

MASILONYANA LOCAL MUNICIPALITY



DRAFT INTEGRATED DEVELOPMENT PLAN (IDP)

(2011-2012)




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CHAPTER 1

INTRODUCTION & LEGISLATIVE OVERVIEW



INTRODUCTION

Masilonyana Local Municipality (FS181) has been established in term of the Municipal Structure Act and the Municipal Demarcation Act. The municipality forms part of Lejweleputswa District

Municipality (FS184). The municipality head office, Theunissen is situated 102 kilometres from Bloemfontein and +/- 55 kilometres from Welkom.

The municipality comprises of former five Transitional Local Councils, that is, Theunissen, Brandfort, Winburg, Verkeerdevlei and Soutpan. The administration head office of the municipality is at the town of Theunissen.

1. Overview of Masilonyana Local Municipality

Theunissen: The town is situated 11 kilometre from north of the Vet River and 102 kilometre north-east of Bloemfontein, Free State Province South Africa. It was laid out in 1907 on the farms Smaldeel and a portion of Poortjie and attained municipal status in 1912. At first the town was known as **Smaldeel, later was renamed after Commandant Helgaart Theunissen who obtained permission for its establishment.** The town has only wine estate, the Theunissen Wine Farm.

Brandfort Town: The town is situated 56 km north-east of Bloemfontein and 115 km south-west of Winburg. It was established on the farm Keerom on the 30 October 1866 by Jacobus van Zijl and after he established a church, he invited President J.H. Brand, the fourth President of The Republic to visit the community, shortly afterwards the town was named in his honour. The town was proclaimed in 1874 and municipal status was achieved in 1884. It is sometime claimed that the town was so called because a fort on the nearby Keeromkoppie was burnt down by San or Basotho. The British built a concentration camp here during the Boer War to house women and children.

Winburg Town: The town is situated 116 km north-east of Bloemfontein and 51 km south-west of Ventersburg, it again situated along N1 Highway which links Cape Town to Johannesburg and it is in the centre between the Orange and Vaal rivers. It was established out on the farm Waaifontein in 1841 and it was proclaimed town in 1837 and became a municipality in 1872. The name Winburg, originally spelt Wenburg, means “town of winning”; it may refer to a military victory over the Matebele at Mosega on 17 January 1837, or to the triumph of the protagonists of Waaifontein as site of the town.

When the Voortrekker reached the area of Winburg, there were no other tribes or inhabitants. The nearest community was that of a Tswana tribe under Chief Makwana at Thaba Nchu, 60 km south-east of the town and the Basotho tribes in the mountains of the current Lesotho, 100 km east of the town.

The trade of cattle for land between the Vaal and Vet Rivers, undertaken by Andries Pretorius and the Bataung Chief Makwana in 1836, led to the settlement of a dispute between the black tribes. Winburg acted as settlement and religious centre and it was originally selected for the main Voortrekker Monument but Pretoria won favour and a five tiered secondary Voortrekker(settler) monument was built on the outskirts of Winburg instead, in the 1950's, it carries the names of the Voortrekker (settler) leaders: Uys, Potgieter, Pretorius, Retief and Maritz.

Verkeerdevlei Town: The town is situated 39 km south-east of Brandfort, the name Verkeerdevlei , the name Verkeerdevlei originates from Afrikaans word which means “**wrong marsh**”, the name probably refers to an east-west flow of water in an area where the direction is normally west-east.

Soutpan Town: The town is situated 45 km west of Brandfort; Soutpan is an Afrikaans word meaning “salt pan” or “depression” in English. The name is derived from a large geographical feature of that type, on the slopes of which the Florisbad archaeological site is situated.

1.1. POLICY CONTEXT / LEGISLATIVE FRAMEWORK

Integrated development planning is a process through which the municipality prepares a strategic development plan which extends over a five year period. The IDP together with the Performance Management System and Local Economic Development (LED) have been identified as instruments and/ or tools that should be employed to make municipalities developmental in practice as envisioned in Developmental Local Government (DLG)

Critically, an Integrated Development Plan serves as an instrument to consolidate municipal-wide planning process that provides a framework for the future planning of development in a municipality and effect vertical and horizontal co-ordination and integration across the three spheres of government. It guides and informs all planning, budgeting, management and decision-making in a municipality.

Given its legal status, this IDP supersedes all other plans that guide development at municipal level. As per the provisions of the Municipal Systems Act, this IDP must have amongst others, the following core elements for it to conform to the credibility framework in terms of compliance:

- Long term development vision of the Municipality
- An assessment of the existing level of municipal development with identification of the need for basic municipal services
- The municipality's development priorities and goals for its elected term
- The municipality's development strategies which must be aligned with national and provincial sectoral plans and planning requirements
- A spatial development framework which must focus on provision of clear guidelines for a land-use management system
- A financial plan to include budget forecast for at least three years, key performance indicators and performance targets

The Senior Management and Middle Management Teams are accountable for the implementation of the IDP and this is reflected in the Performance Management System adopted by Council for Consultation that links IDP to performance contracts of section 56 managers. Statutes places an injunction on all municipalities to facilitate a robust programme of engagement with critical stakeholders (*organized labour, organized business, organized agriculture, organized business, ratepayers association, community based organizations, etc*) in the formulation of the IDP

1.1.1. The Constitution of the Republic of South Africa (1996)

The Constitution of the Republic of South Africa (1996) bestows upon government in general, and municipalities in particular, a developmental mandate in as far as service delivery should be planned, focused and carried out. Practical manifestation of this constitutional provision is further amplified in the promulgation of the Municipal Systems Act (No 32) of 2000, which enjoins all municipalities to prepare and adopt an Integrated Development Plan (IDP) as a legislative requirement. Such legislative provisions seek to ensure the deepening of service delivery through preparation and usage of IDPs as prime instruments and tools to deliver on the above developmental mandate and role of local government. Legislatively, such an instrument facilitates inter and intra-sectional and governmental relations and collaborations with a view to making key decisions on matters relating to plans, budgets and performance management for all functional areas of municipal operations.

Given the political history and socio-economic background of South Africa, sections 152 and 153 of the Constitution confers the following developmental mandates on a municipality:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage the involvement of communities in development

1.1.2. White Paper on Local Government (1998)

The White Paper on Local Government provides a broad policy framework and maps out a vision of developmental local government. Critically, the White Paper on Local Government obligates municipalities to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives” and thus underscores the importance of community and stakeholder involvement in the unfolding planning, monitoring and budgeting processes.

1.1.3. Intergovernmental Relations Framework Act (2005)

The Constitution undergirded by a co-operative governance framework, exhort all municipalities to engage other spheres of government within the ambit of inter-governmental relations to ensure integrated development across the municipal area. This orientation maximizes development as collective and development efforts of government are brought to bear on service delivery challenges facing municipalities. Critically, the recently enacted Intergovernmental Relations Framework Act (2005) outlines processes and corresponding institutional arrangements and planning instruments to make the mentioned co-operation and collaboration across spheres possible. The draft IDP for Masilonyana Local Municipality will be aligned to the Lejweleputswa District Municipality IDP Framework, Free State Growth and Development Strategy and the National Development Perspective.

1.1.4. Municipal Structures Act (1998 and as amended)

The Act provides for the establishment of municipalities, the division of functions and powers between different categories of municipalities and regulate the internal system of municipalities. Critically, the Act provide for the establishment of municipal Council that must annually review the needs of community, determine its priorities of meeting these needs, determines its processes for involving communities and ensuring that developmental mandate of a municipality as provided for in section 152 of the Constitution are relentlessly pursued. The only instrument used in determining those needs is the Integrated Development Plans (IDP)

1.1.5. Municipal Systems Act (2000 and as amended)

Municipal Systems Act further posits that an IDP must be reviewed annually to re-evaluate and re-assess the municipality’s development priorities, challenges and seek to accommodate development nuances and obtaining realities prevalent in communities. At the centre of these processes, are elements of inclusiveness, responsiveness, quality service, buy-in, openness, transparency, public participation, value for money and democratic order. Importantly, these are *Batho Pele Principles* that guide all spheres of government is discharging their assigned mandates and responsibilities. Deliberate focus on efforts at functionally involving communities and other stakeholders on its plans and overall performance have made certain the fact that Masilonyana Local Municipality operates within the required legal parameters thus bringing government to the people. As such, this entire exercise conforms and complies with the review mandate and legal requirements.

The Municipal System Act defines the integrated development planning as one of the critical elements of evolving a developmental local government in the country. It is expected that the IDP should be seamlessly integrated to monitoring and budget processes. The corresponding regulations on Local Government Municipal Planning and Performance Management Regulations (2001) and *Local Government Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006)* provide a signpost on how these plans should be implemented in the municipality.

1.1.6. The Municipal Finance Management Act (MFMA)(2003)

The MFMA places an injunction on the Mayor supported by the municipal administration to co-ordinate processes for the preparing the annual budget, reviewing the municipal IDP and budget processes and budget related policies to ensure that the tabled budget and revised IDP and monitoring processes are seamlessly integrated as indicated.

Furthermore, the Act compels the municipality to develop a Service Delivery and Budget Implementation Plan (SDBIP) that is essentially an instrument to give effect to the municipal Integrated Development Plan and the Annual Budget. Using business *nomenklatura*, the SDBIP can be referred to as business / operational plans indicating anticipated performance, outcomes and results. Together with the Performance Management System as entailed in Chapter Six of the Municipal Systems Act, it lays a solid foundation for entrenching and solidifying accountability mechanisms in municipalities.

1.1.7. Other Related Policy and Legislative Frameworks

There are myriad of policy and legislative frameworks enacted by a number of ministries whose work intersect with local government and corresponding sector plans will be developed for those as an attempt to progressively enhance the credibility of the IDP for the municipality:

- 1) Water Services Act (1997) and National Water Act (1998);
- 2) National Land Transport Transition Bill (1999);
- 3) Environment Conservation Act & National Environment Management Act;
- 4) White Paper on Integrated Pollution and Waste Management for South Africa (2000);
- 5) National Disaster Management Act

Sectoral Plans

- a) LED Strategy;
- b) Housing sector plans;
- c) Consolidated Infrastructure Plan (CIP);
- d) Disaster Management Plan;
- e) Financial Plan;
- f) Environmental Management Plan (MSA)
- g) Integrated Transport Plan
- h) Water Services Development Plan;
- i) Integrated Tourism Sector Plan;
- j) Integrated HIV/AIDS Programme;
- k) Integrated Poverty Reduction and Gender Equity Programme
- l) Spatial Development Programme

1.2. Challenges and Opportunities

1.2.1. Challenges

- (a) Insufficient funding for capital projects
- (b) Human Resources capacity (filling of posts / Finalizing the Organogram and placement)
- (c) Monitoring and Evaluation
- (d) Development of PMS software and Project Management
- (e) Revenue enhancement and management
- (f) Constant and regular update of the indigent register and residential survey
- (g) Development, implementation and enforcement of By-Laws
- (i) Status / level of IDP incumbents on the Municipal / Organizational structure (Hierarchy), and
- (j) Lack of commitment by other sector departments on Municipal Planning or failure to include Local Municipalities on Departmental projects planned on their area of jurisdiction.

1.2.2. Opportunities

Masilonyana Local Municipality Consists of five towns. 3 of the five towns are bigger and developing while the other two towns are less developed and small:-

- **Theunissen**

- The head office is situated
- This town is 50km from Welkom and 90km from Bloemfontein.
- It is situated next to the former R30 (ZR Mahabane road) and next to all three mines in Masilonyana Local Municipality
- It has Economic potential because of Agriculture, Mining, Tourism, Hiking , Biking , etc
- This the biggest town in the Municipality
- This town has 3 mines Joel Mine (Harmony), Beatrix (Goldfields) and Star Diamond mine (Petra diamonds)
- Theunissen town also has rural areas with good Agricultural Soil and rainfall.
- Agricultural activities greatly contributes to the economy of the municipality



- There are wild game reserves that are ideals to reduces to city stress and pleasures within Theunissen

- **Brandfort**

- This town is situated 50km from Bloemfontein

- It is situated next to the former R30 (ZR Mahabane road)



- The graves yard of soldiers that died in Anglo Boer war is situated on the hilltop in Brandfort where houses were built led by Jan Brandt leader of the Voortrekker during the Anglo-Boer War in 1899 -1902. The hill where the Soldiers were buried is next to the hill with the communication tower. On one foot of the mountain, there are graves of black and white people that died during the Anglo-Boer War in the concentration camps. Their tombstones

were laid by the former President Mr. Thabo Mbeki in 2000. These cemeteries fall under the National Military Museum.

- This grave side can play an important role in uniting people of South Africa and the world. This is where the remains of both black and white ancestors lay in a monument opened in 2000 by a President that has united different races in the world.
- This monument is in the same town that the former wife of Ex President Nelson Mandela was banished by the apartheid regime.
- This is the Winnie Mandela house in Brandfort, and the building next to it was utilised as a clinic. The residents in the area developed community based projects such as planting of vegetables in the garden of that house. There are plans to renovate the house by the Department of Arts Culture Science and Technology as part of the National Monument strategy.



- There is currently movement of communities from Bloemfontein to Brandfort. This is because land is affordable, water tariffs are low and the environment is peaceful

- Brandfort also has a potential & assisted the Host city of 2010 soccer bid, Bloemfontein with Beds and accommodation, it has good Agricultural soil.



- Brandfort town and surroundings prides itself with guest houses, game farming and tourism destination, good agricultural soil.
- There are wild game reserves that are ideals to reduces to city stress and peacefully quiet environment in Brandfort

- The landscape is market with hill and bush ideal for hiking trails, bilking, etc

- **Winburg**

- It is situated on the N1 between Ventersburg and Bloemfontein
- It is 100km from Bloemfontein
- This town has incredible Economic potential because of its location.
- It Links Bloemfontein with Johannesburg, Cape Town, Durban and Kimberley.
- It prides itself with a heritage side which will be renovated in this year and plenty of water for recreational facilities.
- It is also a tourist destination



- Area has plenty of water and can be used for water sports. It can be used for picnics conference centres, counselling centres, etc



- Because of its location it has incredible developmental capacity
- Verkeeredevlei.**
- Is a smaller town next to the N1 Road
- Situated between Bloemfontein and Winburg.

