act 107 of 1998
- Development Facilitation Act 65 of 1995
- Municipal Finance Management Act 56 of 2003
- Municipal Demarcation Act 27 of 1998
- Disaster Management Act 57 of 2002
- Local Government Property Rates Act 6 of 2004
- National Spatial Development Perspective
- United Nations Millennium Development Goals
- Free State Growth and Development Strategy
- Operation Hlasela injunctions and programmes
- All other sector based legislation

The Municipality has to ensure that the implementation of its IDP is measured, monitored and evaluated in terms of the Performance Management System which should be adopted by council as legislated in the Municipal Systems Act, Chapter 6. This will assist in the annual reviewing and amendment processes of the IDP.

The Municipal Systems Act (MSA), Section 34 is also clear in stating that “A municipal council must review its Integrated Development Plan annually according to:

- Comments from the MEC:

The MEC comments will be noted and improvements effected towards same.

- 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 changes in circumstances are taken into account as part of the annual review

- Improving the IDP Process:

It is necessary to effect institutional, process or content related changes to ensure that they are incorporated within the review process so that Integrated Development Planning Process is strategic, implementation oriented, participatory and integrated.

- Annual IDP Review:

This annual process is required by section 34 of the MSA, and relates to assessing the Municipality's performance against organization 's objectives as well as implementation delivery, and also taking cognizance of new information and changed circumstances. The IDP is reviewed in the light of this assessment.

The annually reviewed IDP is key to the Municipality's rolling three year Medium Term Strategic (MTSF) and Expenditure (MTEF) Frameworks required by national and provincial government. The purpose of the IDP revision is summarized as follows:

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

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 and review 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.

In the IDP Process Plan the following critical issues are addressed in order to ensure the success of developing the IDP:

- Process Plan Committee
- Distribution of Roles and Responsibilities
- Organizational Structure and Institutional arrangement for the IDP Process
- Mechanisms and Procedures for Community and Stakeholder Participation
- Mechanisms and Procedures for Alignment
- National and Provincial Binding Legislation and Planning Requirements
- Action Programme with Timeframe and Resource Requirements
- Cost estimate

2. PROCESS PLAN COMMITTEE

The Council will be appointing a Process Plan Committee that will deal with the preparation of the Process Plan ,this structure will subsequently be entirely incorporated as part of the envisaged IDP Steering Committee. The Process Plan Committee is made up of the following members:

Executive Committee

The Mayor, the Speaker and all executive committee members including the following members of Management:

Municipal Manager, Director: Technical Services, Director: Community Services, Director: Finance, Acting Director : Corporate Services, IDP Manager, Human Resource Manager, Technical Services Manager, Planning and Housing Development Manager, LED Manager, PMU Co-ordinator, Learning and Development Manager and Regional Managers

3. DISTRIBUTION OF ROLES AND RESPONSIBILITIES

It is one of the prerequisite of a smooth and well organized planning process for all Role Players to be fully aware of their own and others ' responsibilities . This is therefore one of the Corner Stones of the Planning Process. For clear understanding , Role Players will be divided into two (2) being External and Internal ;

INTERNAL

Municipal Council

This is the ultimate political decision-making body of the Municipality, the Municipal Council adopts and approves the Process Plan and for the purposes of the IDP Process will:

- undertake 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 and
 - The sector planning requirements are satisfied.
- Adopts and approve the IDP,
- adjust the IDP in accordance with the MEC for Local Government's proposal and
- Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.

Executive Committee:

- Decide on planning process: nominate persons in charge: monitor planning process
- Overall management and co-ordination responsibility (to make sure that all relevant actors are involved)

Municipal Officials:

- Providing technical / sector expertise and information
- Preparing draft project proposals

IDP Steering Committee

The composition of the IDP Steering Committee (Process Plan Committee) has been alluded to in Sec 3. 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 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.

Councillors:

- Linking integrated development planning process to their constituencies / wards
- Organising public participation

Strategic Executive Support Manager (IDP Manager):

To ensure a properly managed and organised review and planning process The IDP Manager will manage and co-ordinate the IDP Process. His / her responsibilities include to:

- ensure the preparation of the Process Plan,
- undertake the overall management and co-ordination of the planning process,
- ensure that all relevant actors are appropriately involved,
- nominate persons in charge of different roles,
- be responsible for the day-to-day management of the drafting process,
- ensure that the planning process is participatory, strategic and implementation oriented and is aligned with and satisfies sector planning requirements,
- ensure proper documentation of the results of the

EXTERNAL

Civil Society:

- Representing interests and contributing knowledge and ideas

District Municipality:

- Representing interests and contributing knowledge and ideas

Provincial and National Government Departments

Representing interests and contributing knowledge and ideas

Corporate Service Providers:

- Representing interests and contributing knowledge and ideas

4. ORGANISATIONAL STRUCTURE AND INSTITUTIONAL ARRANGEMENTS

The municipality has established a set of organizational arrangements intended to institutionalize the participation process, manage the drafting of outputs and ensure that affected parties are afforded the opportunity to contribute in decision making.

The organizational arrangements are based on the following principles:

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

The following is a proposed structures to give effect to the IDP Process Plan.

1. Executive Committee

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

- submitted the Process Plan for 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.

2. 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. 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.

The IDP Representative Forum is the structure, which institutionalises and guarantees representative participation in the IDP Process. 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.

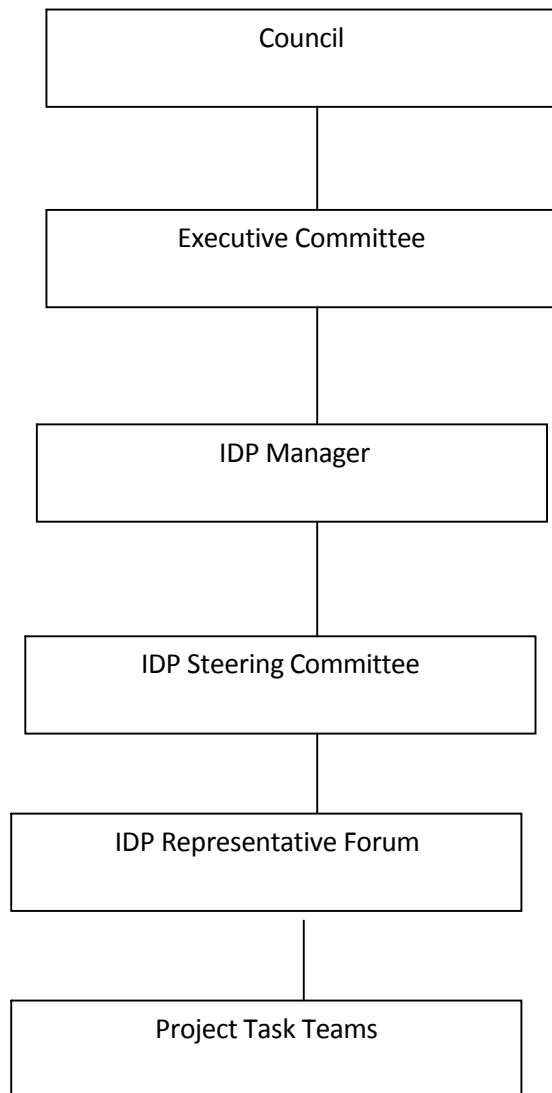
The preparation, facilitation and documentation of meetings and workshops of the IDP Representative Forum will be done by the Steering Committee. The code of conduct for the IDP Representative Forum will regulate the following issues:

- 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.

3. Project Task Teams

As the persons in charge for implementing the reviewed 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 finalization of strategies and identification of projects,
- provide departmental operational and capital budgetary information,
- Be responsible for the preparation of project proposals, the integration of projects and sector programmes.



5.MECHANISM AND PROCEDURE FOR COMMUNITY AND STAKEHOLDER PARTICIPATION

One of the main features of the IDP planning process is the involvement of community and stakeholder organizations in the process, such an involvement ensures an IDP that is informed by REAL and ACTUAL ISSUES EXPERIENCED BY COMMUNITIES. It is therefore crucial for the Municipality to adopt an appropriate and also put in place appropriate structures to ensure effective participation.

a. 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 , therefore Ward based approach is the key to reach as vast and many members of our communities.
- Existing public participation structures will be used.
- Door to door is also used to address the principle of inclusivity.
- Nominated participants should at any time provide proof of their mandate.

Diversity:

- The way public participation is structured provides sufficient room for diversity within the Municipal area in terms of different cultures, gender, language and education levels.
- Participation costs will be kept at an acceptable level.
- Participants will therefore be made aware that it is in their own interest to be involved in the planning process and it is not a task they have to be paid for.
- Access to the participation process will remain open ended, but newly registered participants will not be able to back track progress.
- Participants are responsible to give report back to the structures that they represent.

b. Conditions for Public Participation

- The residents and stakeholders will be informed on the Municipality's intention to embark on the IDP Review Process.
- Appropriate forms of media will be utilized in order to reach as many people as possible.
- All relevant community and stakeholder organizations will be invited to register as members of the IDP Representative Forum.
- Door to door is used to reach as vast the population as possible.
- 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.

c. Framework and Structures for Public Participation

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 and CDW's**. A smaller vehicle, the **IDP Steering Committee** will be constituted to deal with the revision 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.

d. Public Participation Plan and IDP Process Methodology:

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

- That the principle of inclusivity 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.
- Those feedback mechanisms are applied in order to ensure feedback to the broader community.

e. IDP Process Methodology:

The proposed methodology is based on the following points of departure:

- The present IDP Process guidelines serves as primary base to determine the methodology
- The methodology, in general, will aim the broad improvement of the IDP Process and will also attempt to provide comprehensive and adequate baseline data to support the decision making process.

Process Improvement:

Both the Performance Management System and the IDP formulation are tools to help Ngwathe Local Municipality in assessing its implementation. The proposed methodology thus aims to:

- check whether the Municipality is achieving its developmental objectives
- make adjustments and revisions to ensure efficiency and impact of its delivery is improved

Initial Measures

Initial measures, will amongst other, include the following critical steps:

- Confirmation of the Steering Committee to deal with the formulation of the IDP Process
- The preparation of a Process Plan that needs to be submitted to the District Municipality
- Ensure that the Process Plan aligns with the District Municipality's Framework for the IDP Process in the district
- The revitalization of the IDP Representative Forum by scheduling a Report Session.

Report Session:

In order to commence and implement the Process Plan, a general notice will be submitted to all residents in the various units and stakeholders in order to give notice of the IDP Process. Representatives of Community Based Organisations (CBOs) will be invited to a **Report Session**, a separate session in each of the units of the Municipality. The general notice:

- will be published in various languages in the local circulating papers and
- by means of invitation through the ward councilors

The aim of the registration session is to explain the IDP Process to the representatives of the broad public.

During this session the following will be the points of departure of the IDP Process:

- Confirmation of former Community and Stakeholder Level Assessments

- Confirmation of strategic contents of the Current IDP (Priorities, Strategies etc)

Critical steps:

The critical steps that need to be taken to ensure the formulation of the current IDP is based on the above-mentioned guidelines and points of departure:

1. Review urban and regional analysis to provide accurate information on priority issues.
2. To develop and confirm community needs.
3. Development of priority issues
4. Development and confirmation of remaining strategic phase outputs namely objectives and strategies if required.
5. Prepare a project list for implementation for the next financial year, aligned with the annual budget revision.
6. Implementation support will be provided to the Council as part of the proposed methodology. The implementation support will be linked to the Performance Management System which will be developed.
7. Continuous alignment with the formulation process of the District Municipality.

Approval:

An advertisement will be published to give notice of the draft IDP to provide opportunity for comment by the broad public. The draft IDP will also be circulated to the Governmental Organizations 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 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 following 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 current IDP Priorities and revision if required
- Agreement on a project implementation

Session 2:

- Agreement on priorities for Sector and Specialized Plans and Programs
- Agreement on detailed strategies for the plans

Session 3:

- Identification of additional projects as a result of the plans if required
- Compilation of comprehensive 5 year project list
- Agreement on Year 4 Project list and budget alignment of Project List

Conflict Resolution:

If an agreement cannot be reached within the IDP Steering Committee regarding certain planning 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, utilizing an external person or body as a mediator. The proper legitimization 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 (IDP Coordinator) will monitor compliance to the Process Plan.

6. MECHANISMS AND PROCEDURES FOR ALIGNMENT

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.

There are 3 types of Alignment to be considered:

- On a bilateral basis with neighboring municipalities
- Between the municipality and FDDM
- Between the municipality and other spheres (Provincial / National sector departments as well as other corporate service providers)

7. BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL**a) LEGISLATION**

Legislation which contains reference to integrate development planning is:

- Constitution of the Republic of South Africa 1993 (Act 200 of 1993)
- Constitution of the Republic of South Africa 1996 (Act 108 of 1998)
- Development Facilitation Act 1995 (Act 67 of 1995)
- Restitution of Land Rights Act 1994 (Act 22 of 1994)
- Disaster Management Act 2002 (Act 57 of 2002)
- Local Government: Municipal Finance Management Act 2003 (Act 56 of 2003)
- Public Finance Management Act 2003 (Act 1 of 1999)
- Housing Act 1997 (Act 107 of 1997)
- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- National Environmental Management Act 1998
- National Environmental Management Amendment Act 2002 (Act 56 of 2002)
- National Land Transport Act 2000 (Act 22 of 2000)
- National Water Act 1997
- Water Amendment Act 1997 (Act 58 of 1997)
- Water Services Act 1997 (Act 108 of 1997)
- Tourism Act 1993
- Tourism Development Act 1996 (Act 105 of 1996)

b) GREEN AND WHITE PAPERS

- Draft Green Paper: Development and Planning (April 1999)
- White Paper on Local Government (1998)
- White Paper on Housing Policy and Strategy SA (1994)
- White Paper on Development & Promotion of Tourism (May 1996)
- White Paper on National Transport Policy (20/8/96)
- White Paper on National Sanitation Policy (October 1996)
- White Paper on National Water Policy SA (April 1997)
- White Paper on Environmental Management Policy (Notice 749 15/5/98)
- White Paper on Safety and Security (September 1998)
- White Paper on Integrated Pollution and Waste Management (227 17/3/2000)
- White Paper on Municipal Service Partnerships (Notice 1689 26/4/2000)
- White Paper on Conservation and Sustainability SA – Biological Diversity (May 1997)
- White Paper on Social Welfare (August 1997)
- White Paper on Spatial Planning and Land Use Management (July 2001)
- White Paper on Strategy Development and Promotion of SMME's (20/3/95)
- White Paper on Water Supply and Sanitation Policy (November 1998)

c) POLICY DOCUMENTATION

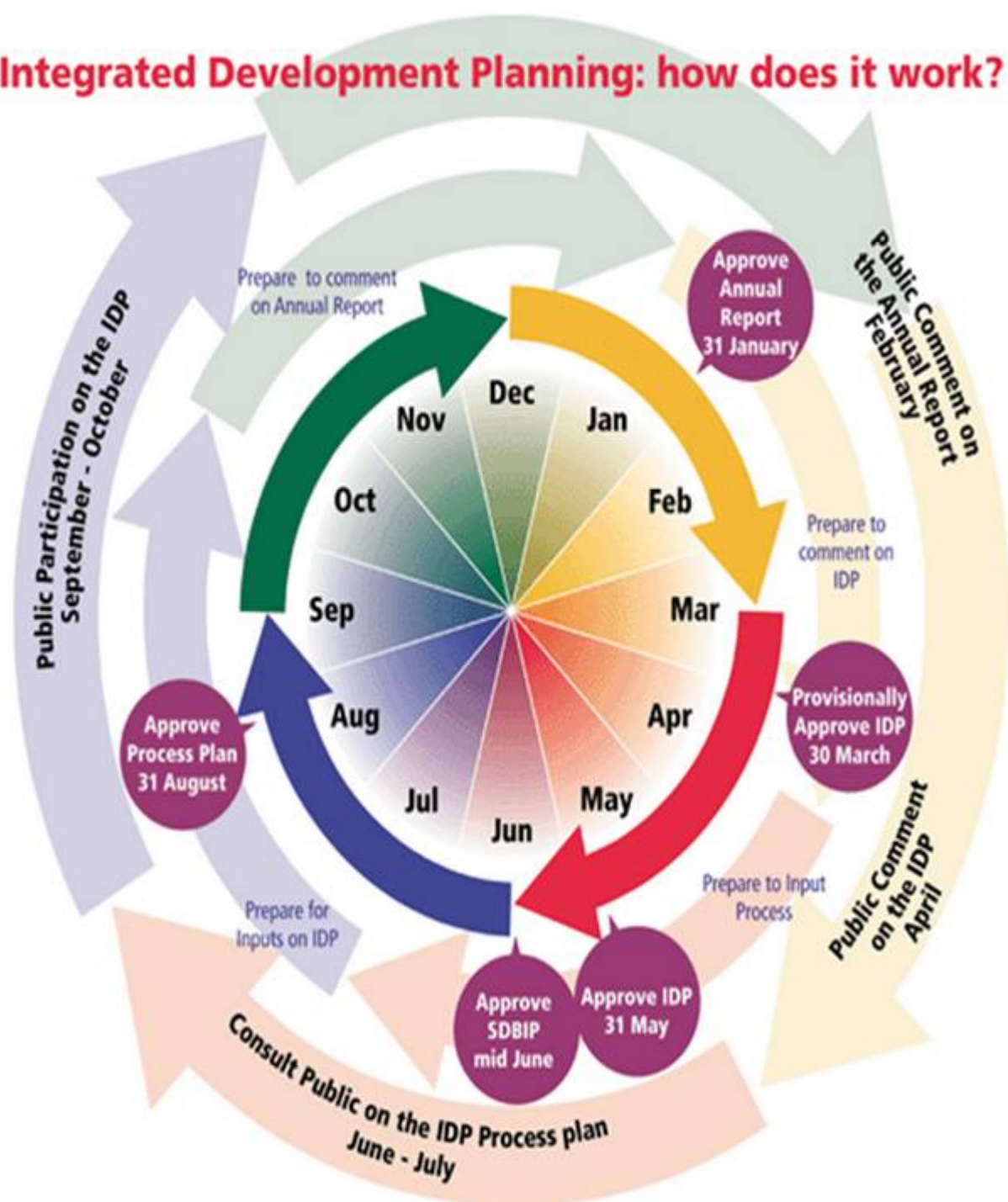
- Reconstruction and Development Programme, 1993
- Rural Development Framework
- Urban Development Framework
- Growth, Employment and Redistribution Strategy (GEAR)
- Free State Provincial Growth and Development Strategy, 2005

8. ACTION PROGRAMMES WITH TIME FRAME AND RESOURCE REQUIREMENTS

STEP	ACTIONS FOR THE IDP REVIEW PROCESS	TARGET DATE	RESOURCE REQUIREMENTS (where applicable)
Phase 1: Initial Preparations for IDP Process			
	Alignment Session with District Municipality		
1	Constituting Process plan / Steering Committee	Sep 2010	IT Equipment & Media
2	1 st Process Plan Planning Session	Sep 2010	
3	2 nd Process Plan Planning Session: Steering Committee approval of Process Plan	Sep 2010	
4	Adoption of the plan by Council	Sep 2010	
5	Submission of Process Plan to Fezile Dabi District Municipality	Sep 2010	
6	General Notice	Oct 2010	
District Framework Adopted			
Phase 2: Revision and Improvement (Analysis)			
7	Revision of urban and regional analysis to provide accurate information on Priority Issues	Oct 2010	Transport , printing, Bigger venues &IT Equipment
8	Development and confirmation of community needs based on a proper Community and Stakeholder Level Analysis		
9	Analyse and agree on Priority Issues (review if required and based on detailed analyses of priority issues)		
10	1 st Formal Steering Committee Session	Nov 2010	
11	1 st Report Session: IDP Representative Forum	Nov 2010	
12	Analyse and agree on Objectives and Strategies (review if required and based on revised Priority Issues)	Nov 2010	
13	2 nd Formal Steering Committee Session	Dec 2010	
Phase 3 : Project Selection and Budget Alignment			
14	Alignment Session with District Municipality	Jan - Feb 2011	Budget Allocation skills &IT Equipment
15	Formulation of Project Proposals		
16	Preliminary Budget Allocations per project		
17	Screen, adjust, consolidate and agree on Project Proposals		
18	Completion of detailed year 1 projects		
19	3 rd Formal Steering Committee Session	Feb 2011	
Phase 4: Approval			
20	Alignment Session with District Municipality		Media
21	1 st Draft IDP	March 2011	
22	Advertisement for comment on 1 st Draft IDP.	March 2011	
	<ul style="list-style-type: none">▪ Opportunity for comment by Government Departments▪ Opportunity for comment by public▪ Incorporating / responding on comments	March 2011	IT
23	2 nd Report Session: IDP Representative Forum and Public Participation	April 2011	Transport , big venues & IT equipment
24	Final adoption of IDP by Municipal Council based on final assessment by Government Departments	May 2011	

25	Submission of approved IDP to Provincial Government	April 2011	
<u>Phase 5: Implementation Support</u>			
26	<ul style="list-style-type: none"> ▪ Based on agreement with Council ▪ Implementation of Monitoring System ▪ Measurement against Performance Management ▪ Detailed project planning ▪ Project management and business plan application ▪ Alignment provincial and national level where applicable 	Continuous	IT equipment

Integrated Development Planning: how does it work?



PART 3: SITUATIONAL ANALYSIS

3.1. SDF

Ngwathe municipality's SDF was adopted in 2008 and will be reviewed soon, the area of jurisdiction of the Ngwathe Local Municipality is situated in the northern part of the Fezile Dabi District Municipality, the geographical area of the municipality is 7055.0277 square kilometers and It comprises of five towns which are: Parys, Heilbron, Koppies, Vredefort, and Edenville. It is strategically placed in the sense that it neighbors:

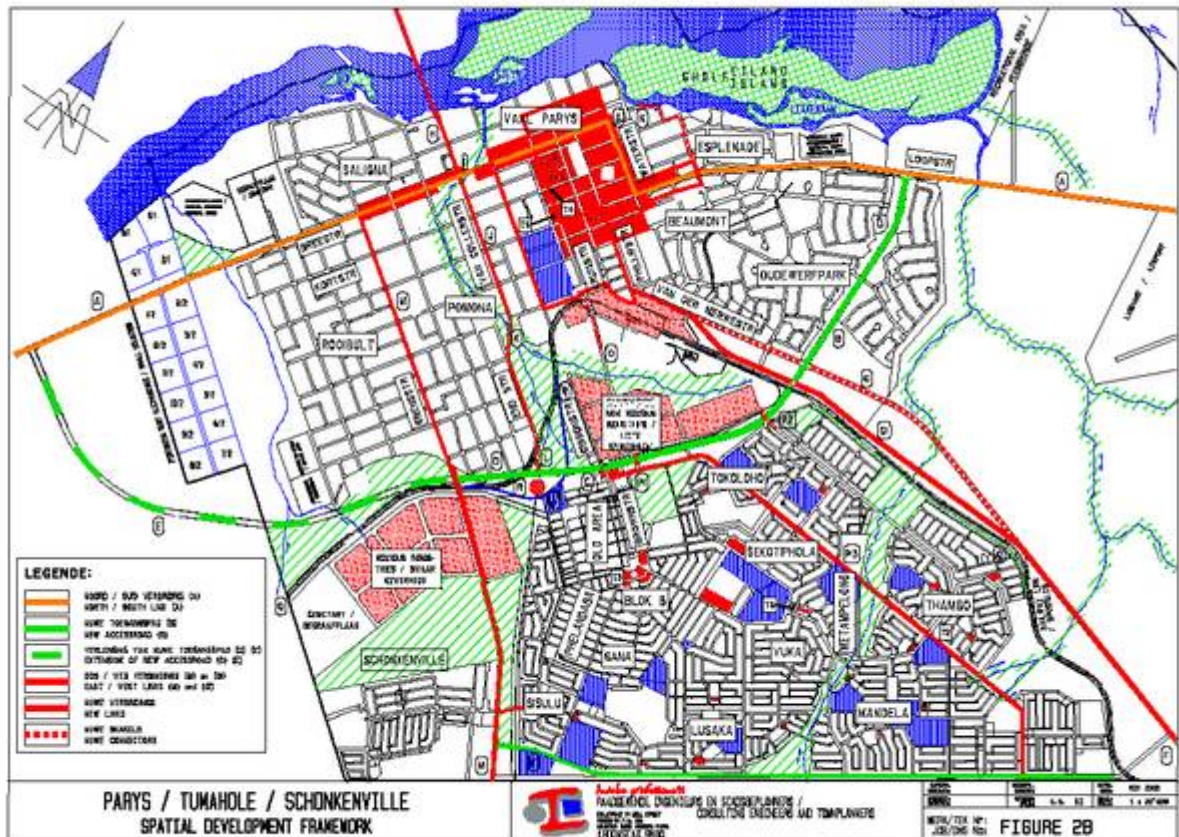
1. Moghaka Local Municipality through the towns of Vredefort, Koppies, and Edenville.
2. Metsimaholo Local municipality through the towns of Parys, Koppies and Heilbron.
3. Mafube Local Municipality through the town of Heilbron.
4. Emfuleni Local Municipality (Gauteng Province) through the town of Parys
5. Tlokwe Local Municipality (North West)through the town of Parys



3.1.1. Towns making Ngwathe

3.1.1.1. Parys

The town was established in 1876 and has been growing from strength to strength since then especially since the discovery of The Vredefort Dome World Heritage Site. It is situated along the banks of the famous Vaal river and in close proximity of one of the longest National roads, the N1 with its toll gate, Vaal toll Plaza. It is a gate way to both North West and Gauteng provinces. Parys is predominantly an agricultural area with following produce on offer; corn, tobacco, sorghum and livestock such as cattle & sheep.



