

MAFUBE LOCAL MUNICIPALITY DRAFT IDP REVIEW 2011 -2012

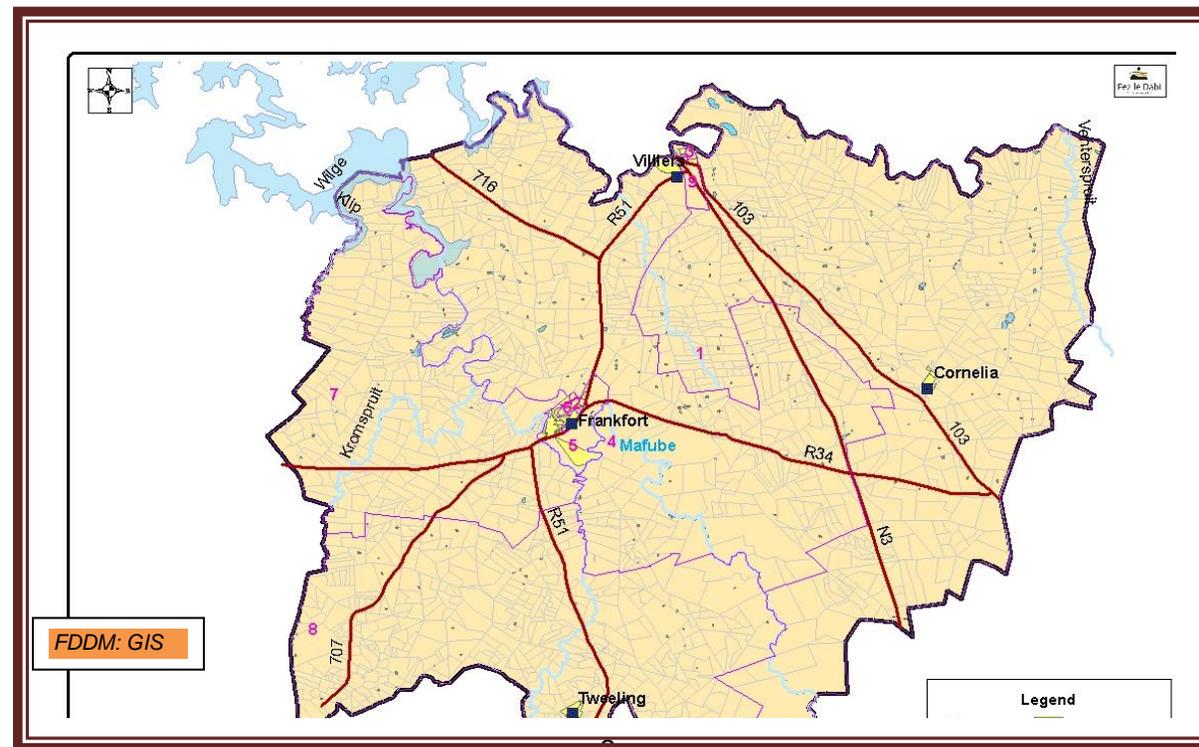


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CHAPTER 1

EXECUTIVE SUMMARY OF MAFUBE LOCAL MUNICIPALITY

- **Mafube Local Municipality** consists of four (4) towns (Frankfort//Namahadi, Villiers/Qalabotjha, Cornelia/Ntswanatsatsi and Tweeling/Mafahlaneng), as well as a rural area consisting mainly of commercial agriculture. Villiers, Tweeling and Cornelia are located in an area of agricultural significance and mainly provide restricted services in this regard to the surrounding rural communities and primarily accommodate farm workers migrating to these towns.



- **Frankfort/Namahadi** remains the growth point in Mafube and plays a major role in terms of a regional service provider and industrial and commercial development and it is situated 55 km east of Heilbron and approximately 120 km south east of Sasolburg and it is a small town typically developed and serving the predominantly agricultural community.
- **Tweeling/Mafahlaneng** is located approximately 150 km east of Sasolburg and 350 km north-east of Bloemfontein and is situated adjacent to the Frankfurt/Reitz primary road. Other larger centre such as Vereeniging and Vanderbijlpark are all within 160 km from Tweeling. Primary agricultural activities include sheep and cattle farming, maize and sunflower seed production.
- **Villiers/Qalabotjha** town area is situated on the banks of the Vaal River, adjacent to the N3 National Road between Johannesburg and Durban. In relation to other major centres, the town is located 120 km from Johannesburg, 80 km from Vereeniging and 117 km from Sasolburg and is predominantly agricultural oriented where products such as maize, sunflower, wheat, grain, sorghum, meat and dairy products are produced.
- **Cornelia/Ntswanatsatsi** is situated 67 km east of Frankfort, 190 km east of Sasolburg and 34 km south east of Villiers. The town is situated adjacent to the R103 Secondary Road between Warden and Villiers. Cornelia typically developed as a small town serving the predominant surrounding agricultural community.

1.2 Background and Legislative Context

Integrated Development Planning is a process through which Mafube prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the Integrated Development Planning Process (IDP Process). The IDP serves as the principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision-making in the Mafube Municipality

In terms of section 28(1) of the Municipal systems Act (Act 32 of 2000), the Municipal council needs to adopt a process set out in writing to guide the planning, drafting, adoption 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 has in a simple and transparent manner what has to happen when, by whom, with whom and where and includes a cost estimate. According to Section 21(b) of the Municipal Finance Management Act, 25/2003 the mayor of the municipality need to table a time schedule 10 months before the start of the budget year outlining review and adoption of the IDP. This document needs to comply with a legal framework. The South African Government's Growth, Employment and Redistribution (GEAR) Strategy requires a plan to transform the country into a development-orientated society. The priority issues and strategies identified in this document is aligned with the key priority areas of the Local Government Strategic Agenda, the Free State Growth and Development Strategy, millennium goals, and the National Spatial Development Perspective.

1.2.1 Legislation impacting on the IDP

Legislation that guides the integrated development planning process and underpins the aim and forms of public participation, rules and regulations in establishing structures for participation and other guidelines for the integrated development planning process is outlined in the following summary.

Table 1.1.1 Legislation - The Integrated Development Planning Process

LEGISLATION	IMPACT ON THE IDP PROCESS
<p>The Constitution of the Republic of South Africa (Act 109 of 1996 Chapter 7 Section 152)</p>	<p>The encouragement for the involvement of local communities in local affairs.</p> <p>The local municipality must encourage, involve and consult local communities about:</p> <ul style="list-style-type: none"> ▪ The level, quality, range and impact of municipal services provided by the municipality. ▪ The available options for delivering service. <p>The operational strategy to include specific Sectoral programmes and plans to the Integrated Spatial Development Framework:</p> <p>In terms of section 26 of Systems Act the Municipality's IDP must include</p> <ul style="list-style-type: none"> - the council's vision for the long term development of Mafube with special emphasis on its most critical development and internal transformation needs;
<p>Municipal Systems Act no 32 of 2000 (Section 4.2)</p>	<ul style="list-style-type: none"> - assessment of the existing level of development in Mafube, which must include an identification of communities which do not have access to basic municipal services; - the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs; - the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the Municipality in terms of legislation - a spatial development framework which must include the provision of basic guidelines for a land use management system for Mafube; - the Council's operational strategies; - applicable disaster management plans; - a financial plan, which must include a budget projection for at least the next three years; and

- the key performance indicators and performance targets determined in terms of section 41 of the Systems Act

LEGISLATION

ASPECT IMPACTING ON THE IDP PROCESS

The Municipal Structures Act Sections 73 and 74

The process is described as follows:

- Choosing a councillor as ward chairperson.
- Maximum number of committee members (10).

The integrated development process targets to promote:

- Integration of social, economical, institutional and physical aspects of land development
- Integrate land development in rural and urban areas
- Availability of residential and employment opportunities
- Diverse combination of land uses

Development Facilitation Act
(Act 67 of 1995)

The integrated development process targets to optimise the use of existing resources relating to agricultural land, mineral, bulk infrastructure, roads, transportation and social facilities

The integrated development process targets to discourage the phenomenon of urban sprawl in urban areas and encourage:

- Development of more compact town and cities
- Environmentally sustainable land development, practices, processes & contribute to the correction of the historically distorted spatial patterns of settlements and to the optimum use of existing infrastructure

Local Government: Municipal Planning and Performance
Management Regulations, 2001

Regulation 2 of the Local government: Municipal Planning and Performance Management Regulations, 2001 (Government Notice No R. 796 of 24 August 2001) requires that the IDP must identify at least-

- the institutional framework, which must include an organogram, required for the implementation of the IDP and addressing the Municipality's internal transformation needs;
- any investment initiative in the Municipality

- any development initiatives in the Municipality, including infrastructure, physical, social, economic and institutional development; and
- all known projects, plans and programs to be implemented within the Municipality by any organ of state

-

- a) Give effect to the principles contained in chapter 1 of the development Facilitation Act 1995 (Act No. 67 of 1995)
- b) Set out objectives that reflect the desired spatial form of the Municipality;
- c) Contain strategies and policies regarding the manner in which to achieve the spatial form objectives, which strategies and policies must indicate desired patterns of land use within the Municipality, address the spatial reconstruction of the Municipality and provide strategic guidance in respect of the location and nature of development within the Municipality;
- d) Set out basic guidelines for a land use management system in the Municipality;
- e) Set out a capital investment framework for the Municipality's development programmes;
- f) Contain a strategic assessment of the environmental impact of the spatial development framework;
- g) Identify programmes and projects for the development of land within the municipality;
- h) Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
- i) Provide a visual representation of the desired spatial form of the Municipality, which must indicate where public, and private land development and infrastructure investment should take place, must indicate desired utilization of space in a particular area may delineate the urban edge, must identify areas where strategic intervention is required and must indicate areas where priority spending is required.

Regulation 2(4) of the Planning and Performance Management Regulations determines that the spatial development framework that must form part of the IDP must-

Water Services Act (Act 108 of 1997) and the National water Act (Act 36 of 1998)

The Municipality is a water services authority in terms of the Water Services Act 1997. It must as part of the process of preparing its IDP prepare a draft water services development plan for its area of jurisdiction and a summary of that plan. The water service development plan prepared by a municipality must comply with the requirements of section 13 of the Act.

The plan to include the following detail:

- A set if data sheets containing targets
- Existing and future consumer profile and service levels
- Water balance, water sources and quality
- Water service infrastructure
- Demand management
- Institutional management
- Finances and affordability

National Land Transport Transition Act 2000 (act No 22 of 2000)

The IDP to reflect in The Integrated Transport Plan (ITP):

- Changes to transport policies and strategies since previous 5 years
- Projects to be carried out in the 5-year period (also cost)
- Prepared in terms of land objectives according to DFA and laws in terms of section 26 of the National Land transport Transition Act 2000 (NLTTA) the MEC of Roads and Transport may require the Municipality to prepare a public transport plan with a view to determining and specifying the public transport services that it wishes to have provided. The MEC may also require the Municipality to prepare and submit annually by the date determined by the MEC an integrated transport plan for Mafube for the five year period. The MEC has not required the Municipality to prepare a public transport plan or an integrated transport plan

Include all modes of transport and infrastructure (including new and amended roads and commercial development impacting on land transport system including:

- Detailed budgets, funding sources (for the financial year)
- Public transport record, operating licenses strategy and rationalisation plan (in case of subsidised services)
- General strategy for travel demand
- Road and transport infrastructure provision, improvement and maintenance
- General strategy for the movement of hazardous substances

Environment Conservation Act (Act 73 of 1989): Section 21(1) & National Environmental Management Act (Act 107 of 1998)

Environmental priorities will be outlined in the IDP process in the Integrated Environmental Programme and includes:

- environmental issues identified
- strategic guidelines on the environment
- projects and activities affecting the environment

- compliance of projects with the NEMA principles and the national environmental norms and standards
- projects identified which require and EIA
- aligning with the national and provincial environment management and implementation plans categories that require an EIA to be guided by the Environmental Conservation Act of 1989 and the EIA Regulations of 1997

National Environmental Management: Biodiversity Act 2004 (Act No 10 of 2004)

In terms of section 48(2) of the National Environmental Management: Biodiversity Act the Municipality must-

Align the IDP with the national biodiversity framework and any applicable bioregional plan;

Incorporate those provisions of the national biodiversity framework or a bioregional plan that specifically apply to the Municipality into the IDP; and

Demonstrate in the IDP how the national biodiversity framework and any applicable bioregional plan may be implemented by the Municipality.

National Environmental Management Act 1998 (Act No 107 of 1998)

In terms of section 16(4)(b) of the National Environmental Management act 1998 the provincial government must ensure the Municipality adhere to the relevant environmental implementation and management plans, and the principles contained in section 2 of the act in preparation of any policy, programme or plan, including the establishment of integrated development plans and land development objectives.

National Environment Management: Air Quality Act 2004 (Act No 39 of 2004)

In terms of section 15(2) of the National environment Management: Air Quality Act 2004 each municipality must indicate an air quality management plan in integrated development plan. An air quality management plan seek to give effect, in respect of air quality, to Chapter 3 of the National Environment Management Act to the extent that the Chapter is applicable to it, to improve air quality, to identify and reduce the negative impact on human health and the environment of poor air quality, to identify and reduce the negative impact on human health and the environment of poor air quality, to address the effects emissions from

the use of fossil fuels in residential applications, to address the effects of emissions from industrial sources, to address the effects of emissions from any other non-point sources of air pollution to give effect to best practice in air quality management.

The air quality management plan must describe how the give effect to its air quality management plan. The air quality management plan must also comply with such other requirements as may be prescribed by the Minister

LEGISLATION

White Paper on Integrated Pollution and Waste Management for South Africa, May 2000

Disaster Management Act 2002 (Act No 57 of 2002)

ASPECT IMPACTING ON THE IDP PROCESS

Waste management issues arising from the IDP process should be aligned with the IWMP and requirements and include:

- Demographics, waste quantities, characteristics, existing waste management practices, financing, stakeholders and need analysis
- Strategies, objectives, instruments, implementation programmes, communication and public participation programme

In terms of section 53 of the Disaster Management Act 2002 the Municipality must, within the applicable municipal disaster management framework prepare a disaster management framework prepare a disaster management plan for its area according to the circumstances prevailing in the area and co-ordinate and align the implementation of the plan with those of other organs of state and institutional role-players. During the preparation of the disaster management plan the Municipality must consult the local municipality through appropriate mechanisms, processes

and procedures established in Systems Act.