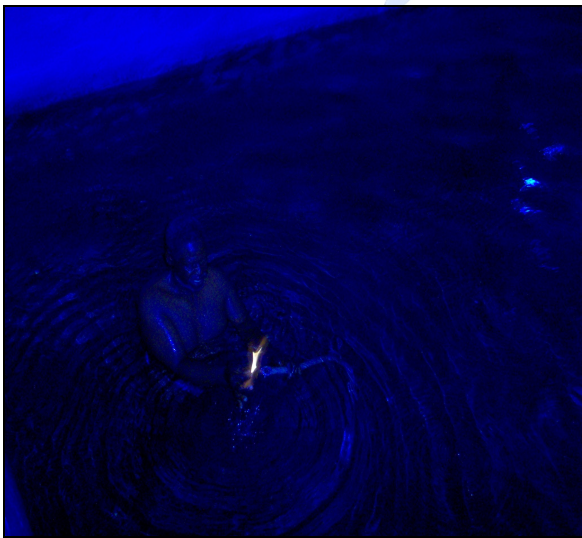
- Town is 60km from Bloemfontein and hosts the last tollgate on the N1 before entering Bloemfontein.
- It is Rural in nature and has good Agricultural Soil and rain full patens
- Town is situated next to the NI and joins the following provinces:-
 - Free State
 - Eastern Cape
 - Western Cape
 - Kwa Zulu Natal
 - Gauteng

Soutpan

- Is a smaller town with incredible potential for development
- Situated 60km from Bloemfontein and links Bloemfontein and Bultfontein Town
- This Town produces salt for the region and the country.
- This is the Florisbad National Quaternary Research Station. This is where the first human skull was discovered 2059 years ago. This discovery prompted the scientific expedition in the 1930's. This research station was found by Prof. T.F. Dreyer and a gentleman by the name of Willem Boer Venter in 1932. **This facility is currently a national research station.** The research station has chalets for visiting international scientists and student, as well as an entertainment area.
 - These are the Soutpans lakes located in Dellesville within the Tokologo/Masilonyana



Local Municipality areas. This project is envisaged to do salt beneficiation value addition packaging, but infrastructure is required to develop these salt pans. The Salt Lakes Project is funded by the Local Economic Development Unit of the Department of Provincial and Local Government



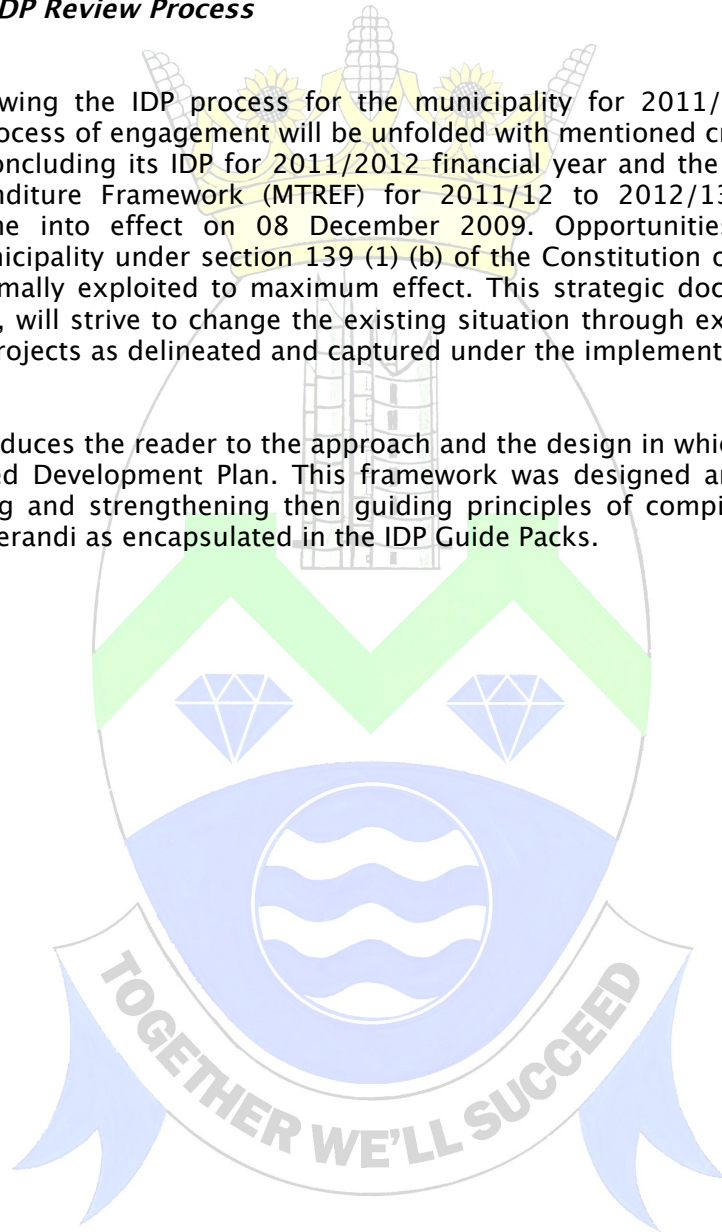
- These are the insides of the Florisbad Museum. This portion of the museum is known for having remedies to curing ailments like arthritis etc. Currently the Municipality is working with international investors to make Florisdad and international tourist destination.

The Municipality is currently engaging international investors to build hotels in this area in order to accommodate both local and international tourists to Soutpan. The world is currently experiencing a serious epidemic/pandemic of HIV/AIDS and chronic diseases and the healing effect of the water in Soutpan could become a major national and international attraction for Masilonyana.

1.3. Approach to IDP Review Process

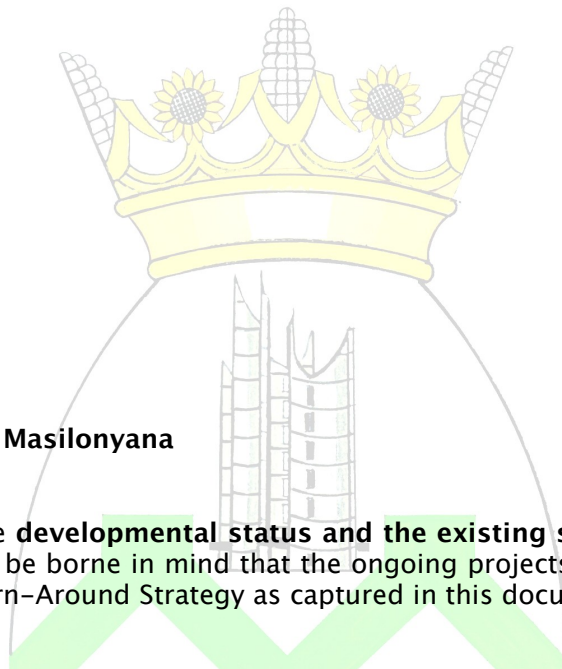
As indicated in reviewing the IDP process for the municipality for 2011/2012 financial year an iterative yet robust process of engagement will be unfolded with mentioned critical stakeholders. The municipality is concluding its IDP for 2011/2012 financial year and the corresponding Medium Term Revenue Expenditure Framework (MTREF) for 2011/12 to 2012/13 under the provincial curatorship that came into effect on 08 December 2009. Opportunities emanating from the placement of the municipality under section 139 (1) (b) of the Constitution of the Republic of South Africa should be optimally exploited to maximum effect. This strategic document, inclusive of the Turn-around strategy, will strive to change the existing situation through extensive implementation of programmes and projects as delineated and captured under the implementation plan.

The next section introduces the reader to the approach and the design in which the Municipality took to craft this Integrated Development Plan. This framework was designed and recognized with the intention of improving and strengthening then guiding principles of compiling an IDP and not to replace the modus operandi as encapsulated in the IDP Guide Packs.



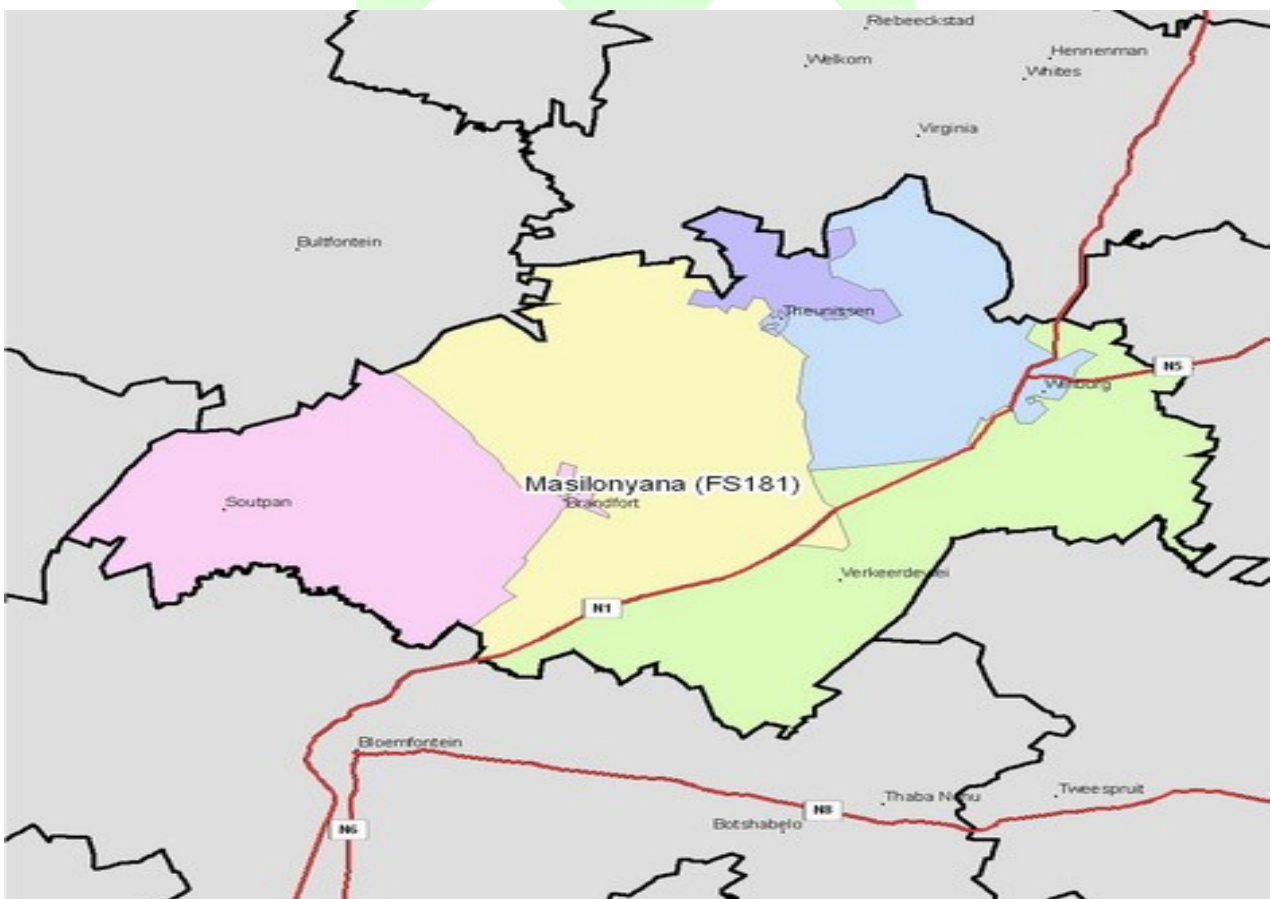
Chapter 2

Situational Analysis



2. State of Development in Masilonyana

2.1. This chapter reflects the **developmental status and the existing situation in the Masilonyana Local Municipality**. It should be borne in mind that the ongoing projects as indicated hereunder have been incorporated in the Turn-Around Strategy as captured in this document.



Masilonyana Local Municipality is described in terms of the following assessment criteria:

- Population growth; Population distribution; Age profile;
- Population density; Urban population; Migration patterns;
- Gender breakdown; Disabled population;
- Dwelling types; Education levels; Infrastructure;
- Natural features; Cultivation patterns; and Poverty gap.

2.2 Economic Analysis

The objective of this chapter is to describe the economy of the MLM in order to understand the current economic situation in the Local Municipality.

The economic analysis comprises of the socioeconomic profile of the local municipal area, the economic trends of the local economy and the enabling environment of Masilonyana. These aspects have an influence on the current and future development of the local municipal area.

2.3. Socio-Economic Profile

Explains the average percentage in of Economic profile of a particular society

2.3.1 Demographic Profile

The total population of Masilonyana LM which includes both male and female for all towns, that is, Theunissen/ Masilo, Brandfort/Majwemasweu, Winburg/ Makeleketla, Soutpan/Ikgomotseng, Verkeerdevlei/Tshepong, Rural, Star Diamond Mine, Beatrix Mine and Joel Mine is estimated at 80 090. This population includes Blacks, Coloureds, Indians and Whites.

The following population groups constitutes the following percentages out of the total population group of the entire municipality, that is, Blacks (91,2%), Coloureds(1,28%), Indians (0,03%), Whites (7,49%) respectively. (Source: Census Community survey 2007).

Tables below shows the total population, gender, age distribution of the local municipal Population

Description	2007
Black African	59251
Coloured	820
Indian or Asian	19
White	4317

Household Income

Description	2007
No income	4599
R1 - R4 800	2729
R4 801 - R 9 600	4057
R9 601 - R 19 200	4499
R19 201 - R 38 400	3006
R38 401 - R 76 800	883
R76 801 - R153 600	431
R153601-R307200	172
R307201-R614400	60
R614401-R1228800	30
R1228801-R2457600	15
R2 457 601 , more	5
Not Applicable	22

Gender (NB: Please note that the high number of males is influenced by males employed by the mining industry around Theunissen)

Description	2007
Female	35439
Male	44651

Employment Status

Description	2007
Employed	14936
Unemployed	10866
Not Economically Active	16239

Industry

Description	2007
Agric relate work	3503
Mining, Quarrying	4064
Manufacturing	401
Elec,gas,water	52
Construction	632
Wholesale,Retail	960
Transport, Comm	210
Business Services	469

Community Services	2969
Private Household	
Undetermined	49177
Extra Territ Orgs	
Rep Foreign Gov	0

Age Distribution

Description	2007
0-4	6099
5-9	6262
10-14	6816
15-19	6916
20-24	5870
25-29	5703
30-34	5195
35-39	4923
40-44	4085
45-49	3306
50-54	2441
55-59	1796
60-64	1537
65-69	1278
70-74	877
75-79	560
80 and over	735

The percentages change shows an increase in the economical active people and the labour force. This places a huge responsibility on the municipality, as these people will have to be provided with a variety of social, recreational and educational facilities.

INFRASTRUCTURE

BACKLOGS AND CHALLENGES

The main challenges in terms of the **infrastructure and services development** for the municipality lies in addressing the imbalances which exist amongst the various communities, eradicating the backlog that exist and maintaining the current infrastructure.

Equitable development is essential to ensure that all towns that fall within MLM are developed, rural areas such as Verkeerdevlei and Soutpan who are particularly poor are developed because they lag far behind the urban centre, especially in terms of levels of sanitation.

The Infrastructure analysis will show the latest municipal statistics surrounding the provision of services. In this overview the census data will be used to give a broad overview and determine possible trends.

Housing

The municipality has a large **shortage of housing** and it is important that it play a leading role in prioritizing, planning and coordinating funding applications.

Road Networking

The **road networking** in the municipality is well developed but the road conditions are deteriorating at rapid rate, very little maintenance is taking place. The maintenance of all **primary roads** is an urgent priority for the next five years. It will be important to maintain and upgrade all main routes to facilitate the flow of traffic through the municipality and to support the local economic development thrusts. Similarly, there is a need to maintain the **tertiary road system** as it forms a lifeline for rural communities in terms of health, education and emergency services.

Water Infrastructure

Bulk Water Infrastructure consists mostly of boreholes, reservoirs and pipelines of the Municipality.

Descript	
No Access to Pipe	534
Pipe water(dwelling)	3949
Pipe water(yard)	12318
Pipe water<200m	1838
Pipe water>200m	1872
Regional Local Sch	16510
Borehole	2271
Spring	17
Rain-water tank	347
Dam/pool/stagnant	255
River/stream	356
Water vendor	650
Other	107
Not Applicable Sch	0
Not Applicable Pip	0

The **water infrastructure** comprises the reservoir and pipelines of Sedibeng Water and these supply the municipal area and the mines with water from the Vaal River and to lesser extent with water from the Sand River.

All towns in the municipality are dependent on the ground water extraction and most of the rural areas have been provided with water (an estimated 80% of farm communities have clean, running water).