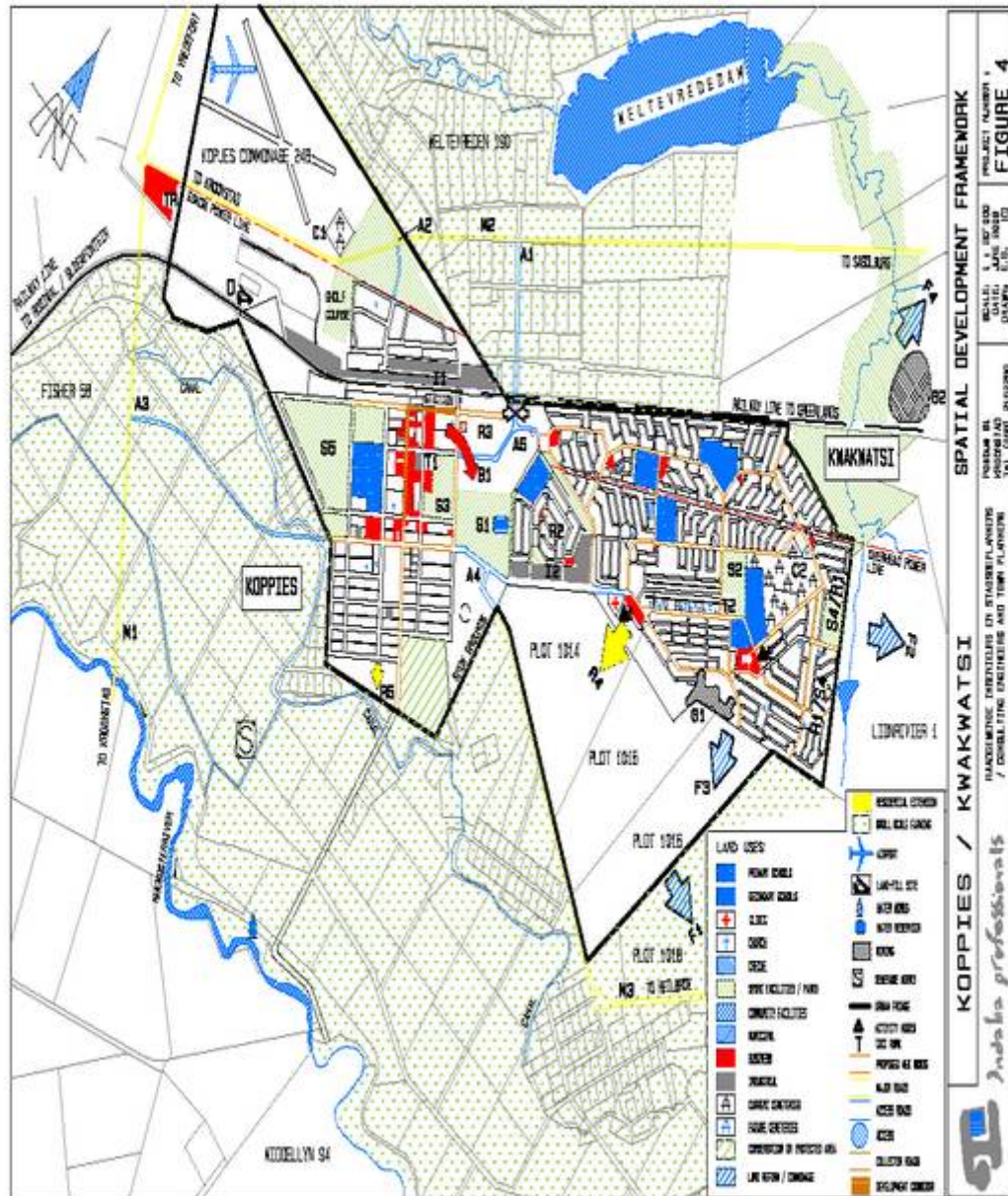
The town was established in 1876, it is situated South Westerly of Parys and houses the famous Vredefort Dome World Heritage Site, it is an essentially small farming town with the following produce on offer: cattle, peanuts, sorghum, sunflower, maize.



Heilbron was founded in 1872, It is situated in the North Eastern part of the district as well as the Free State province as a whole, it is strategically placed as it is a window into the free State, the mountain Kingdom of Lesotho and Gauteng, it is a predominantly agricultural town with the following products: maize, wheat, cattle, dairy, sunflowers, sheep, sorghum, beef cattlefarms.



Koppies was established in 1924, The town Koppies is situated on the banks of the Renoster River; it is in a very close proximity of the N1 highway .it is also a major agricultural town area with products such as maize, wheat, sorghum, cattle, beef cattle farming.



It was established in 1912, is situated in between Heilbron, Kroonstad, Petrus Steyn, Lindely and Steyn's rust and the R34 passes through Edenville. it too is an agriculturally pre dominantly maize, wheat, sheep, cattle.



3.2. Population Analysis

Estimated population and households: District Perspective

Municipality	Persons		Households	
	Census 2001	CS 2007	Census 2001	CS 2007
Ngwathe L M	118 810	133 000	32 108	34 000
Moghaka L M	167 892	170 522	41514	64 898
Metsimaholo	115 955	154 658	32 260	37 320
Mafube L M	57 659	53 722	14 661	14 005

Source CS

3.3. Basic Service Delivery

3.3.1 Access to water

Total households with access to water	Households access to water	Percentage	Backlog	Challenge
32873	21952	66.8%	3014	Lack of adequate funding and low capacity of the Parys Water Purification Plant. Edenville bulk water supply that is waning due to drying boreholes.

3.3.2 Access to electricity

Total households with access to water	Households access to water	Percentage	Backlog	Challenge
35449	29584	83.5%	1792	Low bulk supply capacity in Heilbron and ageing electrical network infrastructure, meter tempering and Koppies cable theft.

3.3.3 Access to sanitation

Total households with access to water	Households access to water	Percentage	Backlog	Challenge
3287	25734	78.3%	2690 (excluding VIP an Septic tanks)	287 households still using septic tanks and 1657 VIP. Parys and Heilbron plants running beyond capacity

3.3.4 Access to refuse removal

Total households with access to water	Households access to water	Percentage	Backlog	Challenges
32870	27730	84.4%	1680	Ageing refuse handling equipment

Source: Comparative Information on Basic Service delivery: 2009

3.3.5. Level of development

Percentage distribution of households by type of main dwelling

	Census 2001	CS 2007
House or brick structure on a separate stand or yard	64,9	72,3
Traditional dwelling/hut/structure made of traditional materials	3,0	1,4
Flat in block of flats	0,8	2,3
Town/cluster/semi-detached house (simplex: duplex: triplex)	2,0	0,8
House/flat/room	2,0	1,6
in back yard	6,6	14,6
Informal dwelling/shack	19,8	6,9
NOT in back yard e.g. in an informal/squatter settlement	0,4	-
Room/flatlet not in back yard but on a shared property	0,4	-
Caravan or tent	-	-
Private ship/boat	-	0,1
Workers' hostel (bed/room)	-	-
Other	100,0	100,0
Total		

Percentage distribution of households by type of water source

	Census 2001	CS 2007
Piped water		
Piped water	23,1	44,0
inside the yard	62,7	47,4
from access point outside the yard	12,0	3,3
Borehole	0,8	4,2
Spring	0,0	-
Dam/pool	0,2	0,4
River/stream	0,1	0,3
Water vendor	0,1	0,1
Rainwater tank	0,1	0,1
Other	1,0	0,2
Total	100,0	100,0

Percentage distribution of households by type of toilet facilities

	Census 2001	CS 2007
Owned and fully paid off	55,8	60,9
Owned but not yet paid off	12,4	11,0
Rented	17,1	16,7
Occupied rent-free	14,7	11,1
Other	-	0,2
Total	100,0	100,0

Percentage distribution of households by tenure status

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	50,7	70,2
Flush toilet (with septic tank)	1,3	5,3
Dry toilet facility	-	0,5
Chemical toilet	0,9	2,1
Pit latrine with ventilation (VIP)	3,9	6,7
Pit latrine without ventilation	12,6	0,2
Bucket latrine	23,4	13,5
None	7,2	1,5
Total	100	100

Percentage distribution of households by type of energy/fuel used for lighting

	Census 2001	CS 2007
Electricity	83,8	91,
Gas	0,1	-
Paraffin	0,8	1,0
Candles	14,6	6,9
Solar	0,4	0,3
Other	0,4	0,3
Total	100,	100,0

	Census 2001	CS 2007
Removed by local authority/private company	57,8	84,4
at least once a week	57,8	1,5
less often	3,6	0,3
Communal refuse dump	2,4	11,0
Own refuse dump	24,8	2,8
No rubbish disposal	11,5	-
Other	-	2,8
Total	100,0	100,0

Percentage distribution of households by type of energy/fuel used for heating

	Census 2001	CS 2007
Electricity	37,7	78,9
Gas	1,7	1,5
Paraffin	9,9	3,2
Wood	9,9	5,7
Coal	33,9	9,1
Animal dung	2,7	0,8
Solar	0,9	-
Other	3,3	0,8
Total	100,0	100,0

Percentage of distribution by type of fuel for cooking

	Census 2001	CS 2007
Electricity	44,6	86,7
Gas	4,1	2,2
Paraffin	24,5	6,9
Wood	7,6	2,6
Coal	16,1	1,1
Animal dung	2,6	0,5
Solar	0,2	-
Other	0,3	-
Total	100,0	100,0

3.4.FREE BASIC SERVICES

Ngwathe Local municipality is offering the following free basic services to the communities:

	Indigents	Non Indigents
Threshold	Category A: 0 – R1110 = 0 payment Category B: R1111 – R1900= R160 rebate)	
Electricity	50kw/h	
Water	First 6 kl	First 6 kl

3.5. Indigents

The current number of the indigents consumers is 15 000 and the municipality has embarked on datapurification exercise that will result in the accurate data.

3.6. Housing and Development

The municipality has embarked on the development of the Housing Demand Data Base with the assistance of FDDM.

Town	Backlog	Allocation for 2011/12
Parys	5637	Not yet released
Heilbron	3036	
Koppies	1918	
Vredefort	1633	
Edenville	1003	

Challenges

- ✓ High rate of urban migration resulting in, sporadic mushrooming of informal settlements in Parys, Vredefort, Heilbron and Edenville.
- ✓ Incapacity of the Parys waste water treatment plant.
- ✓ Slow progress in proclamation of townships in Parys, Heilbron, Vredefort and Edenville.
- ✓ Unavailability of land for housing development in Koppies.
- ✓ A total of 2300 subsidy allocations were withdrawn by the Provincial Department of Human settlements.
- ✓ Water shortage in Edenville.
- ✓ Non-availability of land in Koppies.
- ✓ Incomplete PHP houses.
- ✓ Some low/poor quality RDP houses.

3.7. Ward Analysis

The municipality is composed of 19 wards arranged according to the following table

Town	Ward	Ward Councillor	PR Councillor	Ward Committee	Community Development Worker (CDW)
Heilbron	1	Cllr Jaers	Cllr De Jager C	Y	Sylvia Motsoeneng
	3	Cllr Ndayi P		Y	Mawendy Molebatsi
	4	Cllr Mofokeng M		Y	Zandile Mngomezulu
	5	Cllr Moeketsi		Y	Pulane Motsiri
	7	Cllr Serathi K	Cllr Mvulane S	Y	Mondi Nthakha
Koppies	2	Cllr Rantsieng		Y	Lefu Moletsane
	17	Cllr Choni P		Y	Tina Skhosana
Parys	6	Cllr Ndlovu N		Y	Thabo Mabitle
	8	Cllr Direko N	Cllr Vandisi D	Y	Malebo Magashule
	9	Cllr Mbele M	Cllr Marumo J	Y	Lala Ndwendwa
	10	Cllr Hlatwayo		Y	Portia Mbele
	11	Cllr Magashule E	Cllr Majoe	Y	Kedibone Kobue
	12	Cllr Olifant O	Cllr Phathi M	Y	Seanokeng Setho
	13	Cllr Lehman		N	Liefde Wassenaar
	14	Cllr Sekete L	Cllr Mopeli N	Y	Ompie Kgang
	18	Cllr Vermaak S		Y	Jowie Radebe
Vredefort	15	Cllr Hlungu	Cllr Sothoane B	Y	Kulase Mokgethi
	16	Cllr Khumalo N	Cllr Sefako	Y	Manana Phetho
Edenville	19	Cllr Kgothagomang L	Cllr Sphiri M	Y	Sechele Khoase
	20				

Ward 20 is new ward that will come into effect after the Local government elections as a result of the MDB engagements of 2010. It should also be noted that the names of the councillors(ward/PR) may change owing to various party lists.

3.8. Safety & Security:

AREA	Police station	CPF	Personnel	Fleet	Crime tendencies	Magistrate Court
Parys	1	Y	87	23 vehicles; 2 motor bikes	Motor vehicle theft; stock theft; burglaries; Assault	1: High ; 1: Regional; 1: District
Tumahole	1	Y	27	25	House breaking; Burglary; Rape of elderly; Mugging; Common assault; Domestic violence	
Edenville	1	Y	27	7	Common assault; Assault GBH; Stock theft; Theft general;	1: Periodical court

					House brake	
Vredefort	1	Y	31	7	House breaking; Stock theft; Theft general; Assault GBH	1
Koppies	1	Y	44	16		1
Heilbron	1	Y	72		Assault GBH; Common Assault, House break(residence); Common robbery; Stock theft	1: Regional 1: District

3.9. Correctional Services :

Town	Correctional Services Facilities	Type/ Category	Personnel
Edenville	-		
Heilbron	1	Housing (Adult males only)	30
Koppies	-		
Parys	1	Housing (males only)	42
Vredefort	-		
Total	2		72

3.10. EDUCATIONAL ANALYSIS

The following is a table of schools by names and towns for ease of reference.

EMIS Nr	School Name	Type of School	Category of School	Post Office	Learners	Educators
443011183	AM LEMBEDE P/S	Public	Primary	TUMAHOLE	357	12
443011135	BARNARD MOLOKOANE S/S	Public	Comp. Sec.	TUMAHOLE	1194	45
443011110	SINDEKILE P/S	Public	Primary	PARYS	391	17
443011166	AHA SETJHABA P/S	Public	Primary	PARYS	883	27
443011027	BOTJHABA-TSATSI P/S	Public	Primary	PARYS	734	20
443011164	BOPA-SETJHABA P/S	Public	Primary	PARYS	647	18
443011180	BOITLAMO S/S	Public	Ordinary Sec.	PARYS	1047	38
443011186	MABATHO I/S	Public	Intermediate	PARYS	373	18
443011203	WEIVELD AS/S	Public	Agric. Sec.	PARYS	536	21
443011173	YAKHISISWE S/S	Public	Ordinary Sec.	PARYS	847	31
443011255	HF VERWOERD P/S	Public	Primary	PARYS	863	35
443011149	NTSHWEPHEPA P/S	Public	Primary	PARYS	982	34
443011241	PARYS SKOOL S/S	Public	Ordinary Sec.	PARYS	543	27

443011028	PHEHELLANG S/S	Public	Ordinary Sec.	PARYS	542	16
443011077	BOHOLONG PF/S	Farm	Primary	PARYS	7	1
444611231	BUITEN-AF PF/S	Farm	Primary	PARYS	4	2
443011051	SELOGILWE P/S	Public	Primary	PARYS	1125	34
442411016	INLANDSEE PF/S	Farm	Primary	PARYS	12	1
443011262	SCHONKENVILLE I/S	Public	Intermediate	SCHONKENVILLE	759	25
445802136	PARYS CHRISTIAN PI/S	Independent	Primary	PARYS	30	5
444611167	TATAISO P/S	Public	Primary	MOKWALLO	982	25
444611187	MOKWALLO P/S	Public	Primary	VREDEFORT	1105	31
444611126	BOIPHILELO S/S	Public	Ordinary Sec.	VREDEFORT	572	21
444611246	CHRIS VAN NIEKERK I/S	Public	Intermediate	VREDEFORT	216	12
444611263	VREDEFORT P/S	Public	Primary	VREDEFORT	363	14
444611171	SAMUEL SEBEGO PAKI S/S	Public	Ordinary Sec.	MOKWALLO	892	40
444611034	SEOTLO PF/S	Farm	Primary	VREDEFORT	30	3
			Ordinary Sec.			
442506241	NGWATHE S/S	Public	Ordinary Sec.	NGWATHE	254	21
442506319	EDENVILLE I/S	Public	Intermediate	EDENVILLE	517	17
442506236	SHS MOFUBE P/S	Public	Primary	NGWATHE	1070	34
442506027	BURMAH PF/S	Farm	Primary	EDENVILLE	22	1
442506017	KAROOSPRUIT PF/S	Farm	Primary	EDENVILLE	14	2
442506036	MOEDING PF/S	Farm	Primary	EDENVILLE	19	1
442506045	NOKANAPEDI PF/S	Farm	Primary	EDENVILLE	12	1
442506222	SERNICK PF/S	Farm	Primary	EDENVILLE	17	1
442411169	IPATLELENG P/S	Public	Primary	KOPPIES	1088	34
442411185	DIBASEHOLO P/S	Public	Primary	KOPPIES	1159	37
			Ordinary Sec.			
442411129	KWAKWATSI S/S	Public	Ordinary Sec.	KOPPIES	429	22
			Ordinary Sec.			
443611272	REBATLA THUTO S/S	Public	Ordinary Sec.	KOPPIES	731	26
442411249	SAREL CILLIERS C/S	Public	Combined	KOPPIES	628	29
441811102	CAIRO PF/S	Farm	Primary	KOPPIES	9	1
	DANIE BERNARDO PF/S	Farm	Primary	KOPPIES	9	1
442411078						
442411194	LAXDALE PF/S	Farm	Primary	KOPPIES	13	1
443611116	MEYERSHOF PF/S	Farm	Primary	KOPPIES	8	1
442411107	MOTSU PF/S	Farm	Primary	KOPPIES	6	1
	RHENOSTERDRAAI PF/S	Farm	Primary	KOPPIES	20	1
442411239						
442411117	OU SKUUR PF/S	Farm	Primary	KOPPIES	1	1
442411215	SERFONTEIN PF/S	Farm	Primary	KOPPIES	5	1
	THABO-LERATHO PF/S	Farm	Primary	KOPPIES	9	1
442411123						
442411213	TABOR PF/S	Farm	Primary	KOPPIES	11	1

442411196	WITKOPPIES PF/S	Farm	Primary	KOPPIES	13	1
442411019	SKURWEPOORT PF/S	Farm	Primary	KOPPIES	10	1
441811004	DIPKRAAL IF/S	Farm	Intermediate	HEILBRON	64	6
441811277	HEILBRON C/S	Public	Combined	HEILBRON	426	24
O'441811155	KEARABETSWE P/S	Public	Primary	HEILBRON	1161	34
441811106	BHEKILANGA I/S	Public	Intermediate	PHIRITONA	859	30
441811159	BOITUMELONG P/S	Public	Primary	HEILBRON	604	22
441811184	PHITSHANA P/S	Public	Primary	HEILBRON	870	23
441811261	SANDERSVILLE I/S	Public	Intermediate	HEILBRON	375	19
441811147	SEDIBA-THUTO S/S	Public	Ordinary Sec.	HEILBRON	1317	49
441811121	AANVOOR PF/S	Farm	Primary	HEILBRON	3	1
441811160	ALICE PF/S	Farm	Primary	HEILBRON	15	1
441811029	BLOEMHOF PF/S	Farm	Primary	HEILBRON	15	1
441811058	DIKGOHONG PF/S	Farm	Primary	HEILBRON	7	1
441811053	EENDRAGT VOLKSKOOL CVO CI/S	Independent	Combined	HEILBRON	125	16
441811014	FIGTREE PF/S	Farm	Primary	HEILBRON	10	1
441811091	KHAKHABA PF/S	Farm	Primary	HEILBRON	23	1
441811108	MATAMONG PF/S	Farm	Primary	HEILBRON	9	1
441811191	NUWE ENGELAND PF/S	Farm	Primary	HEILBRON	13	1
441811225	ONGEGUND PF/S	Farm	Primary	HEILBRON	6	1
441811139	REALEBOHA PF/S	Farm	Primary	HEILBRON	1	1
442506206	REHABILE PF/S	Farm	Primary	KROONSTAD	7	1
441811003	ROODERAND PF/S	Farm	Primary	HEILBRON	9	1
441811165	SAAIPLAAS PF/S	Farm	Primary	HEILBRON	4	1
443611282	SCHOOL OF DESTINY CI/S	Independent	Combined	HEILBRON	66	8
441811151	SPITSHOEK PF/S	Farm	Primary	HEILBRON	11	1
441811005	STRATFORD PF/S	Farm	Primary	HEILBRON	5	1
441811093	THABANTWA PF/S	Farm	Primary	HEILBRON	8	1
441811089	TISETSA PF/S	Farm	Primary	HEILBRON	5	1

Lack of any FET and or Higher education institution any where within the municipality means that our children have to move out of the municipality once they have completed matric, we rely on FET colleges (Flavius Mareka, two branches in Kroonstad and Sasol, Vaal University of Technology in Vanderbijlpark, North West University in Vanderbijlpark, Sebokeng and Potchefstroom. Communities did raise it as a need also. Despite this short coming the municipality is still able to assist learners with registration fee or bursaries to pursue their careers at various Tertiary institutions.

3.11 HEALTH ANALYSIS

3.11.1. INFRASTRUCTURE

AREA	Clinic	Hospital	Community Health Centre (CHC)
Parys	1	1	
Tumahole	2Thusanong&Tumahole		
Schonkenville	1		
Edenville			

Ngwathe	1 (Kgotso)		
Vredefort	1		
Mokwallo			
Vredeshoop			
Heilbron	1 (Sizabantu&Relebohile)	1 (Tokoloho)	1 (under construction)
Phiritona	2		
Sandersville			
Koppies			
Kwakwatsi			1 (Kganya)
TOTAL	9	2	2

Whilst we appreciate the construction of a community health center that is in progress in Phiritona, mentioned should also be made of the appalling conditions in Tumahole/ Parys clinics that are experiencing high volumes on daily basis resulting in some patients returned home, Edenville and Vredefort struggle to access the Ambulance timeously.

❖ **Emergency Central Call Center remains a challenge for all our communities.**

3.11.2. Mobile Clinics

Rural health provision, similar to the national tendency, is still an issue of concern. Health services are normally provided on a monthly basis in the region. This service needs to be enhanced.

3.11.3. DISTRICT PROGRESS TOWARDS THE ACHIEVEMENT OF THE MDG'S REVIEW OF PROGRESS TOWARDS THE HEALTH-RELATED MILLENNIUM DEVELOPMENT GOALS (MDGs) and required progress by 2014

MDG GOAL	TARGET	INDICATOR	Provincial Progress 2009	SOURCE OF DATA	District Progress 2009	District Targeted Progress 2014
Goal 1: Eradicate Extreme Poverty And Hunger	<ul style="list-style-type: none"> Halve, between 1990 and 2015, the proportion of people who suffer from hunger 	<ul style="list-style-type: none"> Prevalence of underweight in children (under 5 years of age) 	<ul style="list-style-type: none"> 3.10 per 1000 population children < 5yrs 	<ul style="list-style-type: none"> DHIS 	<ul style="list-style-type: none"> Facility not gaining weight rate: 2.4 % Under weight for age rate < 5years : 0.9 % 	<ul style="list-style-type: none"> 0.9 UWA rate < 5yrs
		<ul style="list-style-type: none"> Incidence of severe malnutrition in children (under 5 years of age) 	<ul style="list-style-type: none"> 4.2 per 1000 population 	<ul style="list-style-type: none"> DHIS 	<ul style="list-style-type: none"> Severe malnutrition < 5years: 0.3/1000 population 	<ul style="list-style-type: none"> 0.3 per 1000 population
Goal 4: Reduce	<ul style="list-style-type: none"> Reduce by two- 	<ul style="list-style-type: none"> Under-five mortality rate 	<ul style="list-style-type: none"> 68.2 per 1000 	<ul style="list-style-type: none"> DHIS 	<ul style="list-style-type: none"> Facility mortality 	<ul style="list-style-type: none"> 20 per 1000

MDG GOAL	TARGET	INDICATOR	Provincial Progress 2009	SOURCE OF DATA	District Progress 2009	District Targeted Progress 2014
Child Mortality	thirds, between 1990 and 2015, the under-five mortality rate				rate < 5years: 203/100,000	
		• Infant mortality rate	• 48.1 per 1000	• DHIS	• Facility mortality rate < 1year: 740/100,000 (72/9722)	• 15 per 1000
Goal 4: Reduce Child Mortality	• Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate	• Proportion of one-year-old children immunised against measles	• 96.3%	• DHIS	• Measles < 1 year coverage (annualised): • 95.2%	• 95.5%
Goal 5: Improve Maternal Health	• Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate	• Maternal mortality ratio	• 288 : 100 000 • 38/100,000 national	• DHIS	• Facility Maternal mortality rate: 1.6:1000	• 288/100 000 prov. • 38 /100,000 nat.
		• Proportion of births attended by skilled health personnel	• 90%	• DHIS	• Delivery in facility rate: 60.3% (Annualised) – only PHC facilities • Still birth rate : 6.5%	• 90%
Goal 6: Combat HIV and AIDS, malaria and other diseases	• Have halted by 2015, and begin to reverse the spread of HIV and AIDS	• HIV prevalence among 15- to 24-year-old pregnant women	• 31.5%	• Annual Antenatal Survey 2008	33.2 all pregnant women	• 30
		• Contraceptive prevalence rate	• 11 condoms per male	• DHIS	• Women year protectio	• 15 condoms • Contraceptive prevalence

MDG GOAL	TARGET	INDICATOR	Provincial Progress 2009	SOURCE OF DATA	District Progress 2009	District Targeted Progress 2014
					n rate (WYPR):3 2.1% • Couple year protection n rate annualised (CYPR ann)= 33.1%	rate 75%
		• Proportion of tuberculosis cases detected and cured under directly observed treatment, short-course (DOTS)	• 71.3%	• ETR.net	• 92.4%	• 85%

3.11.5. Emergency Medical Services

Town	Personnel	Ambulance	Commuter	Response
Parys	21	3	1	1
Vredefort	Serviced from Parys			
Heilbron	17	4	1	1
Edenville	Serviced from Heilbron			
Koppies	16	3	1	1
Total	44	10	3	3

3.12. ROADS & TRANSPORT ANALYSIS

3.12.1 Roads

AREA	ROADS
Edenville	<ul style="list-style-type: none"> ▪ R 34 from Heilbron to Kroonstad ▪ Gravel road from Ngwathe to Heuningspruit and Koppies ▪ Gravel road linking to Lindley, Petrus Steyn, and Steynsrus.
Heilbron	<ul style="list-style-type: none"> ▪ Gravel (S 44) between Heilbron and Oranjeville. ▪ Gravel S 163 between Heilbron. ▪ (R34) linking Heilbron & Frankfort ▪ R57 from Sasolburg to Heilbron and to Petrus Steyn ▪ Gravel to Koppies
Koppies	<ul style="list-style-type: none"> ▪ R 720 from N1 to road R 721.

	<ul style="list-style-type: none"> Gravel to Edenville from Vredefort
Parys	<ul style="list-style-type: none"> N1 between Johannesburg & Bloemfontein R59 from Sasol to Vredefort R 723 road between Parys and Heilbron
Vredefort	<ul style="list-style-type: none"> R 59 & from Parys to Viljoenskroon between Vredefort and Potchefstroom via Skandanawiee/Schoema nsdrif Vaal River crossing. R720 to Kroonstad Gravel to Koppies

3.12.2 Public Transport

The main mode of public transport within Ngwathe L M in all the 5 towns is privately owned minibus taxis with some motor vehicles (4+1) operating in Parys and Koppies. These are represented by 4 taxi associations structured according to this table:

Town	Association	Taxi Rank	Fleet
Edenville & Koppies	Kwakwatsi/Kopano	0	Edenville :2x minibus taxis Koppies: 6x minibus taxis long distance 17 motor car taxis (4+1) local
Parys	Kutlwano	1	43 long distance 40 local taxis
Vredefort	Mokwallo	0	11 minibus taxis & motor car taxis (4+1) local
Heilbron	Heilbron	1	46 mini-bus taxis

3.12.3 Traffic & licensing Departments

Town	Traffic
Parys	1
Heilbron	1
Koppies	1
Vredefort	1
Edenville	0

3.13. ENVIRONMENTAL ANALYSIS

IDP's are required to consider issues related to the environment as they obtain within their municipal areas, Statutory obligations contained in the National Environmental Management Act expects the municipality to be responsive to issues of nature that will help improve the quality of lives. Some Key Environmental Aspects include but are not limited to:

- Natural Water Resources and Water Quality
- Vredefort Dome World Heritage Site
- Land fill Sites
- Climate
- Mineral resources
- Air quality

- Land
- Endangered species
- Effluents control systems

3.13.1. Natural Water Resources and Water Quality

Vredefort	Parys	Heilbron	Koppies	Edenville
Direct from Vaal River treated through our purification plant.	Direct from Vaal River treated through our purification plant	Water is bought from Rand water through a pipeline that runs from Sasol.	Direct from Renoster River treated through our purification plant.	Drawn from the Bore holes which are recently running dry out, the municipality is complementing this by transporting 90 000 l of water from Heilbron on daily basis including weekends and public holidays. This exercise is very costly but unavoidable.