The risk reduction strategy is an integrated part of the IDP. The DMP serve as a basis for risk assessment and specify:

- Likely types of disaster and specific locations/communities at risk
- Prevention and mitigation strategies for each of the likely types of disaster
- Contingency plans and emergency procedures which ensure maximum emergency preparedness with available capacity
- Roles and responsibilities

Section 9 of the Housing Act requires that the Municipality must, as part of the process of planning an IDP, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to-

- a) Ensure that the inhabitants of the Municipality have access to adequate housing on a progressive basis, conditions not conducive to the health and safety of the inhabitants of the Municipality are prevented or removed, services in respect of water, sanitation, electricity, roads, storm-water drainage and transport are provided in a manner which is economically efficient;
- b) Set housing delivery goals for the Municipality;
- c) Identify and designate land for housing development;
- d) Create and maintain a public environment conducive to housing development which is financially and socially viable;
- e) Promote the resolution of conflicts arising in the housing development process;
- f) Initiate, plan, co-ordinate, facilitate and enable to prioritize housing development in the Municipality;
- g) Provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers; and
- h) Plan and manage land use and development.

Housing Act 1997 (Act No 107 of 1997)

1.2.2 IDP PROCESS PLAN

Roles and Responsibilities of the various stakeholders

The IDP Process Plan is the preparatory work that needs to be done prior to the commencement of the planning process. The programme is necessary to ensure proper management of the planning process. *The process plan is a municipality's schedule of events detailing all events and activities involved leading to the drafting and completion of the 5 Year Plan. It is a statement that outlines in detail all the processes that the municipality will embark on in completing its IDP cycle.*

The IDP process involves both internal and external stakeholders. A breakdown is given in the following tables of the different roles and responsibilities associated with the IDP process. Mention is also made of the mechanisms in place or those that need to be put into place to ensure participation of these stakeholders in the IDP Process.

STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Political Representatives of Municipality	Members of Executive Committee	<ul style="list-style-type: none"> • The Mayor or Municipal Manager or the Councillor Responsible for IDP will chair public meetings.
Political Leaders representing Mafube Local Municipality	Councillors	<ul style="list-style-type: none"> • Councillors are the major link between the municipal government and the residents. <p>As such, their roles are to:</p> <ul style="list-style-type: none"> • Liase through a Ward Committee with the community; • Be responsible for organizing public consultation and participation; • Bring the needs of communities to the table together with any suggestions made by them; • Link the planning process to their constituencies and / or wards; • Meet with their respective local municipalities on issues pertaining to their wards; • Give feedback to the communities in terms of the IDP process; • Monitor the IDP Process; • Serve on the IDP Representative Forum; and • Ensure that the annual business plans and municipal budget are linked to and based on the IDP.

STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Political, Administrative and Technical Advisors	IDP Steering Committee	<p>The IDP Steering Committee is responsible for the overall management and Co-ordination of the process and needs to report to Council. As such their roles are to:</p> <ul style="list-style-type: none"> • Drive the IDP process; • Formulate the Process Plan; • Arrange workshops with different participants; • Manage the process; • Report to Council on the IDP Process; and • Make recommendations to Council in terms of the IDP Process.
Administrative Manager of the IDP process	IDP Manager	<ul style="list-style-type: none"> • Responsible for the overall administrative Management of IDP Process; • Delegates responsibilities to the IDP Manager; • Ensures proper documentation on events and of the IDP Process; • Responsible for the distribution of information; • Makes the necessary arrangements for meetings and workshops of the IDP Process; • Conducts the training on IDP for councillors, officials and the public where necessary; • Delegates responsibilities and liaises with the Transport Manager in terms of Transport arrangements; and • Reports to Municipal Manager

STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
<p>Heads of the Departments (Directors) and Other Senior Officials</p>	<p>IDP Steering Committee & IDP Project Task Teams</p>	<p>As the persons in charge of implementation of IDPs, the technical/sectoral officers have to be fully involved in the planning process. The HOD's and officials will:</p> <ul style="list-style-type: none"> • Provide relevant technical, sectoral and financial information for analysis to determine priority issues; • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects; • Provide departmental operational and capital budgetary information; • Be responsible for the preparation of project proposals, the integration of projects and sector programmes; • Be responsible for preparing amendments to the draft IDP for submission to the Executive Committee for approval and the MEC for Local Government for alignment; and • Be responsible for the implementation of the IDP Process.

INTERNAL STAKEHOLDERS		
STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Focused political, administrative and technical advice	IDP Project Task Teams	<p>The IDP Project Task Teams will:</p> <ul style="list-style-type: none"> • Define projects and purpose budgets; • Prepare more detailed project proposals with cost estimates; • Ensure the integration of projects with sector programmes and other requirements; • Be involved with the implementation phase of the projects to identify potential sources of funding; • Involve funders in the project planning process when required.

EXTERNAL STAKEHOLDERS		
Residents, communities, stakeholders	IDP Representative Forum	<ul style="list-style-type: none"> • The IDP Representative Forum consists of representatives from the community and interest groups within the local municipalities' areas. The IDP representatives from the community and interest groups within the local municipal areas. The IDP Representative Forum's roles and responsibilities are as follows: • Represents the interest of the community or specific vulnerable groups; • Gives feedback to the community on each stage of the process thus informing interest groups, communities and organizations on relevant planning activities and their outcomes; follows up on relevant planning activities; • Analyses issues, determines priorities, negotiates and reaches consensus; • Participates in the designing of project proposals and / assesses them; • Discusses and comments on the draft IDP; and • Monitors performance in implementation of the IDP.

	ACTION/ OUTPUT	DELIVERABLE	RESPONSIBLE	ACTION DATE
1	Development of process plan on the basis of the district framework plan	IDP process plan	IDP MANAGER/ MUNICIPAL MANAGER	1st Quarter 2010/11
2	Workshop on the IDP process plan to senior officials and politicians			
3	Local status and analysis			
4	Steering Committee establishment and workshop			
5	Deliverable 1:			
6	Identification of Strategies and Projects	Regional Analysis Report Strategic Analysis Prioritization Report	IDP Manager/MM	2nd Quarter This includes the commencement of budget processes as well
			IDP Manager/MM	
7	Estimate available resources and provide guidance for budgeting	Resources available	CFO	
8	Integration of Sector Plans		IDP Manager	
9	Submit budget instructions to relevant persons		CFO	
10	Submit 2011/2012 budget framework to all relevant persons		CFO	
11	Workshop with Steering Committee objectives, strategies and projects		IDP Manager	
12	Deliverable 2:	Draft strategies and projects	IDP M	
13	Prepare summary of available funds. from internal, e.g. CDF and External funding, e.g. FM grant		CFO	
14	Submission of detailed estimates by MM, HOD's and Political Offices to Council/budget forum		MM, HOD's & Political Offices	
15	Assess financial feasibility of proposed projects based on existing & potential funds.		Speaker/Mayor, Representatives of various political parties in the local municipality	
16	Submission of Final Draft	Submission of 1st draft to council and ultimately to province	IDP Manager	3rd Quarter Submission of 1 st Draft of the IDP
17	Meet with relevant Officials (1 st DRAFT IDP & budget meeting)		CFO/MM	
18	Meet with relevant Officials (2 nd Draft budget meeting)		CFO	
19	Consider draft budget by Portfolio Committee		CFO	
20	Meet with relevant Officials (3 rd Draft budget meeting)		CFO	
21	Consider draft budget Mayoral Committee			
22				
23	Table MTEF Budget before Council meeting		CFO	

24	Publicize tabled budget within 5 days after tabling on website and media		Manager Corporate Services	4th Quarter Final IDP and budget
25	Submit copy of budget to National & Provincial Treasury		CFO	
26	Budget participation process starts. Comments, additions and proposals by stakeholders	Public participation	CFO & Political Offices	
27	Finalize budget, prepare & submit report for inclusion in Council agenda	Finalized budget	CFO & Budget Control Officer	
28	Council finalize 2011/2012 budget	Finalized budget	CFO	
29	Submit budget for 2011/2012 for approval by Council		CFO	
30	Prepare budget in the required format and submit to both Provincial and National Treasury		CFO & Budget Control Officer	Submission of budget to provincial Treasury. Submission of the final IDP to Local and Housing Department.
31	Submit draft SDBIP to Speaker/Mayor within 28 days after approval of budget	SDBIP	MM, HODs & Political Offices	Submission of SDBIP within 28 after approval of budget and performance agreements 14 days after submission of the SDBIP to the Mayor.
32	Set up expenditure, revenue and asset management system, incorporating budget		CFO	

1	Development of process plan on the basis of the district framework plan	IDP process plan	IDP MANAGER/MUNICIPAL MANAGER	1 st Quarter 2010/11
2	Workshop on the IDP process plan to senior officials and politicians			
2	Local status and analysis			
3	Steering Committee establishment and workshop	Regional Analysis Report		
4	Deliverable 1:	Strategic Analysis Prioritization Report	IDP Manager/MM	2 nd Quarter This includes the commencement of budget processes as well
5	Identification of Strategies and Projects			
			IDP Manager/MM	
7	Estimate available resources and provide guidance for budgeting	Resources available	CFO	
8	Integration of Sector Plans		IDP Manager	
9	Submit budget instructions to relevant persons		CFO	
10	Submit 2011/20012 budget framework to all relevant persons		CFO	
11	Workshop with Steering Committee objectives, strategies and projects		IDP Manager	
12	Deliverable 2:	Draft strategies and projects	IDP M	
13	Prepare summary of available funds. from internal, e.g. CDF and External funding, e.g. FM grant		CFO	
14	Submission of detailed estimates by MM, HOD's and Political Offices to CFO.		MM, HOD's & Political Offices	

15	Assess financial feasibility of proposed projects based on existing & potential funds		CFO	3 rd Quarter Submission of 1 st Draft of the IDP and Budget to council
16	Meet with relevant Officials (1 st DRAFT IDP & budget meeting)	First draft	CFO/MM	
17	Meet with relevant Officials (2 nd Draft budget meeting)	Second draft	CFO	
18	Meet with relevant Officials (3 rd Draft budget meeting)	Third draft	CFO	
19	Council/budget forum		Speaker/Mayor, Representatives of various political parties in the local municipality	
20	Submission of Final Draft	Submission of 1st draft to council and ultimately to province	IDP Manager	
21	Consider draft budget by Portfolio Committee		CFO	
22	Consider draft budget Mayoral Committee		CFO	
23	Table MTEF Budget before Council meeting		CFO	
24	Publicize tabled budget within 5 days after tabling on website and media		Manager Corporate Services	
25	Submit copy of budget to National & Provincial Treasury		CFO	4 th Quarter Final IDP and budget submitted to council for adoption as per the legislation
26	Budget participation process starts. Comments, additions and proposals by stakeholders	Public participation	CFO & Political Offices	
27	Finalize budget, prepare & submit report for inclusion	Finalized budget	CFO & Budget Control Officer	

	in Council agenda			
28	Council finalize 2010/2011 budget	Finalized budget	CFO	
29	Submit budget for 2010/2011 for approval by Council		CFO	
30	Prepare budget in the required format and submit to both Provincial and National Treasury		CFO & Budget Control Officer	Submission of budget to provincial Treasury. Submission of the final IDP to Local and Housing Department.
31	Submit draft SDBIP to Speaker/Mayor within 28 days after approval of budget	SDBIP	MM, HODs & Political Offices	Submission of SDBIP within 28 after approval of budget and performance agreements 14 days after submission of the SDBIP to the Mayor.
32	Set up expenditure, revenue and asset management system, incorporating budget		CFO	

Chapter 2

2.1. Situational Analysis

The situational analysis will deal specifically with the existing situation within the Mafube Local Municipality. It was necessary to conduct an assessment of the existing level of development during the analysis stage; including the identification of community that have no access to basic services. The assessment will also indicate the challenges faced by the communities as well as developmental issues that need to be addressed.

2.1.2 Infrastructure Analysis

Water Provision

The objectives were amongst others to upgrade water purification plants, increase water storage and ensure that all residents in Mafube have access to water.

Water have been provided to residents in the form of communal taps and house connections, a total of 804 house connections and 110 communal taps have been installed in the whole of Mafube to ensure access to water. The Frankfort water purification plant was upgraded and the Villiers New Water Purification Plant is under construction.

Challenges

Population growth increases the demand for food, education, health facilities and services, water, energy and other resources. Due to the mushrooming informal settlements, high demand of low cost housing and the lack of funding, the Municipality has a backlog of 3159 erven with no house connections, but have access to water through communal taps.

Sanitation Provision

In terms of sanitation the objectives were to ensure the upgrading of waste water treatment works are and provision of sewerage network with toilet structures.

A total of 748 buckets were eradicated, sewer pump station in Frankfort upgraded as part of upgrading waste water treatment works.