Provision of Sanitation

The **provision of sanitation** services in the municipality fall well below RDP standards, as far as the urban areas are concern, 50,2% of residential stands are without waterborne sanitation facilities and services.

Descript	
Flush toilet sewer	6905
Flush toilet tank	287
Chemical toilet	39
Pit latrine W/vent	243
Pit lat WO/vent	1360
Bucket latrine	9631
None	2046
Not Applicable	0

Waste Disposal

Most towns in the municipality are experiencing difficulties in the management of their **waste disposal** sites and struggle to meet the requirements for such sites as set out by the Department of Water Affairs (DWA).

There is a requirement for a wide strategy and framework for effective waste disposal including the possibility of **dumping site** and the disposal of **toxic waste**.

The official figures based on the 2001 Census for Masilonyana Local Municipality is as follows:

Refuse Removal

Description	2001
Removed once week	8839
Removed less often	2510
Communal dump	1071
Own refuse dump	6275
No Disposal	1817
Not Applicable	0

Electrical Network

The **bulk electrical network** is well established, Eskom provides services to all mines and towns in the municipality and there is sufficient infrastructure to service the whole area.

Description	2007
Electricity	15575
Gas	34
Paraffin	1295
Candles	3519
Solar	40
Other	48
Not Applicable	0

Cemeteries

The general management of **cemeteries** is a challenge (especially fencing of cemeteries), and in most cases there is a lack of care and maintenance, the issue of capacity planning for the future is a concern, especially in light of the municipality's high incidence of HIV/AIDS infection.

Railway

The main national north-south **railway** crosses the municipality between Hennenman, Virginia, and Brandfort. From this main route branches have been established between Theunissen, Winburg and Welkom, past Bothaville to the Bultfontein via Klerksdorp line and private lines some link the gold mines.

HIV/AIDS Infection (Health)

The rate of **HIV/AIDS infection (Health)** in the area is very high due to migrant labour from the mines and high employment rate, mobile clinics are operating in the rural areas and in some instance communities are experiencing problems with accessibility because of the distances they have to travel and also because of the low frequency of visits. Clinic and hospitals are overcrowded and emergency services are not readily available and their turnaround responses to emergency calls are slow.

Availability of medicines at clinics is a further problem caused by lack of control and poor distribution systems and the chief environmental factors impacting on the demand for primary health care in the municipality are poor sanitation, health risks from waste dumps, pollution and lack of safe water.

Welfare Issues

With regard to **welfare issues**, there is a lack of resources and facilities for counselling in the municipality to deal with problems like alcohol and substance abuse, family violence, child abuse, mental disorders, teenage pregnancy, etc. The Aged (Senior Citizens) are experiencing difficulty in accessing pension payments due to the shortage and inaccessibility of pay points.

Sporting and Recreational Facilities

There is a general lack of **sporting and recreational facilities** in the municipality and this is contributing to the social problems experienced in most communities. A high level of illiteracy exists in the municipality especially in the rural areas; efforts to address this situation are hampered by lack of facilities and other resources.

Education Provision

Lack of **education provision** in the rural areas is leading to the migration of such families to urban centre, increasing the existing pressures on the urban centres. The municipality lacks technical and agricultural training facilities, the Central University of Technology and Welkom College are the only tertiary education institutions that are at least closer to MLM, but they not easily accessed from remote rural areas.

Description	Count
None	7835
Pre - school	603
School	17189
College	118
Technicon	49
University	83
Adult education	214
Other	22

Telecommunications.

According Stats SA, it is estimated that 15% of households in the municipality area have no access to **telephones or telecommunications**.

Description	2007
Tel/cell(dwell)	1120
Tel(dwell only)	1887
Cell-phone only	2483
Near neighbor	1626

Near Public Tele	8969
Nearby	1472
Far	699
No Tele access	2234
Not Applicable	22

Crime Prevention

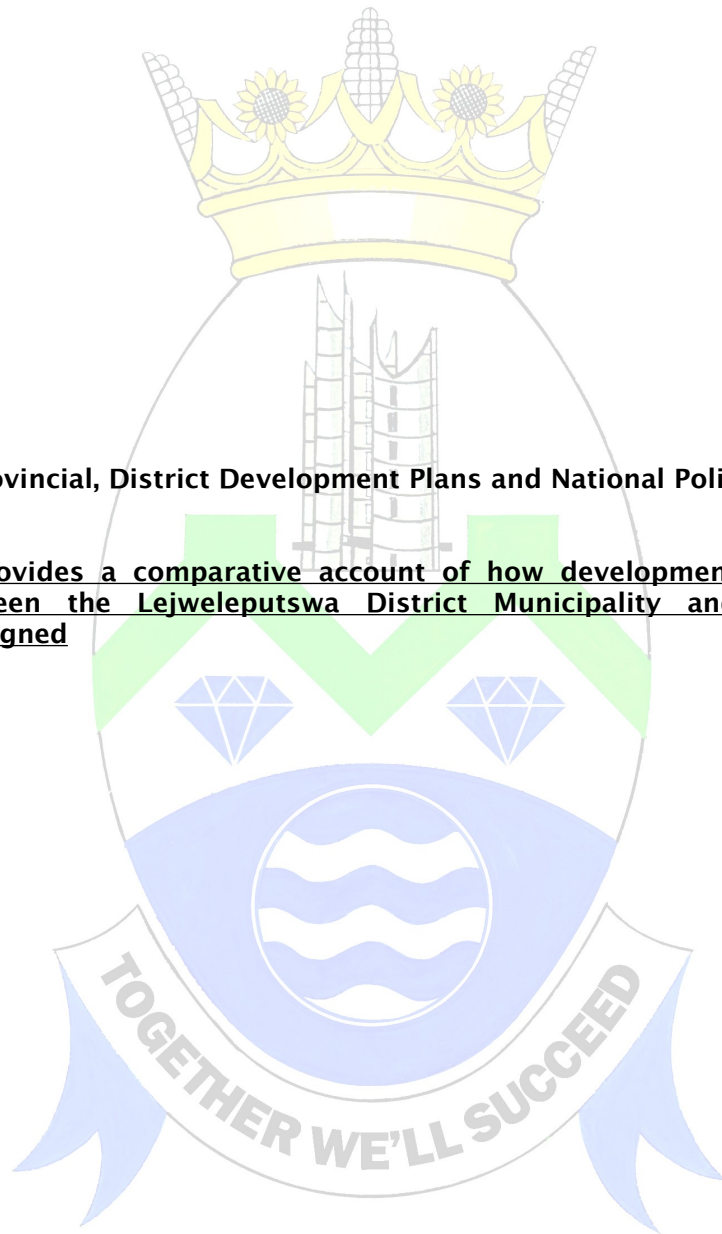
The current levels of **crime** in the municipality are high and are not limited to specific geographical areas of population groups and there has been an increase in violence against women and children. Some of the contributing factors were the high rate of unemployment, the migration of people from rural to urban areas, ineffective neighbourhood watch schemes and community policing for a, lack of visible policing, lack of access to telecommunications, lack of accessibility for communities to police stations.

Facilities are needed such as mobile police stations, extra police vehicle and accessible communication systems to bring about an improvement in crime prevention and an increase in the response to emergency events.

Public Transport and Community Facilities

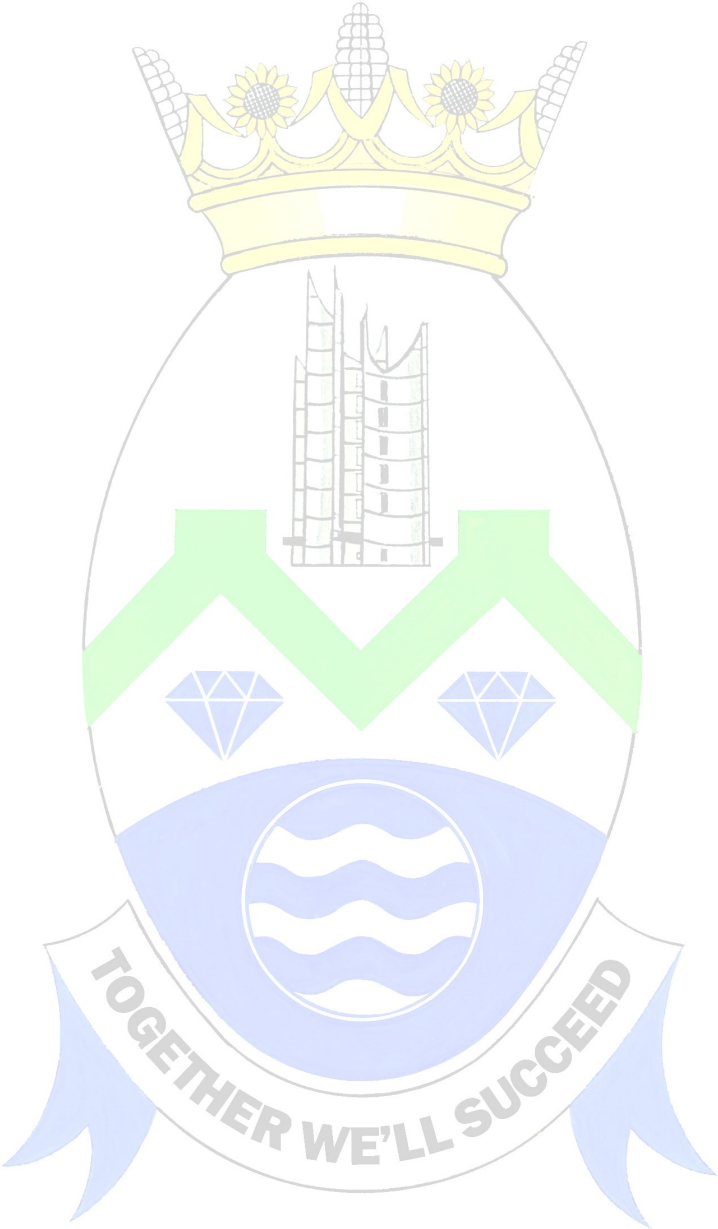
Public facilities such as libraries and clinics vary in their availability and functionality in serving the community's needs. Libraries are especially important as it forms a vital link in the new Curriculum to serve as centre's of knowledge and support for school children and students.

Descr	2007
Not applicable	31016
On foot	27434
Bicycle	233
Motorcycle	106
Car as a driver	1072
Car passenger	1200
Minibus/taxi	689
Bus	2460
Train	68
Other	127



2.4. Alignment to Provincial, District Development Plans and National Policy Priorities

The table below provides a comparative account of how development priorities of across spheres and between the Lejweleputswa District Municipality and Masilonyana Local Municipalities are aligned



Masilonyana Local Municipality	Free State Growth and Development Strategy	Government Policy Priorities for 2010 / 2011
Identification and implementation of catalytic and strategic LED projects (including mining and bio-fuel) – leveraging resources for resourcing and implementing LED projects	Economic Development and Employment Creation	Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation
Effective provision of social services – libraries, Youth Development Centres, social amenities, etc	Social and Human Development	Protecting the poor from the worst impacts of the economic downturn
Fast-tracking services delivery , ensuring adequate maintenance of service delivery infrastructure and utilities and ensuring effective provision of municipal services	Social and Human Development	<p>Ensuring delivery of effective services;</p> <p>Ensuring that drinking water and waste water meet the required quality standards all the time;</p> <p><i>Securing the health of municipal asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance;</i></p> <p><i>Expediting spending on capital projects that are funded by conditional grants</i></p>
<p>Stabilising the municipal administration – <i>finalising placement and filling of critical vacancies and implementation of organisational performance management system; hold regular management meetings;</i></p> <p>Evolving a sound and prudent financial management – <i>cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management;</i></p> <p><i>Implement revenue enhancement strategy –</i></p>	Efficient Administration and Good Governance	<p><i>Ensuring adherence to Supply Chain Management Policy and fight corruption</i></p> <p>Evolve performance culture where people are held accountable for their actions , accompanied by clear, measurable outcomes related to key development priorities</p>
<p><i>implementation of credit control measures;</i></p> <p>Effective fleet management; Strengthen treasury and</p>		

2.5.

2.5. Masilonyana Bucket Eradication Progress Report

Free State (Masilonyana) Province: Bucket Eradication: Status 30 June 2010

Municipality	Town	Backlog figure as of 30 June 2007	Completed and flushing as of 31 March 2011	Remaining Toilets to be Build	Outstanding Works			Buckets not eradicated by end of March 2011.	Comments
					Slabs / foundations	Wall height	Completed - not connected		
Masilonyana	Brandfort	2,315	1,575	0	0	0	0	0	Completed
	Theunissen	4,777	3,529	100	68	68	1100	68	No change, No funding to complete the project. Compilation of a budget maintenance done.
	Winburg	3,041	2,261	0	0	0	600	0	Toilet structures Completed- but the sewer mainlines not done, house connections to about 600 stands outstanding. Budget maintenance done, awaiting approval.
	Soutpan	400	400	0	0	0	0	0	Completed
	Verkeerdevlei	552	552	0	0	0	0	0	Completed
			11,085	8,317	100	68	68	1700	68

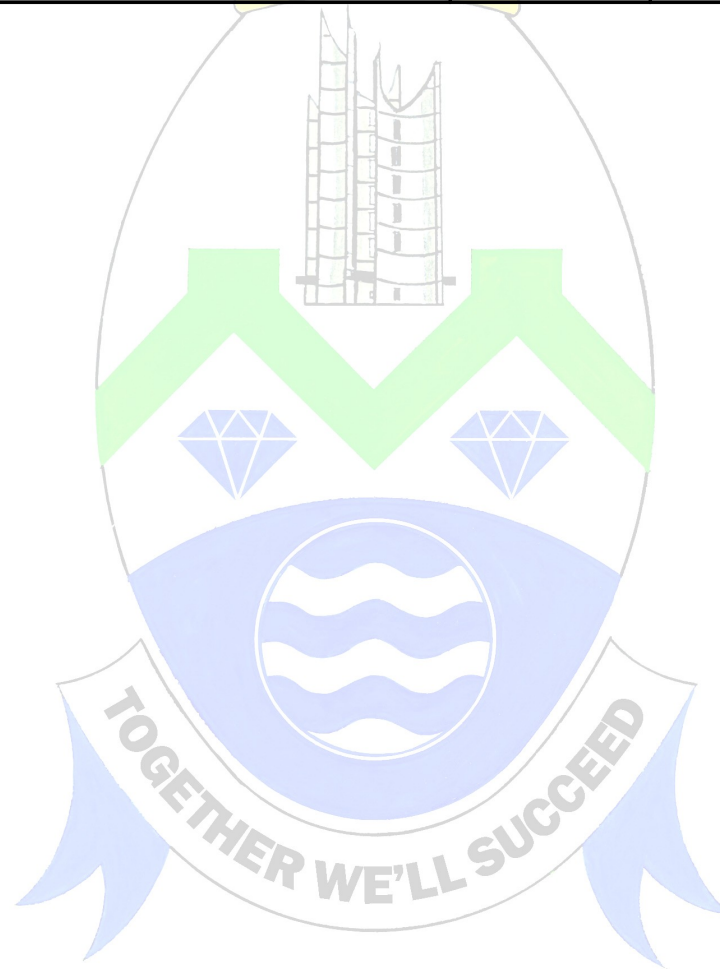
2.6. Masilonyana Electrification Progress Report

Local Municipality	Project Name	Funds allocated	connections	YTD connections	Challenges/Comments/Summary
Masilonyana FS 181	In-fills	17,810	13	141	
	Farm Worker Houses			15	
	Swaelfontein F/School	87,821	1	1	Completed February 2008
	Ammerensia P F/School	45,000	1	1	Completed March 2008
	Wynandsfonten P F/School	65,000	1	1	Completed March 2008

Local Municipality	Project Name	Funds allocated (Rand)	connections	YTD connections	Challenges/Comments/Summary
Masilonyana FS 181	Ikgomotseng Ext Palestina	1,665,000	177	205	100% Completed
	In-fills	Subject to applications received from customers		203	
	Farm Worker Houses			27	
	Karoo Primary Farm School	118,278	1	1	Completed Mar 2009

Local Municipality	Project Name	Funds allocated (Rand)	connections	YTD connections	Challenges/Comments/Summary
	In-fills	Subject to applications received from customers		97	
	Farm Worker Houses			24	

Local Municipality	Project Name	Fu			Challenges/Comments/Summary
Masilonyana FS 181	Masilo Ext Horse Shoe (FBR) 482	4,160,967	449	443	
	Majwemasweu Ext 4	2,245,107	280	0	Under-construction
	In-fills			131	
	Farm Worker Houses	Subject to applications received from customers		15	



The background of the slide features the official crest of the University of the Philippines - Diliman. The crest is a shield-shaped emblem with a yellow crown at the top. The crown is adorned with two sunflowers and two ears of corn. The shield itself is divided into four quadrants: the top-left and bottom-right quadrants are white with a blue diamond; the top-right and bottom-left quadrants are green with a white diamond. In the center of the shield is a blue circle containing three white wavy lines representing water. Below the shield is a blue ribbon with the motto "TOGETHER WE'LL SUCCEED" written in white capital letters.