NB: The water quality of Parys and Vredefort is hard and scale forming. This is due to the bad quality from the river, there's a lot of algae and smell and bad taste.

The required treatment technology to address the above would be (1) the introduction of the Powdered Activated Carbon (PAC) dosed in a slurry form and that removes the color, and (2) would be the introduction of the Dissolved Air Flotation (DAF) right after the sedimentation process just before the sand filtration, and that restores the taste currently missing and with the 2 processes having be in place, then the communities from these two towns would be able to can drink the water from any corner.

The water treatment works for Parys, Vredefort and Koppies are operating at capacity and will not be bale to meet the future water requirements for the area. Need to increase treatment capacity. Already the boreholes are experiencing shortage.

Water Quality:

Basic sample tests are conducted with the following current results:

Chemical: 90%

Micro biological: 90%

Physical: 85%

Blue/ Green Drop:

The task team has been established to help steer the municipality into attaining the required standards.

3.13.2. Vredefort Dome World Heritage Site

Whilst FDDM is playing a leading role in the development of the site, the NLM will be activiley involved as per the Provincial ExcoLekgotla Resolution through the IDP and LED offices

3.13.3. Land Fill Sites

- There are currently 5 landfill sites in the municipality.
- They are not compliant with relevant legislation and regulations.(licensing, fencing, recycling etc)
- NLM is investigating the possibility of centralizing the landfill sites at Parys and Koppies.

3.13.3.1. NLM is faced with the following challenges :

- Only two sites are permitted namely Parys and Koppies.

- Lack of dedicated Waste Officials
- Lack of equipment to conduct waste collections and management services
- Poor or unregulated recycling
- Poor reporting on environmental targets
- Lack of support from DETEA on the implementation and compliance of various legislation : environment, waste

3.13.2. IWMP

The plan is being developed and will be completed in four months time.

3.13.4. Climate

Climate Change is a cross-cutting issue:

NLM is also affected by same.

The following are responses to climate change:

- Improved disaster management support within the district
- Drought relief programmes
- Support the shift to green economy programmes in the country.
- Is moving away from program that lead to destructive development like deforestation

3.8.5. Mineral Resources

The following mineral resources are found within the municipal area:

- Sand deposits
- Bentonite
- Granite
- Coal deposits
-

3.13.5. Air Quality

Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, has to be checked. NLM relies mainly on the FDDM policy in this regard for there are few air polluting elements as compared to highly industrialized areas. The fact that Parys area neighbors the highly industrialized Sasolburg (**90% air polluter**) makes it prone to poor air Quality, added to this is the continued domestic burning of coal, wood and paraffin in dense low-income communities especially during winter.

3.13.6. Land

Land Use Management

The Local Municipality has endeavoured on a formal legislative process, in terms of the Free State Township Ordinance, in order to prepare an integrated land uses management system. The Draft Ngwathe Town Planning Scheme is under way. There are challenges with regard to land scarcity particularly in Koppies and Heilbron.

3.13.7 Endangered species

- Another unique plant community appears in the form of riparian bush or “Gallery Bush”, found on riverbanks of the rivers
- A red data species, Sun Gazer Lizards in Edenville.
- Apes in the area of Parys.

THREATENED OR PROTECTED SPECIES (TOPS) REGULATIONS:

Efforts to engage the National Department of Environmental Affairs are underway.

3.12.8. Effluents control systems

Effluent (Raw Sewerage) journey to treatment plant and the process train in general

Treatment processes used at Ngwathe L.M are as follows: Trickling Filter Plant for Parys and this is the process that makes use of bio filters as the heart of the treatment process. Koppies and Heilbron makes use of the process called Activated Sludge Plant and this is distinguished from other treatment processes by the fact that it makes use surface aerators that are used to introduce oxygen in during the anaerobic process and Vredefort uses what we call Sequencing Batch Reactor coupled with the polishing ponds.

The trickling filter plant removes about 60-80 % of the total nitrogen and phosphorus whereas the activated sludge plant removes about 40-60 %. The trickling filter plant is as follow:

Raw sewerage →Screens→Primary Settling Tanks (PST)→Reaction Basin→Biofilters→Secondary Settling Tanks(SST) or Humus Tanks→CollectionSump→To the River.

As the raw sewerage or effluent enters the plant it goes through the screens that removes all the fats, condoms, rags,etc and gravitates into a small reaction basin that splits the effluent into all the primary settling tanks. The PST's removes all the unwanted material that managed to go through the screens and they float on top of the tank and the supernatant (remaining water) goes into the other reaction basin where it is blown by means of blower pumps on top of the bio filters and gets filtered through the stone media and this is the process where the bacteria grows.

Still from the PST's ,at the bottom of it sludge is drawn into the sludge sump and gets pumped into the digesters where it should be kept for a minimum of 2 weeks with proper circulation for sludge digestion and then gets drawn into the drying beds. The filtered water from the bio filters gravitates into another reaction basin that splits the water into the Secondary Settling Tanks (SST) to further remove the accumulated material through the bio filtration process and the at the bottom of the SST's the activated sludge is recirculated back into the reaction basin just in front of the PST's and this is termed as the nitrification process and the supernatant from the SST gravitates into the collection sump where it gets disinfected using chlorine to kill the remaining pathogens before it goes into the river.

3.13.9. Disaster Management

The Disaster Management Act (Act 57 of 2002) provides clear guidelines to ensure the establishment of a national, provincial and local disaster management system. Section 28(1) determined that each province must establish a framework for disaster management ensuring an integrated and uniform approach to the process. The framework should, amongst other, ensure general representation of governmental, non-governmental and the private sector. It follows naturally that the DMF of the District Municipality will have to be established in context with the Provincial Framework to ensure a uniform and integrated approach to disaster management.

Chapter 5 of the Act deals, in great detail, with the establishment of a Municipal Disaster Management Framework (MDMF) and clearly states (Section 42) that a MDMF needs to be established for the District Municipality. The District Municipality needs to establish the MDMF for proper consultation with the various Local Municipalities (LMs).

The process of implementing a disaster management system, Disaster Management in broad, comprise of certain critical elements. The critical elements of the disaster management process needs to be defined more accurately in the District Disaster Management Framework. The elements are summarized as follows:

- the implementation of legitimate, representative and functional structures to deal with the disaster management process.
- training and capacitating of the structures to ensure the sustainability of the disaster management process in the region.
- the delivery of a District and Local Municipalities' Disaster Management Plans (DMPs).
- IDP and disaster management cross issues are dealt with by all parties concerned.
- the most challenging aspect of implementation would probably keeping a functional District Disaster Management Centre.
- the functioning of the centre is, amongst others, to monitor the Local Municipalities in preparing their respective DMPs and ensures submission thereof to the Provincial Disaster Management Centre.

NLM has two disaster officials within its ranks

3.14. Recreation and Tourism

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
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<p>The Free State Province played a significant role in the Anglo Boer War, resulting in a number of historically important tourist attractions. The Koppies area, for example, is becoming well known for various battlefields as tourist attractions</p> <ul style="list-style-type: none"> ▪ The R82 Battlefield Route from Kroonstad to Greenlands, including the Rooiwal battlefield, has been officially established. ▪ Improvements and upgrading of the battlefields were recently endeavoured. ▪ Other sites of significant value are the Vredefortweg Concentration Camp Cemetery (Koppies district). ▪ As a result of the Boer Matabeli War, the Kwantitse Battlefield, also known as the Vegkop Battlefield (Heilbron area) is considered as a significant tourist attraction. <p>The recently established Francolin Creek Conservancy (Between Heilbron and Frankfort on the R43 road) and Ghoya Africa Conservancies (R 43) comprise, amongst other, a wine route, guest houses and farm restaurants and is becoming an increasingly popular tourist attraction.</p>	<ul style="list-style-type: none"> ▪ Promotion of the following tourist related developments should be enhanced on condition that applicable permits be obtained prior to any development: ▪ Eco/agri tourism (including hunting and guesthouse industries) <ul style="list-style-type: none"> - Low density tourist related activities - Leisure Residential Developments - Conservancies - Walking Trails - River Rafting ▪ Historically important tourist attractions related to the Anglo Boer War should be maintained and continuously be developed. ▪ In a sense, roads associated with the Francolin Creek Conservancy (Sections of roads R34, S160, S240 and S281) and the Ghoya Africa Conservancy should be considered as "tourism development corridors" and land use changes adjacent thereto, relating to tourism, should favorably be considered. ▪ Current initiatives to further development at the Koppies Dam Nature Reserve should be supported to ensure the development of the dam as one of the main tourist attractions of the region.
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3.15. Social Services

Area	SOCIAL WORKER	Social Development	Post Office	Labour	Home Affairs	Public Works	Agriculture
Parys			1	1			1
Tumahole					1		
Schonkenville							
Edenville			1				
Ngwathe							
Vredefort			1				
Mokwallo							
Vredeshoop							
Heilbron			1		1	1	10
Phiritona		Services rendered on Monday only	1	Services rendered Fortnightly			
Sandersville							
Koppies			1				
Kwakwatsi							

3.16. Social Grants

TYPE & AREA	0 - Old Age	3 - Disability Grant	5 - Foster Care	9 - Care Dependency	C - Child Support	6 - Care Combination	Total

Parys	1 953	1 072	284	34	4 238	03	7 584
Edenville	477	215	83	04	937		1 796
Vredefort	897	494	130	11	1 728	01	3 261
Phiritona	1 401	654	306	29	3 243	03	5 636
Koppies	949	420	106	20	1667		3 162
Total	5 675	2 955	909	98	11 902	07	22 439

3.17. Public Facilities

Area	Community hall	Thusong Centre	Libraries
Parys	1		1
Tumahole	1		1
Schonkenville	1		1
Edenville			
Ngwathe	1		1
Vredefort	1		1
Mokwallo			
Vredeshoop	1		
Heilbron	1		1
Phiritona	1	1	1
Sandersville	1		
Koppies	1		1
Kwakwatsi	1		1
Total	11	1	9

3.18. Cemeteries

AREA	Cemetery sites in use
Parys	2
Tumahole	1
Schonkenville	1
Edenville	1
Ngwathe	1
Vredefort	1
Mokwallo	1
Vredeshoop	
Heilbron	1(caters for top on top and reserved sites only)
Phiritona	1
Sandersville	1
Koppies	1
Kwakwatsi	1
Total	13

3.19. Economic Analysis

3.19.1. LED STRATEGY

The LED strategy of Ngwathe local municipality was adopted in 2009 and will be reviewed in due course.

3.19.2. The main challenges facing the Municipality are as follows:

- Organisation of LED in the institution
- Growing the local economy, distributing wealth and reducing unemployment;
- Arresting decline in critical sectors, diversifying the economy and stimulating emerging sectors;
- Creating conditions that stimulate economic growth and attract investors;
- Positioning the area to become a centre that attracts tourists.

3.19.3. Key strategic interventions were identified by the Municipality, in order to facilitate programs and processes that will address the abovementioned challenges, and they are:

- Build internal institutional capacity to drive economic development programs;
- Creating jobs through infrastructure development initiatives;
- Broadening participation of the disadvantaged communities in the economy;
- Building investor confidence by providing an attractive and conducive environment for business;
- Investing in tourism and heritage development;
- Contributing to capacity building and skills development; and
- Promoting the emerging and small business sector.

3.19. 4. Current Development Initiatives

The following economic areas are identified as key economic drivers for the district including the municipalities:

- Manufacturing
- Mining
- Construction
- Tourism
- Agriculture
- SMME Development

The following examples qualify the abovementioned:

- Considering the tourism potential of the Parys and Vredefort towns due to the listing of the Vredefort Dome as a world heritage site and the objective of the Council to forcefully exploit this potential, will have a direct influence on the economic growth and development in the area.
- A noxious and non-noxious industrial area of Heilbron is in the process of being planned that will improve further industrial development.
- Plans to further upgrade the Koppies Dam Nature Reserve by the Department of Tourism, Environment and Economic Affairs, the newly established private nature resort at Rooipoort Dam and the further development of the R82 Battlefield Route by the Fezile Dabi District Municipality, will enhance the tourism potential of Koppies.
- Bentonite deposits are present in the Koppies and exploitation thereof provides for job opportunities in the area.
- Opening of the De Beers diamond mine in the vicinity of Vredefort, is anticipated to provide numerous economic opportunities in the Municipal area.

3.19.5. Regional Economic Tendencies

PARYS

Parys has a strong commercial component and provide a wide range of services regarding health, education and professional services to the district. The contribution of these sectors is therefore substantial. The areas of Parys have unique nature and environmental assets like the Vaal River with several islands in the proximity of Parys and the Vredefort Dome that present exceptional tourism potential. Large areas of Parys are underlain with undifferentiated granite that is exploited directly to the north of Parys that further contribute to Parys being a prominent service and economic centre. Parys has a well-developed airfield that supports commercial and tourism development in the area.

VREDEFORT

The most prominent economic sector in Vredefort is the agricultural sector. Commercial activities in the town contributes minimally to the Gross Geographical Product (GGP) of the Municipality, especially when being compared to the contribution in the entire Fezile Dabi District Municipality. Because the agricultural sector is the most prominent economic sector, there are very limited work opportunities in town with the consequent high unemployment rate. This is aggravated by the population growth in specifically the Mokwallo residential area. However, the growing tourism potential of the town due to the world heritage site and its links to the Bothaville agricultural sector, brings hope to the economic development of Vredefort.

HEILBRON

Heilbron is predominantly an agricultural area although major manufacturing industries contribute largely to the Gross Geographic Product of the area. The agriculture and manufacturing industries have a direct influence on the per capita expenditure and employment opportunities of the urban area concerned. A vast range of products used to be manufactured from Clover S.A., Simba, Tudor, Peter's Knitwear and Microchem but the factories have since shut down, and resulting in huge impacts on the unemployment status of the people. These industries were significant employment sectors in the community. The study area is also in close proximity of the coal mining and coal-related industries of Sasolburg. Furthermore, the town also links the Fezile Dabi district to the eastern Free State tourism hub and an international link to Lesotho as well as an alternative link to KwaZulu Natal.

KOPPIES

As previously mentioned, Koppies is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. The three well-established and developed irrigation schemes subsequently enhance the agricultural character of the area and provide water resources to the De Beers mine development initiative. Koppies is strategically located between the larger centres of Kroonstad and Sasolburg, and the location mainly influence growth and development within the community. These factors contribute to the relatively low level of economic activity in the area. The current bentonite exploitation near Koppies and the current initiative for coal mining in the vicinity of Koppies provide significant future growth potential. Koppies is becoming well familiar for its tourist attractions. Specific reference is made to the R82 Battlefield Route that consists of several historical battlefields that are envisaged to be further developed as well as the Koppies Dam Nature Reserve. National annual angling competitions are held at the Koppies Dam.

EDENVILLE

Edenville is located in an area of agricultural significance and mainly provides basic services in this regard to the surrounding rural areas. The main road linking Kroonstad and Heilbron, stretches adjacent to the area. The area is influenced to a great extent by Kroonstad as a large service centre in close proximity. The most prominent economic sectors contributing to the Gross Geographical Product of the town, include the public sector, finance and real estate and transport. This is ascribed to the influence of Kroonstad, as a large service centre in the concerned town. The large contribution by the public sector is attributed to the prominent function of several Government and Para-Statal institutions in Kroonstad. The prominence of these sectors is due to the large turnover in the real estate sector, specifically as a result of the above-mentioned. Future development of Edenville is not foreseen. Edenville will remain functioning as service town to the surrounding agricultural community. However, the existing wine route and agro- processing initiatives can boost the economic development of the area.

Table 1: Indicators of the District Functional Area

Municipality	Surface(Sqr Km)	Population	Employed	Unemployed	Not economically Active	GDP ⁹ R million	GDP per capita
Fezile Dabi	21336.13	474 089	131,939	68.746	111.728	11152804	23525
Moqhaka	7912.73	170 522	59.707	19.170	36.581	3565541	20910
Ngwathe	7090.82	95 187	22.446	13.786	24.867	1328585	13958
Metsimaholo	1727.13	154 658	38.384	29.174	35.122	5862936	37909
Mafube	4605.44	53 722	11.392	6.617	15.159	395743	7366

Source: Quantec 2008 and Statssa Community Survey 2007

3.19.3. Long Term Economic Prospects

- Various sectors in the Parys contribute to the GGP of the study area. This is primarily attributed to the Parys urban area, as a prominent services centre in the district. Parys has a strong commercial component and provides a wide range of services regarding health, education and professional services to the district. The contribution of these sectors is therefor substantial.
- The Parys District has unique nature and environmental assets like the Vaal River with several islands in the proximity of Parys. The Vredefort Dome World Heritage site in Vredefort and Parys has of late become a potential source of exceptional tourism value.
- Large areas in Parys are also underlain with undifferentiated granite. Granite is exploited for the export market directly to the north of Parys that further contributes to the economic growth.
- Heilbron has good industrial development potential and at the same time, serves as a service centre for the surrounding agricultural community. The area has a predominantly agricultural centered economy with agriculture related activities dominating the area.
- Heilbron subsequently comprises a proper tarred runway to accommodate larger aircrafts. The airfield is a direct consequence of the area being a former “growth point” seeing industries such as Simba and Clover SA (national) established in the industrial area. The Heilbron case is an applicable example of the importance of air traffic facilities to enhance industrial development.
- The agricultural sector of Koppies is also prominent in the area. The Koppies area is therefore a predominant agricultural area. The three well-established and developed irrigation schemes subsequently enhance the agricultural prominence of the area and provide water resources to the new De Beers mine development.
- The possible long term future mining opportunities of coal in the Koppies vicinity will significantly contribute to large scale economic growth and creation of employment opportunities. The existing mining activities of bentonite at Koppies are prominent in a local context that also have future economic growth potential.
- The study area, like the rest of the Fezile Dabi District experienced a dramatic increase in the tourism industry regarding weekend tourism destinations. Specific reference is made to game ranches and guesthouses on farms.
- The development of the tourism potential of Koppies in particular the Koppies Dam and the R82 Battlefield Route should be supported.
- A need subsequently has been identified for the development and marketing of the old limestone mine in the proximity of Edenville, for tourism purposes

3.20. Political setup

Ngwathe Municipality has a governance system which consists of different decision making levels. These levels are divided as follows in order to enable smooth administration of governance issues:

- The Municipal Council
- Mayor and Executive Council
- Portfolio Committee

3.20.1 Municipal Council

It is made up of 38 Councillors including the Mayor and Speaker, the following table represents breakdown according to each party:

Party	ANC	DA	APC	PAC	Ratepayers
No	30	5	1	1	1

3.20.2 Mayor and Executive Committee

It is composed of the Mayor, 5 Councillors, the Municipal Manager and all the 4 Section 57 Directors

3.20.3. Portfolio Committees

Committee	Chairperson	Number of members
Finance and Budget	Cllr. G Nketu	5
Corporate Services	Cllr. A. Oliphant	6
Infrastructure and Local Economic Development	Cllr. D. Hansa	5
Social and Community Services	Cllr. K. Serathi	6
Urban, Rural Planning and Housing	Cllr D Vandisi	6
Public Safety and Transport	Cllr. N. Khumalo	5

The meetings of the governance structures are conducted in order to form synergy with public participation processes and administrative processes of council. Therefore, the portfolio committees and the executive committee meet monthly and the general council meets once in a quarter.

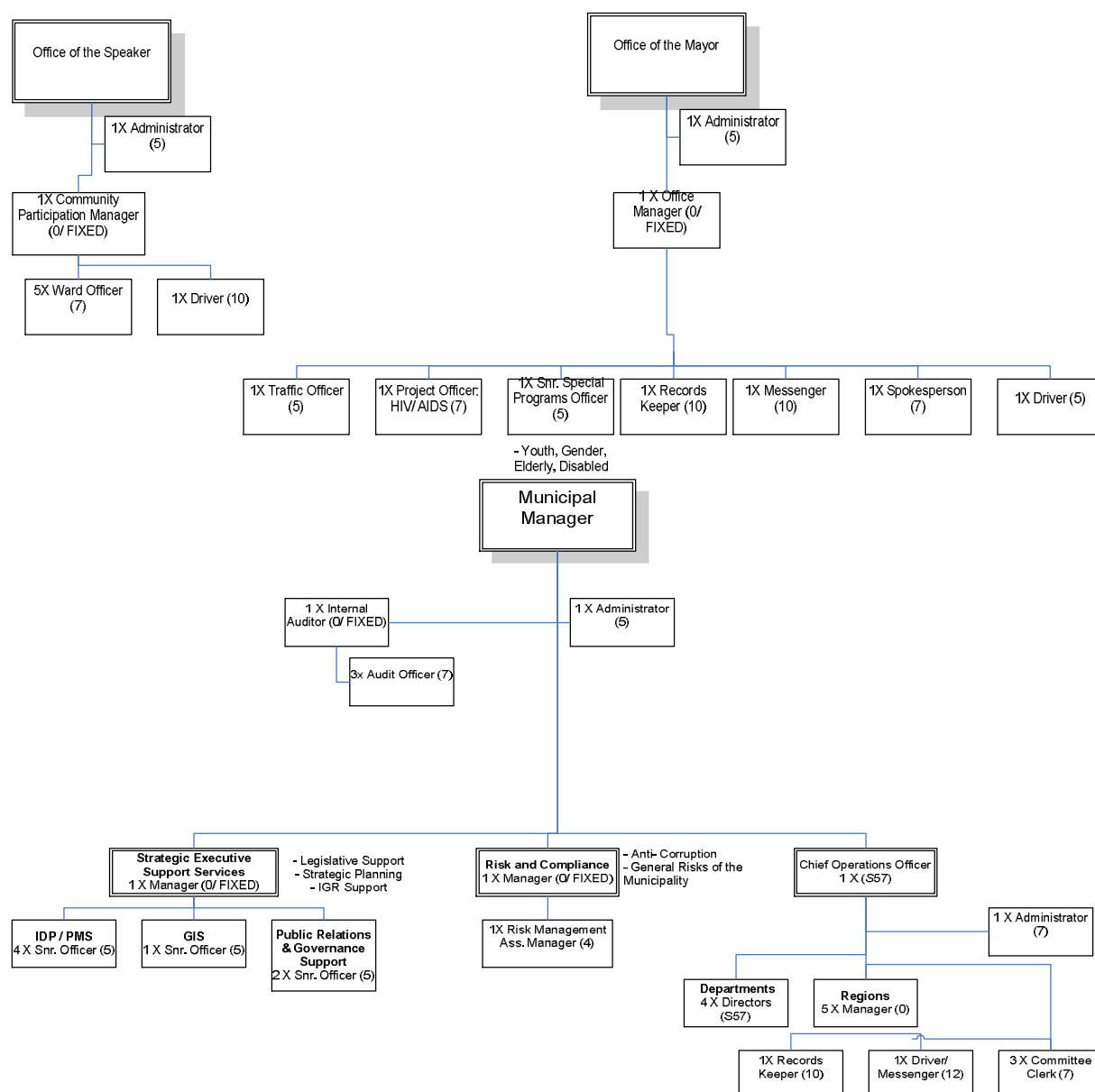
3.20.4. Meetings

Expected number of meetings within a year (July – June) per structure

3.21 Administration

3.21.1 Organisational Structure

Ngwathe Municipal Council developed and approved an organogram in 2004. The main objective was to establish a strong administrative support, to implement the integrated development plan, and for the smooth running of the day-to-day activities of council. Below kindly find the re-organized structure that enables Ngwathe Municipality to implement the IDP.



The total staff complement of Ngwathe local Municipality is 719

The human capital of the Municipality should be the cornerstone of ensuring the provision of services to communities, promoting social and economic development and promoting a safe and healthy environment.

It is therefore against this background, that the above structure relates to the KPA's of Local Municipalities as prescribed by legislation, and takes into consideration the size of the municipality and the financial position of the institution.

3.21.2. Organisational Performance Management System

The municipality has put in place the system for all the Section 57 managers, the system is linked to individual director SDBIP as linked to the KPA's, objectives and strategies. The process of cascading the system to the down line staff is underway.

3.21.3. Workplace Skills Plan

- Training committee was established and it consists of Councilors, Managers and Union members.
- Skills audit was conducted.
- The Workplace Skills Plan (WSP) was compiled and submitted to LGSETA as legislated.

3.21.4. Employment Equity Plan

The plan was duly completed per prescripts.

3.21.5. Labour

The LLF is established and meets as expected.

3.21.6. ADMINISTRATIVE INFRASTRUCTURE

ITEM	STATUS
Asset register	Movable asset register has been developed for movable assets and most of municipal equipments have been bar coded.
Indigent register	In the process of being updated
Alarm system and armed response	An alarm system is approved and implemented in Parys , Edenville and Heilbron and the system must be extended to all other towns.
Insurance	80% of all assets of the Council are insured.
Fleet management system	E Fuel system is being introduced
ADMINISTRATION	
Office Space and Buildings	Inadequate at Head Office. Plans are underway for renovations and upgrading offices to provide for more office space. Sufficient office space exist at the various units
Offices for Councilors, Ward Committees, Community Development Workers and other Council activities (including Council/ Committee Chambers with suitable equipment)	Not sufficient. Plans are underway for the upgrading of the existing spaces to be utilized for all council activities.
Cashiers/Pay-points	Cashiers as well as Pay-points during office hours are not sufficient. After hours pay points to buy electricity and to pay Municipal services are insufficient throughout the Municipality, especially in previously disadvantaged communities. Investigations are being conducted to implement more customer pay points throughout the Municipality.
Office equipment	Most offices are adequately provided with furniture.
Information and Communication Technology	<ul style="list-style-type: none"> • Cell phone allowances for councilors all directors and some managers are in effect. • New IT system must be installed to provide for adequate ICT requirements of a growing Municipality. • A website was established; “ngwathe.fs.gov.co.za” • Laptops were purchased for all the councillors
Vehicles and Equipment	New fleet of vehicles was purchased to improve service delivery. (10 LDV's 5 sedans for traffic and 1 roving sedan) However, the challenge remains heavy and or earth moving equipment.Refer to 3.4.9 for more fleet details
Electronic budget control and vote allocation system	(e- Venus) is currently being implemented

Valuation roll	Combined valuation roll, including rural area complying to the Municipal Property Rates Act regulations has been developed.
Metering system: - Water - Electricity	<ul style="list-style-type: none"> • Old ones are replacing, meter readings to be accurate. • Meter auditing unit established to verify all meters and deal with illegal connections
Control system: - Refuse removal - Services rendered	Plans are under way to investigate the possibility of centralizing the landfill sites and subsequently licence them.