THE STATUS QUO OF WATER IN MAFUBE LOCAL MUNICIPALITY: DEPARTMENT OF WATER AFFAIRS

Mafube	Frankfort	1 ●	Town will be in deficit after 10 years or more	Water Conservation and Demand Management being implemented by installing bulk water meters and leak detection equipment in households.	Prepare an implementation ready study to upgrade bulk infrastructure as current infrastructure operates over its design capacity	Implement bulk infrastructure project
				Water Conservation and Demand Management being implemented by installing bulk water meters and leak detection equipment in households.	Continue with Implementation of WC/WD	Continue with Implementation of WC/WD
	Villiers	1 ●	Town will be in deficit after 10 years or more	Water Conservation and Demand Management being implemented by installing bulk water meters and leak detection equipment in households.	Prepare an implementation ready study to upgrade bulk infrastructure as current infrastructure operates over its design capacity	Implement bulk infrastructure project
				Water Conservation and demand programme, business plan and situation assessment	Continue with Implementation of WC/WD	Continue with Implementation of WC/WD
	Cornelia	1 ●	Town will be in deficit after 10 years or more	Water Conservation and Demand Management being implemented by installing bulk water meters and leak detection equipment in households.	Prepare an implementation ready study to upgrade bulk infrastructure as current infrastructure operates over its design capacity	Implement bulk infrastructure project

				Water Conservation and demand programme, business plan and situation assessment	Continue with Implementation of WC/WD	Continue with Implementation of WC/WD
	Tweeling	1 	Town will be in deficit after 10 years or more	Water Conservation and Demand Management being implemented by installing bulk water meters and leak detection equipment in households.	Prepare an implementation ready study to upgrade bulk infrastructure as current infrastructure operates over its design capacity	Implement bulk infrastructure project
				Water Conservation and demand programme, business plan and situation assessment	Continue with Implementation of WC/WD	Continue with Implementation of WC/WD

Lack of funding is a challenge, hence the Municipality is unable to extend the waste water treatment works in both Qalabotjha and Namahadi which are overloaded and running beyond their design capacities. The Municipality has approximately 3956 houses still using bucket system.

Water Provision

SECTOR	FINANCIAL YEAR	TOWN	PROJECT NAME AND CODE	PROJECT FUNDING	PLANNED COST	ACTUAL COST	PERCENTAGE OF COMPLETION	SCOPE OF WORK		BACKLOGS	REMARKS
								PLANNED	ACTUAL		
WATER	2006/07	Frankfort	Mafube: Construction of a New Regional WPW - Phase 1 (MIG/FS/0224/W/06/07)	MIG	7 073 895.00	6 895 327.96	100% Phase 1				
SANITATION	2006/07	Frankfort	Frankfort Ext. 23 BEP in Mamello (MIG/FS/0223/S/06/07)	MIG	7 270 000.00	7 269 863.16	100%	765	765		
WATER	2007/08	Frankfort	Mafube: Construction of a New Regional WPW - Phase 2 (MIG/FS/0314/W/06/07)	MIG	5 864 850.00	5 864 793.73	100% Phase2	1	1	0	Palisade Fence Outstanding
SANITATION	2007/08	Villiers	Qalabotjha: BEP - 148 Buckets (MIG/FS/0302/S/06/09)	MIG	620 120.00		100%	148	148		Reconciliation outstanding. Information not available
SANITATION	2007/08	Tweeling	Mafahlaneng: BEP - 489 Buckets (MIG/FS/0295/S/06/09 & MIG/FS/0470/S/07/07)	MIG	4 922 969.00	4 241 857.42	100%	489	489		
SANITATION	2007/08-11/12	Cornelia	Cornelia/Ntswanatsatsi: BEP- 211 Buckets (MIG/FS0346/S/06/07)	MIG	6 588 366.66	On Hold	57%	211	211		Pump Station and Equipment outstanding. By-passing of septic tanks to the mains is also outstanding.
SANITATION	2008/09	Frankfort	Upgrading of Seagal Street Pump Station (MIG/FS/0641/S/08/09)	MIG	3 214 002.00	3 213 993.46	100%	1	1	0	
WATER	2009/10	Frankfort	Namahadi: Water Ret. Network & Installation of 286 Erf Connections (MIG/FS0722/W/09/10)	MIG	3 424 000.00	2 637 600.27	100%	286	286	0	

WATER	2009/10	Villiers	Qalabotjha: Water Reticulation (MIG/FS/0640/W/07/08)	MIG	3 900 000.00	4 034 285.01	100%	363	363	
WATER	2009/10/11/12	Frankfort	Namahadi: Water Ret. Network & Installation of 1714 Erf Connections(MIG/FS0721/W/09/10)	MIG	18 706 793.48	On going	37%	1714	155	Ongoing Project. Lack of adequate funding is stalling the project.
WATER	2009/10/11/12	Villiers	Villiers: Water PW (MIG/FS/0503/W/08/09)	MIG	18 208 500.00	On going	65%	1	0.65	Ongoing Project. Lack of adequate funding is stalling the project.

Electricity Provision

SECTOR	FINANCIAL YEAR	TOWN	PROJECT NAME AND CODE	PROJECT FUNDING	PLANNED COST	ACTUAL COST	PERCENTAGE OF COMPLETION	SCOPE OF WORK		BACKLOGS	REMARKS
								PLANNED	ACTUAL		
ELECTRICITY	2007/08	Villiers	Qalabotjha: Rehabilitation of Qalabotjha Electrical	DME	11 000 000.00	11 000 000.22	100%	3107	3107		
ELECTRICITY	2007/08	Villiers	Rehabilitation of Villiers MV Network	FDDM	2 280 000.00	2 279 994.00	100%	523	523		
ELECTRICITY	2008/09	Frankfort	Namahadi: Installation of High Mast Lights	Mafube	3 651 309.08		100%	14	14		
ELECTRICITY	2010/11	Villiers	Electrification of Villiers Ext. (Z4658)	DoE	1 313 400.00	On going	85%	199	199		Ongoing project
ELECTRICITY	2010/11	Villiers	Electrification of Qalabotjha Ext. (Z4662)	DoE	2 369 400.00	On going	85%	359	359		Ongoing project
ELECTRICITY	2010/11	Tweeling	Upgrading of Tweeling substation MV line	DoE	667 406.00	On going	95%	253	253		Ongoing project
ELECTRICITY	2010/11	Cornelia	Upgrading of Cornelia substation MV line	DoE	514 108.00	On going	95%	399	399		Ongoing project
ELECTRICITY	2010/ 11	Villiers	Upgrading of Villiers Substation	Mafube – 25% Eskom – 25% VKB – 50%	6 000 000.00		100%	3630	3630		Substation upgraded from 5MVA to 10 MVA
ELECTRICITY	2010/11	Cornelia Tweeling	Electrification of new sites in Mafahlaneng and Ntswanatsatsi	DoE	3 135 686.00	On going	40%	256 Houses in Mafahlaneng 411 House in Ntswanatsatsi		Backlog of 256 houses in Mafahlaneng and 411 in Ntswanatsatsi	As per council resolution (208), it was resolved that the funds budgeted for Upgrading of Villiers Substation be redirected to Mafahlaneng and

											Ntswanatsatsi for household connection
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Roads Provision

The objectives were to upgrade roads and stormwater, repair and reseal all tar road sand collate the master plan. A total of 7.7km roads have been paved.

Challenges

Shortage of proper/adequate equipment for maintenance, grading and regravelling of dirt roads especially in the new extensions. Due to lack of finance a master plan was not collated.

SECTOR	FINANCIAL YEAR	TOWN	PROJECT NAME AND CODE	PROJECT FUNDING	PLANNED COST	ACTUAL COST	PERCENTAGE OF COMPLETION	SCOPE OF WORK		BACKLOG	REMARKS
								PLANNED	ACTUAL		
ROADS	2008/2009/10	Villiers	Qalabotjha: Upgrading of Roads and Storm water channels (MIG/FS/0601/R,ST/07/08)	MIG & Mafube	3 000 000.00	3 626 402.62	100%	2km	2km		
ROADS	2009/2010/11	Frankfort	Namahadi/Phahameng: Upgrading of Roads and Storm Water Channels (MIG/FS0671/R,ST/10/11)	MIG	16 430 000.00	On going	53%	5.3km	2.8km		Ongoing project
ROADS	2010/11	Cornelia	Ntswanatsatsi: Upgrading of Roads and Storm Water Channels	Operation Hlasele	11 404 088.64	On going	80%	3km	2.4km		Ongoing project
ROADS	2010/11	Tweeling	Mafahlaneng: Upgrading of Roads and Storm water channels (MIG/FS/0506/R,ST/09/10)	MIG	5 034 240.00	On going	20%	2.4km	0.5km		Ongoing project

Priority: Sports and Recreation

FINANCIAL YEAR	TOWN	PROJECT NAME	PLANNED FUNDING	PLANNED COST	ACTUAL COST	BACKLOGS	REMARKS
2008/09		Upgrade of Tweeling & Qalabotjha Sports ground.	Municipal Budget & MIG	R1 500 000		Sports ground	Business plan was completed and submitted to Lotto & MIG for funding.
2008/09	Frankfort	Upgrade of Namahadi Netball, Volley Ball & Tennis Court	Municipal Budget & MIG	R70 000		Sports ground	Business plan was completed and submitted to Lotto & MIG for funding.
2008/09	Cornelia	Upgrading of Cornelia Tennis Court & Sports ground	Municipal Budget & MIG	R450 000		Sports ground	Business plan was completed and submitted to Lotto & MIG for funding.
2008/09	Tweeling	Upgrading of Tennis Courts in Tweeling	Municipal Budget & MIG	R 1500 000		Sports ground	Business plan was completed and submitted to Lotto & MIG for funding.
2008/09	Frankfort	Upgrading of Namahadi Soccer Ground	Municipal Budget & MIG	R382 000		Sports ground	Business plan was completed and submitted to Lotto & MIG for funding.
2008/09		General maintenance of Sports facilities	Municipal Budget	R150 000		Sports ground	Business plan was completed and submitted to Lotto & MIG for funding.
2008/09		OR Tambo Games	Municipal Budget	R50 000		Sports ground	Yearly event
2009/10	Cornelia	New and upgrading of Recreation & Sports facilities for Ntswanatsatsi	Province	R1 000 000		Sports ground	Completed.

Priority: Cemeteries

FINANCIAL YEAR	TOWN	PROJECT NAME	PLANNED FUNDING	PLANNED COST	ACTUAL COST	BACKLOGS	REMARKS
	Villiers	Upgrading of grave yards facilities for Qalabotjha, Villiers.	MIG, FDDM	R400 000		Upgrading of Qalabotjha and Villiers	Business plan was completed and submitted to MIG
	Mafube	Cleaning of cemeteries in all towns	Municipal Budget	R200 000		Equipments	We manage to cut grass and maintain roads during festive season. On going.
2007/08	Mafube	Obtain adequate equipment to do regular maintenance of cemeteries (lawn mowers & brush cutters)	Municipal Budget FDDM	R300 000		5 brush cutters & 4 heavy duty lawn mowing machine.	Lack of funding Currently we are having: 4 brush cutters in Tweeling 4 brush cutters in Cornelia 9 brush cutters in Frankfort 6 brush cutters in Villiers
2007/08	Mafube	Fencing of cemeteries in all towns	Municipal Budget	R2 000 000		Fencing of all cemeteries in Mafube Namahadi – backlog 80% Villiers – backlog 100%	Mafahlaneng – 75% of fencing done Namahadi - 20% fencing done Cornelia – 100% fencing done Villiers – not yet done due to lack of funding
2009/10	Namahadi	Upgrading of grave yards facilities for Namahadi, Frankfort.	Municipal Budget FDDM	R100 000		There is a shortage of equipments.	Fencing at Namahadi was done internally. We did not complete fencing due to insufficient funds.

06/07 2009	Mafahlaneng, Namahadi & Qalabotjha Namahadi new section	To identify and establish new cemeteries in the following areas: Extension of Frankfort and Villiers cemetery Centrally situated in Frankfort / Namahadi, Cornelia/ Ntswanatsatsi, Villiers/ Qalabotjha and Tweeling/ Mafahlaneng	Municipal Budget & MIG	R100 000		New cemetery required at Namahadi due to growth in population. Ntswanatsatsi be extended.	New cemeteries were established at Mafahlaneng and Namahadi.
2006/07	Mafahlaneng, Namahadi, Ntswanatsatsi & Qalabotjha	Building of toilets structures in all cemeteries.				Qalabotjha needs toilet structure.	New cemeteries were established, fenced with toilet structure at Namahadi, Mafahlaneng and Ntswanatsatsi.

Priority: Traffic

FINANCIAL YEAR	TOWN	PROJECT NAME	PLANNED FUNDING	PLANNED COST	ACTUAL COST	BACKLOGS	REMARKS
		Provide traffic calming measures such as humps & safe traffic routes <ul style="list-style-type: none"> • Phase 1 • Phase 2 • Speeding apparatus x1 	Municipal Budget	R 50 000 R200 000 R 50 000 R250 000		Shortage of speed humps at all four towns. Traffic signs Speed apparatus	Manage to put humps at Namahadi and Qalabotjha Shortage of funds
2008	Frankfort	Provision of street names and signage to indicate the various extensions / suburbs in all town areas.	Municipal Budget	R150 000		Street names and signs in each town.	J.J Hadebe was provided with street names.
2008		Obtainment of vehicles and equipment in general (fleet service)	Municipal Budget	R227 100		Need three traffic vehicles.	Manage to purchase one vehicle.