Chapter 3

DEVELOPMENT OF STRATEGIES

VISION

To be an integrated, developmental and viable municipality

MISSION

The municipality is committed in delivering this mission through:

- Integrating its systems and resources
- Providing services in a sustainable manner
- Attracting investors and facilitating Local Economic Development
- Creating a safe and harmonious environment

STRATEGIES

- To develop a capable and sound municipal administration
- To create a financially viable and sustainable municipality
- To improve and accelerate service delivery
- To promote Local Economic Development and create sustainable jobs
- To promote Good Government and effective Public Participation

3.1. The status of Masilonyana Local Municipality's Integrated Development Plan

The Masilonyana Local Municipality Council in 2007 adopted a comprehensive IDP covering 2007–2012 to coincide with this term of local government (2006–2011)

The 2010–2011 IDP is the culmination of the annual reviews that seek to give impetus (momentum, motion or movement) to the implementation of the mentioned five year strategic plan of the municipality.

Inherent within the people-centred approach adopted in the formulation / review of this IDP document, there will be an intensive community and stakeholders (elected leaders, ward committees, community development workers, NGOs, businesses, CBOs, various interested parties) participation to reflect on the draft reviewed IDP and provide insight into the immediate challenges facing the municipality and practical interventions needed to resolve those.

3.1.1. The adoption of the Municipal Turn Around Strategy

Local Government is a key part of the reconstruction and development effort in our country. The aims of democratizing our society and growing our economy inclusively can only be realized through a responsive, accountable, effective and efficient Local Government system that is part of a Development State.

The establishment of a South African Developmental State is grounded in the vision of the state and society working together at all levels to advance social justice, economic growth and development. Developmental local government is central to building the developmental state.

Nine years into the new Local Government system there are worrying trends and signs that are undermining the progress and successes achieved thus far. The country faces a great development risk if Local Government fails.

This Local Government Turnaround Strategy (LGTAS) is therefore aimed at counteracting those forces that are undermining our Local Government system. Root causes for some of these problems include:

- i) Systematic factors i.e. linked to model of local government;
- ii) Policy and legislative factors;
- iii) Political factors;
- iv) Weaknesses in the accountability systems;
- v) Capacity and skills constraints;
- vi) Weak intergovernmental support and oversight; and
- vii) Issues associated with the inter-governmental fiscal system.

With this in mind, the key question government undertook to reflect on with a range of role players over the past few months (2 years) was 'what is the state of local government in 2009, and what must be done to restore the confidence of our people in this sphere of government by 2011 and beyond?'

To begin to answer this question, nine province-wide assessments of each of the 283 municipalities were carried out by the Department of Cooperative Government and Traditional Affairs (CoGTA), during the course of the year, led by Minister, Mr. Sicelo Shiceka together with the MECs responsible for Local Government. The purpose of the provincial assessments was to ascertain the key problem statement in different thematic areas and to establish the key causes for poor performance, distress or dys-functionality in municipalities. From these assessments, the consolidated State of Local Government Report was compiled and consulted over with stakeholders.

Following the analysis of the results of these assessments and from the issues covered in the overview report, the 'force motif' for the turnaround strategy (LGTAS) was created. This means that government wants to create a countrywide programme, mobilizing all government and society to embark upon a concentrated effort to deal with the factors undermining Local Government and to restore good performance in the country's municipalities.

Thus, government wants to turn around municipalities from struggling with failure to ones that are confident in their abilities to execute their service delivery mandates. All of us must rise to the challenge of ensuring our municipalities are sites of excellence and they are led and staffed politically and administratively with office bearers and public servants who are responsive, accountable, efficient, effective, and carry out their duties with civic pride. 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. All municipalities are expected to take the 12 outcomes into consideration when reviewing their IDPs and developing their annual budgets for the 2011 / 12 MTREF. (MFMA Circular 54)

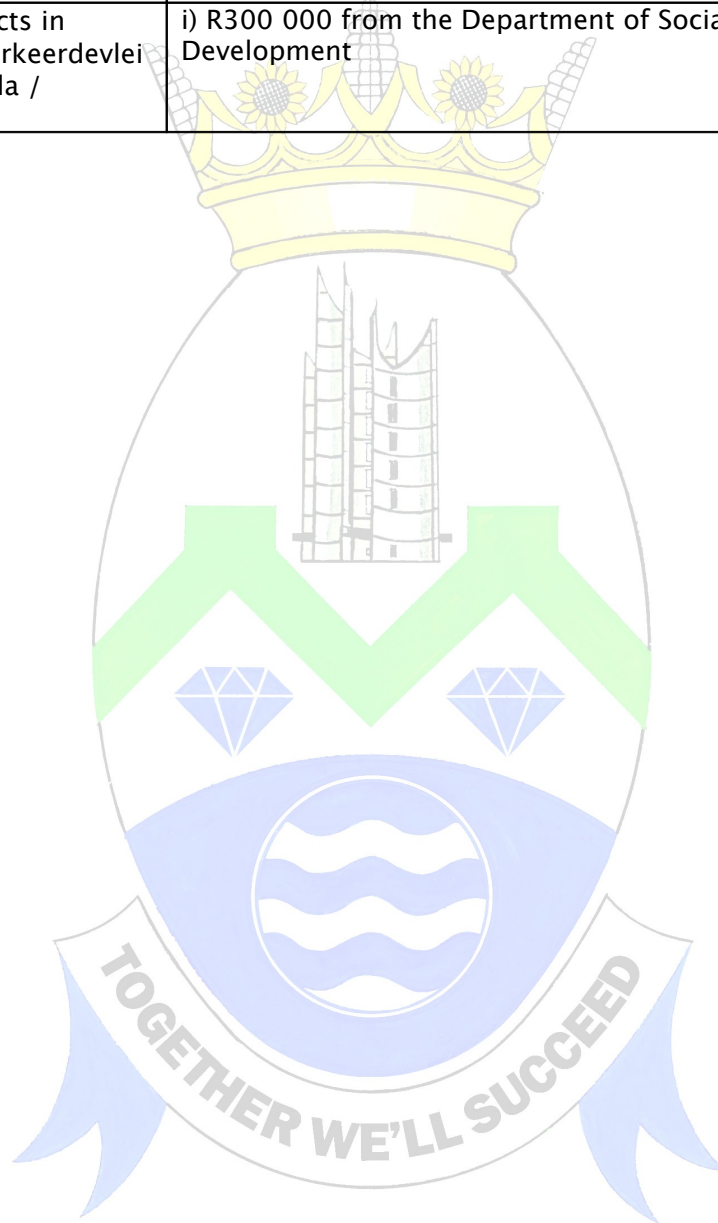
Thus, in February 2010, Masilonyana Local Council adopted the specific Municipal Turn Around Strategy as the core focal point of its IDP document so as to accelerate service delivery which also encapsulate the 12 National Outcomes of Government adopted by Cabinet in January 2010.

3.2. PROGRESS REPORT ON IDP 2010 / 2011

SOCIAL AND COMMUNITY SERVICES

ISSUE	PROGRESS
<ul style="list-style-type: none"> • Allocation of sites 	<ul style="list-style-type: none"> i) 462 sites allocated in Tshepong – Masilo (Theunissen) ii) 406 subsidies allocated in Brandfort / Majoemasweu iii) Winburg / Makeleketla – Application for 700 sites has been submitted to Province for township establishment iv) Soutpan / Ikgomotseng – 100 sites have been submitted for approval v) Verkeerdevlei / Tshepong – 306 sites submitted for approval
<ul style="list-style-type: none"> • Fencing of graveyards 	<ul style="list-style-type: none"> i) Municipality has started engagements with the mines in this regard (All graveyards of 5 MLM units). ii) Lejweleputswa District Municipality is progress with Makeleketla cemeteries
<ul style="list-style-type: none"> • Recreational facilities 	<ul style="list-style-type: none"> i) Application has been forwarded to SA Lottery for funds (All recreational facilities of 5 MLM units)
<ul style="list-style-type: none"> • Illegal dumping 	<ul style="list-style-type: none"> i) Massive cleaning campaign phase i) , phase ii) will begin second week of April ii) EPWP project (Food for waste) which aimed at eradicating illegal dumping and poverty (in all 5 units)
<ul style="list-style-type: none"> • Commonage land 	<ul style="list-style-type: none"> i) Policy developed and ready for public participation ii) Notices given to commercial farmers to vacate Municipal land so as accommodate the commonage land programme
INFRASTRUCTURE SERVICES	
<ul style="list-style-type: none"> • Sewer Spillage and Incomplete Buckets 	<ul style="list-style-type: none"> i) Trunk Sewer project ii) Cost estimates done and submitted for funding iii) Connected 300 households at extension 4 Brandfort iv) DWA upgraded pumps to the value of R30,000 v) WTP Project on hold in Brandfort due to the revised designs from project consultants
<ul style="list-style-type: none"> • Upgrading of roads and storm water 	<ul style="list-style-type: none"> i) 7.3 km paved road competed ii) Access roads in Verkeerdevlei and Soutpan
<ul style="list-style-type: none"> • Electricity 	<ul style="list-style-type: none"> i) Repaired 6 High mast lights (2 outstanding in Masilo) ii) Connected 462 Households in Masilo and Brandfort
<ul style="list-style-type: none"> • Housing 	<ul style="list-style-type: none"> i) 150 Housing Units under Construction
FINANCE	
<ul style="list-style-type: none"> • Billing System 	<ul style="list-style-type: none"> i) A new Financial Management System installed ii) Data purification in progress
CORPORATE SERVICES	
<ul style="list-style-type: none"> • Organogram 	<ul style="list-style-type: none"> i) A new Organizational Structure developed and at final stage ii) Employment of Contracted General Workers in

	progress iii) All Vacant Posts to be filled as soon as the Structure is finalized
LOCAL ECONOMIC DEVELOPMENT	
<ul style="list-style-type: none"> • Brick (paving)making plant ZR Mahabane Project • EPWP Potholes project 	<ul style="list-style-type: none"> i) A new project management company appointed ii) Concrete mixtures purchased iii) Awaiting 2 Brick making machines iv) National pothole filling project countrywide that will target employment of youth
<ul style="list-style-type: none"> • Business Development Centre 	<ul style="list-style-type: none"> i) The project is to be completed very soon ii) Payment of Labour impeding progress.
<ul style="list-style-type: none"> • 2 Bakery projects in Tshepong / Verkeerdevlei and Makeleketla / Winburg 	<ul style="list-style-type: none"> i) R300 000 from the Department of Social Development



3.3. IDP PROCESS PLAN 2011 / 2012

Date	Activity	Responsibility	Deliverables	Phases
14 January 2011	Project Implementation Team meeting (PIT)	IDP / LED Manager & Chief of Staff	Monthly meeting with mining houses where Social Labour Plans (SLP's) are integrated with IDP's	
01 February 2011	Notice to the Municipal Manager, Mayor/Exco, Section 57 and Middle Managers	Administrator and IDP Manager	Steering committee session	
09-11 February 2011	Newspaper Advertisement for community participation (City Press, Sowetan, Masilonyana News)	Administrator, Speaker and IDP Manager	Community participation (ward-based)	Strategic planning
1-5 February 2011	Steering committee session / Masilonyana Turn Around Strategic Plan with Cogta and Sector Departments	Cogta National & Cogta FS Provincial Officials, Administrator, Mayor/Exco, MM, Senior & Middle Management	i) Revision of vision and mission ii) Presentation of progress on IDP projects for 2009/2010 by section 57 Directors iii) Agenda-setting for Community Participation and other LG 5 KPI's	
4 February 2011	Development of power-point presentation	IDP Manager, Administrator and MM / All Directorates	New projects and other developmental issues as discussed during steering Committee	
5 February 2011	Distribution of the 2009-2010 IDP to the Units and Managers	IDP Managers	Distributed IDP	
22 February – 3 rd March 2011	Community participation meeting	Mayor / Speaker and all Councillors	Mayor / Councillors outlines progress on 2009/2010 IDP projects	
2 nd – 4 th March 2011	Consolidation of the community needs	IDP Manager	Report on the needs identified	Inputs, consolidation and phase
7 th March 2011	2 nd Steering Committee session	Administrator, Mayor/Exco, MM, Senior & Middle Management	i) Reporting on progress made during community participation. ii) Development of new objectives and strategies iii) Alignment exercise (costing of projects by the CFO)	
09 March 2011	IDP Planning Forum (NAFCOC / Business Forum and Mining Houses)	Municipal Manager / Administrator and IDP Manager	i) Presentation of IDP / Community needs to the forum ii) Presentation of the new strategies, objectives and the budget iii) Presentation by Mining houses, Business forum / Nafcoc on their commitments	Alignment and Integration phase
10 March 2010	IDP Rep Forum	Administrator, Municipal Manager, Senior Management) & IDP Manager	Consolidation of all information gathered during various processes and addressing concerns, comments and incorporating inputs from stakeholders	
Date to be pronounced by the Administrator	Tabling of the draft IDP / Budget	Administrator	Tabled IDP and Budget	Tabling of the draft and final approval phases
17 March 2011	Working on comments from the advertised IDP draft & Budget	IDP Manager		
24 March 2011	Steering committee	Administrator, Mayor/Exco, MM, Local & IDP Manager	Consolidation of the overall and information for final adoption by council	
31 March 2011	Adoption of the first draft IDP and the budget	Mayor/Exco, MM, Senior & IDP Manager	Adopted IDP and Budget for 2010-2011	
07 April 2011	Submission of the draft IDP and Budget to COGTA and Treasury	IDP Manager	Submitted Draft IDP and Budget	

3.4. COMMUNITY PARTICIPATION AND CONSULTATIONS REPORT

The following are the developmental needs which came as a result of extensive and interactive consultation processes between the elected leaders and municipal administration during February 2010. During these consultations, recognition was on the context of implementing Masilonyana Local Municipality's Turnaround Strategy/Action Plan and the planning and budget processes to agree on the **development priorities** that should be achieved in the next year and three years to come. It should be noted that consultative process took place on Ward base albeit the needs hereunder have been clustered as per nature of needs and Key Performance Areas.