3.21.7 Policies

In terms of the different legislative framework that regulates local government, the Municipality is pillared upon the following policies that were adopted:

FINANCE POLICIES	HUMAN RESOURCE POLICIES
Accounts Journal Entries	Overtime policy
Credit control & Debt collection policy	Delegation of powers
Banking & Investment policy	Performance management system policy
Indigent policy	Smoking policy
Placement policy	Archives Services policy
Supply Chain Management Policy	Library Policy
Vehicle policy	Community participation policy
Accounting policy	Security clothing policy
Adjustment Budget Policy	Sexual harassment policy
Cash flow policy	Housing and rental policy
Assets Capitalisation policy	Aids policy
Tariff policy in terms of section 74 of the Municipal Systems Act	Youth development and gender policy
Preventative maintenance and replacement policy of vehicles	Commonage policy
Property rates tax policy	Functioning of standing committees
Allotment of interest policy	Access to Information policy
Contributions to Funds, Reserves and Provisions	
Borrowing policy	
Traveling and car allowance policy	

The Municipality is also having an obligation to enforce regulations pertaining to the different aspects of public management and activities. All the By-laws that are to be developed will form part of the Municipal Code which will be developed in accordance to section 15 of the Municipal Systems Act of 2000 as amended.

3.21.8. By-laws

NAME OF BY- LAW	CURRENT STATUS
Accommodation Establishments	Developed and awaiting public consultation.
Aerial Systems	
Aerodrome	
Animals	
Barbers, Hairdressers and Beauticians	
Cemetery and Crematoria	
Civic Symbols and Honours	
Commonages	
Control of Inflammable Liquids and Substances	
Credit Control & Debt Collection	
Customer Care and Revenue Management	
Electricity Supply	
Encroachment on Municipal Property	
Fencing and Fences	
Fire Brigade Services	
Fire Works	
Fumigation	
Funeral Parlours, Cemeteries and Crematoria	
Heritage Resources and Cultural Institutions	
Hiring of Municipal Premises and Amenities	
Informal Settlements	
Keeping of Animals, Poultry and Bees	

Levying of Rates on Ratable Property	Developed and awaiting public consultation.
Libraries and Archives	
Licensing and Control of Undertakings that sell Food to the Public	
Liquor Trading Hours	
Livestock and Fresh Produce Market	
Nuisances and Offensive Conditions	
Offensive Trades	
Outdoor Signs (Advertising and other)	
Pounds	
Pre-school Institutions	
Public Amenities and Open spaces	
Solid, Non-hazardous Waste	
Sport Facilities	
Standing Orders and Uniform Standing Procedure	
Street Trading	
Trading in Used Goods	
Traffic	
Ward Committees (Liquor Licenses)	
Waste Management	
Water and Sanitation Services	
Work in Road Reserves	

3.22. Stakeholder Analysis

The following stakeholders are found within Ngwathe area and have registered as members of the Rep Forum.

Ward Committee's	Sector Departments
CDW's	SedibaThuto Secondary
SALGA	Heilbron Ministers Fraternal
Ngwathe Sports Councils (All towns)	Phiritona Arts & Culture
Famsa	Thabang Society
Ngwathe Performing Arts & Culture	Sadtu
Religious Forum	Samwu
Welele Construction Project	Imatu
Tshesomo Group	Deo Gratia C.R.C
V.Y.S	Child care forum
Khomanani	Rate/Tax payers Association
Thusong Day care Centre	Ngwathe Traditional Healers
Hupenyu Arts Development	SS Paki
SAPS	Vredefort Primary School
HTA	Grow Together Farming project
SHS Mofube Primary	Taxi Associations
Epilepsy South Africa	Chemcity
USSASA	

3.23. IGR

Intergovernmental Relations is about relations between different spheres of governments or between organs of state from different government about the conduct of their affairs. The idea behind IGR is basically to indicate and promote synergy between the three spheres of government.

Intergovernmental Relations Framework Act no 13 of 2005 came into effect with the intention of ensuring that all the spheres of government are able to provide sustainable services to our people.

IGR promotes value chain

The object of IGR are:

- Coherent government.
- Effective provision of services.
- Monitoring implementation of policy and legislation.
- Realization of national priorities

Some IGR Practices by NLM

- Provincial Coordinating Forum
- District Coordinating forum
- Technical IGR
- District MM's forum
- District CFO's and technical forum
- IDP Rep forum
- Cordial relationship with other locals
- IDP Manager's forum
- Sec 4 meetings
- Shared services

3.24. Community Needs Analysis

Legislation requires that communities must be consulted annually during the IDP reviews and be afforded the opportunity to make inputs according to the priorities in their respective wards; all the 19 wards were consulted and accordingly afforded such an opportunity. The following is therefore a product of such engagements.

N.B Prioritization was done by the communities in their respective wards:

WARD 1 PRIORITIES	
KPA	PROJECTS
HOUSING	<ul style="list-style-type: none"> • Need RDP houses • Incomplete RDP houses
SANITATION	<ul style="list-style-type: none"> • Incomplete internal toilets • Buckets eradication
SSW	<ul style="list-style-type: none"> • Terrible conditions of streets • Need for bridge between S section & Sandersville • Dangerous bridge in Steyl street • Upgrading connection FROM S section to Sasolburg road
POVERTY ALLEVIATION	<ul style="list-style-type: none"> • Business sites to be declared • Coffin making project(working space)
PARKS	<ul style="list-style-type: none"> • Too many open spaces • Illegal dumping • Upgrading & Maintenance of Sandersville stadium

ELECTRICITY	<ul style="list-style-type: none"> • Cable transfers • High mast lights to be repaired
ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership

WARD 2 PRIORITIES	
KPA	PROJECTS
HOUSING	<ul style="list-style-type: none"> • Need RDP houses/ sites
SANITATION	<ul style="list-style-type: none"> • Upgrading of Sanitation System
SSW	<ul style="list-style-type: none"> • Poor conditions of roads • Storm Water Drainage System (Old Location) • Speed humps
WATER	<ul style="list-style-type: none"> • Shortage of water
PARKS	<ul style="list-style-type: none"> • Sport facilities needed • Upgrading of the cemetery
ELECTRICITY	<ul style="list-style-type: none"> • Cable transfers • Household connections
ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership
REFUSE	<ul style="list-style-type: none"> • Illegal dumps

WARD 3 PRIORITIES	
KPA	PROJECTS
HOUSING	<ul style="list-style-type: none"> • Old houses need revitalizing • Incomplete RDP
SANITATION	<ul style="list-style-type: none"> • Upgrade sewer plant & sewer line next to old purification plant.
SSW	<ul style="list-style-type: none"> • Dangerous bridge in Steyl street • Resealing of potholes. • Upgrading of streets • Reconstruction of new and better speed humps.
DISASTER	<ul style="list-style-type: none"> • Need more fire fighting equipment
ELECTRICITY	<ul style="list-style-type: none"> • Conversion of conventional meters to prepaid. • Maintenance of street & high mast lights. • Cable transfers
ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership
REFUSE	<ul style="list-style-type: none"> • Effective refuse removal

WARD 4 PRIORITIES	
KPA	PROJECTS
HOUSING	<ul style="list-style-type: none"> • Low quality RDP's • Incomplete PHP
EDUCATION	<ul style="list-style-type: none"> • Need schools in the ward
SSW	<ul style="list-style-type: none"> • Bad state of the streets • Storm water drainage

	<ul style="list-style-type: none"> • Paving of taxi route • Provision of street names. • Reconstruction of Speed humps. • Rehabilitate graveyard route & bridge
CSS	<ul style="list-style-type: none"> • Old age home • Agric projects
ELECTRICITY	<ul style="list-style-type: none"> • Cable transfer • Need household connections • Vending station
ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership
REFUSE	<ul style="list-style-type: none"> • Illegal dumps
WATER	<ul style="list-style-type: none"> • Low supply
CEMETERY	<ul style="list-style-type: none"> • Maintenance
SPORT	<ul style="list-style-type: none"> • Need sport facilities

WARD 5 PRIORITIES	
KPA	PROJECTS
HOUSING	<ul style="list-style-type: none"> • Need houses
SANITATION	<ul style="list-style-type: none"> • Need decent toilets (buckets eradication) • Upgrade sewer plant
SSW	<ul style="list-style-type: none"> • Road construction • Roads and storm water drainage • Provision of street names. • Reconstruction of new and better Speed humps.
ELECTRICITY	<ul style="list-style-type: none"> • Cable transfer • Need household connections • Vending station
WATER	<ul style="list-style-type: none"> • More taps
CEMETERY	<ul style="list-style-type: none"> • Maintenance

WARD 7 PRIORITIES	
KPA	PROJECTS
HOUSING	<ul style="list-style-type: none"> • Need houses
WATER	<ul style="list-style-type: none"> • Need more communal & or household taps
ID	<ul style="list-style-type: none"> • Need ID & Birth certificates
ELECTRICITY	<ul style="list-style-type: none"> • Household connection to all houses • High mast lights • Vending station
SSW	<ul style="list-style-type: none"> • Improved streets
ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership

SAFETY	<ul style="list-style-type: none"> • Police station in the ward
SANITATION	<ul style="list-style-type: none"> • Need toilets
HEALTH	<ul style="list-style-type: none"> • Need clinic

WARD 6 & 8 PRIORITIES	
KPA	PROJECTS
1. HOUSING	<ul style="list-style-type: none"> • Need RDP houses • Incomplete RDP houses • Sites
2. SSW	<ul style="list-style-type: none"> • Upgrading Mandela bridge
3. HEALTH	<ul style="list-style-type: none"> • Upgrading of Thusanong clinic • Ambulance
4. ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership
5. WATER	<ul style="list-style-type: none"> • Shortage of water
6. ELECTRICITY	<ul style="list-style-type: none"> • Household connection • High mast lights • Faulty meter box • Vending station
7. PROJECTS	<ul style="list-style-type: none"> • Needed
8. DOCUMENTATION	<ul style="list-style-type: none"> • Need ID document • Need birth certificates
9. RECREATION	<ul style="list-style-type: none"> • Need a hall in the hall
10. POVERTY ALLEVIATION	<ul style="list-style-type: none"> • Master NakediBasadiKopanang Project • Coffin making project • Cleaning of open space
11. REFUSE	<ul style="list-style-type: none"> • Illegal dumping

WARD 9 PRIORITIES	
KPA	PROJECTS

WATER	<ul style="list-style-type: none"> • Shortage of water
SSW	<ul style="list-style-type: none"> • Request for speed humps • Gravel for slippery roads
ELECTRICITY	<ul style="list-style-type: none"> • High mast lights • Electricity Connection
ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership
HOUSING	<ul style="list-style-type: none"> • RPD houses needed • Cracking RDP

WARD 10 PRIORITIES	
KPA	PROJECTS
1. WATER	<ul style="list-style-type: none"> • More taps needed (Winnie & Zuma)
2. SANITATION	<ul style="list-style-type: none"> • Buckets eradication
3. ELECTRICITY	<ul style="list-style-type: none"> • household connections • high mast lights
4. HOUSING	<ul style="list-style-type: none"> • Need houses
5. ROADS	<ul style="list-style-type: none"> • Roads construction
6. ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership
7. CEMETERY	<ul style="list-style-type: none"> • Tokoloho site needs cleaning
8. PROJECTS	<ul style="list-style-type: none"> • Need more jobs

WARD 1 PRIORITIES	
KPA	PROJECTS
1. WATER	<ul style="list-style-type: none"> • Shortage of water
2. HOUSING	<ul style="list-style-type: none"> • need RDP houses • zinc roofing confiscated by contractors
3. SSW	<ul style="list-style-type: none"> • Graveling

	<ul style="list-style-type: none"> Schools need road signs
4.PARKS	<ul style="list-style-type: none"> Maintanance
5.EDUCATION	<ul style="list-style-type: none"> Tertiary institution for post matric
6.COMMONAGES	<ul style="list-style-type: none"> Fencing for animals
7.CEMETERY	<ul style="list-style-type: none"> New site for Sisulu
8. EMS	<ul style="list-style-type: none"> EMS services to be accessible

WARD 12 PRIORITIES	
KPA	PROJECTS
1. HOUSING	<ul style="list-style-type: none"> RDP cracked Need RDP houses
2. SSW	<ul style="list-style-type: none"> Water logged areas (Mochologi, Tladi, Tale) Drainage system (Khumalo to Rampa) Roads in terrible state
3. SPORT	<ul style="list-style-type: none"> Grading sport ground
4. ACCOUNTS	<ul style="list-style-type: none"> Change of ownership
5. HEALTH	<ul style="list-style-type: none"> Small and inaccessible clinic
6. SANITATION	<ul style="list-style-type: none"> Incomplete toilet
7. LED	<ul style="list-style-type: none"> Shopping centre with restuarants Filling station
8. ELECTRICITY	<ul style="list-style-type: none"> Faulty meters Mini sub station House connection Transfers
9. RECREATION	<ul style="list-style-type: none"> Upgrading of the swimming pool
10. CEMETERIES	<ul style="list-style-type: none"> Regular maintenance
11. POV ALLEVIATION	<ul style="list-style-type: none"> Old age home

12. 12.SAFETY	<ul style="list-style-type: none"> Police station
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WARD 14 PRIORITIES	
KPA	PROJECTS
1. Water	<ul style="list-style-type: none"> Shortage of water
2. SSW	<ul style="list-style-type: none"> Streets conditions to improve Street humps water logged areas Taxi route from zone 6
3. SANITATION	<ul style="list-style-type: none"> Open main hole
4. SPORT & RECREATION	<ul style="list-style-type: none"> Upgrading of Schonckenville stadium & local hall
5. HOUSING	<ul style="list-style-type: none"> Need houses
6. ELECTRICITY	<ul style="list-style-type: none"> Fencing for their electric power. Cable reconnection
7. PROJECT	<ul style="list-style-type: none"> Needed
8. HEALTH	<ul style="list-style-type: none"> Improved service at the clinic
9. REFUSE	<ul style="list-style-type: none"> Illegal dumping to be removed

WARD 15 PRIORITIES	
KPA	PROJECTS
1.HOUSING	<ul style="list-style-type: none"> Needed
2.ELECTRICITY	<ul style="list-style-type: none"> Transfer of electric box High mast light Household connection
3. WATER	<ul style="list-style-type: none"> More communal taps Shortage of water supply
4. SANITATION	<ul style="list-style-type: none"> Need decent toilets (buckets eradication.

5. ROADS	<ul style="list-style-type: none"> • Roads construction
6. SPORT	<ul style="list-style-type: none"> • Need sports facilities
7. CEMETERY	<ul style="list-style-type: none"> • Maintenance of cemetery
8. REFUSE	<ul style="list-style-type: none"> • Illegal dumping sites removal

WARD 16 PRIORITIES	
KPA	PROJECTS
1. HOUSING	<ul style="list-style-type: none"> • Need RDP houses • Incomplete houses
2. ELECTRICITY	<ul style="list-style-type: none"> • Household connection • Faulty meter box
3. SANITATION	<ul style="list-style-type: none"> • Eradication of buckets
4. WATER	<ul style="list-style-type: none"> • Shortage of water
5. HEALTH	<ul style="list-style-type: none"> • Need a clinic
6. ROADS	<ul style="list-style-type: none"> • Gravelling of roads
7. YOUTH EMPOWERMENT	<ul style="list-style-type: none"> • Needs project
8. RECREATION	<ul style="list-style-type: none"> • Community hall
9. EDUCATION	<ul style="list-style-type: none"> • library in Mokwallo

WARD 17 PRIORITIES	
KPA	PROJECTS
1. SSW	<ul style="list-style-type: none"> • Storm water • Renaming of ward 17 to GuineGugushe ext. 3 • Renaming of street
2. HOUSING	<ul style="list-style-type: none"> • Need RDP houses
3. ELECTRICITY	<ul style="list-style-type: none"> • Transfer of electric box
4. WATER	<ul style="list-style-type: none"> • Poor Quality • Continuous shortage

5. SOCIAL ISSUES	<ul style="list-style-type: none"> • Stray animals
6. SANITATION	<ul style="list-style-type: none"> • Upgrading of sewer pipe lines
7. HOUSING	<ul style="list-style-type: none"> • Sites/houses for residential purposes
8. ACCOUNTS	<ul style="list-style-type: none"> • Change of ownership

WARD 18 PRIORITIES	
KPA	PROJECTS
1. WATER	<ul style="list-style-type: none"> • Major shortage
2. HOUSING	<ul style="list-style-type: none"> • Need houses • Incomplete PHP
3. SANITATION	<ul style="list-style-type: none"> • Eradication of Bucket & Vip toilets
4. EMS	<ul style="list-style-type: none"> • Clinic operating 24hrs & ambulance in Edenville • Waiting area for patients in the morning
5. SSW	<ul style="list-style-type: none"> • Poor conditions of roads • Storm water drainage next to the Sitholes(four way stop)
6. PUBLIC TRANSPORT	<ul style="list-style-type: none"> • Taxi Rank
7. SPORT	<ul style="list-style-type: none"> • Sport fields needed
8. ECONOMICS	<ul style="list-style-type: none"> • Bank needed

WARD 19 PRIORITIES	
KPA	PROJECTS
1. SSW	<ul style="list-style-type: none"> • Quality engineering works on potholes • Establishment of a weigh bridge in Parys Town
2. WATER	<ul style="list-style-type: none"> • Improve water quality • Replace old asbestos pipes
3. SANITATION	<ul style="list-style-type: none"> • Upgrading sewer plant
4. ELECTRICITY	<ul style="list-style-type: none"> • Upgrade electrical power

5. SPORTS	<ul style="list-style-type: none"> • Rehabilitation of sport field
6. REFUSE	<ul style="list-style-type: none"> • Regular refuse removal • Upgrade the landfill site and its road
7. HEALTH	<ul style="list-style-type: none"> • Upgrading the clinic
8. INFRASTRUCTURE	<ul style="list-style-type: none"> • Rehabilitate dilapidated structures
9. ICT	<ul style="list-style-type: none"> • Municipal Telephone system & etiquette to improve
10. POVERTY ALLEVIATION	<ul style="list-style-type: none"> • Budget o increase

PART 4. DEVELOPMENTAL STRATEGIES

4.1 Background to the Developmental Strategies

The municipality's developmental strategy phase is mainly focused on the future aspirations of the municipality within the available resources. The phase mainly talks to the municipal:

4.2 The Municipal Vision

1. TO BE A WORLD CLASS MUNICIPALITY THAT PROMOTES ECONOMIC DEVELOPMENT AND EXCELLENT SERVICE DELIVERY.

4.3 The mission

- To provide quality and sustainable services in an efficient, effective & economic manner to all communities through the promotion of community participation, good governance & improved intergovernmental values.

4.4 Core Values

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

4.5. Alignment Procedures

The Municipal Systems Act requires that developmental strategies should be aligned to the International, National, Provincial and the District plans and programmes, this is critically important so as to enable especially communities to understand that government does not mitigate Silo approach amongst its spheres.

4.5.1. Millennium Developmental Goals

- Eradicate poverty and hunger.
- Achieve universal primary education.
- Promote gender equality and empower women.
- Reduce child mortality.
- Improve maternal health.

- Combat HIV or AIDS, Malaria and other diseases.
- Ensure environmental sustainability.
- Develop a Global Partnership for Development.

4.5.1.2. SALGA Human Development Framework of LG

Local Government, through SALGA, has identified the need for a policy framework to guide the development of coordinated & integrated Local Government Human Development Strategies (HDSs).

- The overall objective of the *Human Development Framework for Local Government* is to:
 - ensure optimum human development outcomes
 - form the basis for continues engagement between the spheres of government regarding the competencies delegated to local authorities.
- **Elements of the Human Development Framework of LG**
 - Poverty eradication
 - Municipal Health,
 - Education,
 - Sports recreation,
 - Library, arts, culture & heritage,
 - Prevention of disasters, & public safety

4.5.2. The New Growth Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through. The Government is committed to forging such a consensus and leading the way by:

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
2. Developing a policy package to facilitate employment creation in these areas, above all through:
 - a. A comprehensive drive to enhance both social equity and competitiveness;
 - b. Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
 - c. Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth. The strategy sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that end, it combines macroeconomic and microeconomic interventions.

In short, the economy has not created sufficient employment opportunities for many of our people over the past three decades. Creating more and better jobs must lie at the heart of any strategy to fight poverty, reduce inequalities and address rural underdevelopment.

The ILO defines the decent work agenda in terms of four strategic objectives:

- Employment and income opportunities,
- Fundamental principles and rights at work and international labour standards (essentially organisational rights and freedom from coercion and discrimination),
- Social protection (which includes decent working conditions) and social security, and
- Social dialogue and tripartism.

4.5.2.1. The changing global and national context

At the global level, the New Growth Path responds to the severe economic downturn from late 2008 as well as accelerating technological change. Nationally, it results from the insufficient job growth of the '00s and the need to accelerate employment creation, income growth and a decline in poverty. The global economic crisis means that South Africa must re-think historical patterns of trade and investment. In the past two years, slow growth in our traditional partners in the global North has been offset by the rapid recovery of growth in China, India and Brazil. Africa's importance has also grown in recent years, as a source of resources and a potential market with one billion consumers as well as one of the fastest-growing regions in the world. Shared development across our region is a pre-condition for sustainable prosperity in South Africa. Global economic turmoil has also opened.

4.5.2.2. Way forward

The New Growth Path starts by identifying where employment creation is possible, both within economic sectors as conventionally defined and in cross-cutting activities. It then analyses the policies and institutional developments required to take advantage of these opportunities. In essence, the aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities. To that end, we must use both macro and micro economic policies to create a favorable overall environment and to support more labour-absorbing activities. The main indicators of success will be jobs (the number and quality of jobs created), growth (the rate, labour intensity and composition of economic growth), equity (lower income inequality and poverty) and environmental outcomes.

4.5.2.3. Jobs drivers

If we can grow employment by five million jobs by 2020 (around three million more than the anticipated growth if we extrapolated from 2002 to 2009), over half of all working-age South Africans would have paid employment and narrow unemployment would drop by 10 percentage points from 25% currently to around 15%. Achieving this goal will be the key target that informs the annual employment and growth targets that will be set. We can reach this target if we focus consistently on areas that have the potential for creating employment on a large scale – what we term “jobs drivers” - and securing strong and sustainable growth in the next decade. Most of the projected new jobs will come from the private sector. The jobs drivers we have identified are:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
- Taking advantage of new opportunities in the knowledge and green economies.
- Leveraging social capital in the social economy and the public services.
- Fostering rural development and regional integration.

In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate.

The categories of the jobs drivers are not set in concrete – new opportunities may emerge that are not foreseen, assumptions on which existing opportunities are based may change - nor are they fully independent of each other. For instance, the green economy requires profound changes in energy infrastructure, while rural development depends in large part on infrastructure, agriculture and tourism. The aim is not to focus on categorization, but rather to use the mapping process to think innovatively about new opportunities for employment creation. A critical element of the New Growth Path is to ensure that the drivers leverage and reinforce each other based on their inter linkages.

As a first step, we will prioritize efforts to support employment creation in the following key sectors:

- infrastructure
- the agricultural value chain
- the mining value chain
- the green economy
- manufacturing sectors, which are included in IPAP2, and
- tourism and certain high-level services.

4.5.3. National Outcomes

In January 2010, Cabinet adopted 12 outcomes within which to frame public-service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities.