Priority: Refuse removal

FINANCIAL YEAR	TOWN	PROJECT NAME	PLANNED FUNDING	PLANNED COST	ACTUAL COST	BACKLOGS	REMARKS
	Mafube	Identify and establish proper licensed sites in all four town areas and rehabilitation of all existing refuse dumping sites <ul style="list-style-type: none"> • Frankfort • Tweeling • Villiers • Cornelia • General upgrading of dumping sites 	COGTA & Municipal Budget	R1 200 000		Landfill sites not yet licensed.	Busy compiling the business plan.
2007/08	Cornelia - 1000	Refuse bins	FDDM				Refuse bins were bought
2007/08	Villiers - 1000	Refuse bins	FDDM				Refuse bins were bought
		Maintenance of vehicles and equipments	Municipal budget	R350 000		New vehicles are required	Lack of funds
2007/08		Draft a waste management plan	Municipal Budget & FDDM	R150 000			Draft waste management that must be reviewed.
		Palisade fence in old dumping sites in Mafahlaneng	Municipal Budget & FDDM	R200 000		Fencing of landfill sites.	Lack of funds
2009/10	Frankfort – 300 Villiers - 300 Tweeling – 200 Cornelia – 200	Provision of refuse bins Frankfort, Villiers, Tweeling and Cornelia	Municipal Budget	R200 000	R190 510.00	12 000 dustbins.	1000 bins were procured due to lack of funding
2009/10	Frankfort Cornelia Villiers Tweeling	Obtain adequate vehicles and equipment <ul style="list-style-type: none"> • High pressure cleaning equipment for 4 town area units. • Vehicles for four town area units (tractor and wagon) 				Shortage of tractors in Cornelia 2 Tweeling 2 Frankfort 4 Villiers 4 TLB 4 Tipper truck 6	Funding

Priority: Disaster Management (Service rendered by Fezile Dabi)

FINANCIAL YEAR	TOWN	PROJECT NAME	PLANNED FUNDING	PLANNED COST	ACTUAL COST	BACKLOGS	REMARKS
2010/11		Disaster Management plan	Services rendered by FDDM				In place
2010/11		Fire and emergency awareness campaign					Done at Namahadi
		Buy equipment		R625 000		Two vehicles, one is contracted.	On going
2010/11		Awareness programmes and projects – school visits					Done at Mafahlaneng

Priority: Land Use and Human Settlement

FINANCIAL YEAR	TOWN	PLANNED PROJECT	PLANNED FUNDING	PLANNED COST	ACTUAL COST	BACKLOGS	REMARKS
2007/08	CORNELIA	Submission of applications for a grant from the Department of Land Affairs to purchase land adjacent to Frankfort and Cornelia	DLA	R2 000 000		None	Land purchased
2007/08	FRANKFORT TWEELING CORNELIA VILLIERS	Submission of applications for subsidies and replacement of temporary housing structures with permanent structures	DLGH			Qalabotjha was allocated 500 but the contractor only managed to build 350. The Province is planning to finalize the remaining 150	350 RDPs built at Qalabotjha; 276 RDPs built at Mafahlaneng; 500 RDPs built at Namahadi 500
2008/09	TWEELING CORNELIA	Revitalization program by Operational Hlasela	Operation Hlasela			100 allocations were given for Ntswanatsatsi due to lack of sufficient local skills and project management there was a delay Under construction	50 built on Operation Hlasela at Mafahlaneng 60 of the 100 allocations have been built at Ntswanatsatsi on Operation Hlasela
2009/10	FRANKFORT TWEELING CORNELIA VILLIERS	Establishment of 5200 low cost residential erven cost by means of planning, township establishment and pegging.	DLGH			Finalization of township registers for Cornelia; Villiers and Tweeling 1450 from 2007 planning Backlogs as at 2011 - 5000 sites	3750 of the 5200 erven for low cost houses have been established.
2010/11	FRANKFORT TWEELING CORNELIA VILLIERS	Submission of applications for subsidies and replacement of temporary housing structures with permanent structures	Human Settlement			Backlogs for subsidies as at 2011- 3500 residents 1150 still under construction	Construction started in 2010 with new allocation. Since 2007, 2650 allocations have been received of the 3121 planned

2. COMMUNITY NEEDS ANALYSIS

AREA	WATER	SEWERAGE	ELECTRICITY	ROADS & STORMWATER
FRANKFORT	Proper reading of water meters	None	High mast light Improved electricity supply Proper reading of electricity supply	Construction of a bridge
NAMAHADI				Closing of waterways Road to cemetery
VILLIERS	Improved water services	Bucket eradication	High mast light Improved electricity supply	Proper sealing of roads Proper development of roads Closing up of dongas
QALABOTJHA	Water distribution to the new extensions			Improved traffic safety
CORNELIA	Storage capacity new reservoir to be build	Sewer network for new area +/- 400 sites Upgrading of sewer works		
NTSWANATSATSI	Provision of water infrastructure on the new area with water metered tap Old meters to be replaced with new meters Water testing equipment be used on regular basis to ensure good quality water Clean water for rural -areas			
TWEELING				
MAFAHLANENG				

CRITICAL AREAS

AREA	WATER	SEWERAGE	ELECTRICITY	ROADS AND STORMWATER
Frankfort/Namahadi	Upgrade water purification plant- Frankfort Replace old asbestos pipes in network	Upgrade sewer works in Namahadi- second bio filter Upgrade Frankfort oxidation pods Upgrade of Namahadi sewer network	Provision of street and area lighting Improved electricity supply	Construction of streets and storm water system according to Master Plan Upgrade of existing tar roads and paving
Villiers/Qalabotjha	Construct weir in Vaal River Upgrade Villiers purification plant Replace old asbestos pipes in network	Upgrade Villiers oxidation ponds	Upgrade of electricity network-phase2 & 3 Provision of street and area lighting Improved electricity supply	Construction of streets and storm water systems according to Master Plan Road safety
Cornelia	Cornelia storage capacity Replace old asbestos pipes in network	Upgrade Cornelia Techrover system	Provision of street and area lighting	Construction of streets and storm water systems according to Master Plan Upgrading of existing tar roads and paving
Tweeling/Mafahlaneng	Replace old asbestos pipes in network	Upgrade Tweeling oxidation ponds	Upgrading and maintenance of MV network at Tweeling Provision of streets and area lighting	Construction of streets and storm water systems according to Master Plan Upgrading of existing tar roads and paving
Rural areas	Provision of water to households	VIP toilets – rural households	None	None
	Maintenance vehicles Maintenance and emergency equipment Replace old water meters Replace water valves Implement bull measuring	Upgrading of pump stations in all towns Emergency equipment, vehicles and pumps High pressure cleaning equipment Awareness programmes	Replacement of conventional meters by pre-paid meters Provision of new pre-paid meters Investigate takeover of electricity supply from ESKOM in Namahadi Formulate Master Plan	Adequate vehicles and equipment including low-bed trucks Provision of street names and signage Investigate upgrade of Waterpark road Provide traffic calming measures and safe pedestrian crossing

Institutional	system to determine water loses Metering system for municipal properties		Adequate vehicles and equipment Implement loss control	
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PUBLIC FACILITIES AND SERVICES

	REFUSE REMOVAL	PARKS	COMMUNITY HALLS	LIBRARIES	CEMETRIES	WASTE DUMPING SITES
<u>Frankfort</u>	New and upgraded vehicles and equipment to increase capacity Legalize dumpsite	Upgrade all parks	Upgrade and refurbish all community halls and equipment in hall - *2halls		<u>Frankfort/ Namahadi:</u> Maintenance of cemeteries	<u>Frankfort/ Namahadi:</u> Identification of new dumping site based on geotechnical investigations and legalize
<u>Villiers</u>	New and upgraded vehicles and equipment Legalize dumpsite	Upgrade all parks	Upgrade and refurbish all community halls and equipment in hall - *2halls		<u>Villiers/ Qalabotjha:</u> Maintenance of cemeteries	<u>Villiers/ Qalabotjha:</u> Identification of new dumping site based on geotechnical investigations and legalize

COMMUNITY NEEDS

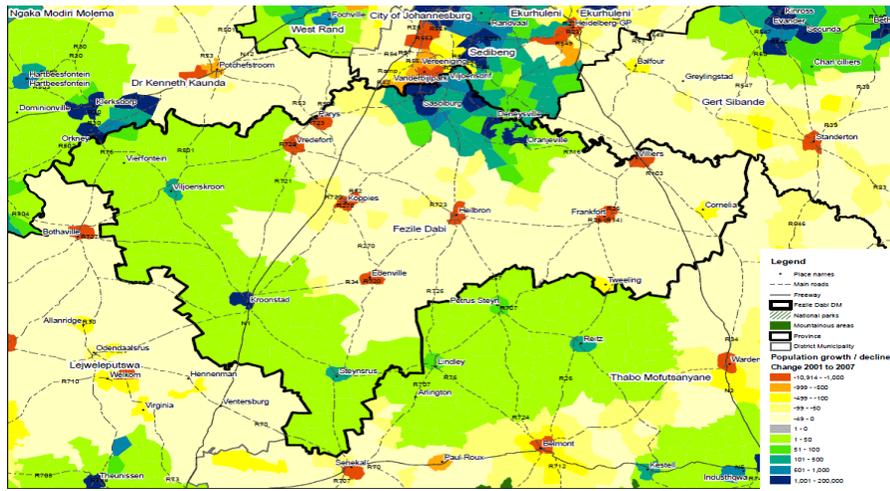
	REFUSE REMOVAL	PARKS/SPORT FACILITIES	COMMUNITY	LIBRARIES	CEMETRIES	REFUSE DUMPING
<u>Frankfort</u>	Improved refuse removal	Sports ground Art centre Sports development program Youth development program	Establish community hall Community hall next to Phahameng	None	Road to cemetery	None
Namahadi						
Villiers	Improved refuse removal	Improve sport facilities		None	Better management of cemeteries	None
Qalabotjha	Provide refuse bins	Sport complex			Identify new site for cemeteries in Qalabotjha	

SOCIO ECONOMIC PROFILE

Mafube has a population of 54000 and a per capita income of only R7300.

Municipality	Surface Sqr (Km)	Population	Employed	Unemployed	Not Economically Active	GDP R Million	GDP per capita
Fezile Dabi	21336.13	47089	131.939	68,746	111,728	11152804	23525
Mafube	4605.44	53722	11,392	6,617	15,159	395743	7366

Source: Quantec 2008 and Statssa Community Survey 2007



2.2 SOCIO-ECONOMIC PROFILE

District	Population, 2001		Area		GDP contribution (%) in the Free State, 2004
	Number	% share of District	Ha	% share of District	
Fezile Dabi	460315	100.0	2 127 178	100.0	32.2
Mafube	57639	12.5	457 890	21.5	4.0

A comparison in respect of population size (2001), area (2006), and economic contribution (2004) between Mafube and Fezile Dabi Source: FS GDS, 2006

Mafube covers 21.5% of the district area. In respect of population Mafube has 12.5% of the district population, but contributes only 4% of the economic output of the District. At the sub area level, Mafube consists of four towns (Frankfort, Villiers, Cornelia and Tweeling), as well as a rural area consisting mainly of commercial agriculture.

Municipality	1996	2001	Annual growth/decline 1996 – 2001 (%)	Estimated population 2008 (medium)	Estimated population 2008 (low)	Estimated population 2008 (high)
Frankfort / Namahadi	20024	21316	1.3	24924	23489	27176
Villiers / Qalabotjha	10795	18229	11.0	21315	20088	23240
Tweeling / Mafahlaneng	3993	5362	6.1	6270	5909	6836
Cornelia / Ntshwanatsatsi	2396	3378	7.1	3950	3722	4307
Mafube rural	16164	9365	-10.3	7967	8728	7339
TOTAL	53372	57650	1.6	64425	61936	68897

Population growth and decline in Mafube, 1996, 2001 and 2008Source: Statistics South Africa, 1996 and 2001)

- All urban areas grew at considerable rates for the period under consideration. Yet, there was a considerable decline in the rural population of 10.3% per annum over the past 5- year period. This can, amongst others, be attributed to the liberalisation of agriculture in South Africa. It should also be seen in association with the decline of agriculture in Mafube.
- The highest annual population growth rate was in Villiers with an annual growth rate of 11%. Tweeling and Cornelia also experienced relatively high levels of population growth

2.2 ECONOMIC PROFILE

Through **ASGISA**, **National Government has set an annual growth target of 4,5%** for the economy from 2005 to 2009. This target cannot be achieved however, if Local Governments do not stimulate economic growth within their areas of jurisdiction. This sub-section provides an analysis of Mafube macro-economic environment. The economy can be divided into three main categories, namely primary, secondary and tertiary sectors.

This section provides an overview of the economic profile of Mafube. The analysis starts off with a broad comparison of economic change in the Free State and Fezile Dabi while at the same time emphasising the situation in Mafube (see Table below).

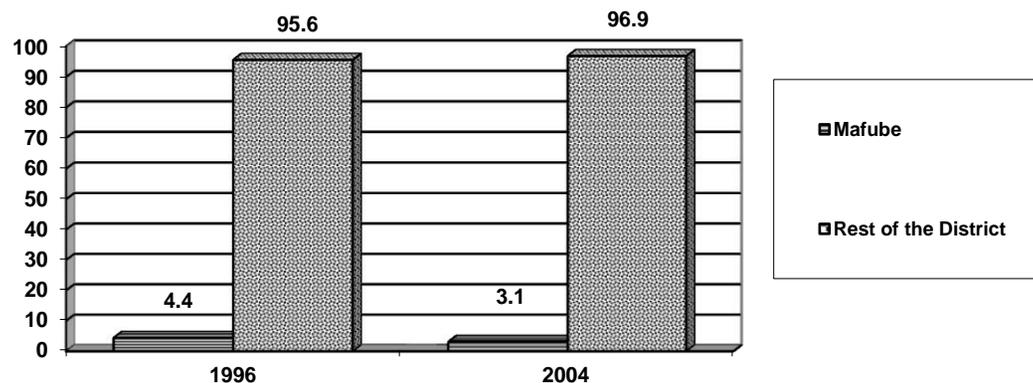
Area	Annual Growth Rate (1996 – 2004)
Mafube	0.5%
Fezile Dabi	2.1%
Free State	0.7%
South Africa	2.8%

Annual economic growth rate in Mafube, Fezile Dabi and the Free State, 1996 – 2008 Source: Free State Growth and Development Strategy, 2006; Quantec Database, 2007.

The economy in Mafube increased by 0.5% per annum between 1996 and 2004. This was significantly less than the annual economic growth rate of 2.1% per annum for the district, 0.7% per annum for the Free State and 2.8% per annum in South Africa for the same period.