SOCIAL AND COMMUNITY SERVICES

- Sites and abandoned sites within residential, churches / Mosques and Business areas (All MLM units)
- Housing and completion of incomplete (RDP) houses (All MLM units)
- Renovation of dilapidated Ipeleng Community Hall in Majoe-Masweu (Brandfort), completion of Ikgomotseng (Soutpan) Hall and continuous maintenance of other community halls and recreational facilities around Masilonyana
- Winnie Mandela Museum [Majoemasweu/Brandfort] - (FS Provincial Dept of Arts & Culture, Lejweleputswa District Municipality, MLM Administrator's / MM's office, LED and Social and Community Services)
- Fencing of all unfenced graveyards - Lejweleputswa District Municipality, 3 mining houses and MLM Social and Community Services (All MLM units)
- Recreational facilities (sporting, parks, caravan parks, e.t.c) (All MLM units)
- Environmental Management (that will also include plans to deal with managing waste and illegal dumping) (All MLM Units)
- Inclusion of farm dwellers on the Disaster Management Fund (to avoid the bad situation in Wiilgelee and Doringteen farms where farm dwellers houses have been destroyed by storms during of 2009 and 2010) - Lejweleputswa District, Administrator's / MM's and Social and Community Services
- Cleaning campaign project that will also include cleaning of the mess left by contractors during bucket eradication (ongoing & in all MLM units)
- Completion of Phase 2 of Masilo Indoor and Outdoor sport centre and opening of the centre (outdoor) whilst waiting for funds to complete phase 2 (indoor)
- Street names and clear information and road signs (All MLM units)
- Crime fighting projects - Administrator's office / MM's, SAPS and Social and Community Services (All MLM units)
- Fencing of sewer pits (All MLM units)
- Constantly engaging with the Department(s) of Labour, land affairs, agriculture, water affairs, COGTA, NAFU, Farmers Union, Housing, e.t.c, about farm workers rights, their working conditions in general, LED projects (especially tutor programs and projects on commercial farming), availing sites, housing and clean water for the farming community - All MLM Departments

INFRASTRUCTURE SERVICES

- Sewer spillage and constant overflow of feces; (caused by various reasons)
- Complete the backlog on bucket eradication (In all units where there is backlog)
- Clean Water / Water reticulation, (including Soutpan & Brandfort) and supplying of electricity
- Infrastructure Master Plan; that is, (Streets tarring, paving, re-gravelling, and maintenance of access roads and all other roads within Masilonyana Municipality (All MLM Units)
- Storm water and drainage system (All MLM units)
- Erection of Taxi ranks (All MLM units)
- Erection of the bridge (N.B. this project has been in the IDP for the past 10 years) in Boipatong and Masakeng - Makeleketla / Winburg
- Increasing and maintenance of High mast lights (All MLM units)

- Continuous Project Management and Monitoring
- Constantly engaging with the Department(s) of Labour, land affairs, agriculture, water affairs, COGTA, NAFU, Farmers Union, Housing, e.t.c, about farm workers rights, their working conditions in general, LED projects (especially tutor programs and projects on commercial farming), availing sites, housing and clean water for the farming community – All MLM Departments

FINANCIAL SERVICES

- Financial Management Plan which will be guided, aligned and implemented in accordance to all relevant pieces of legislation
- Debt Management to avoid incorrect billing of accounts
- Constantly engaging with the Department(s) of Labour, land affairs, agriculture, water affairs, COGTA, NAFU, Farmers Union, Housing, e.t.c, about farm workers rights, their working conditions in general, LED projects (especially tutor programs and projects on commercial farming), availing sites, housing and clean water for the farming community – All MLM Departments

CORPORATE SERVICES

- Creating conducive environment for employment, and employment of Youth (especially children (youth) of Farm dwellers around Beatrix Mine / Ward 6)
- Placement of employees; including all temporary employees
- Filling of all vacant posts at Masilonyana, immediately after the approval of the Organizational Structure and placement
- Constantly engaging with the Department(s) of Labour, land affairs, agriculture, water affairs, COGTA, NAFU, Farmers Union, Housing, e.t.c, about farm workers rights, their working conditions in general, LED projects (especially tutor programs and projects on commercial farming), availing sites, housing and clean water for the farming community – All MLM Departments

PLANNING AND ECONOMIC DEVELOPMENT

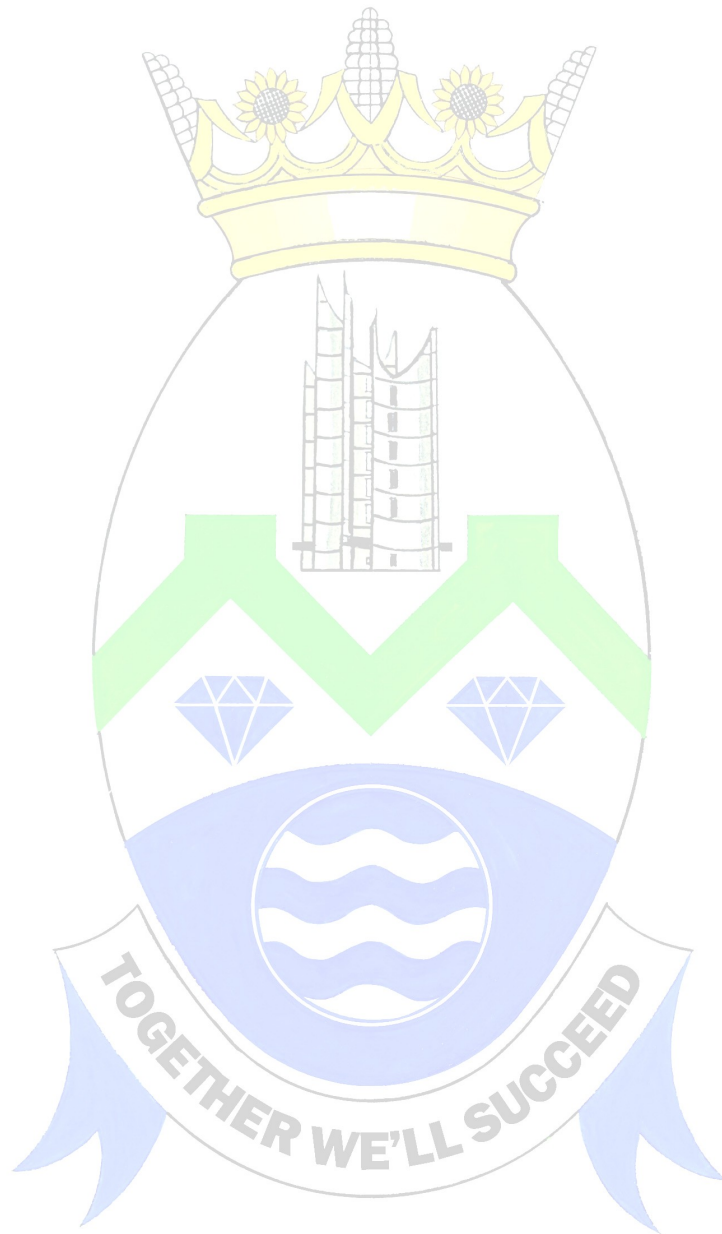
- Brick Making projects in Masilo, Tshepong (Verkeerdevlei) and resuscitating the same project in Makeleketla (Winburg)
- Bakery project(s) in Verkeerdevlei and Winburg
- Spatial Development Planning, Town Planning and Geographical Information Systems – GIS (DBSA to assist with deploying a qualified young professional Town Planner to Masilonyana (All MLM Units)
- Youth Development (Development of Young SMME's) – Administrator's / MM's office, and Planning Economic Development Directorate
- Employment of Local Contractors and subcontracting them on 30% that is allocated to them – Administrator's / MM's office, and Planning and Economic Development Directorate
- Constantly engaging with the Department(s) of Labour, land affairs, agriculture, water affairs, COGTA, NAFU, Farmers Union, Housing, e.t.c, about farm workers rights, their working conditions in general, LED projects (especially tutor programs and projects on commercial farming), availing sites, housing and clean water for the farming community – All MLM Departments

3.5. UPDATED MASILONYANA MTAS FOR 2011 / 2012

STRATEGY 1: TO DEVELOP A CAPABLE AND SOUND MUNICIPAL ADMINISTRATION

STRATEGIC OBJECTIVE	PRIORITIES / ACTIVITIES	INDICATORS	TARGETS	TIME FRAMES	BUDGET: 2011/2012
<ul style="list-style-type: none"> Stability of Council and its Oversight role 	<ul style="list-style-type: none"> -Adherence of Council and Committee schedule - Implementation of Council resolutions -Timeous submission of reports to Council and its Committees 	<ul style="list-style-type: none"> -Approved Council schedule -Updated Council resolution register 	<ul style="list-style-type: none"> 4 ordinary Council meetings -All Council resolutions 	<ul style="list-style-type: none"> Quarterly -Monthly 	R100 000.00
<ul style="list-style-type: none"> To review all relevant Policies 	<ul style="list-style-type: none"> Update policies so as to comply with legislation -Scheduled LLF meetings 	<ul style="list-style-type: none"> Reviewed policies -Minutes of LLF meetings 	<ul style="list-style-type: none"> -8 policies 4 LLF meetings 	<ul style="list-style-type: none"> End of October 2011 Quarterly 	R500 000.00
<ul style="list-style-type: none"> To create harmonious relations with the workforce 	<ul style="list-style-type: none"> -Develop a PMS software -Submission of monthly & quarterly performance reports -Perform a 		<ul style="list-style-type: none"> 12 monthly & 4 quarterly reports -Annual progress report 	<ul style="list-style-type: none"> Monthly & quarterly -End of June 2011 	R20 000.00
<ul style="list-style-type: none"> To develop a functional Performance Management System 	<ul style="list-style-type: none"> Work Skill audit -Identify scarce skills -Develop a capacity building program 	<ul style="list-style-type: none"> -WSP 			R350 000.00
<ul style="list-style-type: none"> To develop a Work Skill Development Plan 	<ul style="list-style-type: none"> - Implementation of the new structure -Electronic filling 	<ul style="list-style-type: none"> -Functional Organisational structure -Systematic record 	<ul style="list-style-type: none"> -Placement & recruitment of staff -Information management 	<ul style="list-style-type: none"> -1st of July 2011 -1st of July 2011 -1st July 	R500 000.00
<ul style="list-style-type: none"> Organisational re-design Record Management 					R200 000.00
					R300 000.00

	-Construction of new offices	keeping	-Main Office space	2012	
• Municipal Offices		-Corporate identity			-R20 000.00



STRATEGY 2: TO CREATE A FINANCIALLY VIABLE AND SUSTAINABLE MUNICIPALITY

STRATEGIC OBJECTIVE	PRIORITIES / ACTIVITIES	INDICATORS	TARGETS	TIME FRAMES	BUDGET: 2011/2012
<ul style="list-style-type: none"> Revenue enhancement 	<ul style="list-style-type: none"> -Correct billing -Credit control 	<ul style="list-style-type: none"> -Improved revenue 	70%	-Monthly	R800 000.00
<ul style="list-style-type: none"> Debtors Management 	<ul style="list-style-type: none"> -Data purification -Regular payments -Updated indigent register 	<ul style="list-style-type: none"> -Credible data 	4 times per annum	-Quarterly	R500 000.00
<ul style="list-style-type: none"> Clean Audit Plan 	<ul style="list-style-type: none"> -Regular reconciliations -Correct vote allocations - Implementation of correct standards and procedures 	<ul style="list-style-type: none"> -Balanced reconciliations -Compliant procedures 	-12 times per annum	-Monthly	R2.5 million
<ul style="list-style-type: none"> Supply Chain management 	<ul style="list-style-type: none"> -Strengthen SCM unit - Implementation of SCM policy 	<ul style="list-style-type: none"> -Capable Human resource -Adherence to SCM policy 	-Minimize risks	-Daily	R1.5 million
<ul style="list-style-type: none"> Submission of Annual financial statements 	<ul style="list-style-type: none"> -Compilation of compliant AFS 	<ul style="list-style-type: none"> -Compliant to GRAP standards 	-Case-ware	-31 st August 2011	R500 000.00
<ul style="list-style-type: none"> Asset management 	<ul style="list-style-type: none"> -Regular update of asset register 	<ul style="list-style-type: none"> -Asset policy -Updated asset register 	-Monthly verification		R500 000.00
<ul style="list-style-type: none"> MIG Expenditure plan 	<ul style="list-style-type: none"> -Develop an implementable action plan 	<ul style="list-style-type: none"> -Consistent expenditure 	-Monthly	Monthly	R30 million

STRATEGY 3: TO IMPROVE AND ACCELERATE SERVICE DELIVERY

STRATEGIC OBJECTIVE	PRIORITIES / ACTIVITIES	INDICATORS	TARGETS	TIME FRAMES	BUDGET: 2011/2012
1. Access to basic services • Water	-Blue drop programme	-Clean water	All units	-End of December 2011	-R500 000.00
	-Stand taps/pipe per site	- Site taps	2000	-End of December 2011	R4 million
	-Water conservation & Demand management	-Installation of water meters	3000	-End of March 2011	R2 million
• Sanitation	-Green drop programme	-Acceptable affluent and functional treatment plant	-All treatment plants	-End of June 2012	-R25 million
	-sewer connections	-household connections to waterborne sewer	2500	-End of December 2011	-R19 million
	-Upgrading of oxidation ponds	Upgraded oxidation ponds		-End of December 2011	-R6 million
• Electricity	-Upgrading of main network	-Upgraded network	-main network and transformers	-End of September 2011	-R2 million
	-House connections	-household connections	-500 connections	-End of October 2011	R5 million
• Upgrading of roads, storm water and streets	-re-gravelling of streets -re-grading of streets -Surfacing of streets -patching of potholes	-Accessible streets and roads	-20 km	-End of December 2011	R20 million
• Refuse removal	-Collection of refuse	-Clean and healthy	-All surroundings	-Weekly	-R1 million

		environment	and households		R74 million
• Housing	-Construction of BNG houses	-Housing construction	-1 000 subsidies	-End of March 2012	R1.5 million
• Town planning	-Township establishment	-Site allocation	-1 000 sites	-End of March 2012	R3 million
• Sports & Recreation	-Upgrading of sports grounds	-Second phase Masilo Indoor / Outdoor sports complex	-Completion of the sports complex	-End of March 2012	R5 million each (R15 million)
		-Upgrading of Makeleketla, Tshepong, and Ikgomotseng sports facilities	-Upgraded sports facilities	-End of June 2012	R10 million
	-Multi-purpose centre	Construction of multi-purpose centre in Masilo	-Multi-purpose centre constructed	-End of February 2012	R100 000.00
• Parks & cemeteries	-Greening of parks	Clean & healthy environment	-Green environment	-End of August 2011	R3 million
	-Fencing and identification of new cemeteries	Fenced cemeteries	-Fenced cemeteries	-End of December 2011	R8 million
	-Upgrading of landfill sites	-Clean & healthy environment	-Managed landfill sites	-End of March 2011	
• Environmental management					