1. Improve the quality of basic education		
Outputs	Key spending programmes	Role of Local Government
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	· Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF · Assess every child in grades 3, 6 and 9 every year · Improve learning and teaching materials to be distributed to primary schools in 2014 · Improve maths and science teaching	· Facilitate the building of new schools by: - Participating in needs assessments - Identifying appropriate land - Facilitating zoning and planning processes · Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections
2. Improve health and life expectancy		
1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness	· Revitalise primary health care · Increase early antenatal visits to 50% · Increase vaccine coverage · Improve hospital and clinic infrastructure · Accredite health facilities · Extend coverage of new child vaccines · Expand HIV prevention and treatment · Increase prevention of mother-to-child transmission · School health promotion increase school visits by nurses from 5% to 20% · Enhance TB treatment	· Many municipalities perform health functions on behalf of provinces · Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments · Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services
3. All people in South Africa protected and feel safe		
1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated	· Increase police personnel · Establish tactical response teams in provinces · Upgrade IT infrastructure in correctional facilities · ICT renewal in justice cluster · Occupation-specific dispensation for legal professionals · Deploy SANDF soldiers to South Africa's borders	· Facilitate the development of safer communities through better planning and enforcement of municipal by-laws · Direct the traffic control function towards policing high risk violations – rather than revenue collection · Metro police services should contribute by: - Increasing police personnel - Improving collaboration with SAPS - Ensuring rapid response to reported crimes

4. Decent employment through inclusive economic growth		
1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works programme	<ul style="list-style-type: none"> · Invest in industrial development zones · Industrial sector strategies – automotive industry; clothing and textiles · Youth employment incentive · Develop training and systems to improve procurement · Skills development and training · Reserve accumulation · Enterprise financing support · New phase of public works programme 	<ul style="list-style-type: none"> · Create an enabling environment for investment by streamlining planning application processes · Ensure proper maintenance and rehabilitation of essential services infrastructure · Ensure proper implementation of the EPWP at municipal level · Design service delivery processes to be labour intensive · Improve procurement systems to eliminate corruption and ensure value for money · Utilise community structures to provide services
5. A skilled and capable workforce to support inclusive growth		
1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital	<ul style="list-style-type: none"> · Increase enrolment in FET colleges and training of lecturers · Invest in infrastructure and equipment in colleges and technical schools · Expand skills development learnerships funded through sector training authorities and National Skills Fund · Industry partnership projects for skills and technology development · National Research Foundation centers excellence, and bursaries and research funding · Science council applied research programmes 	<ul style="list-style-type: none"> · Develop and extend intern and work experience programmes in municipalities · Link municipal procurement to skills development initiatives
6. An efficient, competitive and responsive economic infrastructure network		
1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector	<ul style="list-style-type: none"> · An integrated energy plan and successful independent power producers · Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers · Increase infrastructure funding for provinces for the maintenance of provincial roads · Complete Gauteng Freeway Improvement Programme · Complete De Hoop Dam and bulk distribution · Nandoni pipeline · Invest in broadband network infrastructure 	<ul style="list-style-type: none"> · Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services · Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport · Maintain and expand water purification works and waste water treatment works in line with growing demand · Cities to prepare to receive the devolved public transport function · Improve maintenance of municipal road networks
7. Vibrant, equitable and sustainable rural communities and food security		
1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable and diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural employment opportunities	<ul style="list-style-type: none"> · Settle 7 000 land restitution claims. · Redistribute 283 592 ha of land by 2014 · Support emerging farmers · Soil conservation measures and sustainable land use management · Nutrition education programmes · Improve rural access to services by 2014: <ul style="list-style-type: none"> - Water - 74% to 90% 	<ul style="list-style-type: none"> · Facilitate the development of local markets for agricultural produce · Improve transport links with urban centers so as to ensure better economic integration · Promote home production to enhance food security · Ensure effective spending of grants for funding extension of access to basic services

5. Enable institutional environment for sustainable and inclusive growth	<ul style="list-style-type: none"> - Sanitation - 45% to 65% - Sanitation - 45% to 65% 	
8. Sustainable human settlements and improved quality of household life		
1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilization and release of state-owned land	<ul style="list-style-type: none"> · Increase housing units built from 220 000 to 600 000 a year · Increase construction of social housing units to 80 000 a year · Upgrade informal settlements: 400 000 units by 2014 · Deliver 400 000 low-income houses on state-owned land · Improved urban access to basic services by 2014: <ul style="list-style-type: none"> - Water - 92% to 100% - Sanitation - 69% to 100% Refuse removal - 64% to 75% - Electricity - 81% to 92% 	<ul style="list-style-type: none"> · Cities must prepare to be accredited for the housing function · Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements · Participate in the identification of suitable land for social housing · Ensure capital budgets are appropriately prioritised to maintain existing services and extend services
9. A response and, accountable, effective and efficient local government system		
1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window	<ul style="list-style-type: none"> · Municipal capacity-building grants: · Systems improvement · Financial management (target: 100% unqualified audits) · Municipal infrastructure grant · Electrification programme · Public transport & systems grant · Bulk infrastructure & water grants · Neighborhood development partnership grant · Increase urban densities · Informal settlements upgrades 	<ul style="list-style-type: none"> · Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality · Implement the community work programme · Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues · Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption
10. Protection and enhancement of environmental assets and natural resources		
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity	<ul style="list-style-type: none"> · National water resource infrastructure programme <ul style="list-style-type: none"> - reduce water losses from 30% to 15% by 2014 · Expanded public works environmental programmes <ul style="list-style-type: none"> - 100 wetlands rehabilitated a year · Forestry management (reduce deforestation to <5% of woodlands) · Biodiversity and conservation (increase land under conservation from 6% to 9%) 	<ul style="list-style-type: none"> · Develop and implement water management plans to reduce water losses · Ensure effective maintenance and rehabilitation of infrastructure · Run water and electricity saving awareness campaigns · Ensure proper management of municipal commonage and urban open spaces · Ensure development does not take place on wetlands
11. A better South Africa, a better and safer Africa and world		
1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners	<ul style="list-style-type: none"> · International cooperation: proposed establishment of the South African Development Partnership Agency · Defence: peace-support operations · Participate in post-conflict reconstruction and development · Border control: upgrade inland ports of entry · Trade and Investment South Africa: 	<ul style="list-style-type: none"> · Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> - Ensuring basic infrastructure is in place and properly maintained - Creating an enabling environment for investment

	<ul style="list-style-type: none"> - Support for value-added exports - Foreign direct investment promotion 	
12. A development-orientated public service and inclusive citizenship		
1. Improve government performance 2. Government-wide performance monitoring and evaluation 3. Conduct comprehensive expenditure review 4. Information campaign on constitutional rights and responsibilities 5. Celebrate cultural diversity	<ul style="list-style-type: none"> · Performance monitoring and evaluation: <ul style="list-style-type: none"> - Oversight of delivery agreements · Statistics SA: Census 2011 – reduce undercount · Chapter 9 institutions and civil society: programme to promote constitutional rights · Arts & Culture: promote national symbols and heritage · Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> · Continue to develop performance monitoring and management systems · Comply with legal financial reporting requirements · Review municipal expenditures to eliminate wastage · Ensure councils behave in ways to restore community trust in local government

4.5.4. National Spatial Development Perspective (NSDP)

NSDP is defined as a clearly articulated set of spatial priorities and criteria, one of mechanisms which guide government choices about investment and development spending. Such a set of spatial priorities introduces consistency and rationality in planning and provides a focal point and a strategic basis for focusing government action, weighing up trade-offs, and linking the strategies and plans of the three spheres and agencies of government. In this sense, the NSDP is a critical instrument for policy coordination with regard to the special implications of infrastructure programmes in national, provincial and local government. The government's National Spatial Development vision can be described as follows:

"South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives"

4.5.5. Medium Term Strategic Framework (MTSF)2009 - 2014

MTSF OBJECTIVE	MTSF PRIORITY
Halve poverty & unemployment by 2014	Speeding up economic growth & transforming the economy to create decent work & sustainable livelihoods Building cohesive caring & sustainable communities
Ensure a more equitable distribution of the benefits of economic growth and reduce inequality	Massive programme to build economic and social infrastructure. Sustainable resource management and use.
Improve the nation's health profile and skills base and ensure universal access to basic services.	Improve the health profile of the nation Strengthen our skills and human resource base.
Improve the safety of citizens by reducing incidents of crime and corruption	Intensify the fight against crime and corruption
Build a nation free of all forms of racism , sexism , tribalism and xenophobia	Pursuing African advancement and enhanced international co-operation.

4.5.6. NATIONAL SERVICE DELIVERY TARGETS

Targeted Deliverable	Year
Access to Portable Water	2008
Access to sanitation	2010

Infrastructure for Fifa World Cup	2010
Access to electricity	2012
Roads & Storm Water Channels	2013
Solid Waste disposal	2013
Sport and Recreation facilities	2013
Upgrading of Informal settlement	2014

Source: Free State: Local Government Circular 1 of 2007

4.5.7. GREEN PAPER: NATIONAL STRATEGIC PLANNING (Planning Commission)

- The Fifteen Year Review report published in October 2008 by The Presidency contends that while significant progress has been made in the past fifteen years of our democracy, economic growth, job-creation, provision of quality services and the reduction of poverty have not been optimal as intended.
- At the same time, co-ordination among departments and spheres of government and between government and civil society has been inadequate and the central machinery needed to drive collective action has been weak.
- Modern societies face complex challenges and ad-hoc solutions turn to have damaging and adverse effects on the economy and fabric of society.
- Policies to change society's social and economic structure and culture take a long time to bear fruit.
- Experience also show that milestones and targets should be set out in an integrated plan of the nation as a whole to guide actions and orient our posture. It will take decades to change the structure of the economy to make it more inclusive, labour intensive, productive and diverse. Markets on their own cannot lead. Therefore there is a need for a coherent plan to shape broad development trajectory, programmes, priorities, and budgets to attain desired objectives.
- In order to put the country on a higher development pedestal, we require a decisive state with even higher levels of legitimacy and a more cohesive society, together prepared to pursue a common vision for the good of the country.
- The need for a developmental state with a capacity to mobilise society and give strategic leadership and define a common vision was mooted, thus crystallising in what was resolved by the conference of the ruling party in 2007 that a Planning Commission be established to give practical value and meaning to the idea of long-term strategic planning in the country.
- Following the election, the Planning Ministry in The Presidency was established to develop a long-term national strategic plan and a vision for the country.

4.5.8. Local Government 10- Point Plan

1. Improve the **quantity and quality of municipal basic services** to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
2. Enhance the municipal contribution to job creation and sustainable livelihoods through **Local Economic Development (LED)**.
3. Ensure the development & adoption of **reliable and credible Integrated Development Plans (IDPs)**.
4. Deepen democracy through a **refined Ward Committee model**.
5. Build and **strengthen the administrative, institutional and financial capabilities** of municipalities.
6. Create a **single window of coordination** for the support, monitoring and intervention in municipalities.
7. **Uproot fraud, corruption**, nepotism and all forms of maladministration affecting local government.
8. Develop a coherent and **cohesive system of governance** and a **more equitable intergovernmental fiscal system**.
9. Develop and strengthen a **politically and administratively stable system** of municipalities.
10. Restore the **institutional integrity** of municipalities.

4.5.9. The Free State Growth & Development Strategy

The strategy aims at providing guidelines for the provincial economic growth strategies towards which municipalities should direct their planning in order to ensure that the provincial shared vision is realized by all and for all.

In order to give effect to the developmental objectives, the province has identified 11 areas that need to be addressed by 2014:

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

4.5.10. Free State Province ExcoLekgotla Resolutions on Municipalities

- Municipalities to develop required implementation plan for job creation.
- Accelerate identified infrastructure projects to ensure maximum impact is achieved
- Ensure the provision of training and skills development as part of the implementation of the infrastructure projects.
- Budget for community mobilization
- Centralise waste management
- Implement massive cleaning campaign of towns and townships using communities.
- There be a session amongst COGTA, Public Works, DETEEA and municipalities on upgrading and management of landfill sites.
- Roll out of libraries to municipalities to constitute a funded mandate.
- Provincial government to assume responsibility of library services including staff remunerations.
- Municipalities should budget for final year students.
- 70% of all procurement to be done with the province.

4.5.11. Alignment to SONA & SOPA (Stated of the Nation Address & State of the Province Address)

The IDP over and above the abovementioned also takes cue from both the State of the Nation and that of the Province addresses as clearly articulated by both the State President The Hon President Jacob Zuma and the Provincial Premier the Hon Elias Magashule.

4.5.12. FDDM & Municipal Budget

Further alignment is with regard to FDDM programmes and Municipal budget.

4.6 OBJECTIVES AND STRATEGIES

The following help to inform planning

HOUSING

Objective 1 To facilitate the provision of acceptable safe and quality housing to replace informal structures and eradicate the current backlog of houses.	Strategies 1. To appoint building quality control officers in all towns to do regular quality control during the building process of houses. 2. To only provide houses to erven that is properly serviced. 3. To replace temporary structure with permanent structures. 4. To ensure that the contractors are fully capacitated to apply for funding and are able to manage large housing Key Performance Indicator. 5. To determine the housing needs, throughout the municipal area, in order to formulate a creative solution for the housing needs of farm workers and other residents. 6. To investigate the possibility of being a developer.
Objective 2 Ensure efficient control of land development in the municipality	Strategies 1. To ensure that at least one housing support centre per town is established. 2. To establish a housing and infrastructure section within the Municipality with the necessary staff 3. To regularly review the housing sector plan for Ngwathe and to establish a housing unit.
Objective 3 To ensure the accessibility of land for future residential development and to facilitate land redistribution to the landless.	Strategies 1. To create a formal housing forum to determine the need of land redistribution and manage it especially for small scale farming. 2. To identify and purchase land for future residential extension adjacent to Koppies and when required at Heilbron. All other town areas have adequate land for extension purposes. 3. To establish residential erven to address the housing backlog according to the Spatial Development Framework.

WATER PROVISION

Objective 1 To ensure the sustainable bulk provision of adequate safe and quality drinking water to all communities at all times.	Strategies 1 1. To set minimum standards per resident- 30 liter per day per consumer excluding industrial and municipal consumption – based on a forecast model to determine bulk supply requirements. 2. To acquire development funding for capital Key Performance Indicator 3. To do regular water tests at all purification plants according to the SANS 241
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	<p>standards, and to be analyzed at a reputable institution for water quality and announce test results on a regular basis through ward committees and local press reports.</p> <ol style="list-style-type: none"> To ensure that the bulk water systems is adapted according to growth rate in the respective towns. To complete the multi year project of upgrading the Parys Water Purification plant. To ensure the continuous operation of the bulk system at all towns in particularly in Parys as the pipe lines between the reservoirs need to be upgraded together with the pump equipment. To improve the raw water supply at Koppies by improving the water withdrawal system and upgrading of the water purification works. An additional reservoir is also required to improve the storage capacity. To urgently upgrade the bulk water provision at Edenville as the current borehole system is inadequate to provide and distribute sustainable water. To upgrade the equipment at the water purification plant of Heilbron.
<p>Objective 2</p> <p>To implement measures to minimize water losses with 10 % per year to be in line with acceptable national standards.</p>	<p>Strategies</p> <ol style="list-style-type: none"> To ensure that all consumers have operational water meters and to install water meters in all the areas where meters are lacking. To ensure that all future water house connections are equipped with a water meter. To implement an audit system and physical inspections to monitor water usage and losses including the provision of water meters on bulk lines. To determine accurately water consumption levels considering: the number of erven to be serviced, population density and consumption per stand and reconcile with actual consumption. To designate one person per town area to trace and repair visible leaks. The community, through ward committees, to take responsibility by means of awareness programs. Operation "pimpa" to serve as a financial incentive to report leaks and breakages. The system must be controlled and managed effectively to avoid abuse. To improve and fully implement customer care processes and channels for reporting, recording and attending to complaints effectively and efficiently. To develop and implement water pilferage elimination plan. Implementation of maintenance plan for bulk and network water infrastructure. To develop work standards to ensure that all work is done according to set standards and to determine response time based on the type of complaint to ensure quality work. The minimum standard that all repairs must be complied with must be implemented within 24 hours. To ensure that all personnel are skilled to effectively address complaints of leakages, breakages etc. and ensure complaints are addressed to the responsible person. To upgrade and improve the efficiency of an integrated 24 hour 7 days a week service call centre to communicate directly to the responsible person. The call center should cater for all services including water, sewerage, electricity, refuse removal etc. To implement a reporting system that will allow Council to monitor complaints and measure response times.

<p>Objective 3</p> <p>To provide water connections to all urban households in current and future extensions and to ensure the provision of water to all rural households.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To eradicate current backlogs in all towns. 2. To design a water reticulation for envisaged extensions that will address the current even backlogs for all future needs according to the spatial framework and provide a water network before any stands are allocated. 3. To update the needs assessment on a quarterly basis. 4. To ensure that all staff are properly skilled and trained to ensure the cost effective implementation of a water network. 5. To ensure that all adjacent smallholdings next to urban areas are connected to the water network. 6. To do a detail services assessment to determine the need for water in the rural area but also regarding sanitation, electricity, need for cemeteries and landfill sites / dumping stations. 7. The Municipality and/or District Municipality to provide a grant to ensure that all consumers have access to potable water in the rural area with a minimum of 200 liter per household per day and 48 hour storage capacity. 8. To do regular testing and inspection of boreholes in the rural and urban area. 9. To ensure the implementation of a Geographic Information System (GIS) whereby all rural and urban users can be identified, updated and needs determined on an ongoing basis regarding water, sanitation, electricity, erf data, financial data etc.
<p>Objective 4</p> <p>To upgrade all existing water networks whereby a constant water supply with minimum disruptions is ensured.</p>	<p>Strategies:</p> <ol style="list-style-type: none"> 1. To do proper needs assessment for upgrading existing lines and identify priority areas that need to be upgraded. 2. To implement a scheduled upgrading program for each town, of all pipelines that need to be upgraded. 3. To implement a preventative maintenance program for all towns in the Ngwathe area. 4. To do proper training of all maintenance personnel and to utilize all personnel optimally to ensure quick response to complaints and breakdowns. 5. To develop work standards to ensure that all work is done according to set standards and to determine response time based on the type of complaint to ensure quality work. The minimum standard that all repairs must be complied with must be implemented within 24 hours. 6. To make sure that in all towns' mechanisms and personnel exists to deal with complaints. 7. To ensure that all personnel are skilled to effectively address complaints of leakages, breakages etc and ensure complaints are addressed to the responsible person. 8. To ensure in each town an applicable and accountable person is responsible and will oversee all complaints. 9. To implement a communication system (establishment of centralized 24 hour / 7 days a week call centre) to communicate directly to the responsible person. 10. To implement a reporting system that will allow Council to monitor complaints and measure response times.
<p>Objective 5</p> <p>To increase community awareness with regard to water preservation and minimum pollution.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To implement a comprehensive services awareness campaign system amongst all communities with regard to all services offered by the Municipality. 2. To utilize the billing system and a newsletter to distribute information to the

	<p>community through the distributed accounts.</p> <ol style="list-style-type: none"> 3. To develop, activate and apply by-laws and penalties for all water services. 4. To create community awareness regarding water resource conservation and management.
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SANITATION

Objective 1	Strategies
<p>To eradicate all unacceptable sanitation systems and ensure that all households are provided with an acceptable sanitation system by 2010.</p>	<ol style="list-style-type: none"> 1. To obtain funding to replace systems need. 2. Address the Edenville / Ngwathe problem as a priority and to consider a small diameter system as an alternative to be linked to the sewerage network. 3. To determine the priorities per town based on the following criteria: <ul style="list-style-type: none"> ▪ pro-rata percentage of the backlog per town commencing with the lowest lying areas ▪ based on payment percentage of the directly affected area considering the indigent policy ▪ considering the availability of existing bulk facilities 4. To provide waterborne connection points or VIP systems to all erven by 2010 to the following areas based on the above criteria. 5. As part of the national sanitation strategy the eradication of all bucket systems are planned at the end of 2010. As part of the strategy Edenville will be allocated with a set quantity of VIP toilets to assist with the eradication. The installation of VIP toilets must be planned and installed according to laid down specifications. In the installation of the system, a dual system should be considered as it offers a longer life span and is more effective. 6. During installation proper community education should take place regarding the utilization of the system. 7. To use the installation of a VIP system as a first phase until a waterborne sewerage system can be installed. 8. To ensure that the interim bucket system is operated in such a way to ensure the best possible health conditions and to be cost effective. 9. To consider the VIP system as a cost effective alternative where the ground soil and bulk capacity do not allow the cost effective installation of a waterborne system. 10. Regarding the long term, a waterborne system with a toilet structure needs to be installed for each residential site. 11. To install water borne sewer systems for envisaged extensions that will address the current erven backlogs and to future extensions according to the needs.

<p>Objective 2</p> <p>To ensure the effective handling and transportation of all bulk sewer systems and its functional operation at all times.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To implement a proper maintenance plan for all waste water treatment operations. 2. To ensure pro-active planning for adequate waste water treatment works to eradicate backlogs and provide for future growth. 3. To create facilities sufficient to service the community for the next 5 years. 4. To implement a reporting system to allow communities to report breakages and blockages and to ensure quick response by means of a 24 hour call center (see Objective 2 as part of the Priority Water). 5. To determine all areas where sewer pipelines are deteriorating and prioritize to upgrade in phases. The following bulk networks need to be upgraded as an urgency: 6. Vredefort : upgrading of the Green street pipeline and Water Street pipeline 7. Heilbron: Upgrading of the network along Langmark, President and EerwaardeKok Streets 8. Phiritona : upgrading of existing system 9. Sandersville : upgrade the network and pipeline due to continuous blockages 10. Edenville: Provision of pump stations and bulk lines 11. To investigate the capacity of all sewerage works in Ngwathe to ensure that all bulk facilities are able to handle the inflow of sewerage and to upgrade the following facilities that have already been identified as a priority: <ol style="list-style-type: none"> a) Parys: The current waste water treatment works is not sufficient to handle current and future residential developments; therefore, the upgrading of the current waste water treatment works is necessary. b) Heilbron : new sewer works c) Koppies : outfall sewer pipeline plus upgrading present systems d) Vredefort: The immediate upgrading and refurbishment of the current waste water treatment works is necessary. As well as the investigation for the relocation of the existing waste water treatment works need to be considered including the maintenance of the pump stations. e) Edenville: The provision of the necessary equipment for the maintenance of VIP toilets needs to be investigated. 12. Where possible to utilize final effluent for irrigation purposes.
<p>Objective 3</p> <p>To provide adequate and sustainable public toilet facilities in areas where required.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To privatize the management of public toilet facilities. 2. To provide and maintain toilet facilities only at large public concentration points. 3. To identify where public facilities are required and provide facilities at the following critical points: pension payout points, taxi ranks etc. 4. To upgrade current and neglected public toilet facilities and implement public-private partnerships. 5. To ensure access for people with disabilities in the construction of public toilets.
<p>Objective 4</p> <p>To ensure that all rural households have access to RDP specified sanitation systems.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. As part of the comprehensive services assessment in rural areas (see Objective 3 as part of the Priority Water), to determine the need for VIP sanitation systems in the rural areas in conjunction with DWEA. 2. To request the District Municipality to formulate specified standards that will apply to all municipalities. 3. To provide a subsidy scheme for the provision of sanitation systems (VIP) on farm properties. The Department of Health to assist with subsidies to DWEA.
<p>Objective 5</p> <p>To conduct regular community education and awareness programs</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. Establish information centers that will be responsible to cultivate awareness in all institutions e.g. Schools, churches, community based institutions etc.

<p>on the utilization of sanitation systems.</p>	<ol style="list-style-type: none"> 2. To utilize the billing system to distribute information by way of managers on the account. 3. The Municipality to provide consumers with useful hints on sanitation systems through the billing system or a standard newsletter. 4. To activate and apply current by-laws and penalties. 5. To implement a comprehensive services awareness campaign system amongst all communities with regard to all services offered by the Municipality. 6. The relevant and responsible Government Departments should promote national campaigns and assist with relevant material.
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<p>Objective 1</p> <p>To provide continuous maintenance and upgrading of all tar, gravel and unsurfaced roads and storm water networks to keep them in a trafficable condition and to accommodate heavy vehicle transport where required in all urban and rural areas.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. A complete pavement management system must be conducted on all roads in Ngwathe in order to facilitate the proper planning and development of streets and storm water. 2. To obtain funding (internal and external) from all possible sources. 3. As part of the training program of all maintenance staff (see Objective 3 as part of the Priority Water), to train all road maintenance staff to work according to set standards. 4. To determine the needs for the maintenance of roads in urban and rural areas and distinguish in budget between maintenance and new streets. 5. To outsource maintenance programs where the municipality has inadequate capacity. 6. To implement quality control measures to ensure road building and maintenance are according to laid down standards. 7. To draft a master plan for the resealing and rebuilding of roads and maintenance of storm water on the short to medium and long term. 8. To obtain special funding for serious short term needs – to link up with Department of Public Works, Roads and Transport for available funding. 9. To ensure the availability of sufficient personnel and adequate and operational equipment to conduct and maintain all roads according to the master plan. 10. To investigate alternative and cost effective methods to construct and maintain roads. 11. To provide storm water systems to all roads in the urban areas over the next 5 years according to master plan. 12. To use the most cost effective method in providing storm water systems.
<p>Objective 2</p> <p>To ensure the maintenance and upgrading of all provincial, rural and main through roads by the Provincial Government according to minimum national standards.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To not allow further by-pass roads to be constructed around town areas. 2. Provincial administration to take full responsibility for all through roads in all towns. 3. To ensure the availability of trained maintenance teams with adequate equipment. 4. To ensure that funding are provided by provincial and national government through their respective budgeting process and to apply for possible subsidies for through roads. 5. To ensure the establishment of mobile weighbridges in line with applicable legislation, in areas that carries high volume transport and traffic i.e. main routes. These bridges should not endanger existing traffic flow. 6. To systematically repair and maintain all main roads as identified on the Spatial Framework. 7. To liaise tarring of the link road between Parys and Vredefort to Koppies and the link road between Heilbron to Koppies.
<p>Objective 3</p> <p>To ensure that all towns comply with the basic requirements to accommodate the disabled disadvantaged groups and pedestrians on roads and side walks.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To ensure that pavements and public facilities are made accessible to wheelchairs and other people with disabilities at public facilities and shopping centers and main crossings. 2. To provide more parking for disabled people at demarcated business areas and public facilities in towns. 3. To conduct an investigation on current needs for the implementation of providing facilities for people with disabilities. 4. To provide bicycle lanes along main collector routes only in areas with high traffic volumes and to provide signs for bicycle lanes. 5. To identify and implement pedestrian crossings and signs at identified intersections. 6. To ensure that public transport are more accessible to disabled people.

<p>Objective 4</p> <p>To provide road signs, street names, marking and route allocation to all urban and rural streets in the region.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To provide traffic calming measures in main roads, high accident areas and at hospitals, schools, churches etc. 2. To provide pedestrian crossing points at high traffic points. 3. To ensure that all streets and traffic points are provided with proper visible road signs. 4. To ensure that all streets are named and marked on every corner. 5. To erect boards at the entrances of towns with a map with street names and tourist attractions. 6. To devise mechanisms and measures to curb the vandalism and theft of street names, traffic signs and poles. 7. Where road signs are installed it should be properly secured and alternative methods and material considered. 8. To ensure that traffic signs are visible and placed within correct distances. 9. To do a proper investigation regarding all through routes regarding rerouting, upgrading, traffic calming measures or stop intersections. 10. The correct and applicable traffic measures must be applied to make the following high traffic areas safe: <ul style="list-style-type: none"> • Phillip and Bree Streets • Grens Street and Main Road • Voortrekker and Oranje Streets • The bend in the main road, through Heilbron causes regular turnovers of heavy vehicles • Cnr of Steil and Long Streets in Heilbron
<p>Objective 5</p> <p>To ensure that all urban areas are provided with trafficable streets and storm water systems.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. In future town planning provision must be made for adequate access streets and a proper storm water network to all erven. 2. To develop a master plan to be informed by the current survey that is being done to guide the construction of streets in areas of neglect. 3. To make more traffic personnel available and utilize all traffic personnel effectively to monitor traffic and to enforce regulations. 4. To obtain public input to identify problem areas to ensure that storm water systems can be cleaned and roads fixed within set standards and time frames to be linked to the complaints desk. 5. In cases of emergencies to apply a 24 hour team for maintenance and blockages of storm water networks. 6. To enforce traffic law to prevent heavy vehicles obstructing visibility and erecting signs to restrict parking of heavy vehicles. 7. To highlight the importance of roads as an asset that needs maintenance with decision makers. 8. To determine minimum standards for the construction and maintenance of permanent surfaces. 9. To determine priorities taking into account the importance and number of people served. 10. To ensure that all urban streets are accessible to provide essential and emergency services especially in disadvantaged areas.
<p>Objective 6</p> <p>To ensure that all urban areas are provided with adequate collector,</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To provide more parking space in high traffic areas for public and private transport.

access and public transport routes.	<ol style="list-style-type: none"> 2. To identify and construct collector roads caused by the establishment of new townships. 3. To compile a master plan to guide traffic flow in congested areas. 4. To review and adjust the traffic flow plan for taxis, taxi ranks and heavy vehicles for the Ngwathe region. 5. Reroute the main road to accommodate heavy vehicles in Heilbron and to consider a main access road to Tumahole considering the provision of taxi ranks and main sporting facilities in Parys. 6. To review the positions of all short and long distance taxi ranks and establish accessible taxi ranks. 7. To ensure that all towns are provided with adequate taxi ranks according to the SDF. 8. To ensure that all residential areas and towns are provided with access roads as identified on the spatial framework plan. 9. To ensure that adequate collector and public transport routes are provided in all town areas as identified on the spatial framework plan.
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ELECTRICITY

Objective 1 To ensure sustainable provision of bulk electricity through an effective internal network that will be able to supply quality electricity according to consumer demand.	Strategies <ol style="list-style-type: none"> 1. To formulate and implement an electricity master plan for all rural and urban areas in Ngwathe Municipality. 2. To establish an Electricity Forum that will assist with current and future planning. 3. To ensure that the master plan provides for the planning and provision of adequate bulk capacity to meet the demand of future growth and new planned areas. 4. To investigate and implement the program on ring fencing of electricity supply according to the Electricity Distribution Industry Act. 5. To implement a master plan for the continuous maintenance of the internal network and design, vehicles and equipment. 6. To provide bulk facilities and equipment according to a properly investigated needs analysis to the following identified areas to ensure that sufficient electricity is available to all consumers: <ul style="list-style-type: none"> ▪ Parys – the upgrading of the bulk electricity network ▪ Vredefort – upgrading of the bulk supply to the town and the upgrading of the network to Mokwallo including a ring feed system ▪ Heilbron – Upgrading the existing sub-station and Medium Voltage ring feed system ▪ Koppies – upgrading of the network especially to meet the needs of the irrigation scheme ▪ Edenville – according to existing master plan including upgrading of electrical feeder lines 7. To ensure that all future planning are in line with the 3 yr planning cycle of Eskom and to provide timeuous information to Eskom. 8. To upgrade and maintain the existing network in particular in town areas where the network is old and outdated and is experiencing constant supply problems such as uneven distribution and problems during storm conditions.
Objective 2 To ensure that all households and businesses are provided with sufficient electricity at all times.	Strategies <ol style="list-style-type: none"> 1. To obtain funding (internal and external) from all relevant sources for the supply of electricity connections such as Eskom, NER, MIG and District Municipality. 2. To ensure that in future electricity is only supplied to planned and serviced areas. 3. To ensure that all industrial areas are well serviced.