TOTAL ECONOMY AS SHARE OF THE DISTRICT ECONOMY

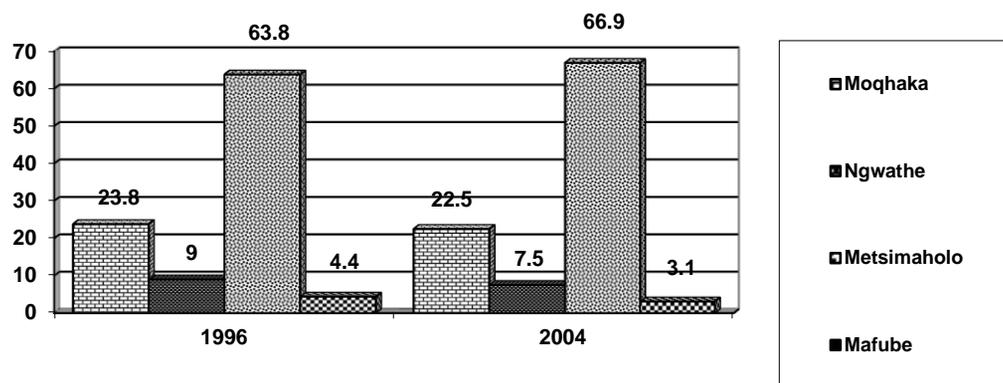
This low growth relative to that of the district has resulted in a decreased share, for Mafube of the district economy see this Figure below.



Percentage share of Mafube of the district economy (GDP), 1996 and 2004 (Source: Quantec Database, 2007), It is evident from Figure above that the proportional contribution of Mafube decreased between 1996 and 2004. In 1996, Mafube contributed to 4.4% of the Free State economy. This decreased to 3.1% in 2004.

PERCENTAGE OF ECONOMIC CONTRIBUTIONS

Having considered the relative contribution of Mafube to the district economy, the focus is redirected in this section to the relative contributions made to the economy by the respective municipal areas in Fezile Dabi see Figure below and the relative sectoral contributions in Mafube, Fezile Dabi and the Free State.



The relative economic contribution for the four municipalities in Fezile Dabi, 1996 and 2004 (Source: Quantec Database, 2004)

Economic Sector	Mafube		Fezile Dabi		Free State	
	1996	2004	1996	2004	1996	2004
Agriculture	22.2	13.9	6.2	3.5	6.5	4.3
Mining	0.5	0.7	5.4	4.4	13.5	8.0
Manufacturing	24.5	24.0	45.8	51.7	21.0	25.0
Construction	4.3	4.5	4.3	2.5	4.0	3.0
Water	1.0	0.7	4.5	3.7	3.4	2.8
Transport	3.3	7.0	5.2	6.6	7.7	10.9

Trade	7.7	9.0	7.6	7.5	12.2	13.7
Finance	12.1	12.1	7.0	6.8	11.3	11.2
Community Services	24.4	28.1	13.9	13.5	20.5	20.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

Proportional contribution of the economic sectors in Mafube, Fezile Dabi and the Free State Source: Quantec database

(i) The following should be noted in respect of the sectoral contributions:

- The relative contribution of agriculture has decreased rapidly, and then more significantly in Mafube than in the district or the Free State. While one should caution against assessing this sector on the information of single years, the declining importance of agriculture in the economies should nevertheless be acknowledged.
- A second important comparison in the above data is the relative importance of manufacturing in Mafube. Nearly one quarter of the economy in Mafube is dependent on manufacturing – mainly linked to the agricultural economy in and around Frankfort.
- Yet, the share of the manufacturing economy in Mafube is still significantly smaller than the share in the district – where the petro-chemical industry dominates in Metsimaholo. Sectors in which remarkable proportional gains are reported are trade, transport and community services.

2.3 Description of the core functions of the municipality, based on its legislative mandate. following core functions:

The municipality performs the

Category B functions	Category C functions	Provincial & National Competencies
A	B	C
Air pollution Building regulations Bill boards and display of advertisements Storm water Trading regulations Cleansing Facilities, accommodation and burial of animals Fencing and fences Local sport facilities Municipal parks and recreation Municipal planning Municipal public transport Municipal roads Public places Street lighting Traffic and parking Licensing of dogs Local amenities	Refuse removal, dumps and solid waste Municipal roads Municipal airports Fire fighting Markets Cemeteries Municipal public works Electricity regulation Municipal health Storm water Potable water Sanitation Licensing/control of undertakings that sell food to the public	Libraries Housing

All of the above functions are dispersed within the existing structure of the Mafube Local Municipality. The functions indicated under column B are functions which are legislatively allocated to a district municipality, but which may be adjusted in terms of the Municipal Systems Act. The functions indicated under column C are functions which are national and provincial competencies.

CHAPTER 3

DEVELOPMENT STRATEGIES

3.1 VISION

“A viable, developed and sustainable municipality”

3.2 MISSION

“To provide effective, transparent government and ensure efficient, affordable and sustainable service delivery, promote integrated development and economic growth”.

3.3 OUR MANDATE

As in section 152 of the constitution:

- To provide democratic and accountable governance for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- Encourage the involvement of communities and community organization in the matters of local government.

3.4 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 realise 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 the adherence to the constitution of the country, by allowing everybody to exercise their rights.

3.5 STRATEGIC KEY PRIORITIES

OBJECTIVE 1	STRATEGIES	PROJECTS
<p>To be able to accommodate existing and future effluent from residential and industrial areas, in sewer works adhering to legal health and environmental standards</p>	<ol style="list-style-type: none"> 1. Complete the current projects to upgrade the sewer works and oxidation ponds in Frankfort, Tweeling and Villiers. 2. Upgrade the Techrovoer system at Cornelia. 3. Prevent overflow into the river at Frankfort, Tweeling and Villiers provide proper backup systems such as pumps, standby generators etc 4. Adequate provision for future growth is made on condition that the above upgrading is done. 5. Upgrade the oxidation ponds at Villiers, Frankfort and Tweeling. 6. Upgrade all pump stations at all towns 	<ul style="list-style-type: none"> - Upgrade sewer works: Namahadi Phase 2 – second Bio Filter - Upgrade oxidation ponds at Villiers, Frankfort and Tweeling - Upgrade the Technoveer system at Cornelia - Upgrade existing pump stations in Mafube - Network and toilet structures to all new sites +/- 2000 all areas (incl.986 Namahadi)
OBJECTIVE 2	STRATEGIES	PROJECTS
<p>To ensure that all existing and future erven are provided with a functional waterborne sewer system</p>	<ol style="list-style-type: none"> 1. Provide a waterborne sewerage network with a toilet structure to the following areas to reduce backlogs as quickly as possible <ul style="list-style-type: none"> - Namahadi - Qalabotjha - Cornelia - Ntswanatsatsi - Mafahlaneng 2. With the current rate regarding MIG 	<ul style="list-style-type: none"> - Upgrading of the network at Namahadi - Waterborne sewerage networks and toilet structures to address backlogs in all areas - Replace the suction tank system at Cornelia and replace all bucket system in according to the government policy - In case of houses that do not have inhouse toilet outside toilet structure to be provided.

	<p>funding it is realistic to address the current backlog over the next two year.</p> <ol style="list-style-type: none"> 3. Serve all erven with waterborne sewerage network the current water provision will have to be upgraded 4. The additional equipment due to the replacement of bucket system can be relocated to other services like refuse removal. 	
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OBJECTIVE 3	STRATEGIES	PROJECTS
<p>To provide a sustainable maintenance system with adequate resources/equipment and personnel capacity and able to resolve complaints within 8 hours</p>	<ol style="list-style-type: none"> 1. Currently maintenance is done on an ad-hoc basis and should be done on a continuous basis. 2. The current personnel work teams and equipment is insufficient to properly address blockages and complaints. 3. In Frankfort, Villers and Tweeling additional teams are required and to be equipped. In Cornelia once the waterborne sewerage is installed, the current suction tank/bucket removal personnel can be utilized as a maintenance team. 4. Ensure that a complaint register is kept at all offices and monitored. 5. Implement and investigate a toll free number for complaints. 6. Train all maintenance staff(water, sewerage, electricity, streets and storm water, refuse removal and cemetery maintenance staff) to ensure effectiveness and productivity 	<ul style="list-style-type: none"> - Obtain adequate vehicles and equipment - High pressure cleaning equipment for 2 towns area units - Obtain emergency equipments and pumps - Currently maintenance is done on an ad-hoc based and should be done on a continuous basis (Maintenance Plan) - The shortage of equipment primarily refer to drain cleaning equipment and all additional teals need to be provided with vehicles - Although maintenance is done on a daily basis the condition and need to be maintained on a regular basis (Maintenance is further hampered by the current cash flow situation – (Maintenance Plan)

OBJECTIVE 4	STRATEGIES	PROJECTS
To conduct ongoing educational programmes with consumers to minimize blockages in the system	<ol style="list-style-type: none"> 1. Conduct comprehensive awareness workshops (to include water, sewerage, electricity, streets, refuse and cemeteries) although the Ward Committees system to train the community on the following aspects: <ul style="list-style-type: none"> - How to use the system - What materials to be used - Cost of blockages - How to report problems and to report timeously - Not to use foreign objects - Water preservation and home plumbing - Dangers of electricity etc 2. Utilize the ward Committee to prepare the material, in conjunction with the Municipal administration, and to be presented by the ward Councillor on a quarterly basis 3. Train community leaders to also conduct these workshops 4. The ward Councillor to approach schools to educate children 5. Monitor the reports to determine the reason for blockages and if it has been solved and to report back to relevant structures and stakeholders 	<ul style="list-style-type: none"> - Conduct awareness campaigns through the ward committees
OBJECTIVE 5	STRATEGIES	PROJECTS
To provide quality sewer measures meeting RDP	<ol style="list-style-type: none"> 1. Investigate needs in rural areas (Comprehensive Rural Analysis 	<ul style="list-style-type: none"> - VIP toilet to all households in rural areas based on investigations

standards to all residents	<p>Research Report)</p> <ol style="list-style-type: none"> 2. It is the Municipality's intention to provide VIP toilet structure for all rural families to have access to according to RDP standards 3. Utilize the available subsidy/grant from the national Department of Water Affairs and Forestry to provide VIP toilet structures based on a need assessment 4. Include the rural communities and agricultural unions when conducting awareness campaigns on the usage and provision of sanitation systems. 	
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Strategies to address backlogs and improve water supply

OBJECTIVE 1	STRATEGIES	PROJECTS
To upgrade the water storage capacity to meet future demands and to ensure at least 48 hours storage capacity	<ol style="list-style-type: none"> 1. Currently problems exist with Frankfort and Villiers. In case of Cornelia, the tele-metering pumping system needs to be upgraded to provide 48-hour storage capacity. 2. For the 2 year period the following bulk needs to be addressed- water storage capacity in Cornelia – Frankfort 3. Restore the functioning of the tele-metering system in Cornelia to ensure the correct level of water capacity in reservoirs. 4. Ensure sufficient manpower to adequately purify water 	<ul style="list-style-type: none"> - Upgrade storage capacity all areas - Upgrade water purification plant phase 2 – Frankfort - Construction of Weir in Vaal River – at Villiers - Upgrade water purification plant in Villiers - Upgrading of water network in all areas-asbestos pipes - Frankfort – 15km at R 20 million - Villiers, Cornelia and Tweeling-40km at R 40 million.
OBJECTIVE 2	STRATEGIES	PROJECTS

<p>To ensure that all erven will have access to metered portable and quality water</p>	<ol style="list-style-type: none"> 1. Provide water meters to all erven in the entire area: <ol style="list-style-type: none"> a. Namahadi: water network and meters to additional 2000 erven. b. Qalabotjha: water network and meters to 900 c. Cornelia: Water meters to 100 erven d. Mafahlaneng: old section to be provided with water meters. 2. Provide water networks with meters to all future erven for 5 years (approximately 3000 low cost erven) 3. Provide water network and meters to 300 middle income extension in Villiers and extension 24 in Frankfort of 171 erven (high cost erven) 4. Ensure that all current erven are provided with a water network to replace existing stand communal stand in Qalabotjha, Namahadi and Mafahlaneng. 5. Currently 6kl free basic water are provided to all households 6. Ensure that all meters are correctly read on a monthly basis 7. Replacement of approximately 4000 water meters in Mafube 	<ul style="list-style-type: none"> - Upgrading of water network in –old asbestos pipes: all areas. - Replace all water meters in Mafube area
<p>OBJECTIVE 3</p>	<p>STRATEGIES</p>	<p>PROJECTS</p>
<p>To provide quality water metering RDP standards to all rural residents</p>	<p>Provision of water to all rural households</p> <ol style="list-style-type: none"> 1. Ensure that farmers provided for clean water to all farm households 2. Find mechanisms to ensure that all households have access to water according to the RDP standards 3. Conduct an investigation as part of a comprehensive rural services analysis 	<ul style="list-style-type: none"> - Investigate the provision of subsidies to farmers to provide water to farm communities

	<ol style="list-style-type: none"> 4. Involve farmers and agricultural unions regarding the provision of water by the property owner 5. Monitor the provision of quality clean water through annual audits 6. Engage with the Department of Agriculture and Water Affairs to assist in this regard and with the provision of subsidies (rudimentary water provision) 7. If farm owners do not co-operate in providing quality water to farm workers measures should be implemented to ensure co-operation and monitoring 8. Provision of water to farm house hold by the farm must be revisited 9. Provision of water has to be municipality responsibility (can be shared) 	
OBJECTIVE 4	STRATEGIES	PROJECTS
To increase resources, equipment and personnel capacity to be able to reduce water loss within 2 hours and to repair breakages within 8 hours	<ol style="list-style-type: none"> 1. Duplicate strategies from sewerage regarding maintenance teams 2. Prevent the installation of a system for which parts are not regularly and easily available to address the breakages 3. Constant backlog of breakages and adequate personnel should thus be available to address the breakages 4. Provide accounts the telephone number of personnel on standby to report breakages after hours and over weekends 	<ul style="list-style-type: none"> - Provide Maintenance Vehicles (3towns) - New equipment for maintenance and emergency - Replace water valves: Frankfort, Villiers, Cornelia and Tweeling - Implementation of measuring/metering system to measure bulk supply and determine water loss areas - Metering system for municipal properties <p>Maintain water pipelines and have material in stock in case of emergency brake downs and blockages where networks are in a dilapidated condition to be replaced and maintained properly:</p> <ol style="list-style-type: none"> a. Entire Frankfort b. Willie Avenue the small town pipes needs to be replaced with bigger lines to improve water pressure c. Entire Cornelia d. Entire Tweeling