STRATEGY 4: TO PROMOTE LOCAL ECONOMIC DEVELOPMENT AND CREATE SUSTAINABLE JOBS

STRATEGIC OBJECTIVE	PRIORITIES / ACTIVITIES	INDICATORS	TARGETS	TIME FRAMES	BUDGET: 2011/2012
<ul style="list-style-type: none"> Develop an LED strategy 	-Review the LED Strategy	-Establish task team for the review of the strategy	-A new LED strategy	-End of October 2011	R200 000.00
<ul style="list-style-type: none"> Establish partnerships 	-Resuscitate PPP with Mining Houses	-Drafting the MOU with Mining Houses	-4 PPP projects with the Mines	-End of October 2011	R3 million
<ul style="list-style-type: none"> Establish functional cooperatives 	Identification of potential individuals	-functional cooperatives	6 functional cooperatives	-End of October 2011	R100 000.00
<ul style="list-style-type: none"> Attract investors 	-Arrange meeting with possible investors	-Resuscitate Masilonyana Business Forum	3 potential investors	-End of July 2011	R200 000.00
<ul style="list-style-type: none"> To capacitate SMME's 	-Training programme for SMME's	-Arrange SMME Summit	-4 training sessions	-End of July 2011	R100 000.00
<ul style="list-style-type: none"> Creation of sustainable Job 	-Filling of critical posts -EPWP - Massification	Employment of :Artisans; Interns; Youth	-1000 job opportunities	- End of December 2011	R2 million

STRATEGY 5: TO PROMOTE GOOD GOVERNANCE AND EFFECTIVE PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE	PRIORITIES / ACTIVITIES	INDICATORS	TARGETS	TIME FRAMES	BUDGET: 2011/2012
<ul style="list-style-type: none"> Establish and strengthen ward committees 	<ul style="list-style-type: none"> Ward committee meetings Trainings and workshops 	<ul style="list-style-type: none"> Minutes and programmes Workshops and meetings 	-12 set of minutes	-Monthly	R100 000.00
<ul style="list-style-type: none"> Broaden stakeholder participation 	<ul style="list-style-type: none"> Intersectoral collaboration ID campaigns Ward profile 	<ul style="list-style-type: none"> Meetings Meetings 	-4 workshops	-Quarterly	R100 000.00
<ul style="list-style-type: none"> Promote consultative community meetings /Public participation 	<ul style="list-style-type: none"> Community mass meetings 		-4 Mass meetings per ward per annum	-Quarterly	-R20 000.00
<ul style="list-style-type: none"> Community based planning 	<ul style="list-style-type: none"> IDP and Budget consultative Fora 		-4 consultations	-Quarterly	-R20 000.00





Chapter 4

HIGH-LEVEL SPATIAL DEVELOPOMENT FRAMEWORK

4.1 Spatial background and the purpose of SDF

As a legislative requirement Masilonyana has developed Spatial Development Plan. The Spatial Development Framework (SDF) Phase 1 of Masilonyana Municipality was completed and Adopted in 2006. In the SDF more detail is available concerning all land uses and spatial issues. The spatial framework demonstrates compliance of the IDP with spatial principles and strategies and which serves as a Development Framework basis for spatial co-ordination of activities and for land use management decisions. ***A complete information on SDF (including maps) will be included in the IDP when SDF is reviewed and drafted in conjunction with COGTA-FS Planning division.***

The following physical areas (which are grouped in different categories) are; Masilo - Theunissen, Majoemasweu - Brandfort, Makeleketla - Winburg, Tshepong - Verkeerdevlei and Ikgomotseng - Soutpan, Sector development plan:

Middle order towns

Theunissen, Brandfort and Winburg can be placed in this category. All three provides a basic range of services to residents such as retail shopping, financial services, medical services, government representation and basic industries. Theunissen is the elected administrative headquarters and Primary Node and subsequently municipal offices in the other towns will be scaled down.

Small towns

Soutpan and Verkeerdevlei are small and offer limited services such as basic government representation, (police, etc.) basic medical services and retail shopping. Few services are provided in these towns. Much of these are focused on the rural community.

4.1.2. GROWTH POINTS

The middle order towns have equal status as potential growth nodes. The following approaches will however be followed.

Theunissen

Expansion of administrative functions and industries related to mining activities.

Winburg

Focus on the utilisation of national routes to promote trade, manufacturing and tourism.

Brandfort

Focus on provision of services to agricultural sector. Also focus on manufacturing, trade and tourism.

The focus of growth on the above towns does however not exclude Verkeerdevlei and Soutpan, which should be developed according to their own potential. Specifically Soutpan has potential in the further development of the salt industry and tourism.

4.1.3. URBANIZATION

The three middle order towns will probably grow at an equal pace. Verkeerdevlei and Soutpan will continue to serve as small towns. Urbanization will however be focussed in the middle order towns.

4.1.4. INFLUENCING FACTORS

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

Road Infrastructure: An effective primary road network exists in the Municipal area. The secondary road network provides effective access to the above primary road network. The new Tollgate at Verkeerdevlei will have a profound impact on commuter patterns in the Municipal area and will probably lead to a significant increase in (heavy vehicle) traffic on the alternative route over Brandfort. This may lead to increased retail and oil related trade in this town.

Strategic Location: The study area is situated strategically in South Africa, at the road joining Gauteng and the Cape and the inter-chapter joining East with South

Tourism Potential: The Municipal area has a significant weekend related tourism potential that could, in future, contribute to the GGP of the district and should be further exploited.

Agricultural Sector: The agricultural sector of certain areas in the district is extremely prominent and contributes largely to the GGP of the Lejweleputswa District, which emphasize the agricultural significance of this district. The latter results to industrial development that is agricultural orientated.

AIDS: The impact of AIDS on economic growth patterns is still largely an unknown entity. An increase in mortality will, however, place a large burden on health services and the cost thereof that will influence future economic growth.

Competition: The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to possible loss in employment.

4.2. LOCAL KEY SPATIAL ISSUES

A detail community and stakeholder analysis was done with all the respective communities at a day work session. The sessions were specifically to allow the communities to analyze the region and to prove their specific needs. The main issues identified by the communities are summarized as follows.

SPATIAL KEY ISSUE BRIEF DESCRIPTION

Access to land The issue of access to land relates to the local municipality as well as individuals and groups. As far as individuals and groups are concerned, the burning issues are access to residential land in urban areas and to agricultural land for emerging farmers. The municipality experiences a shortage of land for residential expansion and other social functions

Land development Land Development relates to the availability, preparation and funding of certain key land uses such as sites for housing developments, land for needed social amenities and economic activities. The key issues requiring attention in this regard include: the generation of proper information of projected land development needs, funding, cooperation and local capacity to evaluate development applications.

Spatial integration Spatial integration has to focus on both a macro and a micro level. On a macro level there need to be more focused development initiatives at key nodal points to develop the municipality within its region strategically within current resource constraints. On a micro level, most town areas are still geographically segregated and direct intervention within former buffer strip areas will be required to integrate communities.

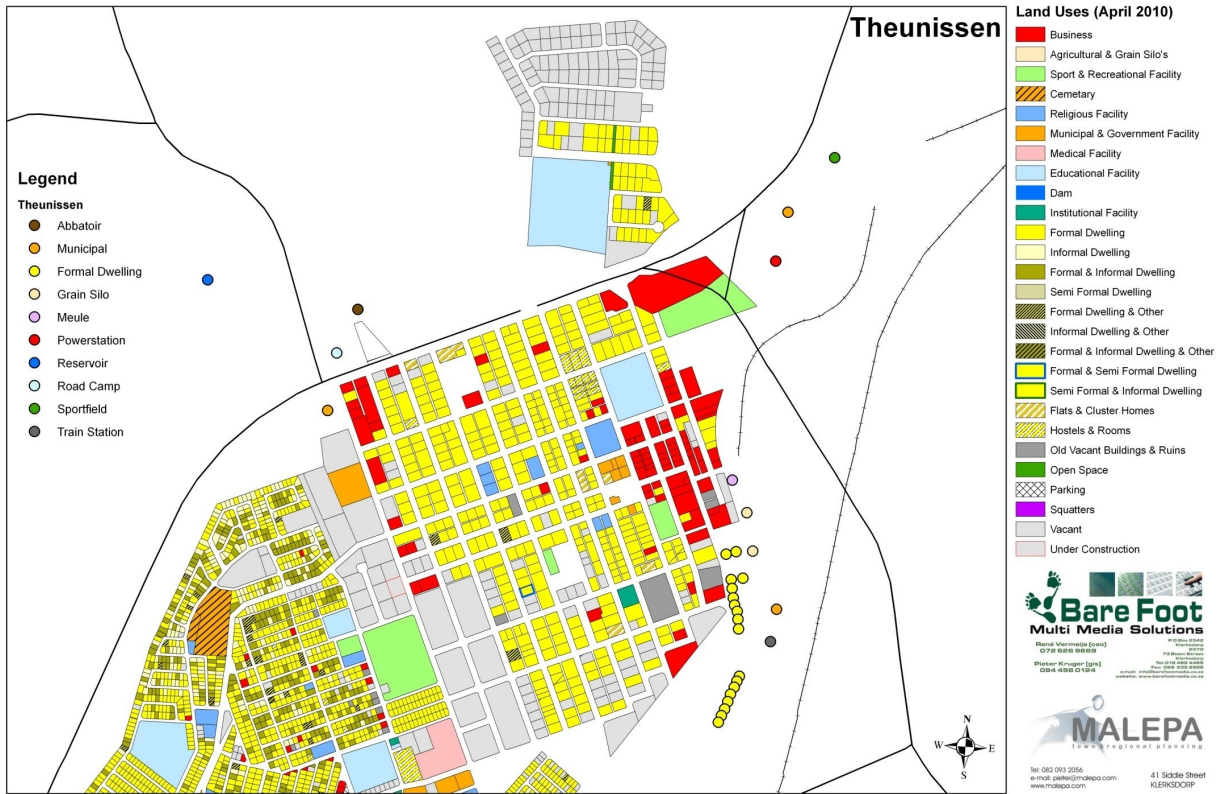
Sustainable land management The long term sustainability of all land development practices will be the key factor in the environmental and economic future of this predominantly mining and agricultural region. Specific attention will have to be given to the building of capacity amongst especially emerging land users (both miners and farmers) and the provision of a management framework to all land users within the municipality.

Proper distribution network The distances between the various towns in the province make all communities dependent on the regional distribution roads for social as well as economic functioning. A number of these roads are however in a state of disrepair and especially the routes falling within corridor areas will have to be upgraded and maintained as a matter of urgency.

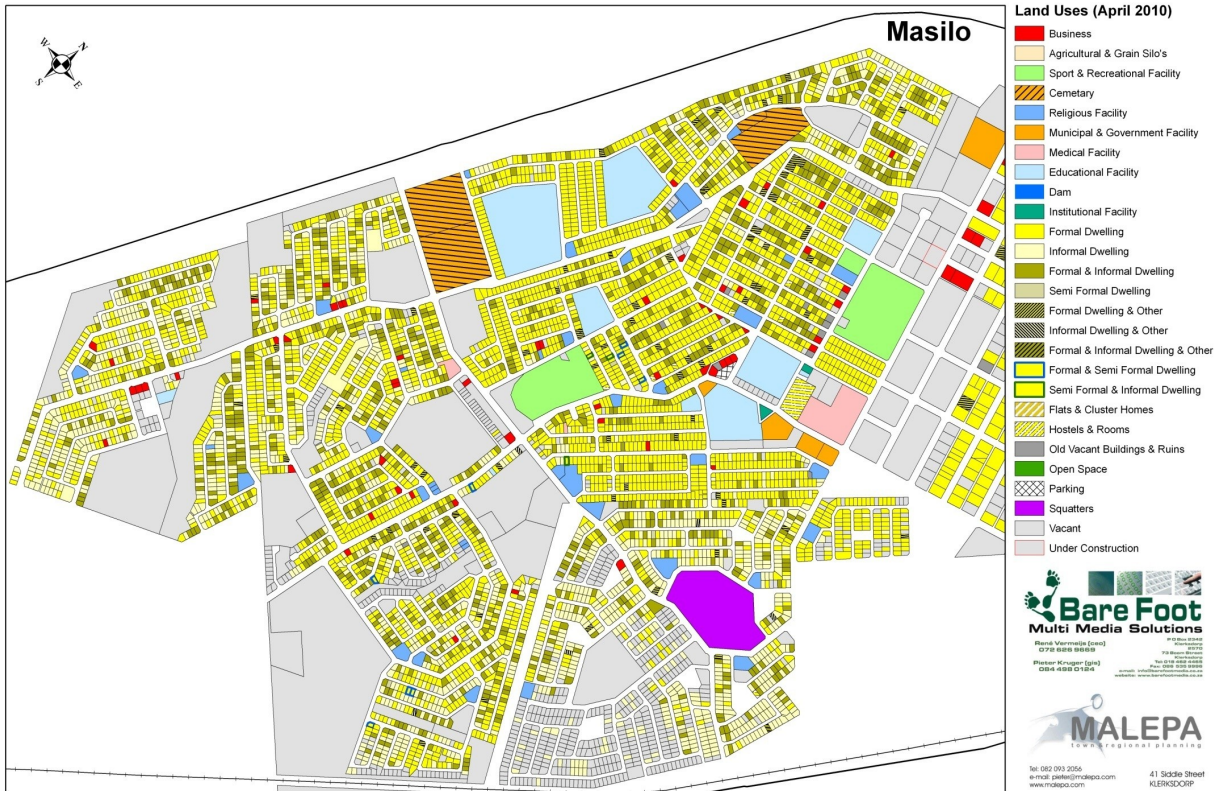
Land reform and restitution The land restitution cases within the municipality still need to be finalized and will require infrastructural intervention to provide proper infrastructure not presently available due to past neglect. The further land redistribution effort within the region will also have to be coordinated proactively in order to ensure legal and systematic address of the land shortage within the area.

Land Conservation Various areas adjacent to the rivers are well suited for tourism and agricultural development alike. These areas are however sensitive to over utilization and pollution and will have to be protected and conserved to ensure long term benefits thereof.