	<ol style="list-style-type: none"> To supply electricity connection to house hold in all newly planned and areas with backlogs. To install electricity networks for envisaged extensions according to the SDF. To install electricity networks and connections to future extensions according to the needs. To provide area lighting to all town areas.
Objective 3 To put new billing system in place and educate community.	Strategies <ol style="list-style-type: none"> As part of the comprehensive services awareness campaign system (see Objective 5 as part of the Priority Water), to set up an awareness campaign in order to make the community aware in the usage of electricity by utilizing all available resources and materials such as pamphlets, road shows, meetings, billboards, information printed on accounts etc. To conduct awareness campaign to include measures to prevent people, unqualified operators, to perform installations, repairs etc. To involve ward committees to educate all ward members. To involve community structures such as schools and churches to assist in the awareness campaigns and community education. To include in the campaign material to make consumers aware of the danger of electricity and to discourage illegal tampering. To establish additional pay points. To ensure improved customer care.

REFUSE REMOVAL

Objective 1 To provide effective and regular refuse removal service to all households in urban areas.	Strategies <ol style="list-style-type: none"> To ensure that a door-to-door refuse removal system is instituted in all urban areas and that all household refuse is removed on a weekly basis. To ensure that all illegal dumping areas are cleaned on an ongoing basis from street corners and open spaces to create a clean environment and therefore discourage communities to dump refuse and waste randomly. To ensure that sufficient personnel is available to provide the service. To encourage workers to do a better job by creating a better working environment and establishing a competition between working teams by rewarding the team with the cleanest area. To provide adequate personnel and equipment to maintain clean dumping sites and keep dumping stations clean in all areas. Encourage waste recycling Key Performance Indicator with communities. To ensure that all existing equipment is used productively and replace old ones. To ensure that all streets are cleaned and maintained at all times. To place accessible dumping containers and to distribute the containers evenly throughout the Municipality. To ensure that all households are provided with refuse bins.
Objective 2 To engage and involve the community to maintain a clean environment and healthy sustainable environment.	Strategies <ol style="list-style-type: none"> To implement a reward system per suburb attached to a school for beautifying the area. To implement a reward system for schools through encouraging competition between schools and support programs by the Department of Education on clean schools. As part of the comprehensive services awareness campaign system, to implement community awareness program regarding refuse dumping to promote a clean and healthy environment
Objective 3 To maintain all landfill and waste	Strategies <ol style="list-style-type: none"> To ensure that all waste dumping sites are properly legalized by the

dumping sites according to legal and health requirements.	<p>Department of Water Affairs and operated within specified conditions and requirements.</p> <ol style="list-style-type: none"> To outsource maintenance of Land fill and dumping sites. To erect information boards and signs to indicate site locations and procedures and to conduct proper education in respect of cleanliness to the community. To ensure that all existing dumping sites are adequately manned, equipped, controlled and fenced so as to meet standard legal requirements. To ensure that dumping sites are upgraded and maintained on a daily basis or outsourced on a contract basis and to ensure proper management of the dumping sites. To provide for additional vehicles and equipment for refuse removal. To develop a policy for schools to have dumping facilities. To provide for security services for all dumping sites.
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CEMETERIES

Objective 1 To ensure the availability of adequate burial sites at all times to keep pace with the escalating mortality rate.	Strategies To identify, purchase and/or avail suitable land for the establishment of accessible cemeteries, according legal and other regulatory requirements. <ol style="list-style-type: none"> To establish new cemeteries or extend cemeteries according t the SDF. To provide in annual budgets for the establishment of cemeteries, where required. That new cemeteries should be as close as possible to old cemeteries. To ensure that burial sites are affordable to customers. To ensure that established cemeteries are easily accessible to all communities in particular disadvantaged communities. To ensure that the location of cemeteries should be above any flooding lines to prevent the flooding of graveyards and subsequent exposure of debris form graves. To consider the establishment of a regional cemetery for larger urban areas such as Parys.
Objective 2 To upgrade and maintain cemeteries to be aesthetically attractive and to provide proper infrastructure.	Strategies <ol style="list-style-type: none"> To ensure that all cemeteries are fenced with proper fencing to prevent theft and vandalism. Greening and landscaping of cemetery sites. To ensure the regular maintenance of all cemeteries and its facilities. To outsource maintenance and cleaning of cemeteries in all towns. To make use of public / private partnerships to upgrade existing cemeteries and to develop and design new cemeteries. To provide and maintain ablution facilities at cemeteries. To provide adequate storage facilities for equipment at cemeteries. To provide walkways between graves and rows of graves to avoid damaging graves. Due to cost constraints the rehabilitation and upgrading must be done over a period of time considering the availability of funds. To encourage community structures in cleaning campaigns. To investigate public/private partnership on maintenance of cemeteries. To investigate the establishment of office for cemeteries management on site.

SPORTS AND RECREATION, ARTS AND CULTURE

Objective 1 To upgrade and maintain all existing	Strategies <ol style="list-style-type: none"> To source funds from all government departments and agencies for the
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<p>sport and recreational facilities to be accessible to all users and to be utilized optimally.</p>	<p>development of sport facilities and the promotion of sport codes and also to identify all other possible donors.</p> <ol style="list-style-type: none"> 2. To fence and maintain all existing sport facilities and community halls. 3. To establish functional sports councils in all areas to monitor sports development and to determine community needs. 4. To establish a Sports Trust.
<p>Objective 2</p> <p>To supply new recreational facilities where inadequate facilities exist.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To ensure that all sport councils are functional and actively represents the sport community at large. 2. To involve the business sector to sponsor and host sport events. 3. To provide sport and recreational infrastructure where it is non-existent. 4. To link central sport facilities to new road development and the road master plan, as indicated on the spatial framework. 5. To actively promote, through the sports council the exercise of all sporting codes and to provide multi-sport complexes to enable such activities. 6. To utilise existing facilities at schools where possible.
<p>Objective 3</p> <p>To promote and encourage participation in arts and culture initiatives.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To provide for adequate facilities for arts and culture. 2. To improve and maintain community halls and upgrade them to community centres. 3. To develop arts and crafts markets. 4. To actively promote the participation in cultural activities. 5. To provide for skills development programs for arts and culture. 6. To ensure the promotion of heritage areas and the importance of cultural heritage amongst communities. 7. To investigate the use of arts and culture in the tourism industry in all towns.

POVERTY ALLEVIATION

<p>Objective 1</p> <p>To identify and implement poverty alleviation Key Performance Indicator and programs that will contribute to a significant reduction in the current poverty levels.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To identify and provide support to all organizations conducting poverty alleviation programs and Key Performance Indicator. 2. To establish business support centers to assist with the establishment of SMME's. 3. Provide for Business incentive schemes to new business and investors in the Municipality. 4. Establishment of regional career centers to provide career guidance in partnership with Provincial and National governments. 5. Establishment of Peoples Housing Key Performance Indicator in all towns to assist in addressing, the housing backlog to obtain land. 6. To provide support for agricultural development to emerging farmers. 7. To identify the informal businesses in all towns in order to compile a database and to assist informal traders to progress to a more formal industries. 8. Ensure the success and sustainability of current government job creation programs and Key Performance Indicator. 9. Formal businesses must be encouraged to register with the Department of Trade and Industry to qualify for incentives. 10. Promotion of local orphan centers. 11. Investigate the recycling of waste. 12. Establish local do-it-yourself centers at existing empty Council buildings. 13. To encourage the formation of NPO's and NGO's by the local community in support of dealing with social problems faced by communities, e.g. HIV and AIDS, crime prevention, teenage pregnancy and assistance to the home less. 14. To encourage food security programs in all towns.
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	15. To promote skills development programs throughout the Municipality.
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GENDER DEVELOPMENT AND EQUITY

Objective 1	Strategies
To implement measures to ensure that institutions and businesses achieve demonstrable gender equity and accommodate the disabled.	<ol style="list-style-type: none"> 1. To do an analysis and assessment of current employment equity conditions. 2. To ensure that all required institutions, organizations and businesses submit and comply with their Employment Equity Plan. 3. To ensure that adequate women are represented in the Council. 4. To train and appoint women for position in Local Government and Government Departments. 5. To involve financial institutions to assist women to create business opportunities. 6. To promote skills development to women in all communities. 7. To ensure active gender mainstreaming in all council policies. 8. To facilitate gender development programs and workshops. 9. To encourage the formation of NGO's and NPO's that advance women development initiatives. 10. To ensure safety of children and good nurturing of the girl child in all communities. 11. To establish women development forums in all towns. 12. To facilitate the participation of people with disabilities in council programs and Key Performance Indicator. 13. To develop gender and disability desks in council.

YOUTH DEVELOPMENT

Objective 1	Strategies
To establish a local youth unit that will promote youth development in creating a vision for the future.	<ol style="list-style-type: none"> 1. To promote youth development programs through schools, churches and other community organizations and to assist in the upliftment of the youth. 2. To provide for proper policy framework on Youth Development in the Municipality. 3. To develop and promote Youth entrepreneurs programs 4. To ensure full assistance from the Government Departments for funds allocated for youth programs. 5. To conduct ongoing workshops and awareness campaigns including the distribution of youth program pamphlets etc. 6. To establish a fully functioning Ngwathe Youth Council with representatives in all towns. 7. Conduct continuous HIV and AIDS education and programs targeting the youth. 8. Recreational activities and facilities must be created for the youth to channel energies. 9. To link up with national and provincial youth commissions to assist in acquiring funds and providing support for youth programs. 10. Conduct awareness programs on available opportunities for the youth.

LOCAL ECONOMIC DEVELOPMENT

<p>Objective 1</p> <p>To maximize the tourism potential of the area to its fullest.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To liaise with relevant structures to participate in the establishment of tourism forums and centers at libraries in all towns. 2. To do a feasibility study to identify existing tourism potential in all towns. 3. To enhance the tourism potential of the Vredefort Dome World Heritage Site 4. To prepare and implement a marketing plan for all tourist attractions with specific reference to the battle fields, Ghoja Africa and Francolin Creek conservancies including wine routes, the Vredefort Dome World Heritage Site and water resources of Parys .
<p>Objective 2</p> <p>To create an enabling environment that stimulates economic growth.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To create administrative capacity to deal with financing and the support of emerging entrepreneurs. 2. To transform the municipal employees attitude towards the delivering of services. 3. To have a data base of local contractors through the maintenance of a data base. 4. To train and capacitate local contractors through their identified needs. 5. The municipality to implement incentive schemes to attract investors. 6. To engage with relevant or interested stakeholders on LED programs on an ongoing basis. 7. To stimulate local government and other government institutions towards the delivery and implementation of incentive schemes. 8. To initiate and implement Extended Public Works Programs. 9. To source funding for the establishment of an LED Fund. 10. To facilitate the establishment of a Business Development Bureau. 11. To identify the needs of existing self-help Key Performance Indicator and source funding for their training. 12. To liaise with relevant government departments for funding and training of self help Key Performance Indicator. 13. To identify unutilized council properties for economic development purposes. 14. To make the entire Ngwathe more attractive for investors by providing adequate infrastructure and facilities. 15. To ensure that preference is given to local contractors. 16. To make Ngwathe labour friendly by actively engaging labour unions. 17. To encourage local businesses to be more competitive towards the bigger centers. 18. To ensure that a LED Forum and Fund are established. 19. To attract businesses through an active campaign and promotions. 20. To investigate obsolete Council assets that can be sold. 21. To support the De Beers Voerspoed Diamond & SASOL Sigma Coal Mines initiatives for job creation. 22. To develop and market clay manufacturing quarry in Koppies. 23. To establish an LED unit to service all towns

<p>Objective 1</p> <p>To ensure that effective and efficient</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To provide adequate mobile clinics to cover all rural areas.
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<p>primary health care services are rendered at all medical institutions.</p>	<ol style="list-style-type: none"> 2. More fixed clinics to be considered in areas where existing clinics are not accessible. 3. Sufficient trained staff must be appointed at clinics and vacancies of health care workers filled. 4. To ensure that there is adequate medical supply available to all patients at all times. 5. HIV and AIDS and family planning workshops should be conducted on a weekly basis. 6. To provide adequate facilities with immediate effect such as: <ol style="list-style-type: none"> a. Hygienic operational hospitals in Parys and Heilbron to include all medical qualified personnel and auxiliaries b. Sufficient transport to all communities according to their needs c. Sufficient ambulances 7. To make available contraceptives free of charge at clinics and distribution points. 8. To facilitate the training of voluntary community members to assist in home base care Key Performance Indicator to include first aid and handling of medicine on a daily basis. 9. Facilities and services to be more effectively coordinated between local level, provincial level and national level of government. 10. Dedicated Health officers to be responsible for the co-ordination between the various levels of government. 11. To implement effective and user friendly policies for admission and quality of services at relevant health institutions. 12. Personnel working with the admission of patients must be professional and trained how to handle people decently and effectively. 13. Admission services must be computerized to improve the delivery of health services. 14. Emergency equipment must be upgraded and available in hospitals and clinics. 15. To ensure that all hospitals within the area are accessible by all categories of patients and to ensure doctors providing required specialist services are available. 16. Mobile clinics should be handled as permanent clinics supported by doctors. 17. To implement programs to effectively deal with long waiting times and queues. To extend clinic hours and services where required.
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EDUCATION

<p>Objective 1</p> <p>To ensure that all School Governing Bodies (SGBs) are properly functioning in the area.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. Liaison with the district officer of education to train all SGBs in the area. 2. To ensure that all SGB members are trained on management principles and to improve their management skills. 3. To conduct training workshops for SGBs in the language preferred in their respective areas and at their respective schools. 4. To clarify the powers and functions of SGBs at local school level. 5. To ensure that the main office bearers of SGBs are educated and well informed. 6. To integrate and communicate with the community and to ensure that at least quarterly meetings take place, particularly at rural schools. 7. The Department of Education to assist the SGBs to formulate their strategic planning.
<p>Objective 2</p> <p>To implement at least one computer center for learners in each disadvantaged community.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. The Mayor, Municipal Manager and responsible educational authority to be responsible for establishing a co-ordinating structure for computer centers. 2. To first implement centers at schools that serve the disadvantaged communities and to identify such schools where computer centers can be placed. 3. The Department of Education to take the responsibility for the establishment of computer centers. 4. The Local Council must be involved in identifying the schools with the greatest need for computer centers. 5. The computer centers must be able and equipped to address the literacy problem and to make facilities available for Internet, E-mail, etc. 6. To ensure that at least one center per area in all towns is created over the next five years. 7. In the case of rural schools it is essential to supply at least one or two computers at each school, where electricity is available.
<p>Objective 3</p> <p>To ensure that adequate schools, classrooms, crèches and facilities are provided for.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. The Municipality should provide land for the development of educational facilities. 2. To implement safety measures at all schools for protection and safety of learners and teachers. 3. To ensure the adopt-a-cop program is implemented by schools in consultation with the Community Policing Forums, school governing bodies and the SAPS. 4. To also involve the section within SAPS who deals with "occultism" to assist schools with drug and substance abuse. 5. To ensure that all facilities are made accessible for the disabled. 6. To ensure that all rural schools are provided with basic services i.e. electricity, water and sanitation and refuse removal. 7. To provide adequate transport for rural schools. 8. To make sure that new schools are build with halls, sport facilities and other supporting facilities. 9. To provide adequate secondary school facilities in the rural areas to promote accessibility thereof. 10. To make sure that all schools can provide first aid care with adequate facilities. 11. To ensure that all schools are provided with textbooks in time. 12. To provide school hostels where there is a high influx of rural learners. 13. To provide additional classrooms where platoon arrangements exist at schools. 14. To facilitate the provision of adequate early childhood centers in high populated areas. 15. To provide adequate funding for ABET classes in terms of facilities and teachers. 16. Instead of providing special schools for learners with disabilities to provide special classes for students especially slow learners, at regular schools to ensure feasibility thereof. 17. To determine the need and establish a technical school for the area. 18. To make sure that quality education is provided by ensuring that the national

	minimum student/teacher ratio is adhered to.
Objective 4 To ensure education and assistance to all infirmed and vulnerable children's groups.	Strategies <ol style="list-style-type: none"> 1. To educate the teachers to assist the children with problem situations at home. 2. To ensure education and assistance on all "violence against children" cases. 3. To implement a system whereby children can be identified that have problems at home and to provide relevant support structures to the teacher. 4. To implement a curriculum to address alcohol-, drug and other substance abuse and other social harmful conditions. 5. To implement a bursary system for gifted children that cannot afford higher education. 6. Through the Department of Social Development and relevant community structures, to appoint counselors to assist children with problems (drug and other problems including juvenile delinquency and pregnancy). 7. To eradicate child abuse at schools especially where teachers are involved.

SOCIAL DEVELOPMENT SERVICES

Objective 1 To establish sufficient care centers and support groups for orphans, street kids, disabled and elderly that is accessible to all .	Strategies <ol style="list-style-type: none"> 1. To upgrade existing care centers to accommodate all vulnerable groups such as orphans, street children, disabled and elderly. 2. To establish more support groups in all communities, utilizing existing community based structures, to help with care programs for orphans, street children, disabled and the elderly. 3. To co-ordinate all centers and support groups in all communities of Ngwathe by means of an established coordinating committee. 4. To make funds available for existing centers in order to make it accessible for disabled and old aged. 5. To conduct awareness campaigns in various communities to the plight of vulnerable groups and how to assist the needy. 6. To facilitate continuous discussions with the relevant authorities and stakeholders in order to subsidize support groups. 7. To establish more day care centers in areas where they are not available by utilizing existing buildings and facilities. 8. To identify more volunteers to assist with programs in day-care centers. 9. To create awareness for Council and community leaders regarding existing initiatives and facilities
Objective 1 To provide adequate satellite and police stations with adequate resources to provide quick response in high crime areas.	Strategies <ol style="list-style-type: none"> 1. To obtain the standard ratio between police stations and mobile stations and the population composition in the rural and urban areas (obtain the information from the SAPS). 2. To facilitate the construct of police stations and/or satellite stations in high crime areas according to the formula obtained in the above strategy. 3. To institute a planned manpower system to man existing and future police stations or satellite stations. 4. To determine the specific need of the areas in terms of the needs regarding police officials and vehicles. 5. To utilise private security firms as a backup and support system to the police service in the area. 6. To increase the visibility of policing by providing adequate facilities and resources. 7. To implement additional trauma and child care centers to take care of victims of crime in all towns. This includes equipment required to operate the facility. 8. Institute foot patrol systems specifically at night in the CBD areas. 9. To improve the reaction time to respond on complaints and review the complaints system to be more user friendly. 10. To install CCTV system in specific areas in Ngwathe.

<p>Objective 2</p> <p>To ensure that adequate communication systems and processes are implemented between the community and the SAPS.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To participate in the proper functional and effective Community Policing Forums (CPFs). This also includes sectoral policing and other SAPS Key Performance Indicator such as Business Watch, Farm Watch etc. 2. Community awareness on the roles and functions of CPF and sectoral policing should be done. 3. To investigate the implementation of an emergency reporting system in out lying rural areas. 4. Community awareness amongst the youth at school level not to abuse emergency telephone numbers and systems is required. 5. The SAPS to report on regular basis to the community regarding crime statistics.
<p>Objective 3</p> <p>To ensure the provision of safety services such as traffic, security and fire fighting in all rural and urban areas.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To institute a planned manpower system to man existing and future police stations. 2. To do a viability study regarding municipal policing in order to cater for policing, safety and security, traffic and disaster management in the urban and rural areas. 3. To determine the adequacy of current services and to improve the efficiency of the current emergency services and to be extended to all towns. 4. To improve the efficiency of current emergency services and extend to all towns. 5. To ensure that qualified personnel are available at all times to take care of victims of crime in all towns. This includes equipment required to operate the facility. 6. Institute foot patrol systems specifically at night in towns. 7. To ensure that sufficient and adequate manpower is provided at the current emergency center in Parys, Koppies and Heilbron especially regarding fire fighting. 8. To establish a system of emergency sub-stations in Koppies, Edenville and Vredefort according to acceptable standards and norms and proper emergency procedures. 9. To ensure proper equipment is available to handle all kinds of emergencies such as hazardous waste etc. 10. To ensure that adequate fire fighters are available for the rural area. 11. To implement a pound system to control stray animals.

CULTURE

<p>Objective 1</p> <p>To implement a process that will accommodate and promote tolerance of all cultural groups and to provide better understanding about different cultures.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To establish a cultural forum for the municipality whereby different groups will share different experiences and display different skills, reconcile cultural values and socialize. 2. The cultural forum to be responsible for the organization of cultural events. 3. To work with the media to promote positive cultural aspects and successes regarding cultural reconciliation and educational events. 4. To initiate programs within schools where all cultures are discussed by means of debates so that "barriers" between cultures are broken. 5. Town festivals can be organized with multi-cultural themes. 6. Sport days must be organized with sport such as soccer and athletics linked to significant cultural events. 7. To identify and encourage individuals that will personify cultural values and promote mutual understanding. 8. To actively promote art amongst emerging artists.
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<p>Objective 2</p> <p>To establish at least one cultural village / center that will signify the different cultures throughout the region.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To establish at least one cultural village / center that will signify the different cultures within the region. 2. Existing facilities i.e. community halls can be used initially to host cultural events until a cultural center is established. 3. To utilize existing community facilities as a cultural center that is well supervised and coordinated. 4. To hold an annual cultural festival at the Vredefort Dome and to hold a special festival, for the municipality, on heritage day. 5. To ensure that the current museums in Parys and Heilbron are revived. 6. To establish a monument that will signify our past history with community involvement. 7. To identify and register all heritage sites and promote them effectively.
<p>Objective 1</p> <p>To support the land reform program of the Provincial and National Government.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To identify land for the establishment of small holdings, commonage and farms for emerging farmers. 2. To provide information regarding available grants and mechanisms from the Government to avail adequate land for emerging farmers. 3. To establish economically viable small and emerging farmers including intensive farming practices on small holdings and farms and financially sustainable agricultural Key Performance Indicator for emerging farmers. 4. To facilitate the proper development and management of the said farms and commonage. 5. To facilitate continuous training regarding farming practices, business skills and marketing of produce and support to emerging farmers on an ongoing basis in conjunction with Departments of Agriculture and Trade and Industry and NAMAK (Division of CSIR). 6. To optimally utilise and further develop and expand the after care program of the Department of Agriculture in the support of emerging farmers and to involve established commercial farmers and agricultural structures in the training of emerging farmers. 7. To utilise existing skills training facilities to capacitate farm workers and to enable emerging farmers to farm productively.
<p>Objective 2</p> <p>To support and facilitate the provision of tenure to all inhabitants.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To facilitate and fast track the application for grants to register ownership of property for present owners in urban areas as the largest portion of the community does not have official property ownership. 2. To confirm and educate the community of the advantages on property rights. 3. To investigate and be informed on all mechanisms, products and options available from the Department of Land Affairs on land reform with specific reference to property ownership to farm workers.

TELECOMMUNICATION

<p>Objective 1</p> <p>To provide sufficient public telephone systems to communities in need throughout the Municipality.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To determine the need and location of public telephones in the urban and rural areas. 2. To replace the manual telephone system with an automatic exchanges where it exists in the rural area. 3. To ensure that the shared telephone lines, particularly in the rural area, are done away with as it does not enable the use of internet and fax facilities. 4. To ensure that the relevant service providers provide adequate network
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	<p>coverage.</p> <ol style="list-style-type: none"> 5. To ensure that a call center with a toll free number is implemented where all emergencies and complaints can be reported to. 6. To ensure all towns in the Ngwathe area are covered with the same dialing code.
<p>Objective 2</p> <p>To provide facilities whereby internet and computer facilities can be accessed by communities in all areas.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To establish computer facilities equipped with internet services in all the urban areas at existing libraries. 2. To provide adequate and user friendly communication facilities between the Council and the community.

OBJECTIVES AND STRATEGIES: SECTORAL RELATED

<p>Objective 1</p> <p>To establish a Disaster Management Centre in conjunction with the District Municipality.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To implement the Fezile Dabi District Municipality Disaster Management Plan. 2. To facilitate the establishment of a Disaster Management Committee for Ngwathe. 3. To liaise with relevant stakeholders to participate in the Disaster Management Committee. 4. To facilitate community workshops on disaster management and community awareness program on disaster preparedness.
<p>Objective 2</p> <p>To ensure sufficient emergency equipment and vehicles are purchased.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To secure funds from the District Municipality and relevant government departments to purchase equipment and vehicles. 2. To support sufficient disaster management personnel. 3. To ensure the implementation of adequate disaster management measures and facilities to cope with any potential disaster.

PUBLIC TRANSPORT

<p>Objective 1</p> <p>To enhance the functioning of the Transport Forum for Ngwathe to facilitate adequate commuter facilities.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. To establish and equip taxi ranks according to the spatial framework in all towns. 2. To identify taxi routes according to community needs and to ensure the identified routes are properly maintained. 3. To support the National Department of Transport's Taxi Re capitalization program.
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Objective 2 To facilitate the application of an effective transport network in rural and regional areas.	Strategies <ol style="list-style-type: none"> 1. To plan an effective rural and regional transport network in conjunction with all role players. 2. To facilitate the building of effective truck stops at concentration points. 3. To plan and build truck stops with the assistance of private sector and sponsors. 4. To re-plan and construct parking spaces in CBD areas where required. 5. To identify parking space problems and provide solutions to resolve problems. 6. To enter into negotiations with Spoornet in order to utilize the railway line optimally. 7. To launch a public awareness campaign in respect of the railway service.
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HIV AND AIDS

Objective 1 To implement ongoing awareness programs to prevent HIV and AIDS.	Strategies <ol style="list-style-type: none"> 1. The involvement of sector departments other than health e.g. department of Local Government and Housing as well as Department of Social Development to support awareness programs and campaigns. 2. To encourage the public to assist with home-based care programs. 3. To conduct awareness campaigns to demystify the stigma of HIV and AIDS. 4. To ensure that HIV and AIDS programs are available at schools. 5. To ensure the establishment of a Hospice centre for the terminally ill.
Objective 2 To ensure a centre for care and counseling.	Strategies To encourage the usage of home-based care organizations. <ol style="list-style-type: none"> 1. To involve the Department of Social Development to establish programs and facilities for HIV and AIDS as well as chronic illness patients. 2. To involve the Department of Agriculture, Health and Social Development to establish vegetable gardens for HIV and AIDS as well as chronic illness patients. 3. To ensure that affordable medication are available for the terminally ill. 4. To ensure that feeding schemes and disability grants are available for HIV and AIDS victims.