		<p>The replacement of these pipelines and stop valves and fire hydrants are labour intensive and a procurement policy need to be implemented to stimulate job creation</p> <ul style="list-style-type: none"> - Service and replace water valves on a regular basis relating to the above areas where replacement should take place (Maintenance Plan) - In Namahadi, Qalabotjha, Ntswanatsatsi and Mafahlaneng fire hydrants and adequate stop valves need to be provided (Maintenance Plan) - Implement proper design criteria and continual maintenance of stop valves to minimize disruption of water supply during breakages - Implement a measuring/metering system to measure bulk supply and determine water loss areas - Implement a metering system or administrative usage like parks, halls, etc
OBJECTIVE 5	STRATEGIES	PROJECTS
To conduct ongoing education programmes with consumers to timely report breakages	<ol style="list-style-type: none"> 1. Set-up a calendar for the different campaigns for each month-to ensure that all residents know when will their reuse/night soil be removed (day of the week) 2. Monitor the effectiveness of the campaigns 3. Report back on a quarterly basis 4. Investigate other areas where campaigns have successfully been executed with results and to supply these principles 	<ul style="list-style-type: none"> - Provision of electricity network at purification plant - As part of the comprehensive services awareness campaigns (as part of the Priority Sewerage) Ward councilor to conduct workshops addressing the following: <ul style="list-style-type: none"> - The necessity to safe water - How and why to safe water - How and when to report complaints - Why do you have to pay for water - The importance of the metering system - Ward Councillors to prepare the material in consultation with relevant officials

Strategies to improve electricity supply

OBJECTIVE 1	STRATEGIES	PROJECTS
<p>To maintain electricity provision to ensure uninterrupted and quality electricity supply</p>	<ol style="list-style-type: none"> 1. In general the network is in a poor condition and should be upgraded in all old town areas. 2. Appoint a qualified electrician at Tweeling to ensure effective maintenance of the network. 3. In the case of Tweeling automatic trip switch after failure must be installed. 4. In the case of Cornelia the Bulk supply form Eskom is poor and during bad weather the power supply is interrupted and addition quality supply line should be provided by Eskom 5. A system of ring feeds should be investigated and provides to all town areas. 	<ul style="list-style-type: none"> - Upgrading and maintenance of MV network of Tweeling and refurbishment thereof - Investigate the viability to take over the electricity supply by the municipality from Eskom for Namahadi - Upgrading of electricity network in phase 2 and 3 Qalabotjha and Villiers - Master planning for Tweeling and Mafahlaneng - New vehicles and equipment - Loss investigation for Mafube
OBJECTIVE 2	STRATEGIES	PROJECTS
<p>To provide metered(pre-paid) electricity to all erven and ensure adequate support system</p>	<ol style="list-style-type: none"> 1. The following areas should be provided with electricity networks: <ol style="list-style-type: none"> a. Frankfort ext 23:769 erven b. Cornelia: 100 erven c. Qalabotjha ext 3:250 erven (previously underdeveloped) 2. Provision of electricity network to approximately 3000 future residential erven including Frankfort ext 24-300 erven 3. Determine different mechanisms how to assist people to replace the existing meter system with a pre-paid system 4. Implement a uniform vending machine system to all towns areas including backup stations 5. The provision of the pre-paid system 	<ul style="list-style-type: none"> - Provision of electricity network: <ul style="list-style-type: none"> • 2000 erven-Namahadi/Frankfort • 1250 erven-Qalabotjha/Villiers • 260 erven-Mafahlaneng/ Tweeling • 250 erven-Cornelia/ Ntswanatsatsi - Replace conventional to pre-paid meters - Provision of pre-paid meters and connections: <ul style="list-style-type: none"> • 2000 erven-Namahadi/Frankfort • 1250 erven-Qalabotjha/Villiers • 260 erven-Mafahlaneng/ Tweeling • 250 erven-Cornelia/ Ntswanatsatsi - Upgrade of pre-paid system 24 hours

	administered by Eskom to Namahadi is not up to standard and should be improved	
OBJECTIVE 3	STRATEGIES	PROJECTS
To provide appropriate area lighting to all urban communities according to their specific needs	<ol style="list-style-type: none"> 1. Provide adequate street lighting in especially Namahadi, Mafahlaneng and Cornelia and to all future extensions. The other town areas are adequately provided for. 2. Ensure that all street light are properly maintained to be in operation in all times 3. The Ward Committee in assistance with the technical personnel to determine the need of the community regarding the type of area light considering the available cost 	<ul style="list-style-type: none"> - Provision and upgrading of area and street lighting 2000 (new extension) – Namahadi - 5HM-Mafahlaneng - Upgrade streetlights- Tweeling - 9 high mass- Qalabotjha (+4 new extensions) - 4HM-Ntswanatsatsi
OBJECTIVE 4	STRATEGIES	PROJECTS
To conduct ongoing educational programmes with consumers to prevent tampering vandalism	<ol style="list-style-type: none"> 1. As part of the comprehensive services awareness campaigns (see objective 4 as part of the Priority Sewerage), Ward Councillors to provide educational programmes based on the yearly calendar simultaneous with awareness on water and sewerage addressing the following: <ul style="list-style-type: none"> - Why electricity should be paid for. - How to save electricity - Dangers of electricity and penalties for tempering - How to utilize electricity appliances - How to report and where to report complaints 2. Communities to report when tempering and vandalism take place 3. Establish complaint offices/mechanisms that are accessible particularly after hours 	<ul style="list-style-type: none"> - As part of the comprehensive rural services analysis to also investigate the need for electricity - To do an investigation of the provision of pre-paid electricity to rural communities - Negotiations with Eskom regarding electricity provision to rural areas
OBJECTIVE 5	STRATEGIES	PROJECTS

To investigate alternative sources of energy	<ol style="list-style-type: none"> 1. Research for green electricity 2. Generators for water in Mafube are an emergency and should be addressed- 6 generators are required (150kw) 	
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Strategies to improve streets and storm water

OBJECTIVE 1	STRATEGIES	PROJECTS
Tar and/or surface identified (District Municipality Survey) access and collector roads	<ol style="list-style-type: none"> 1. Do proper master plan and part of the plan to determine streets to be paved and to be tarred cost effectively 2. Identify phases for implementation as part of the master plan 3. As part of the construction of streets to provide proper storm water networks 4. Ensure the implementation of storm water management systems during the upgrading of all urban streets 5. Labour intensive methods such as paving will contribute to job creation 	<ul style="list-style-type: none"> - Construction of streets and storm water drainage systems according to master plan – Qalabotjha, Namahadi, Ntswanatsatsi and Mafahlaneng - Obtain equipment and vehicles plus low-bed truck - Investigate upgrading of Waterpark roads
OBJECTIVE 2	STRATEGIES	PROJECTS
To continuously upgrade and match existing urban gravel and tar roads	<ol style="list-style-type: none"> 1. Obtain adequate equipment, vehicles and personnel to do proper upgrading of gravel roads 2. Seek adequate external funding (incl.MIG and FDDM) 3. Upgrading to be executed also in phases according to the master plan 4. Increase vehicle and personnel resources to 	<ul style="list-style-type: none"> - Upgrading and maintenance of all existing streets in Mafube according to the master plan - Upgrading of existing tar roads and paving Mafahlaneng/Tweeling and Namahadi/ Frankfort - Ntswanatsatsi – main streets - Qalabotjha – taxi roads ext 3 & 4 - Villiers- Upgrading of tar and gravel roads - Tweeling –Upgrading of tar and gravel roads

	sufficiently maintain urban road networks	
OBJECTIVE 3	STRATEGIES	PROJECTS
To ensure that naming and numbering of all streets	<ol style="list-style-type: none"> 1. Involve ward committees and the community structures in the process of providing street numbers to all areas to facilitate health and policing services 2. Provide street signage to indicate the various extensions/suburbs in a town area (information signs) 	<ul style="list-style-type: none"> - Provision of street names and signage to indicate the various extensions/suburbs in a town area.
OBJECTIVE 4	STRATEGIES	PROJECTS
To provide and maintain adequate traffic and road signs and traffic calming measures	<ol style="list-style-type: none"> 1. Obtain adequate funding internal and external (sustainable traffic signs) 2. As part of the comprehensive services awareness campaigns (see objective 4 as part of the Priority Sewerage), to implement community awareness to take ownership and look after signs and traffic signs and boards 3. Ensure visibility of street and traffic signs 4. Provide traffic calming measures such as humps and safe pedestrian crossing along high speed traffic routes 	<ul style="list-style-type: none"> - Provide traffic calming measures such as humps and safe pedestrian crossing along high speed traffic routes – Phase 1

Strategies to improve the housing situation

OBJECTIVE 1	STRATEGIES	PROJECTS
To obtain funding for the building of houses to eradicate the backlog of houses	<ol style="list-style-type: none"> 1. Keep an updated housing register of all prospective house owners 2. Formulate criteria for allocation of houses 3. Lobby constantly for funding for houses at provincial level 4. Conduct awareness campaign with waiting applicants to sensitize them on the long waiting period of houses 5. Identify land to develop serviced erven 	<ul style="list-style-type: none"> - Build 500 houses per town unit <ul style="list-style-type: none"> • Frankfort • Villiers • Cornelia • Tweeling

To establish a land planning and land use management system	<ol style="list-style-type: none"> 1. Undertaking land audit to determine ownership of properties or land 2. Rezoning and subdivision of identified public open spaces (parks) or residential or business development 3. Preparation of the land use management system (LUMS) and Spatial Development Framework (SDF) for Mafube as a requirement of Municipal Systems Act 4. Upgrading of informal settlements through land tenure upgrade and township formalization 5. Implementation of service/development contribution policy 6. Implementation of outdoor advertising 7. Policy 8. Review of SDF 	<ul style="list-style-type: none"> - Land audit - Review of documents and policies
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Strategies to improve refuse removal and water management

OBJECTIVE 1	STRATEGIES	PROJECTS
To obtain funding for the building of houses with a sustainable waste management system	<ol style="list-style-type: none"> 1. Develop a waste management plan 	<ul style="list-style-type: none"> - Waste management plan
To establish a land planning and land use management system	<ol style="list-style-type: none"> 1. Obtain adequate external funding to identify and establish proper licensed sites 2. Rehabilitate all existing refuse dumping sites and to identify four separate new sites in all four towns 3. The provision of a new site in Frankfort is critical than in Tweeling 	<ul style="list-style-type: none"> - Identify and establish proper licensed sites in all four town areas and rehabilitation of all existing refuse dumping sites - Rehabilitate all existing refuse dumping sites and to identify four separate new sites in all four towns - General upgrading of dumping sites
OBJECTIVE 2	STRATEGIES	PROJECTS
To provide a weekly	<ol style="list-style-type: none"> 1. Have community awareness regarding the 	<ul style="list-style-type: none"> - Provision of 4000 refuse bins

refuse removal service to all erven (4000 dust bins)	<p>utilization of bins for refuse and ash facilitate the refuse removal (day of week)</p> <ol style="list-style-type: none"> 2. Investigate methods to provide all communities with refuse bins 3. Provide adequate vehicles, equipment and personnel resources in order to meet specified service and legal criteria 4. Recruit potential sponsors and conduct cleaning campaign in all communities 	<ul style="list-style-type: none"> - Conduct cleaning campaign in all communities - Recycling projects
OBJECTIVE 3	STRATEGIES	PROJECTS
To provide a two-day-weekly refuse removal service to all business	Punctual service delivery	
OBJECTIVE 4	STRATEGIES	PROJECTS
Ensure effective operations at swimming pools	Proper maintenance	
OBJECTIVE 5	STRATEGIES	PROJECTS
To conduct ongoing educational programmes and marketing campaigns for waste and greening	<ol style="list-style-type: none"> 1. As part of the comprehensive services awareness campaign, to have community campaigns regarding <ul style="list-style-type: none"> - Information on what can be dumped in bins and when the municipality will collect in various areas (day of week) - Health hazards - Illegal dumping on open areas - Campaign at schools and churches - Cleaning campaigns - Make use of accounts, newsletters, notice boards and civil/ community structures/ ward communities to disseminate information 	Conduct awareness campaign

Strategies to improve parks, water parks, swimming pools, sports and recreation

OBJECTIVE 1	STRATEGIES	PROJECTS
To improve the condition of parks and recreation facilities that will assist in improving the social conditions in communities	<ol style="list-style-type: none"> 1. Focus on key parks in all towns to improve their overall conditions 2. Identify parks that serve no purpose and close the parks and use the land for more useful purpose 3. Provide adequate equipment to maintain all parks and recreation facilities effectively 	<ul style="list-style-type: none"> - Purchase adequate equipment and vehicles - Implement irrigation systems in all parks - Build new upgrade existing recreation facilities in all town - Allocate permanent staff to maintain all parks <p>Formulate and implement a schedule for the regular maintenance of parks and open areas</p>
OBJECTIVE 2	STRATEGIES	PROJECTS
Keep parks and open spaces in good condition	<ol style="list-style-type: none"> 1. Keep grass not longer than 30cm 2. Develop and upgrade parks 3. Planting of trees 4. Market all parks within Mafube (notice, pamphlets, billboards) 5. Avail protective clothing to all employees 	<ul style="list-style-type: none"> - Develop a park at Ntswanatsatsi/Cornelia - Plant 400 trees - Purchase protective clothing
OBJECTIVE 3	STRATEGIES	PROJECTS
To arrange the Department for service delivery	Buy office equipment	Purchase office equipment

Water park and swimming pool

OBJECTIVE 1	STRATEGIES	PROJECTS
To improve the condition of water parks and swimming pools	Proper maintenance of facilities	Purchase adequate equipment
OBJECTIVE 2	STRATEGIES	PROJECTS
Proper fencing of water park	Improve security	Fencing of water park
OBJECTIVE 3	STRATEGIES	PROJECTS
To conduct a feasibility	Feasibility study	Feasibility study

study		
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Sports and Recreation

OBJECTIVE 1	STRATEGIES	PROJECTS
Breaking all barriers with sports	<ol style="list-style-type: none"> 1. Organize Sam Tshabalala Marathon Team 2. Formulate all inclusive Mafube sports Council 3. Formulate Arts and Culture Council 4. Hold SRAC Council 5. Hold Mafube Arts and Cultural Festival 6. OR Tambo games to be held 7. Supply of office furniture 8. Train community on facility management <p>Hold Mafube sports competition</p>	<ul style="list-style-type: none"> - Soccer Development programme - OR Tambo Games

3.6 PERFORMANCE AREAS (KPA) ADDRESSED BY MAFUBE LOCAL MUNICIPALITY IDP IN LINE WITH FSGDS

No.	MUNICIPAL KEY PRIORITIES	STRATEGIC OBJECTIVES
1	BASIC SERVICE DELIVERY (INFRASTRUCTURAL DEVELOPMENT)	<ul style="list-style-type: none"> • Develop an integrated service delivery plan and upgrade existing infrastructure
2	SOCIAL AND COMMUNITY DEVELOPMENT	<ul style="list-style-type: none"> • To facilitate the improvement of social services in the municipality • To improve housing development in the municipality by 2012 <p>To facilitate the improvement of Primary Health Care in the municipality by 2012</p>
3	ECONOMIC DEVELOPMENT, EMPLOYMENT CREATION AND INVESTMENT	<ul style="list-style-type: none"> • To create conducive economic environment by 2014
4	GOOD GOVERNANCE	<ul style="list-style-type: none"> • To have an effective restructured municipal administration by 2012 • To improve capacity of all municipal officials including Councillors
5	JUSTICE, CRIME PREVENTION AND SECURITY	<ul style="list-style-type: none"> • To reduce levels of prevalent crime in the municipality by 70% by 2012

3.7 ALIGNMENT OF THE MUNICIPAL IDP WITH FREE STATE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGIES AND NSDP.

One of the major challenges that has dogged government in its quest to improve the quality of life and life chances of all South Africans and eradicate the dualistic nature of the South African economy, has been the effective integration, coordination and alignment of the actions of its three constituting spheres.