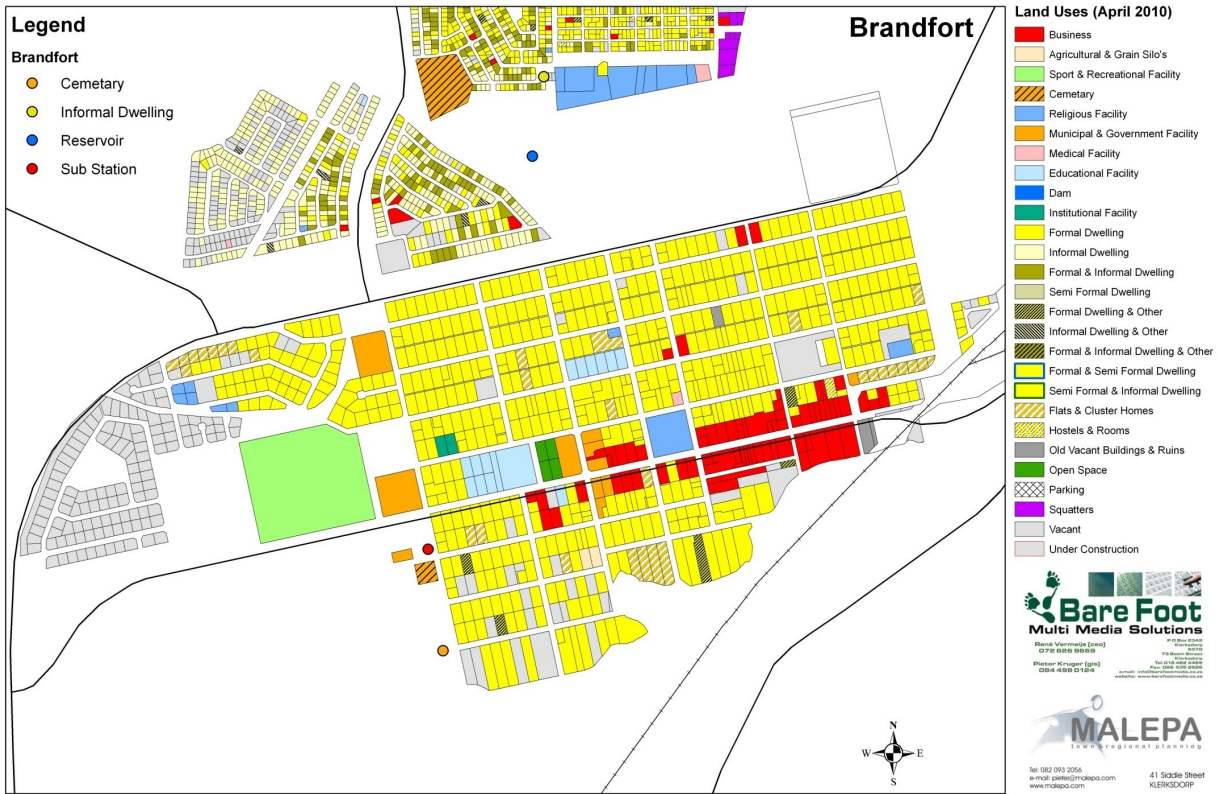
Masilonyana Local Municipality - Spatial Development Framework



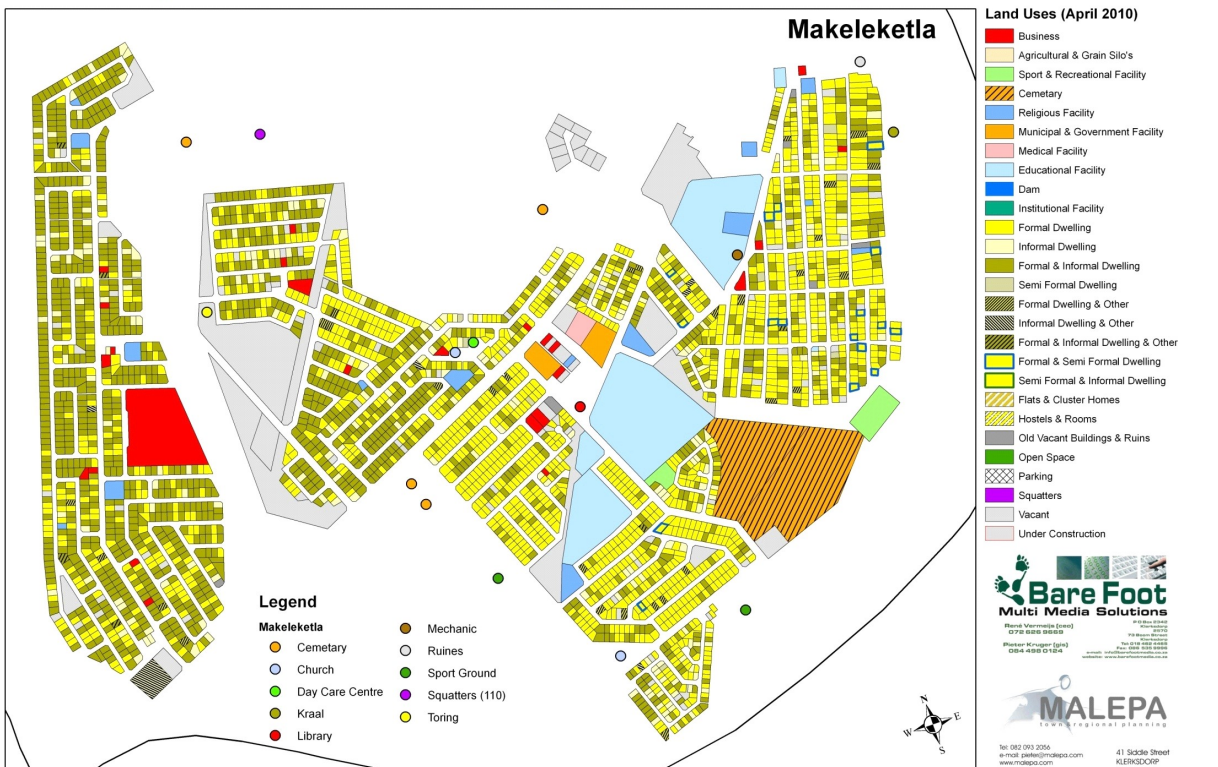
Masilonyana Local Municipality - Spatial Development Framework



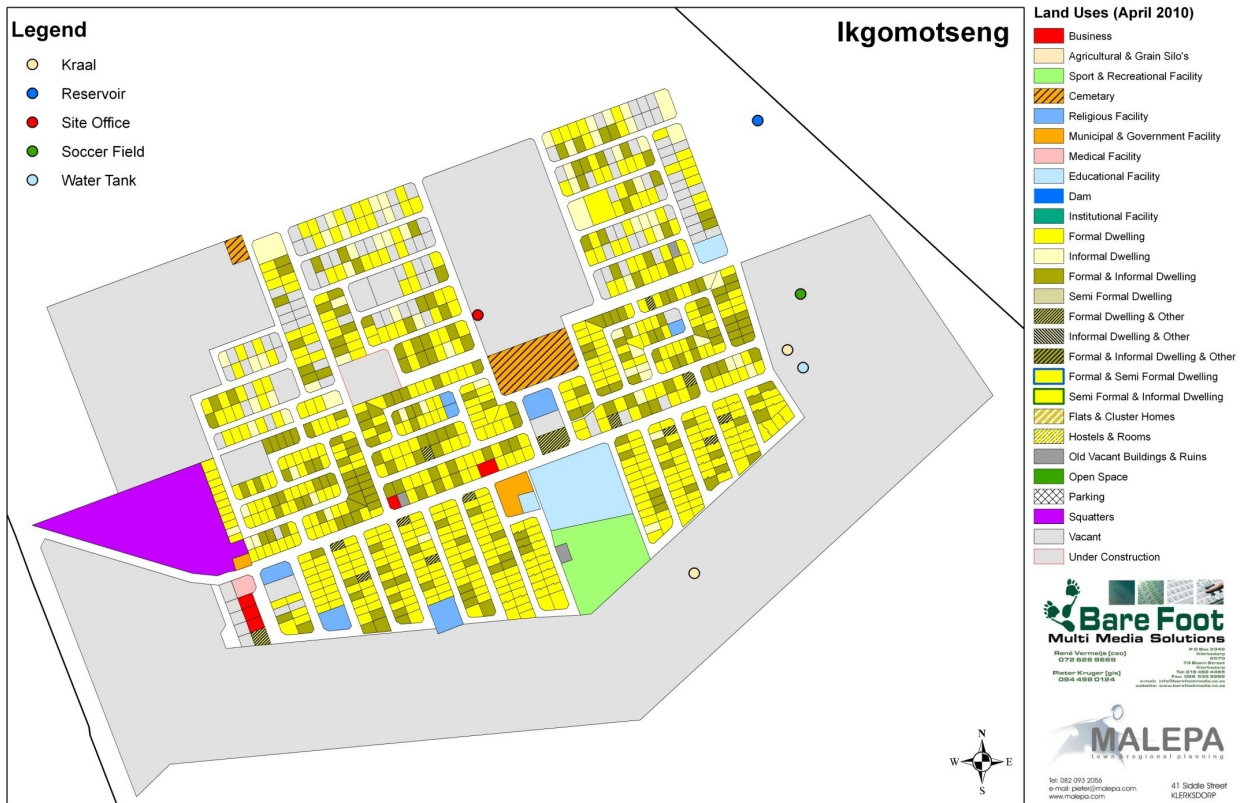
Masilonyana Local Municipality - Spatial Development Framework



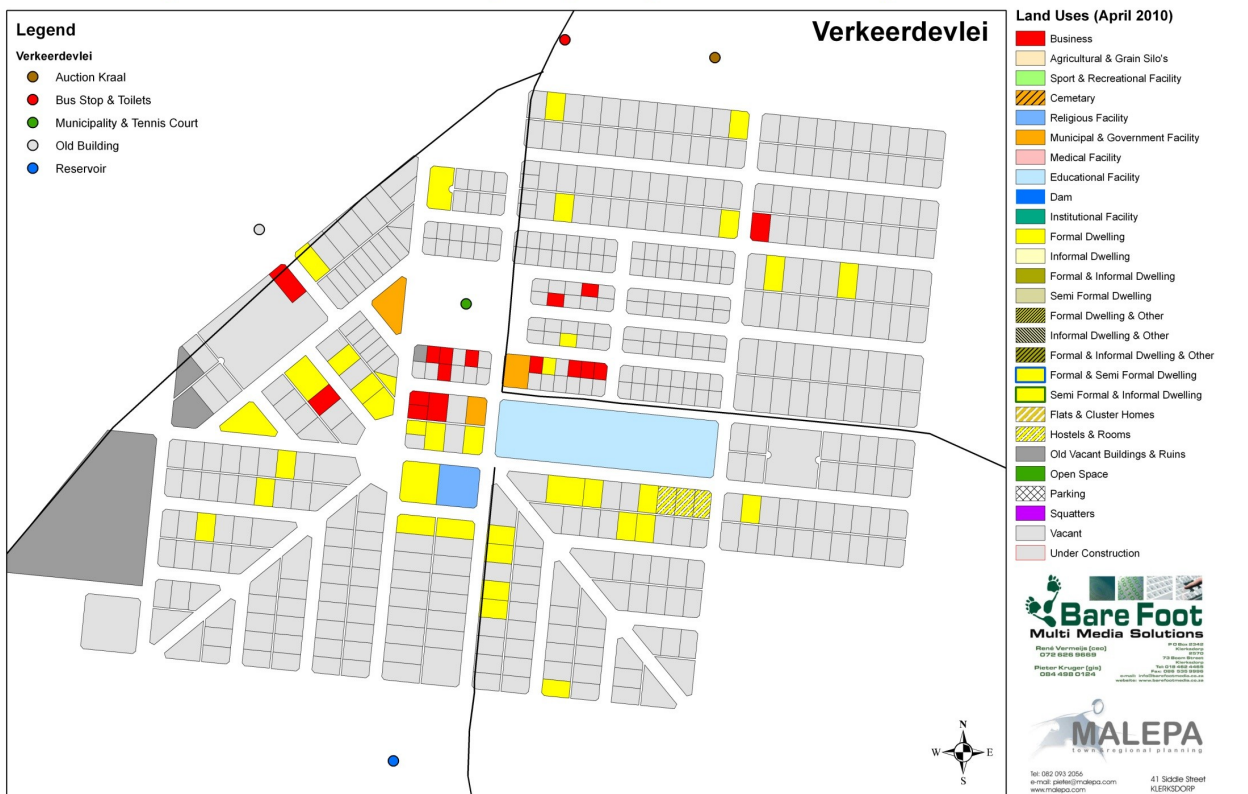
Masilonyana Local Municipality - Spatial Development Framework



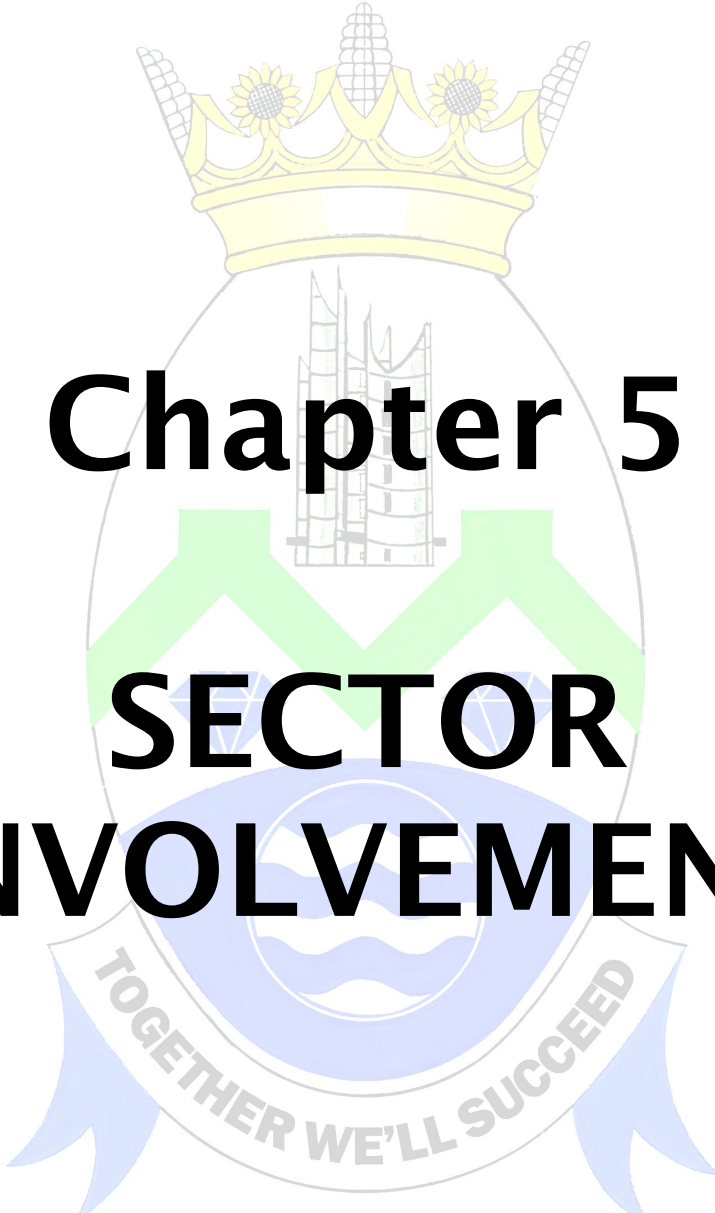
Masilonyana Local Municipality - Spatial Development Framework



Masilonyana Local Municipality - Spatial Development Framework



During the designing of these maps, Masilonyana took note of the characteristics and principles of the Spatial Development Framework. Moreover, readers should take into account the fact that during the compilation of this strategic document, the Municipality was busy (with the assistance from Provincial Cogta) reviewing the existing Spatial Development Framework.