ENVIRONMENTAL MANAGEMENT

Objective 1 To protect the soil, natural habitat and natural resources in line with national legislation and policies for sustainable development.	Strategies <ol style="list-style-type: none"> 1. To investigate methods to assist with funding to create sustainable facilities and promotion of awareness. 2. Fishing control methods must be implemented. 3. To develop dams and camping sites at strategic places to enhance the natural resources of the area. 4. To implement a pound system to eliminate stray animals. 5. To purposefully eradicate littering by penalizing culprits.
Objective 2 To develop green areas through tree planting programs and protection of the flora of the region	Strategies <ol style="list-style-type: none"> 1. To develop a master plan for all towns and identify trees for greening. 2. To implement ongoing greening campaigns in all towns. 3. To identify nature areas that can be developed and maintained. 4. To develop green areas that will contribute to improved environmental sustainability. 5. To implement measures to protect flora by means of weed control and removal of alien species. 6. Promote programs for the identification of plants and herbs that may have medicinal value en ensuring the protection and sustainable use of these plants.
Objective 3 Utilisation of natural resources to enhance tourism in the region	Strategies <ol style="list-style-type: none"> 1. Promotion of cultural and town festivals in all towns and communities and in the process, marketing the natural resources of the area relating to fishing, hunting, water sports etc. 2. Support water related and nature relate adventure sport activities. 3. Support Eco Tourism activities. 4. Support and promote the establishment of conservancies.
Objective 4 To ensure the efficient and sustainable utilisation of commonage land	Strategies <ol style="list-style-type: none"> 1. Assessment and investigation to the optimal use of commonage in terms of the best agricultural activity to be established on a specific property 2. Ensure a the establishment of a proper structure to deal with the management of the commonage land.

PART 5: PROJECTS

5.1. 2011-12 IDP Capital Projects linked directly to 2011/12 draft budget

This section contains projects implementable in the 201-12012 financial year as contained in the municipal budget 2011 – 2012. Projects are categorized according to KPA's

KPA 1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PRIORITY: WATER PROVISION							
PROJEC T NO	PROJECT DESCRIPTION	LOCATIO N	Budget for 2011/12	POSSIBLE FUNDING SOURCE	INTENDED IMPACT	Implementin g Agent	STATUS
MIG/15 /4/1/3/ 1/1	Project management	All areas	R 2 075 000.00	MIG	Efficient handling of the projects	MIG	Implement ation
OBJECTIVE 1 : To ensure the sustainable bulk provision of adequate, safe and quality drinking water to all communities at all times							
MIG/FS 0714/ W/09/0 9	PARYS WATER PURIFICATION PH.3	Parys	R 9 792 138.58	MIG	Improved quality	NLM	Implement ation
Wa 1	PURCHASE & INSTALLATION OF BULK WATER METERS	All towns	R 1,500,000.00	NLM	Bulk metering	NLM	Planning
Wa2	REPLACEMENT OF BULK CONSUMER METERS - WATER	All towns	R 150,000.00	NLM	Water metering	NLM	Planning
Wa3	UPGRADING OF PUMP STATION AT RESERVOIR NO 2	PARYS	R 500,000.00	NLM	Improved performance	NLM	Planning
	UPGRADING OF MBEKI PUMP STATION	Mbeki: Parys	R 1,500,000.00	NLM	Improved performance	NLM	Planning

	UPGRADE WATER BOOSTER PUMP STATION	VREDEFORT	R 1,000,000.00	NLM	Improved performance	NLM	Planning
	REPAIR OF LEAKING RESERVOIR	HEILBRON	R 300,000.00	NLM	Reduced water losses	NLM	
	NEW SEWER AND WATER CONNECTIONS	PARYS - EXT6	R17,286,360.00	DHS	Provision of basic services	NLM	

PRIORITY: ELECTRICITY

Objective: To ensure sustainable provision of bulk electricity through an effective internal network that will be able to supply quality electricity according to consumer demand.

PROJECT NO	PROJECT DESCRIPTION	LOCATION	Budget for 2011/12	POSSIBLE FUNDING SOURCE	INTENDED IMPACT	Implementing Agent	STATUS
	PURCHASE & INSTALLATION OF BULK ELECTRICITY METERS	All towns	R 200,000.00	NLM	Bulk metering	NLM	Planning
	ELECTRICITY INFRASTRUCTURE	All towns	R 2 639 525	NLM	Improved power supply	NLM	Planning

PRIORITY: SANITATION

Objective: To eradicate all unacceptable sanitation systems and ensure that all households are provided with an acceptable sanitation system.

PROJECT NO	PROJECT DESCRIPTION	LOCATION	Budget for 2011/12	POSSIBLE FUNDING SOURCE	INTENDED IMPACT	Implementing Agent	STATUS

	BUCKET ERADICATION 38 site network, 128 new structures)	Tumahole	R 1,000,000.00	NLM	Decent sanitation	NLM	Feasibility
	BUCKET ERADICATION (11 CONNECTIONS)	Kwakwatsi	R 91,633.50	NLM	Decent sanitation	NLM	Planning
	SANITATION PROJECT	HEILBRON	R 9 800 000.00	MIG	Decent sanitation	NLM	Implementation
	SEWER PLANT	HEILBRON	R 13 677 561.42	MIG	Effective sewer operation	NLM	Implementation

PRIORITY: SPORT & RECREATION

To supply new recreational facilities where inadequate facilities exist.

PROJECT NO	PROJECT DESCRIPTION	LOCATION	Budget for 2011/12	POSSIBLE FUNDING SOURCE	INTENDED IMPACT	Implementing Agent	STATUS
	BUILDING OF COMMUNITY HALL(Multi purpose centre)	PARYS	R10,000,000.00	DHS	Provision of various activities	NLM	

PRIORITY HOUSING & DEVELOPMENT

Objective: To ensure the accessibility of land for future residential development and to facilitate land redistribution to the landless.

PROJECT NO	PROJECT DESCRIPTION	LOCATION	Budget for 2011/12	POSSIBLE FUNDING SOURCE	INTENDED IMPACT	Implementing Agent	STATUS

	PURCHASE OF SITE NO:1015 KOPJES SETTLEMENT AT KOPPIES - NEW TOWNSHIPS.	Koppies	R 695,000.00	DHS	Land acquisition	DHS	In Progress
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GRANTS	R 41,582,000.00
OWN FUNDING/SURPLUS	R 8 981 159
EXTERNAL FUNDING	R 27,981,360.00
TOTAL CAPEX	R 78,544,519

5.2. MIG MTERF PROJECTS

MIG Reference Nr	Project Description	Project Value	MIG Value	Total Planned Expenditure for 2010/2011	Planned MIG Expenditure for 2011/2012	Planned MIG Expenditure for 2012/2013	Planned MIG expenditure for 2013/2014
MIG/15/4/1/3/1/1	PROJECT MANAGEMENT UNIT	R 1 728 649.96	R 1 728 649.96	R 1 382 938.33	R 2 075 000.00	R 2 528 000.00	TO BE DETERMINED
MIG/FS0569/RST/06/09	PROVISION OF ACCESS ROADS PARYS	R 8 482 740.00	R 8 482 740.00	R 6 000 000.00	R 0.00	R 0.00	
MIG/FS0567/RST/07/09	PROVISION OF ACCESS ROADS VREDE	R 8 482 740.00	R 8 482 740.00	R 1 700 000.00	R 0.00	R 0.00	
MIG/FS0568/RST/07/09	PROVISION OF ACCESS ROADS HEILB.	R 8 482 740.00	R 8 482 740.00	R 5 200 000.00	R 0.00	R 0.00	
MIG/FS0571/RST/07/09	PROVISION OF ACCESS ROADS KOPP.	R 8 482 740.00	R 8 482 740.00	R 0.00	R 0.00	R 0.00	
MIG/FS0572/RST/06/07	PROV. ACCESS ROADS EDENVILLE	R 8 482 740.00	R 8 482 740.00	R 1 000 000.00	R 0.00	R 0.00	
MIG/FS/0305/S/06/07	VREDEFORT REPLACE OLD PIPELINE	R 855 000.00	R 855 000.00	R 100 000.00	R 0.00	R 0.00	
MIG/FS/0616/S/08/09	KOPPIES UPGRADING OF SEWER TW	R 4 650 000.00	R 4 650 000.00	R 400 000.00	R 0.00	R 0.00	
MIG/FS0714/W/09/09	PARYS WATER PURIFICATION PH.3	R 31 895 731.00	R 28 895 732.00	R 0.00	R 9 792 138.58	R 0.00	
MIG/FS0624/S/08/10	PARYS SEWER PURIFICATION	85,500,000.00	R 75 000 000.00	R 0.00	R 65 000 000.00	R 12 000 000.00	
MIG/FS0123/S/06/07	HEILBRON SANITATION PROJECT	R 18 698 192.00	R 18 698 192.00	R 7 000 000.00	R 9 800 000.00	R 0.00	
MIG/FS0623/S/08/10	HEILBRON SEWER PLANT	R 56 430 000.00	R 49 500 000.00	R 9 000 000.00	R 13 677 561.42	R 10 342 549.84	
MIG/FS0711/W/09/09	PARYS UPGRADING PUMPS, PIPELINE	R 24 750 000.00	R 24 750 000.00	R 2 790 519.84	R 0.00	R 18 105 450.16	
STILL TO BE REGISTERED	COMMUNITY PROJECTS (15% MIG)			NIL	R 6 237 300.00	R 7 584 000.00	
	Total	R 181 421 272.96	R 246 491 273.96	R 34 573 458.17	R 106 582 000.00	R 50 560 000.00	

DORA ALLOCATION

34 573	41 582	50 560	
458.17	000.00	000.00	

5.3. SECTOR SUPPORT PROJECTS

The following are the sector projects solely under the control of the sectors.

PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT
New building for BopaSetjhaba	Tumahole	R16m	2010-2013	DoE	DoE
Provision of mobile classrooms at Vredeshoop	Vredefort			DoE	DoE
PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT
Rehabilitation of R59	Parys & Vredefort	R58 609, 828m	2011-2012	DPRT	DPRT
Rehabilitation of R34	Heilbron & Frankfort	R114 709, 359m	2011-2012	DPRT	DPRT
Rehabilitation of R57	Heilbron – Petrus Steyn	R120 907, 000m	2011-2012	DPRT	DPRT
Rehabilitation of R721	Vredefort - Kroonstad	R190 759, 153m	2011-2012	DPRT	DPRT
PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT
Building of Re lebohile community health centre	Phiritona	R4.5m (R19m0	2011-2012	DoH	FDDM
PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT

My store	Vredefort 7 Parys	R250 000	2011-2012	DSD	DSD
People's restaurant/ Popular Restuarant	Heilbron & Parys	Still to be determined	2011-2012	DSD	DSD
PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT
Re a Hola Coop inputs		R500 000	2011-2012	DoA	DoA
Sunflower Oil Press (Agro Processing)		R780 000	2011-2012	DoA	DoA
Beautification of gardens and food security starter packs support (War on poverty)	Parys	R3m for the whole province	2011-2012	DoA	DoA
PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT
Establish primary cooperatives throughout the province including social cooperatives	All Areas		2011-2012	DETEEA	DETEEA
PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	TIME FRAME	POSSIBLE FUNDING SOURCE	IMPLEMENTING AGENT

5.4. MULTI YEAR PROJECT PLANNING /CIP (UNFUNDED PROJECTS)

The section indicates the challenges faced by the municipality in terms of the projects that have to be completed in the outer years

KPA .1.BASIC SERVICE DELIVERY & INFRASTRUCTURE INVESTMENT

PROJECT NO	PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	POSSIBLE FUNDING SOURCE
WA1	Construction of a water pipeline from Heilbron.	EDENVILLE	R 120 m	DWA MIG NLM
WA3	Upgrading of the water purification works.	<ul style="list-style-type: none"> • PARYS • KOPPIES • VREDEFORT 	R 20m R 20m R 20 m	DWA & NLM
WA4	Upgrading of the pump equipment and pipe lines between the reservoirs.	<ul style="list-style-type: none"> • Parys 	R24 m	MIG
WA5	Upgrading the pump stations and equipments.	<ul style="list-style-type: none"> • Parys • Vredefort • Heilbron • Koppies • Edenville 	R 500 000 R 400 000 R 500 000 R 400 000 R 200 000	MIG
WA 6	Water Supply to new area	Heilbron: Ward 7	R5.4m	MIG
WA8	Implement audit system to monitor water usage and losses (including bulk water meters)Scada& telemetry systems)	All towns	R 1, 5m	NLM, FDDM
WA9	Implementation of maintenance plan for bulk and network water infrastructure	All towns	R 2m	NLM
WA10	To provide house connections for the following erven :	Mokwallo: 1000 Phiritona: lines & connections 1100 Kwakwatsi: 300 Tumahole: 1100 Ngwathe: 100	R 2m R 2,1m R 600 000 R 2 ,1m R 200 000	MIG; NLM

WA11	Installation of a water reticulation network for envisaged extensions.	All towns	R5.6m	MIG & NLM
WA12	Proper needs assessment of networks to be upgraded.	All towns	R500 000	NLM
WA13	Upgrading of pipelines according to assessment	All towns	R50m	DWA ,FDDM
WA14	Replacement of old reticulation systems and networks. (old asbestos pipes, meters etc)	All towns	R200 m	NLM
WA15	Implement comprehensive awareness campaign on water conservation.	All towns	R 1m	NLM
PROJECT No.	PROJECT DESCRIPTION	LOCATION	COST ETIMATES	POSSIBLE FUNDING SOURCE
SAN1	Installation of water borne sewer systems with a toilet structure. (bucket eradication)	Tumahole: 1100 Phiritona: 1200 Mokwallo: 1000	R 15 m R16 m R16 m	MIG, NLM FDDM
SAN2	Provision of toilet structures as per need (rural sanitation)	Rural areas	R 3 m	MIG, NLM FDDM
SAN3	Maintenance of sewerage works and equipping each sewer pump station with a generator	<ul style="list-style-type: none"> ▪ Parys ▪ Heilbron ▪ Koppies ▪ Edenville: (oxidation pond.) 	R5 m R2 ,5m R 2 m R 500 000	MIG, NLM FDDM
SAN4	The upgrading of internal and bulk networks:	<ul style="list-style-type: none"> ▪ Vredefort : upgrading of the Green street pipeline and Water Street pipeline ▪ Mokwallo: Installation of bulk sewerage line and pump station ▪ Heilbron: upgrading of the network along Langmark, President and EerwaardeKok Streets ▪ Phiritona : upgrading of existing system ▪ Sandersville : upgrade the network and pipeline due to continuous blockages ▪ General: Lifting of sewerage manholes ▪ Koppies: Upgrading of the system 	R 1, 5 m R 300 000 R 3 m R 300 000 R 3 m R500 000 R500 000	MIG,FDDM & NLM
SAN8	Provision of public toilet facilities.	All towns in Ngwathe (high traffic public areas)	R 1 500 000	NLM, FDDM
SAN9	Upgrade current toilet facilities within municipal facilities	All municipal facilities	R 500 000	FDDM, NLM

SAN11	Upgrading/ Rehabilitation of Sewerage purification plants.	<ul style="list-style-type: none"> ▪ Parys ▪ Heilbron ▪ Koppies 	R118 m R 54 m R 5 m	FDDM, (National Sanitation Strategy)
SAN 12	Construction collapsed sewer pipeline.	Vredefort	R 855 000	NLM, MIG
SAN13	Upgrading waste water treatment works	Koppies	R 2,6 m	NLM, MIG
San 14	Procuring a suction tanker	All towns	R3m	

Project No	Project Description	LOCATION	COSTS ESTIMATES	POSSIBLE FUNDING SOURCE
H1	. . Complete PHP houses	All towns	R m	FDDM NLM
	.Annual review of the Housing Sector Plan			
H2	Formulate and adopt Land Use Management Scheme	All towns	R 100 000	NLM

H5	Township revitalisation (massification)	Reconstruction of 100 houses in Tumahole	R6.4 m	Cogta& HS
H6	Conduct Land use Audit	All Towns	R 500 000	FDDM, NLM
H7	Conduct a survey of municipal properties and related occupations for formulation of a property register & maintenance plan thereof	All towns	R 500 000	NLM, FSP

Project No.	PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	FUNDING SOURCE
SSW1	Upgrading of all trafficable gravel to paved with storm water drainage roads in and to all areas on a prioritized basis according to master plan:	All Towns	R80 m	NLM
SSW2	Development and Implementation of roads master plan.	All towns	R 2 m	NLM, FDDM

SSW3	To establish mobile weighbridges in identified areas by Provincial Government)	Parys & Heilbron	R5m	DRP&T
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SSW4	Provision of street names(plates), traffic signs to all streets, road markings and parking meters	All towns	R 2 m	NLM
SSW5	Provision of traffic lights and other traffic control measures and calming measures such as Street Humps where necessary	All towns	R1 2 m	FDDM, NLM, DPRT
SSW6	To provide trafficable streets and storm water drainage networks including the following bridges and acquire heavy equipment according to the master plan Roads Resealing Pot holes repairs	Mandela & Lusaka Steil Street , between Phiritona& Heilbron Sandersville, Mandela bridge Noorder street	R 225 m	MIG/ De beers
SSW7	Provision and upgrading of adequate taxi ranks strategically situated in all town areas according to Business Plan	All towns (Parys phase 1 done)	R 20 m	NLM Sasol

Project No.	PROJECT DESCRIPTION,	LOCATION	COST ESTIMATES	FUNDING SOURCE
Elec1	Upgrading of the bulk supply and network	<ul style="list-style-type: none"> ▪ Parys – the upgrading of the bulk electricity network including the building of 11kV switching station ▪ Vredefort – upgrading of the bulk supply to the town and the upgrading of the network to Mokwallo including a ring feed system and building of 11kV switching station ▪ Heilbron – Upgrading of the existing sub-station and Medium Voltage ring feed system and building of 6,6kV switching station ▪ Edenville – according to existing master plan including upgrading of electrical feeder lines ▪ Koppies – upgrading of bulk electricity network 	R 20 m R 10 m R 8 m R 5 m R 5 m	NLM,DME

Elec 2	Replacement of conventional meters with pre-paid meters (yearly):	<ul style="list-style-type: none"> ▪ Parys/Tumahole ▪ Vredefort/Mokwallo ▪ Heilbron/Phiritona& Sandersville ▪ Koppies/Kwakwatsi ▪ Edenville/Ngwathe 	R 6m	FDDM
Elec7	Development of electricity Maintenance and Master plans	<ul style="list-style-type: none"> ▪ All towns 	R 4m	DoE
Elec3	Replacement of faulty meters	All towns	R1.9m (shortfall of R4,1m)	MIG FDDM
ELEC 4	Additional vending points	All towns per need	R120 000	FDDM NLM
Elec 5	Maintenance of high Mast Lights and street lights & faulty transformers	All towns	R5 m	NLM
Elec 6	Electrification: house connections & cable transfers	All towns	R 7 m	DoE
Elec 7	Bulk rural feeder line	Koppies	R5m	DoE
Elec 8	Supply bulk ring line	Koppies	R3m	DoE

Ref1	Implement the household recycling system	All towns	R 180 000	NLM
Ref2	Implementation of a community awareness program regarding refuse dumping to promote a clean and healthy environment.	All towns	R1m	FDDM, NLM
Ref3	Legalize new landfill site	Edenville and Vredefort	R1m	NLM
Ref4	Rehabilitation of old landfill sites and quarries	All towns	R5m	FDDM, COGTAHS

PROJECT No.	PROJECT DESCRIPTION	LOCATION	COST ETIMATES	POSSIBLE FUNDING SOURCE
Ref 5	Provision of refuse bins	All towns	R 87 000	NLM
Ref 6	Formulate a waste management policy.	All towns	R 200 000	NLM
Ref 7	Acquire waste handling equipment	<ul style="list-style-type: none"> • All towns • Heilbron and Vredefort (Refutips) 	R 7 M	NLM

Project No.	PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	FUNDING SOURCE
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CEM 1	Establishment of new cemeteries according to the SDF	All towns	R10m	NLM, FDDM
CEM 2	Systemic upgrading that includes, greening, fencing walkways, ablution blocks, water provision. Number plates.	All towns	R12m	NLM
PARK 1	Greening: Nurseries, Land scaping, Cleansing of parks, Food gardens, Fisheries	All towns	R10m	NLM, FDDM, Other sponsors
Project No.	PROJECT DESCRIPTION	LOCATION	COST ESTIMATES	FUNDING SOURCE
SPORT1	To upgrade and maintain all current sport facilities)	Sckonckenville, Sandersville Edenville & Vredefort Stadiums	R50m	NLM/ Lottery,
SPORT2	Development and promotion of other sporting codes(CYCLING ,NETBALL,SWIMMING,CRICKET etc)	ALL TOWNS	R 250 000	NLM DSAC
SPORT3	Rehabilitation of sports facilities; swimming pool,	All towns	R 50 m	NLM DSAC

KPA 2. FINANCIAL VIABILITY & FINANCIAL MANAGEMENT

Project No.	PROJECT DESCRIPTION,	LOCATION	COST ESTIMATES	FUNDING SOURCE
FV1	Data purification on consumer accounts	All towns	R 680 000	MSIG FDDM
FV2	Key changes on pre-paid meters	All towns	R 120 000	NLM
FV3	Implementation of municipal property rates act	All towns	R 8 m	MSIG FDDM NLM
FV4	Submission of GRAP complaint Annual financial statement	All towns	R 800 000	MSIG FDDM NLM
FV5	Submission of annual report and progress made on implementation of auditor general findings PROPAC queries	All towns	R 400 000	MSIG FDDM NLM
FV6	Development updating of movable assets register	All towns	R 500 000	MSIG FDDM NLM

KPA 3. LED

PROJECT NO	DESCRIPTION PROJECT	LOCATION	COST ESTIMATES	FUNDING SOURCE
LED1	Provide incentives for industrial - business development	All towns	R 3 m	NLM
LED2	Initiation and implementation of LED Expanded Public Works Programs	All towns	R 5 m	, DPRT, NLM
LED3	Facilitate the establishment of Business Service Centers and tender advice centre.	All towns	R 1 m	FDDM, DTEEA, NLM
LED4	Identification of unutilized council properties for economic development purposes	All towns	R 250 000	NLM
LED5	Investigation of utilization of all air fields	Parys	R 300 000	NLM
LED7	Mayoral LED Fund – submit business plan and application	All towns	R 400 000	NLM

LED8	Development of LED Strategy for the Municipality and implementation (Draft LED Strategy has been submitted to the Municipality pending the presentation from the service provider)	All towns	R 7 5m	NLM
LED9	Marketing and promotion of local business	All towns	R 750 000	NLM
LED10	September Tourism Month project	All towns	R 1 5m	NLM
LED 11	Provision of car washes		R 1 m	NLM ,FSP
LED12	Brick making plant		R 6 m	NLM
LED14	LED tourist forums: zero baseline	Ngwathe	R 400 000	MLED,
LED 15	Upgrading Koppies dam resort	Koppies	R120 000	
LED 16	Upgrading of Vredefort info centre	Vredefort	R90 000	DPW

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KPA 3. LED

PROJECT NO	DESCRIPTION PROJECT	LOCATION	COST ESTIMATES	FUNDING SOURCE
MTID1	Appointment and acquisition of suitable (electronic) security system for buildings & entrance control system for the municipal offices /& cashier points	All towns	R 1,6 m	NLM
MTID2	Development and enforcement of relevant by laws	All towns	R 1 m	NLM FDDM
MTID3	Upgrading and development of ICT, telephone operation system and website	All towns	R 2m	NLM FDDM
MTID4	Development of GIS system civil engineering software (maintenance plans, etc)	All towns	R 1.3 m	NLM FDDM
MTID5	Implementation of language policy (PENDING FOR IMPLEMENTATION)	All towns	R 2 m	NLM
MTID6	Formulation and implementation of Workplace Skills Plan (Continuous)	All towns	R 4 m	NLM, DoL, SITA
MTID8	Formulate and implementation of a system to promote and support community participation in all affairs of		R 2 m	NLM

	the Municipality (Community-Based Planning CBP)			
MTID9	Develop and Implement the Performance Management System (PMS), including the PMS Software	All towns	R 1 5m	COGTAHS, NLM
MTID10	Implementation, monitoring and evaluation of a comprehensive HIV and AIDS policy	All towns	R 1, 5m	NLM
MTID11	Compilation and implementation of an Employment Equity Plan	All towns	R 500 000	NLM
MTID12	Investigate the implementation of a fleet management system as well as preventative maintenance programme	All towns	R 500 000	NLM
MTID13	Provide an additional and sufficient two-way radios, in order to enable and improve effective functional communication within and between departments	All towns	R 1 m	FDDM, NLM
MTID14	Improve the general status and quality of the Municipality's vehicle and heavy equipment	All towns	R 5 m	NLM
MTID 15	Improve accessibility of public buildings to accommodate the disabled in all towns	All towns	R 1 2m	NLM
MTID 16	Implementation of an indigent policy for qualifying ratepayers and upgrading of the register	All towns	R 1 m	NLM
MTID 17	Investigate outsourcing some Municipal functions	All towns	R 500 000	NLM
MTID 18	Development of a Communication Strategy	All towns	R 2 m	NLM
MTID 19	Establishment & sustenance of Project Management Unit	All towns	R 3 m	DPLG, NLM
MTID 20	Investigation and provision of transport and offices for councillors, ward committee and CDW's	All towns	R 1 m	DPLG, Municipal Budget
MTID 21	Investigate and implement the upgrading and optimization of office space in all towns	All towns	R 1 m	NLM
MTID 22	Development and Implementation of Organisation Development and conduct municipal compliance audit with applicable legislations	All towns	R 1,5m	NLM
MTID 23	Establishment and Implementation of bursary schemes for Ngwathe Municipality.	All towns	R 3 m	NLM
MTID24	Upgrading and improving the efficiency of an integrated 24 hours 7 days a week service call center	All towns	R 1 m	NLM

MTID25	Building the Council Chamber	Parys	R12m	NLM
MTID 26	Fencing of all municipal buildings	All towns	R20m	NLM
MTID27	Establishment of Thusong centers	All towns	R15 m	DSACR , DoP
MTID28	Implementation of the electronic clocking system	All towns		