It is a key priority of government to make as a whole work together in achieving common objectives and outcomes particularly with respect to economic growth and job creation and addressing the needs of the poor. Improving the performance of focused implementation and better integration and alignment across all spheres is crucial to putting South Africa on a new and higher growth and development path.

The IDPs, PGDSs and MTSF (Medium Term Strategic Framework) in the context of the NSDP form the core of the government intergovernmental planning system. Hence a shared approach to planning and alignment of the PGDS and IDP and the NSDP is central to a coordinated and integrated approach and the overall approach and the overall desire to improve the impact of government programmes.

BASE ON THE SOCIAL AND ECONOMIC CHALLENGES OF THE PROVINCE, THE FREE STATE PROVINCE HAS IDENTIFIED THE FOLLOWING AS PRIMARY DEVELOPMENT OBJECTIVES IN THE PGDS:

- Stimulate economic development
- Develop and enhance infrastructure for economic growth and social development
- Reduce poverty through human and social development
- Ensure a safe and secure environment for all people of the province
- Promote effective and efficient governance and administration

TO GIVE EFFECT TO THESE DEVELOPMENTAL OBJECTIVES, THE PROVINCE HAS IDENTIFIED THE 11 AREAS THAT NEED TO BE ADDRESSED

BY 2014:

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

CHAPTER 4

PROJECTS

MUNICIPAL INFRASTRUCTURE GRANT

The Municipal Infrastructure Grant (MIG) programme is a municipal infrastructure arrangement that was introduced in 2007 to municipalities. It was established through consolidation of:

- The consolidated Infrastructure Programme (managed by the former DPLG, and now currently known as COGTA);
- The water services Capital Grant (managed by DWAF);
- The Community Based Public Works Programme (managed by Public Works);
- The Urban Transport Grant (Department of Transport)

The vision of Municipal Infrastructure Grant is aimed at providing all South Africans with at least a basic level of service by the year 2013. This was supposed to be achieved through providing grant finance to cover the capital cost for basic infrastructure for the poor.

The MIG is part of the government's overall strategic programmes to eradicate poverty and create conditions for local economic development. It will therefore, maximise opportunities for employment creation and enterprise development. The programme is demand-driven and service delivery is decentralised to municipalities. Municipalities play a central role in coordinating development activity and the delivery of the municipal infrastructure in their jurisdictions.

The entire approach of MIG is focused on improving the capacity, efficiency, effectiveness, sustainability and accountability of local government. Whilst national and provincial government are responsible for creating enabling policies, financial and institutional environment for MIG programme, municipalities are responsible for planning municipal infrastructure and for using MIG to deliver the infrastructure.

This can be seen in the MIG policy framework that encourages moving the responsibility for the municipal infrastructure development to the lowest possible level.

A municipality qualifies to receive the MIG allocations:

- Where a local municipality is able to produce capital plan and operational budgets {as required by the Municipal Finance Management Act (MFMA)} and which reflects projects to be funded in each sector (roads, water, sanitation, and so on) single or is legible through other criteria;
- Where the municipality qualifies to receive a MIG allocation directly from the national transferring officer; through a District Municipality- if a municipality is not in a position to develop a capital plan and operational budget or is not eligible for direct transfers due to the criteria used for fund transfers.

MIG Reference No	Project Description	E P W P Y / N	Project Value	MIG Value	Expenditure as of 30 June 2010	Expenditure Balance as of 30 June 2010	Planned MIG Expenditure for 2010/2011	Status (Not Registered, Registered, Design & Tender, Construction, Completed)	Planned date: Consultant to be appointed (start with design)	Planned date: Tender to be advertised	Planned date: Contractor to be appointed and construction to start	Planned date: Project to be completed
	PMU 2010/2011	N	885,589.00	885,589.00	-	885,589.00	885,589.00	Approved				
MIG/FS0503/W/08/09	Villiers: Water Purification Plant	N	20,757,690.00	10,579,200.00	4,143,103.39	6,436,096.61	6,329,172.91	Construction	9/12/2008	26/9/2008	5/1/2010	31/03/2011
MIG/FS/0721/W/09/11	Namahadi : Water Reticulation Network and Installation of 1714 Erf Connections - Phase 2: Main lines	Y	21,325,744.57	18,706,793.48	2,907,311.27	15,799,482.21	3,962,122.99	Construction	3/3/2009	27/11/2009	12/1/2010	31/3/2012
MIG/FS/0505/R,ST/09/10	Namahadi: Roads & Stormwater Drainage Upgrading	Y	11,222,160.00	11,222,160.00	253,532.63	10,968,627.37	-	Registered	18/5/2009	1/4/2013	1/7/2013	30/6/2014
MIG/FS0671/R,ST/10/11	Namahadi - Phahameng: Upgrading of Gravel Roads to Paved Roads & Stormwater Drains	Y	16,430,000.00	16,430,000.00	7,084,435.66	9,345,564.34	3,884,191.71	Construction	16/7/2010	22/7/2010	12/8/2010	30/6/2012
	Namahadi Ext: Sewer Reticulation & Toilet Structures	Y	35,213,197.80	30,888,770.00	-	30,888,770.00	-	Not Registered	10/05/2009	11/02/2009	04/01/2010	31/3/2012
	Frankfort: Pressure Tower and 4.5MI Water Reservoir	Y	14,000,000.00	14,000,000.00	-	14,000,000.00	-	Not Registered	04/01/2011	06/01/2011	29/6/2011	31/2/2012
MIG/FS/0506/R,ST/09/10	Mafahlaneng: Roads & Stormwater Drainage Upgrading	Y	5,034,240.00	5,034,240.00	503,424.70	4,530,815.30	2,650,923.39	Construction	18/5/2009	18/4/2010	1/7/2010	31/3/2011
MIG/FS/0504/R,ST/09/10	Qalabotjha: Roads & Stormwater Drainage Upgrading	Y	4,798,260.00	4,798,260.00		4,798,260.00		Registered	18/5/2009	1/7/2013	1/8/2013	30/6/2014
MIG/FS/0502/R,ST/09/10	Ntswanatsatsi: Roads & Stormwater Drainage Upgrading	Y	5,034,240.00	5,034,240.00		5,034,240.00		Registered	18/5/2009	1/7/2013	1/8/2013	30/6/2014
	Qalabotjha: Sewer Reticulation & Toilet Structures	Y	4,821,060.00	4,229,000.00		4,229,000.00		Not Registered	1/7/2014	1/10/2014	1/1/2015	30/6/2015
MIG/FS0759/S/09/10	Namahadi: Extension of Wastewater Treatment Works	N	18,408,720.00	18,408,720.00	71	18,408,720.00		Registered	5/10/2009	1/7/2011	1/8/2011	30/6/2014
MIG/FS0760/S/09/10	Qalabotjha: Construction of the Extension of Wastewater Treatment Works	N	17,500,482.00	17,500,482.00	-	17,500,482.00		Registered	5/10/2009	1/7/2011	1/8/2011	30/6/2014

MIG/FS/0093 W/05/06	Villiers: Weir in the Vaal River	N	9,000,000.00	9,000,000.00	-	9,000,000.00		Registered	1/4/2014	1/6/2014	29/6/2014	31/3/2015
MIG/FS/0346 /S/06/07	Cornelia/Ntswanatsatsi Bucket Eradication	Y	6,588,366.66	5,779,269.00	3,298,125.00	2,481,144.00		Construction On-hold	1/4/2006			31/3/2012
	PMU 2011/2012		-	-	-	-	-					
	PMU 2012/2013											
	TOTALS		191,019,780.0 3	172,496,723.48	18,189,932.65	154,306,790.83	17,712,000.00					

CHAPTER 5

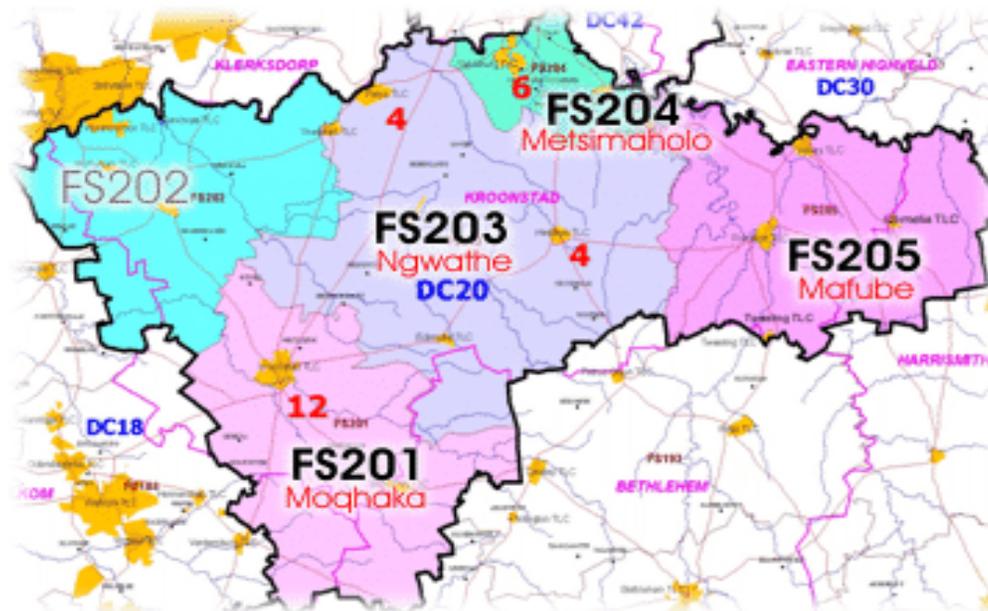
HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

4.1 SPATIAL OVERVIEW

Mafube Local Municipality is situated in the north eastern part of the Fezile Dabi District Municipality region. The former Frankfort, Tweeling, Villiers and Cornelia Transitional Local Councils and sections of the former Vaal Dam and Riemland Transitional Rural Councils are included in the Mafube Region. The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution, the area is largely urbanized (83% urban and 17% rural).

This migration from rural to urban areas poses serious challenges to the municipality in terms of the allocation of residential sites and increases the level of demand in terms of sites. The waiting list increases every year and thus poses serious challenges in terms of the number of subsidies that municipality receives annually from the provincial department of Corporate government, Traditional Affairs and Human Settlement.

The high level of poverty in the municipality is also a cause for concern which leaves the municipality as a hope for job creation to the community. Whereas the municipality has an obligation to create a conducive environment for job creation, it also needs partnership of private investors to invest and create job opportunities for the community of Mafube.



Map Fezile Dabi District (Source: Situation Analysis Report – Fezile Dabi District Municipality 2007)

The Vaal River and Vaal Dam form the northern boundary of the area, which also serves as the boundary between the Free State and Gauteng Province. The Vaal Dam, often referred to as the Highveld’s Inland Sea, together with the Vaal River are the most prominent topographical features in the region. This vast expanse of water covers some 300 square kilometres. It serves as Gauteng’s principal source of potable water and is a popular water sports and water related adventure venue. The Wilge and Liebenbergsvlei Rivers also drain from south to the Vaal Dam in the north.

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

4.1.1 Frankfort/ Namahadi

Frankfort has as strong service character and prominent commercial and industrial component and remains the main town and growth point of the region. Due to the dominant role Frankfort plays in terms of a regional service provider and industrial and commercial development in the Mafube Region, the focus of urbanisation will probably be on this centre, which remains the growth point.

The Frankfort town area is situated 55km east of Heilbron and approximately 120km south east of Sasolburg. The R34 provincial road from Kroonstad to the Natal Province extends adjacent to the town. The Wilge River stretches adjacent to the town from south to the Vaal Dam in the north. Frankfort, although mainly an agricultural related town, does provide certain industrial growth potential. The industrial growth potential is mainly agricultural orientated. A dairy industry of regional importance is located in the town.