Chapter 5

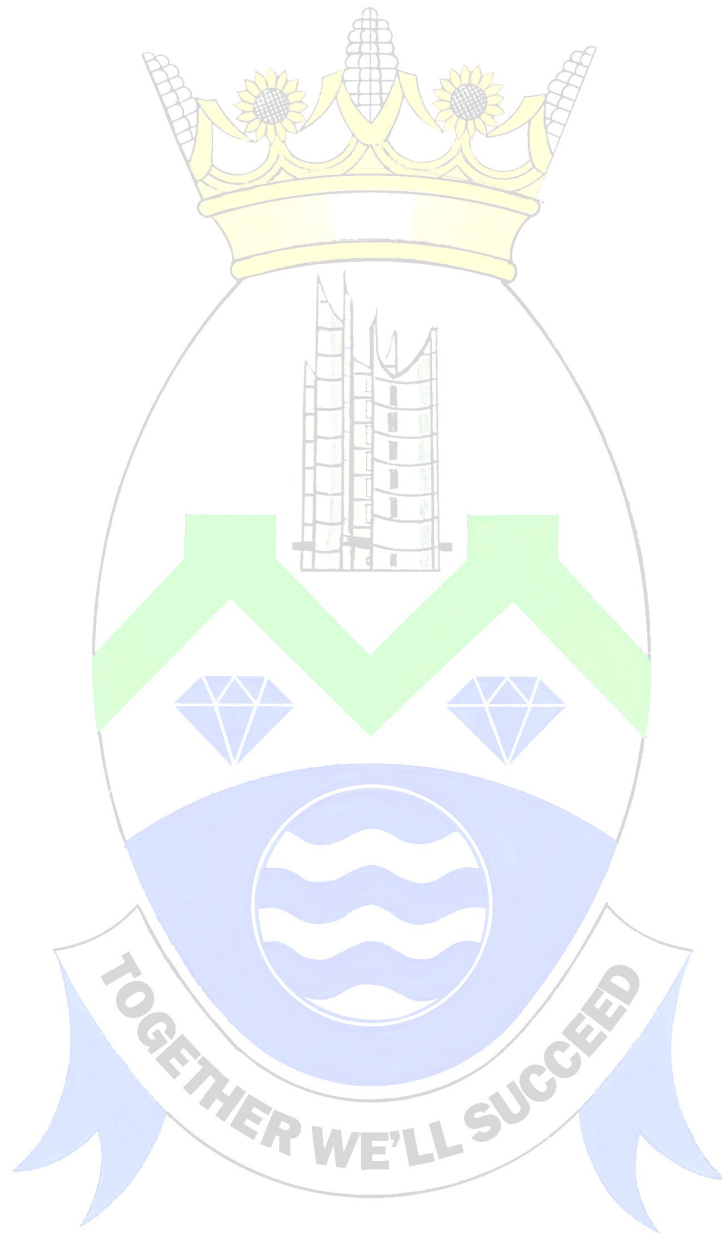
SECTOR

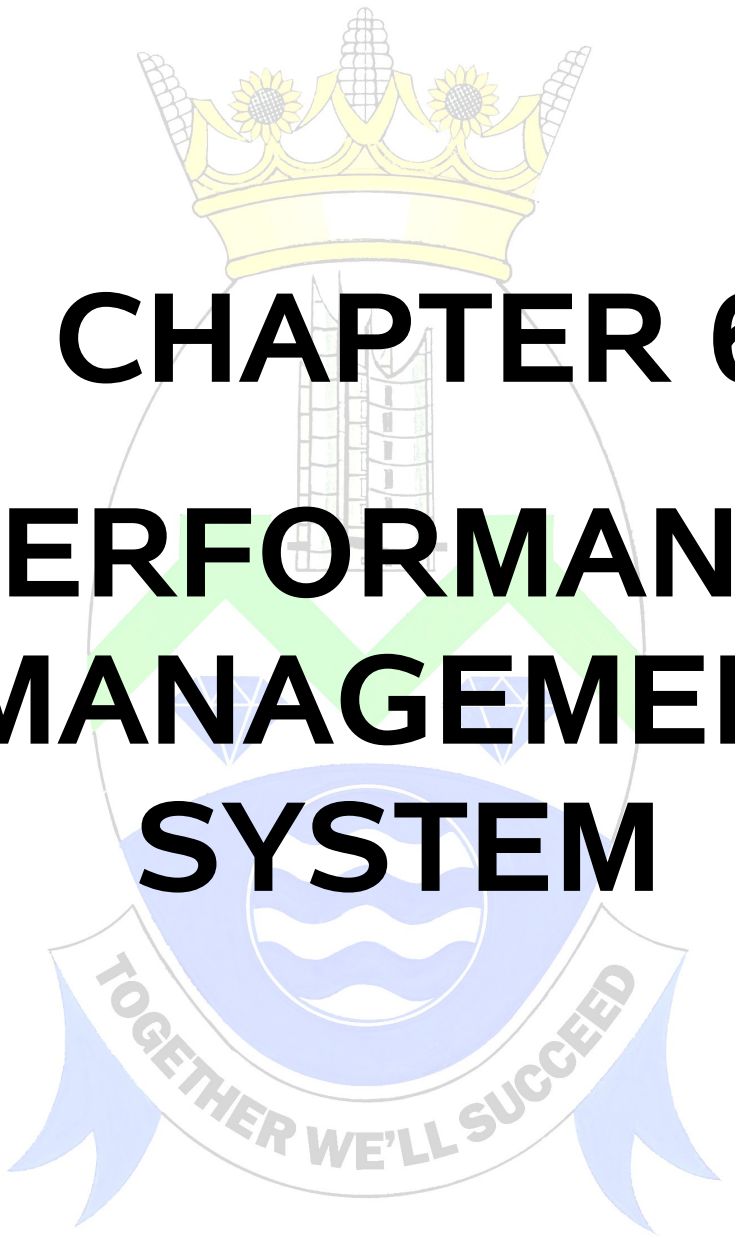
INVOLVEMENT

5.1 SECTOR DEPARTMENTS CONTRIBUTION

The Free State Provincial Government Sector Departments have approved among others projects for the 2011/2012 financial year. These projects cover key provincial functions such as police, roads and transport, education and health.

FREE STATE PROVINCIAL GOVERNMENT PROJECTS 2011/2012	
Sector Department	Projects/Service Description
Police, Roads and Transport	i) Extension of ZR Mahabane (formerly R30) road between Glen and Virginia ii) Construction of Access roads in Masilo, Ikgomotseng (Soutpan) R10 million = R5million each and Tshepong Verkeerdevlei iii) Soutpan -Bultf-Wesselsb-Hoops_REH = R10million iv) Construction of Access road in Winburg/Makeleketla
Cogta-FS - MIG	i) Construction of a Community Hall in Ikgomotseng (Soutpan)
Department of Public (Government Garage) Works and Rural Development / Premier's office	<ul style="list-style-type: none"> • Fleet Management • Renovation of dilapidated Ipeleng Community Hall at Majowemasweu / Brandfort • Construction of the foot bridge (N.B. this project has been in the IDP for the past 10 years) in Boipatong and Masakeng - Makeleketla / Winburg
Health	i) Provision of ambulances and HIV / AIDS outreach programs ii) Winburg Clinic - Medical Equipment = R500, 000.00 iii) Majowemasweu clinic - Medical Equipment = R500, 000.00
COGTA & Human Settlements	i) Provision of R1 million grant to enlist CFO support; ii) Renovation of Ipeleng Community Hall at Majowemasweu - Brandfort iii) R30million MIG iv) 300 subsidies towards centenary celebrations (Brandfort & Winburg) v) Multi-purpose centre (Masilo) R10 million vi) Street and storm-water drainage system (Makeleketla & Masilo) = R22 million vii) Water and sanitation, household connections (VV - Tshepong, Ikgomotseng and Masilo (Tshepong) = R18 million
Department of the Premier	Funded brick making project at Tshepong / Verkeerdevlei to the value of R1.2 million
Development Bank of Southern Africa (DBSA)	<ul style="list-style-type: none"> • Provided technical and financial experts as well as young professionals in both fields
Public Private Partnership - Masilonyana, Harmony, Goldfields and Star Diamonds	<ul style="list-style-type: none"> • Funded the brick making project at Masilo to the value of R3 million • Extension of classrooms in Masilo (Reseamohetse), Wynandsfontein (Theunissen) and Sasconia (Brandfort) • Fencing of cemeteries in all Masilonyana Units
Department of Social Development	Funded two Bakery projects in Tshepong / Verkeerdevlei and Makeleketla / Winburg to the value of R600 000.00 (R300 000.00 per project)
Lejweleputswa District Municipality / Harmony, Goldfields and Star Diamonds	<ul style="list-style-type: none"> • Fencing of cemeteries in all Masilonyana Units • Upgrading / Paving of gravel roads leading to Phahameng cemetery (Masilo) and Theunissen cemetery at (Theunissen)
Department of Water Affairs	1. Masilonyana - Feasibility study = R650, 000.00 2. Blue & Green drop interventions
Department of Agriculture	1. Provision of R480 000.00 for Storeroom, Handling facility, Water reticulation & fence at Theunissen (Maphira Trust- Beef and Pig Production). 2. Provision of R560 000.00 for Storeroom, Handling facility, Water reticulation & fence at Theunissen (Mothe Trust- Beef Production) 3. Provision of R350 000.00 for Handling facility for beef cattle at Theunissen(Monare- Beef cattle) 4. Dijane Trust - land care and establishment of pastures 5. Glen upgrading - Office infrastructure 6. Brandfort - Fish project = R750, 000.00





CHAPTER 6

PERFORMANCE

MANAGEMENT

SYSTEM

6. Introduction

Performance management system is regarded as a critical communication tool that will give Masilonyana Local Municipality the capability to effectively communicate the IDP strategy and to ensure that business processes are aligned to support the deployment of the IDP strategy through converting its priorities into realistic operational plans, which will yield the desired impact in Masilonyana. Municipal Systems Act (2000) requires all municipalities to:

- To develop a performance management system;
- Setting appropriate key performance indicators.
- Set targets, monitor, and review performance based on indicators linked with the IDP.
- Measure and review performance at least once a year.
- Take necessary steps to improve performance.
- Establish a process of regular reporting.
- Publish an annual report on performance for the staff.
- Conduct an internal audit on performance before tabling the report.
- Have the annual performance report audited by the Auditor-General.

The Department of Co-operative Governance and Traditional Affairs has published guidelines on performance management system, and Masilonyana Local Municipality has also customized their own performance management system based on these guidelines.

Performance management framework has been developed and adopted by council for consultation to assist service delivery and budget implementation plans as part of improvement of service delivery for its residents.

Masilonyana Local municipality has taken public participation very seriously, notably in its use of community-centered approach to planning. The municipality notes that the White Paper on Local Government (1998) has suggested that:

“Involving communities in developing municipal key performance indicators increases the accountability of the municipality to answer to queries; others will prioritize the cleanliness of an area of the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced” (The White Paper on Local Government, 1998).

On this basis the municipality intends to take very seriously the accountability to communities as regards the performance of the municipality thereby promoting a culture of performance management amongst its councilors, political office bearers and administration.

6.1. The Performance management perspective

Masilonyana Local municipality’s performance management framework is based on four key priorities *viz.*

a) The Learning and Growth Perspective.

- b) Internal processes Perspective
- c) The Service Delivery Perspective, and
- d) The Financial Perspective.

It is through observance of these perspectives that we view, and develop metrics collect data and analyze this municipality. We need to know what development outcomes/objectives we are aiming to achieve and whether we attain our goals. These development goals are derived in the development Objectives of the IDP and development programmes to address these. These often require actions by others as the municipality to be achieved, but they indicate the state of development of the municipal area to which we aspire.

The MLM's scorecard assesses performance based on four key perspectives as shown below. The reason is to ensure that we incorporate a multi-perspective assessment of our performance as pointed above.

Service Delivery Perspective

This perspective deals with how does Masionyana's performance with regards to the delivery of services. It relates to the output of the municipality as a whole.

Internal Processes Perspective

This perspective deals with what business process must be implemented that the municipality can excel at in order to best satisfy the shareholders and customers.

Financial Perspective

This perspective deals with what objectives should the municipality set that would satisfy the shareholders and the community in order to create financial value.

Learning and Growth Perspective

This perspective deals with what objectives should the municipality set in order to create a learning and development municipal environment.

6.2. The Performance Management Processes

The annual performance management process within Masionyana Local Municipality involves four key phases as follows:

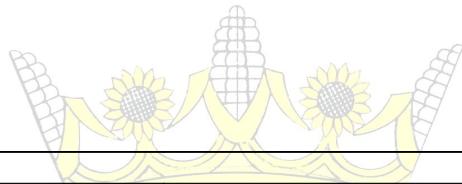
Performance Planning: This is about jointly identifying individual performance expectations and gaining the employee's

Coaching/Evaluation/Monitoring: This is a crucial phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies.

Reviewing: This phase involves jointly assessing actual performance against expectations at the end of the performance cycle to review and document planned vs. actual performance.

Rewarding: This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

The following table details the timing and activities required for each of the four key phases in the performance management cycle:



PHASE		
PLANNING	<p>This should occur at least two months before the beginning of the new financial year and finalised in July each year i.e. beginning of the financial year.</p>	<p>Municipal Manager to schedule meeting with Employees to agree on performance objectives for the year. Both the Manager and the Employee are required to prepare for this meeting. Manager and Employee to finalise and sign the employee's performance plans/ scorecard.</p>
COACHING	<p>Ongoing throughout the year</p>	<p>Municipal Manager to create both formal and informal opportunities to provide feedback to the Employee on his/her performance against the agreed objectives. Where baselines and targets have not been finalised by the start of the new performance cycle, these should be finalised and signed off within the first three months of the financial year. Formal coaching sessions take place once a quarter where discussions, progress and agreed solutions are documented and signed off. The quarterly review in December is regarded as the formal mid year review (see below) Employees to ask for feedback and assistance when required.</p>
REVIEWING	<p>December of each year - mid year review</p> <p>July of each year - final review.</p> <p>All performance reviews must be done before the new scorecard is signed off at the end of July.</p>	<p>The process for reviewing performance is as follows: Employee to gather required evidence throughout the year and submit the final evidence to the performance review panel. The review panel meets to analyse and score the evidence against the agreed KPA and objectives. Municipal Manager to ask Employee to prepare for formal review by scoring him/herself against the agreed KPA and objectives. The review panel meets with the employee to conduct final performance review and agree final scores. Municipal Manager and Employee to prepare and agree on individual development plan - this only need to be done at the final review in June and not at the mid-year review.</p>

PHASE	TIMING	ACTIVITIES
REWARDING	Chapter 57 employee's Financial reward in February of next financial year -after the financial audit and the annual report have been tabled and after Council approves the results.	In February of each year the Municipal Manager is required to provide information in relation to the budget and the possible maximum payout required in terms of the performance reward scheme. Municipal Manager to review the results of his/her municipality's performance reviews and determine appropriate reward as per the performance reward scheme.
	Permanent employees: Non-financial rewards in November	Municipal Manager to set up meeting with the Employees to give feedback on the link to reward as a result of the review and moderation process.

6.3. Implementation of Performance Planning and Evaluation

Performance planning will coincide with the annual review of the IDP and will be adopted at the same time as IDP Indicators and Targets.

As soon as the IDP indicators and targets have been reviewed and adopted, the appointed Performance Coordinator Team will meet to work out a Strategic Business Plan (this strategy is linked to the IDP implementation framework and entails planning, implementation, monitoring and reviewing) which will then be turned into Departmental/ Operational Plans. Targets and Indicators from the Departmental Plans will then be worked into individual plans by way of Performance Agreements. This will take place by and before the end of July each year.

6.4. Service Delivery and Budget Implementation Report (To be included after the approval of the 1st draft IDP 2011 / 2012

The coat of arms of Waterberg Municipality is centered on the page. It features a golden crown at the top with three sunflowers and two ears of corn. Below the crown is a shield containing a stylized building, a green mountain range, and blue wavy lines representing water. A banner at the bottom of the shield reads "TOGETHER WE'LL SUCCEED".

CHAPTER 7

ANNEXURES

Annexure A1: Spatial Development Framework

Annexure A2: Budget

CHAPTER 9

Masilonyana

Local Municipality

FS 181

**BUDGET
2011/2012**