KPA 5. GOOD GOVERNANCE AND COMMUNITY PATICIPATION

Project No.	Project Description	LOCATION	COSTS ETIMATES	Funding Source
COM1	Relaunching of Ngwathe news letter and quarterly publications	ALL TOWNS	R200 000	NLM
COM2	Marketing and branding of Ngwathe Local Municipality	All towns	R3m	NLM
CSS1	Launching of Thusong centres	<ul style="list-style-type: none"> All towns Phiritona in operating 	R10m	NLM Other departments
CSS2	Assist indigents & child headed families with change of ownership	All towns	R500 000	NLM
CSS3	Reclaiming abandoned sites	All towns	R1m	NLM
CSS4	Assist communities with the acquisition of Birth certificates & ID's	All towns		NLM

Project No.	Project Description	LOCATION	COSTS ETIMATES	Funding Source
POV1	Support to organizations conducting poverty alleviation projects	All towns	R 1m	NLM
POV2	Investigate for an establishment of a regional career centre	All towns	R 500 000	NLM
POV3	Provide support for emerging farmers	All towns	R 2 5m	DoA

POV4	Establish food security projects (food gardens) for needy communities	All towns	R 750 000	NLM
POV5	Building of Phehellang Bakery	Edenville	R500 000	DSD, FDDM, NLm
POV 6	Homes for the elderly & homeless children	All towns	R	NLM

Project No.	Project Description	LOCATION	COSTS ETIMATES	Funding Source
YOUTH1	Development of Ngwathe Youth Development Policy	All towns	R 125 000	NLM
YOUTH 2	Establishment of Ngwathe Youth Council	All towns	R 1 m	Premier's Office, FYC ,DPLG
YOUTH 3	Youth awareness campaigns (Arts and Culture Done) (Youth in Business Done) (HIV and AIDS campaigns)	All towns	R 2 m	NLM, FDDM
YOUTH 4	Development and promotion of youth entrepreneurial programs.	All towns	R 1 m	FDDM, FYC, DTEEA
YOUTH 5	Support & Promotion of YaronaKwanda	Koppies	R800 000	NLM Social development, Absa

	<ul style="list-style-type: none"> • Learnership for motor mechanics • Mageu making project • Assistance with events management skills • Providing security services to the municipality • Provision for commonage land for agricultural projects • Establishment of a plant for building material • Sewing and embroidery centre • Cemetery cleaning and maintenance • Establishment of a laundry • Establishment of a sports complex • Increase a number of sports fields • Establishment of a cultural village • Computer training centre • Assistance with broadcasting skills (Hlalele) • Provision of an ambulance for youth to volunteer • Control centre for after hours calls for municipal services 	EDENVILLE	R 2 m	FDDM, LGSETA, NLM
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	<ul style="list-style-type: none"> • Cemetery cleaning and maintenance • Facilitate for the bentonite mine plant to be established locally • Learnership for motor mechanics • Provision of industrial sites • Disposable nappies project • Establishment of the art centre • Improvement of the existing sports facilities in town • Learnerships and internships • Meetings with unemployed graduates 	KOPPIES	R 2m	FDDM, LGSETA, NLM
	<ul style="list-style-type: none"> • Learnership for electricity • Establishment of a brick making plant • Provision for commonage land for agricultural projects • Cemetery cleaning and maintenance • Provision of bottle making machine • Educate local residents about the Dome • Establishment of a sports complex • Skills transfer on electricity • Provision of motivational speakers for Love Life projects • Provision of information on different skills 	VREDEFORT	R 2 m	FDDM, LGSETA, NLM
	<ul style="list-style-type: none"> • Coffins making project • Brick making plant • Cemetery cleaning and maintenance • Provision for commonage land for agricultural projects • Bakery • Streets naming project • Building of a mall • Establishment of arts and culture centre • Establishment of the stadium • Establishment and upgrading of existing swimming pools • Assistance of emerging companies to prepare business plans • Establishment of parks • Assistance of Let Live Together project on gardening and chicken abattoir project 	HEILBRON	R 2 m	FDDM, LGSETA, NLM

	<ul style="list-style-type: none"> • Cleaning of cemeteries • Purchase unutilized farms within Ngwathe Local Municipality for farming projects • Cleaning of ward • Technical Training • Computer Training Centre • Safety and Security Project • Cooperatives • Job placement agency • Career guidance • Sports development centre • Brick laying project • Sewing projects • Hypropolics ` • Ngwathe youth rejuvenation programme • Upgrade graduate database • Ngwathe youth commission • Revival 	PARYS	R 2m	FDDM, LGSETA, NLM
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Project No	Project Description	LOCATION	COST ESTIMATES	Funding Source
GND1	Implement skills development programs benefiting women and people with disabilities (SKILLS DEVELOPMENT PROGRAMS NOT YET IMPLEMENTED)	All towns	R 3 m	
GND2	Facilitation of gender development programs and workshops	All towns	R 5 m	
GND3	Establishment of women development forums in all towns	All towns	R 250 000	
GND4	Establish a gender and disability desk in council	All towns	R 150 000	

PART 6. OPERATIONAL STRATEGIES

6.1. THE FINANCIAL PLAN

Revenue Budget Assumptions

Property Rates

- The 4.8% CPIX was applied to increase the property rates

Electricity

- First 50kw of electricity is provided for free to indigents households
- 15kw previously provided to non-indigents be discontinued in the 2011-12 financial year
- Replacement of faulty meters before the end of the current financial year

Sale of Water, Sanitation and Refuse removal

- Tariffs have been reviewed above the proposed 4.8% CPIX due to the fact that the services have been provided at a loss in the previous years
- The first 6kl of water would still be provided to both the indigent and non-indigent households

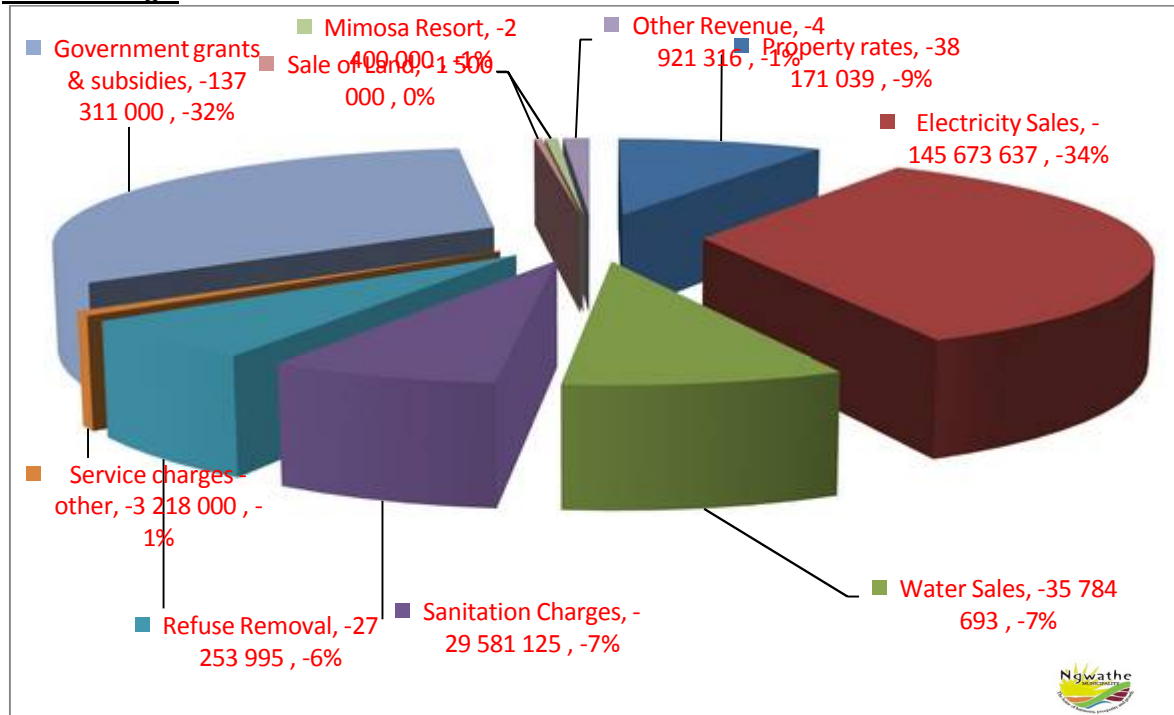
Mimosa Resort

- Other facilities in the resort will be de-commissioned for safety reasons

Operating Revenue by Source

Operating Revenue	2010-11	2011-12	% Increase
Property rates	36 010 415	38 171 039	6%
Service charges - electricity revenue	103 265 399	145 673 637	41%
Service charges - water revenue	29 967 561	35 784 693	19%
Service charges - sanitation revenue	25 213 284	29 581 125	17%
Service charges - refuse revenue	23 129 485	27 253 995	18%
Service charges - other	4 198 180	3 218 000	-23%
Rental of facilities and equipment	4 086 895	1 129 273	-72%
Interest earned - external investments	21 353	0	-100%
Interest earned - outstanding debtors	797 890	2 292 043	187%
Fines	1 183 833	1 500 000	27%
Transfers recognised - operational	128 764 634	137 311 000	7%
Gains on disposal of PPE	74 000	1 500 000	1927%
Mimosa Resort	2 416 848	2 400 000	-1%
TOTAL	359 129 777	425 814 805	19%

Revenue Budget



Expenditure Budget Assumptions**Employee Costs**

- National Treasury's circular 55 guideline, proposed an increase of 6.08% on the over-all budget of employee related costs
- A total number of 242 critical posts have been identified and budget for to be filled in the 2011-12 financial year

Purchase of Electricity

- NERSA's guideline was applied for municipal's tariff. An increase of 20.38% was used.

Repairs and maintenance

- Acquired fleet, anticipated asset disposal and rental of heavy equipment will result in lower costs being incurred

Insurance

- The purchase of new fleet and the compilation of the infrastructure fixed asset register will result in increased premiums

Expenditure Budget Assumptions**Telephone and Fax**

- Line-managers cell-phones were not included in the 2010-11 budget.
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Purchase of Electricity

- NERSA's guideline was applied for municipal's tariff. An increase of 20.38% was used.

Repairs and maintenance

- Acquired fleet, anticipated asset disposal and rental of heavy equipment will result in lower costs being incurred

Insurance

- The purchase of new fleet and the compilation of the infrastructure fixed asset register will result in increased premiums

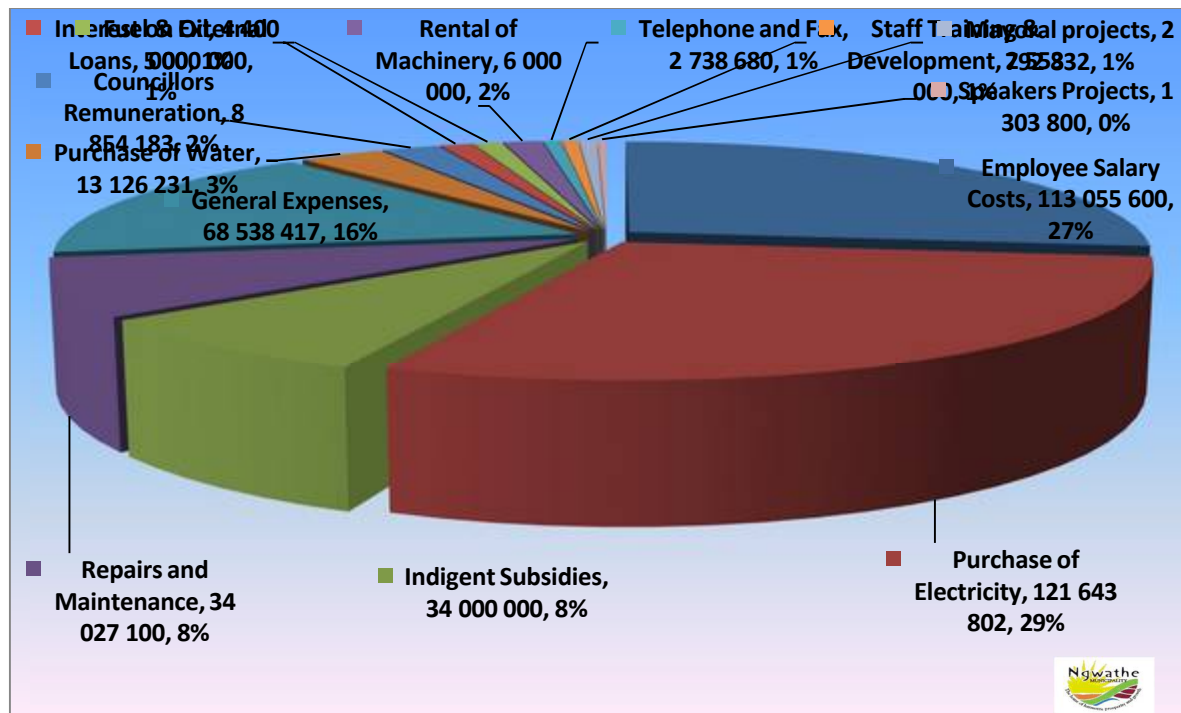
Expenditure by Type

Operating Expenditure	2010-11	2011-12	% Increase
Employee Salary Costs	110 520 234	113 055 600	2%
Purchase of Electricity	84 291 256	121 643 802	44%
Indigent Subsidies	32 038 483	34 000 000	6%
Provision for Bad Debts	11 536 643	13 823 224	0%
Repairs & Maintenance of Assets	31 484 622	34 027 100	8%
General Expenses	32 130 461	35 366 469	14%
Purchase of Water	10 018 316	13 126 231	31%
Councilors Remuneration	8 365 640	8 854 183	6%
Interest on External Loans	4 500 000	5 000 000	11%
Fuel & Oil	4 443 891	4 400 000	-1%

Expenditure by Type cont...

Operating Expenditure	2010-11	2011-12	% Increase
Rental - Machinery & Vehicles	3 376 248	6 000 000	78%
Chemicals	3 442 058	4 500 000	31%
Insurance	2 557 834	3 744 000	46%
Rental - Office Equipment	1 426 123	800 000	-44%
Poverty Alleviation	249 363	264 324	6%
Valuation expenses	350 000	350 000	0%
External Audit fees	2 500 000	3 000 000	20%
Mayoral Projects	2 634 747	2 792 832	6%
Telephone & Fax	795 096	2 738 680	244%
Printing & Stationery	1 307 514	1 350 000	3%
Speakers Projects	1 230 000	1 303 800	6%
Staff Training & Development	1 859 001	2 553 000	37%
Subsistence & Travelling	1 281 450	1 240 400	-3%
Meter reading fees	1 700 000	1 700 000	0%
Meter Auditing Fees		1 200 000	0%
	354 038 979	418 833 645	18%

Expenditure Budget



Capital Budget

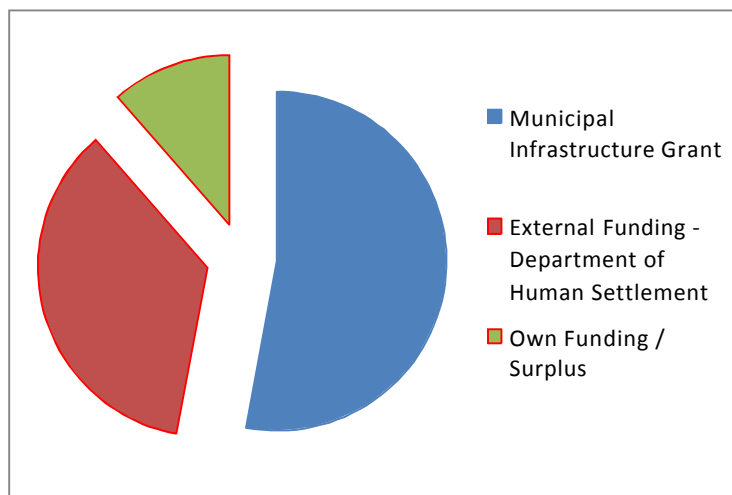
PROJECT DESCRIPTION	2011-12 BUDGET	SOURCE OF FUNDING
PROJECT MANAGEMENT UNIT	R 2 075 000	MIG
PARYS WATER PURIFICATION PH.3	R 9 792 138	MIG
HEILBRON SANITATION PROJECT	R 9 800 000	MIG
HEILBRON SEWER PLANT	R 13 677 561	MIG
COMMUNITY PROJECTS (15% MIG)	R 6 237 300	MIG
PURCHASE & INSTALLATION OF BULK WATER METERS	R 1 500 000	OWN
REPLACEMENT OF BULK CONSUMER METERS - WATER	R 150 000	OWN
PURCHASE & INSTALLATION OF BULK ELECTRICITY METERS	R 200 000	OWN

Capital Budget cont...

PROJECT DESCRIPTION	2011-12 BUDGET	SOURCE OF FUNDING
REPLACEMENT OF BULK CONSUMER METERS - ELECTRICITY	R 100 000	OWN
UPGRADING OF PUMP STATION AT RESERVOIR NO 2 : PARYS	R 500 000	OWN
UPGRADING OF MBEKI PUMP STATION - PARYS	R 1 500 000	OWN
BUCKET ERADICATION - TUMAHOLE	R 1 000 000	OWN
UPGRADE WATER BOOSTER PUMP STATION - VREDEFORT	R 1 000 000	OWN
KOPPIES BUCKET ERADICATION(11 CONNECTIONS)	R 91 634	OWN
REPAIR OF LEAKING RESERVOIR - HEILBRON	R 300 000	OWN
ELECTRICITY INFRASTRUCTURE	R 2 639 525	OWN
BUILDING OF COMMUNIT HALL - PARYS	R 10 000 000	DHS
NEW SEWER AND WATER CONNECTIONS - PARYS - EXT6	R 17 286 360	DHS
PURCHASE OF SITE NO:1015 KOPJES SETTLEMENT AT KOPPIES - NEW TOWNSHIPS.	R 695 000	DHS
TOTAL CAPITAL	78 544 519	

Capital Budget Source of Funding

Municipal Infrastructure Grant	41 582 000
External Funding - Department of Human Settlement	27 981 360
Own Funding / Surplus	8 981 159
Total	<u>78 544 519</u>



Capital Budget

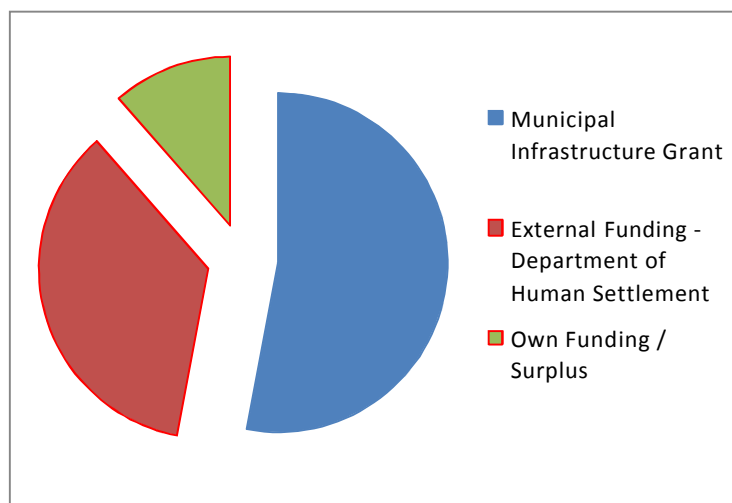
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Capital Budget Source of Funding

Municipal Infrastructure Grant	41 582 000
External Funding - Department of Human Settlement	27 981 360
Own Funding / Surplus	8 981 159
Total	78 544 519



Tariff List

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Grave	Adult - Town	R 722.92	R 772.80	R 49.88
Grave	Child - Town	R 502.44	R 537.11	R 34.67
Grave	Adult - Township	R 268.18	R 286.68	R 18.50
Grave	Child - Township	R 166.42	R 177.90	R 11.48
Fines	Tampering with Water meters	R 1,516.86	R 3,000.00	R 1,483.14
	Tampering with Electricity	R 1,516.86	R 3,000.00	R 1,483.14

	Building without approved Plan	R 755.78	R 807.93	R 52.15
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Sample account – Church

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Electricity basic		R 187.20	R 192.61	R 5.41
Electricity Consumption	400	R 356.00	R 428.55	R 72.55
Water basic	30kl	R 29.93	R 32.00	R 2.07
	0 - 6kl	R	- R	- R
	7 - 20kl	R 47.03	R 71.06	R 24.03
	21 - 30kl	R 40.97	R 45.06	R 4.10
	31 >	R 19.56	R 21.51	R 1.96
Consumption				
Refuse		R 56.12	R 64.26	R 8.14
				R
Sewerage		R 61.24	R 67.70	R 6.46
Rates	Market Value - R 500 000	R	- R	- R
TOTAL		R 798.04	R 922.76	R 124.72

Sample – Consumer account: Indigent

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Electricity basic	75 kw	R -	R -	R -
Elec Consumption	0 - 50 Free	R -	R -	
Elec Consumption	25	R 17.50	R 21.07	R 3.57
Water basic	8 kl	R 29.93	R 32.00	R 2.07
	0 - 6kl Free	R -	R -	
Excess Water Consumption	2kl	R 8.55	R 12.92	R 4.37
Refuse		R 56.12	R 64.26	R 8.14
				R -
Sewerage		R 61.24	R 67.70	R 6.46
				R -
Rates	Market Value - R 42 000	R -	R -	R -
	R0 - 42000	R -	R -	R -
TOTAL		R 173.34	R 197.95	R 24.61

Sample account : Non-indigent

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Electricity basic	400kwh	R	- R	- R
Elec Consumption	0 - 15	R	- R	-
	16 - 400			
	385	R 342.65	R 412.48	R 69.83
Water basic	30 kl	R 28.24	R 32.00	R 3.76
	0 - 6kl	R	- R	-
	7 - 20kl	R 47.03	R 71.06	R 24.03
	21 - 30kl	R 40.97	R 45.06	R 4.10
Consumption	31 >	R 19.56	R 21.51	R 1.96
Refuse		R 52.94	R 64.26	R 11.32
				R
				-
Sewerage		R 57.77	R 67.70	R 9.93
				R
				-
Rates	Market Value - R 500 000	R	- R	- R
	R0 - 42000	R	- R	- R
	R 458,000	R 323.65	R 343.07	R 19.42
TOTAL		R 912.80	R 1 057.14	R 144.34

Sample account – Business

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Electricity basic	6 890 kwh	R 304.95	R 415.31	R 110.36
Consumption		R 6,175.29	R 6,220.64	R 45.35
Water basic		R 96.14	R 102.78	R 6.64
Consumption	115	R 456.22	R 742.90	R 286.68
Refuse		R 81.40	R 92.79	R 11.39
				R -
Sewerage		R 159.29	R 219.41	R 60.12
Rates	R 890 000	R 1,179.25	R 1,250.01	R 70.76
TOTAL		R 8,452..54	R 9,043.84	R 591.29

Sample account: School

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Electricity basic		R 304.95	R 421.33	R 116.38
Consumption	300	R 1,281.15	R 1,938.00	R 656.85
Water basic		R 96.14	R 102.78	R 6.64
Consumption	144	R 613.96	R 930.24	R 316.28
Refuse		R 183.25	R 212.58	R 29.33
Sewerage	36 Points	R 2,982.94	R 4,109.00	R 1,126.06
TOTAL		R 5,462.39	R 7,713.93	R 2,251.54

Sample account: Agriculture

SERVICE	DETAILS	2010-2011	2011-2012	INCREASE
Electricity basic		R 304.95	R 421.33	R 116.38
Consumption	300	R 1,281.15	R 1,938.00	R 656.85
Water basic		R 96.14	R 102.78	R 6.64
Consumption	144	R 613.96	R 930.24	R 316.28
Refuse		R 183.25	R 212.58	R 29.33
Sewerage	36 Points	R 2,982.94	R 4,109.00	R 1,126.06
TOTAL		R 5,462.39	R 7,713.93	R 2,251.54

6.2. SDBIP

The Draft Municipal SDBIP 2011-2012 is still under construction at the moment but will form part of the final document.

6.3 Sector Plans

The following sector plans need to be reviewed and implemented

Sector
Water Service Development Plan (WSDP)
Spatial Development Framework (SDF)
Integrated Waste Management Plan (IWMP)
Local Economic Development Strategy (LEDS)
Anti Corruption Strategy
Hosing Sector Plan (HSP)
Roads Master plan (RMP)
Integrated Transport Plan (ITP)
Electricity Master Plan (IMP)
Electricity Maintenance Plan

SECTION: LIST OF ACRONYMS

ABET	Adult basic Education and training	NT	National Treasury
Aids	Acquired immune deficiency syndrome	FYC	Free State Youth Commission
Asgisa	Accelerated strategy for growth initiative in south Africa	DAC	Department of Arts and Culture
Bbbee	Broad based black economic empowerment	DPTRD	Department of Public Works and Rural Development
Cbos	Community based organization	Dpsa	Department of public service and administration
Cdf	Community development fund	Dept.	Department
Cge	Commission on gender equality	Dmp	Disaster management pan
Cmip	Consolidated municipal infrastructure programme	Dwaf	Department of water affairs and forestry
Cs	Community survey	Dsac	Department of sports arts and culture
DCS	Directorate Community Services	Epwp	Expanded public works programme
DTS	Directorate Technical Services	Eskom	Electricity supply commission
DCOS	Directorate Corporate Services	Fbo	Faith based organisation
DFO	Directorate Financial Services	Fmf	Foreign market foundation
DHS	Department of Human Settlement	Fnb	First national bank
DoL	Department of Labour	Fddm	Fezile dabi district municipality
DoP	Department of Premier		
DSR	Department of Sports and Recreation	Fdi	Foreign direct investment
DPRT	Department of Public Works	Fet	Further education and training
DT	Department of Tourism,	Fsb	Financial services board
DAFF	Department of Agriculture, Forestry and Fisheries		
DRDLR	Department of Rural Development and Land Reform		
DWEA	Department of Water & Environment Affairs		
CG,TA & HS	Corporate Governance ,Traditional Affairs & Human Settlement		

Fspgds	Free state provincial growth and development strategy	Ilo	Internaional labour organisation
Gamap	Generally accepted municipal accounting practice	It	Information technology
Gdp	Gross domestic product	KPIs	key performance indicators
Grap	Generally recognised accounting practice	Mec	Member of executive
Ggp	Gross geographic product	mfma	Municipal finance management act
Gis	Geographic information system	Miif	Municipal infrastructure investment framework

Hbc	Home base care	Mtstf	Medium –term strategic framework
Het	Higher education and training	Nelac	National development and local council
Hiv	Human immune deficiency virus	Nema	National environmental management act
Hod	Head of department	Nepad	New partnership for Africa's development
Hrd	Human resource document	Ngo	Non – governmental organisation
idp	Integrated development planning	Nsdp	National spatial development perspective
Ict	Information communication technology	Nqf	National qualification framework
Iec	Independent electoral commission	Obe	Outcome based education
Stats sa	Statistics south Africa		
Std	Sexually transmitted disease		
Tb	Tuberculosis		
Un	United nations		
Unced	United national conference on the environmental and development		
Undp	United nations development programme		
Urs	Urban renewal initiative		
Vip	Ventilated improved pit latrines		
Wb	World bank		
Wced	Word commission on environment and development		
Who	World health organisation		
Wsdp	Water services development plan		
Wssd	World summit on sustainable development		