Frankfort is a typically developed small town, serving the predominant surrounding agricultural community. During 1996, an Urban Structure Plan framework for development in particularly addressing the development of Namahadi and the development of an industrial area was compiled. An industrial area developed notably dormant. All residential extension followed modern town planning principles with a proper road hierarchy and purposeful distribution of facilities

4.1.2 Villiers/ Galabotjha, Tweeling/ Mafahlaneng, Cornelia Ntswanatsatsi

Villiers, Tweeling and Cornelia are located in an area of agricultural significance and mainly provide restricted services in this regard to the surrounding rural communities. Villiers, Tweeling and Cornelia primarily accommodate farm workers migrating to these towns . Substantial future growth of these towns is not foreseen but, Tweeling, Cornelia and Villiers will continue to serve as small towns with limited economic growth potential focussing on tourism and providing a service to the agricultural community.

4.1.3 Tweeling /Mafahlaneng

The Greater Tweeling is located approximately 150km east of Sasolburg and 350km north-east of Bloemfontein and is situated adjacent to the Frankfort/Reitz Primary road. Other larger centres such as Vereeniging and Vanderbijlpark are all within 160km from Tweeling. Primary agricultural activities include sheep and cattle farming, maize and sunflower seed production.

Since its establishment during 1938, Tweeling also typically developed as a small town serving the surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents existed. During 1983, a non-statutory Guide Plan was compiled for the area. The document provided a framework for development and specifically addressed the development of Mafahlaneng and the re-establishment of a new dumping site.

The past few years hardly saw any new development within Tweeling. Mafahlaneng experienced a high growth rate and all the phases of residential extension that followed were done according to modern town planning principles.

4.1.4 Villiers/ Galabotjha

The Villiers town area is situated on the banks of the Vaal River, adjacent to the N3 National Road between Johannesburg and Durban. In relation to other major centres, the town is located 120km from Johannesburg, 80km from Vereeniging and 117km from Sasolburg. Villiers is predominantly agricultural orientated where products such as maize, sunflower, wheat, grain, sorghum, meat and dairy products are produced. Villiers functions as the main concentration point for products in the district from where it is directly exported. The grain silos in Villiers, together with other grain silos in the district have a storage capacity of 273 000 tons.

Villiers was established in 1881 and slowly developed as a service centre that currently provides a wide range of services to the surrounding agricultural community. Due to the location of the town adjacent the Vaal River, it subsequently developed a recreational character. The latter is evident since a prominent holiday resort was developed adjacent the Vaal River. The Qalabotjha residential area experienced dramatic growth the past 10 years. Although no strategic planning documents were compiled for the town, all the phases of residential extension that followed were done according to modern town planning principles which ensured the desirable extension and development of the urban area.

The tourism related nature of specifically Villiers adjacent the Vaal River should be enhanced focusing on low density residential development on the riparian areas and “recreation and tourist” attractions as identified in the Vaal River Complex Regional Structure Plan.

4.1.5 Cornelia/ Ntswanatsatsi

The Greater Cornelia is situated in the former Vrede District (in the former Eastern Free State District Council area) and has been included in the area of jurisdiction of the Fezile Dabi District Municipality with the recent amalgamation to establish the new Local Municipalities. The town is situated 67km east of Frankfort, 190km east of Sasolburg and 34km south east of Villiers.

The town is situated adjacent the R103 secondary road between Warden and Villiers. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural area. Substantial future growth of the town is not foreseen.

Cornelia typically developed as a small town serving the predominant surrounding agricultural community. Development of the town did not occur according to a specific development strategy since no strategic planning documents were compiled for the Cornelia / Ntswanatsatsi urban area. Development and extension of the urban area were, however, also done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities.

4.1.6 Spatial Factors impacting on economic development

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

- **Road Infrastructure:** An effective primary road network exists in the study area. The secondary road network provides effective access to the above primary road network.
- **Available Water Source:** Water resources of national strategic importance are located within the district.
- **Agricultural Sector:** The agricultural sector of certain areas in the district is extremely prominent and contributes largely to the GGP of the Fezile Dabi District, which emphasise the agricultural significance of this district. The latter results to industrial development that is agricultural orientated.
- **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.
- **Competition:** The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to a possible loss in employment.
- **Pollution:** Impact of pollution on the Vaal River through high-density development.

4.2 Land Use Management

The Local Municipality has endeavoured a formal legislative process, in terms of the Free Sate Township Ordinance, in order to prepare an integrated land use management system. The Draft Mafube Land Use Management Scheme is being prepared as a consequence of the process.

4.2.1 SPATIAL TRENDS AND APPLICATION OF SPATIAL DEVELOPMENT CONCEPTS

The aim of the Spatial Development Framework (SDF) is to provide general direction guiding decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns and residential areas. The strategic framework for appropriate land-use management, thereby:

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

To determine future land use changes per property is not possible. The normal needs of property owners and developers to subdivide, consolidate and to rezone properties as a result of a specific development need can therefore not be indicated on the SDF. The SDF does not restrict future developments relating to existing properties in the developed areas where it implies subdivision, consolidation and rezoning.

The Spatial Development Framework is a legally binding component of the IDP. It is specific and precise in cases where it wants to enforce or to prevent certain types of land use. It will not be prescriptive with regard to the way each and every piece of land shall be used.

4.2.2 Objective of the Spatial Development Framework

The SDF wants to ultimately:

- ensure existing developments adhere to minimum legislative requirements.
- Ensure that future development adheres to all applicable legislation which are environmentally sensitive according to Environment Impact Assessment (EIA) procedures.
- Ensure that no development or land use change should be endeavored upon before applicable approvals are obtained from the Provincial Government by virtue of the relevant legislation.
- enhance the economic base of the region through the optimal utilization of agricultural land.
- Subject all developments and activities in the rural area to applicable legislation and approvals.
- ensure effective environmental education and community awareness.

- Supports an integrated and unified land use management system and urgently required to ensure effective land use control and management for the entire Mafube Municipal area.

4.2.3 CURRENT AND FUTURE DEVELOPMENT PERSPECTIVE

The current and future development perspective as translated in the SDF 2007 for Mafube is briefly summarized per town area touching on spatial issues relating to:

- A Residential (Housing)
- B Central Business District (CBD)
- C Industries
- D Environmental and land use management
- E Cemeteries
- F Commonage and small scale farming
- G Land fill sites
- H Major Roads and Access Roads
- I Integration, Densification and Development Corridors & Activity Nodes

Mafube Rural area

- a. Agricultural Land
- b. Environmental Related Land Uses
- c. Recreation and Tourism
- d. Regional Infrastructure
- e. Future Urban & Regional Road Requirements : Mafube Region

B. Central Business District (CBD) Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p>Frankfort:</p> <p>Frankfort has a well-defined CBD, which currently experiences limited growth. The CBD developed along the main road as a typical development corridor.</p> <p>Namahadi:</p> <p>Namahadi does not have a well-defined CBD although a business node is situated at the entrance adjacent the main access from Frankfort urban area. Business development in Namahadi principally consists of a network of neighbourhood shops along collector roads that are dispersed throughout the area.</p>	<p>Villiers:</p> <p>Villiers has a well-defined CBD consisting of approximately 22 businesses, which currently experiences limited growth. The CBD typically developed around the two town squares in the main street and along the main street as a development corridor.</p> <p>Qalabotjha:</p> <p>Qalabotjha does not have a well-defined CBD although business nodes are situated at the entrance adjacent the main access from Villiers urban area and adjacent the main collector road. Business development in Qalabotjha principally consists of a network of neighbourhood shops along collector roads that are dispersed throughout</p>	<p>Cornelia:</p> <p>Although not extensive in extent, Cornelia has a well-defined CBD that developed adjacent the main roads. The CBD currently experiences limited growth. Future business development opportunities exist within the existing CBD.</p> <p>Ntswanatsatsi:</p> <p>No business centre or node exists in Ntswanatsatsi. Several neighbourhood shops are dispersed throughout the area.</p>	<p>Tweeling:</p> <p>There is no prominent provincial road stretching through the existing Tweeling CBD. Two secondary roads, of lesser importance, from Heilbron (S1430) and Frankfort (S1410), link to the CBD. The CBD is thus isolated from any significant roads, which largely contributes to its latent growth. The majority of businesses are located along the aforementioned roads. Tweeling comprises a diminutive CBD with limited growth potential.</p> <p>Mafahlaneng:</p> <p>Mafahlaneng does not comprise a proper CBD and businesses are generally located along major collector roads. Ample provision is made for business sites within the Greater Tweeling</p>

		the area		although all sites are not developed. No additional sites for business development seem necessary.
Future	<p>Frankfort:</p> <p>Due to the limited growth potential of the Frankfort CBD, no specific direction for development is indicated. Development should, however, take place within the current CBD, which has an established ribbon like form.</p> <p>An area to the east of the Philani Clinic (3000 m²) has been earmarked for business development.</p> <p>Due to the considerable</p>	<p>Villiers:</p> <p>Due to the limited growth potential of the CBD, the proposed extension of the CBD along the main street as activity corridor will be adequate in the long term. A section of the access road between Villiers and Qalabotjha (De Beer Street) has also been identified for a long term development corridor. The intersection of the access road to Villiers (A1) with the Frankfort / Standerton road, has been identified to for the</p>	<p>Cornelia:</p> <p>Due to the limited growth potential of the CBD, no specific direction for development is indicated.</p> <p>Development should, however, take place within the current CBD.</p> <p>Ntswanatsatsi</p> <p>Due to the close proximity of the CBD in Cornelia, no need has been identified for a business node in Ntswanatsatsi</p>	<p>Tweeling:</p> <p>Due to the limited growth potential of the CBD no specific direction for development is indicated although development should occur within the existing CBD.</p> <p>Mafahlaneng:</p> <p>Two business nodes are identified in Mafahlaneng, one along the existing collector roads in the vicinity of the taxi terminus, and</p>

	distance of the new development phases on the farms Aberdeen and Ayr (R1) from existing business developments and the Frankfort CBD, establishment of a prominent business node in these areas, should be considered..	development of a fuel service station / truck stop. A similar opportunity further exists at the Villiers/Warden/Standerton intersection. Normal rezoning guidelines of the DPWRT applies.		another node was also provided during the establishment of the Chris Hani extension.
C. Industries Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p>A well-developed industrial area is situated to the east of the railway line adjacent the Frankfort urban areas. Limited growth is experienced in the industrial area as approximately 30 sites are available.</p> <p>An area adjacent the railway line has been identified for light, service industries, in view of the fact that limited development already occurred there.</p>	<p>A well-developed light industrial area is situated to the east and south east of Villiers adjacent the railway line (I1). Limited growth is, however, experienced in the industrial area as several sites are available.</p> <p>Railway:</p> <p>A railway line extends through the town area and is currently in operation. The railway station in Villiers has been closed</p>	<p>No formal industrial area or sites are provided in Cornelia due to the fact that there is no large scale industrial development at present. A few light industries are established in the CBD. No light industrial sites exist in Ntswanatsatsi.</p>	<p>A well-defined industrial area is located to the north east of Tweeling along the railway line to Frankfort and Reitz. The pertinent dormant nature of the current industrial area (I1), comprising of no infrastructures, implies that the area is ideal for re-planning. It is highly unlikely that any industrial development will occur in the area.</p> <p>Railways:</p> <p>The railway line predominantly caters for agricultural related cargo but is at present under-utilised. The industrial area is located directly adjacent the railway</p>

				line. The station is not utilised and is deteriorating as a result of vandalism and a lack of maintenance.
Future	<p>The existing industrial area has sufficient space for the short to medium term need.</p> <p>Long term extension of the industrial area (I1) is proposed to the north thereof, although extensive rehabilitation will be necessary in certain areas.</p> <p>A substantial portion of the existing industrial area will be engulfed by a proposed Ethanol Plant.</p> <p>Existing light, service industries. This area should not particularly be seen as “industrial” but more service industry and commercial related. In this regard, it is not considered to be detrimental to the adjacent residential areas.</p>	<p>The existing industrial area has sufficient space for the short to medium term need.</p> <p>Long term extension of the industrial area exists to the north and east thereof.</p> <p>A need has been identified for the operation of the railway station for specifically freight transportation.</p>	<p>An area to the south-west of Cornelia, adjacent the urban area’s most prominent access road, is proposed for light industrial.</p>	<p>Although the capacity of the existing industrial area is more than adequate, infrastructure is deficient and development did not occur since its establishment. Re-planning of the existing industrial area (I1) should be considered in this respect.</p> <p>Is thus proposed as the only available land for longer term residential development, which, will adhere to the principles of compact cities, and integration.</p> <p>IThe area is proposed to serve as a light industrial area since industrial activities are already established here.</p>
D. Environmental Related Land Uses	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area

Framework				
<p>Current</p>	<p>Frankfort has a well-developed sport facility utilised for a variety of sport events as well as a golf course. – not accessible to larger town area</p> <p>Wilge Park is a well-developed sport ground. Public open spaces in Frankfort are developed for recreation purposes, but are not maintained regularly.</p> <p>A caravan park exists and could be further developed. The Frankfort River Resort is a well developed resort situated on the banks of the Wilge River. Water Park although ideally located adjacent the Wilge River, is in an exceedingly derelict condition and future</p>	<p>Urban Open Space : Sport and Recreation:</p> <p>Villiers has a well developed sport facility that is situated to the north of Villiers and offers a variety of sport events including rugby, badminton, swimming, tennis, athletics, bowls, squash and putt-putt.</p>	<p>Urban Open Space : Sport and Recreation:</p> <p>Limited sport facilities exist in Cornelia.</p> <p>No properly developed sport facilities exist in Ntswanatsatsi. A serious need exists for a well developed multi purpose sport facility in Ntswanatsatsi. Various parks are provided in Ntswanatsatsi for recreation purposes, but are undeveloped.</p>	<p>Urban Open Space : Sport and Recreation:</p> <p>Adequate provision is made for sport facilities in the Greater Tweeling. Upgrading and maintenance of the infrastructure remain problematical. All residential extensions since 1990 made sufficient provision for open areas but are not effectively developed for sport and recreational purposes.</p> <p>A fairly large area, formerly used as show grounds and for limited light industrial activities is situated to the west of the existing main entrance to Mafahlaneng.</p>

	<p>utilisation thereof will necessitate substantial upgrading.</p> <p>Namahadi only have two open areas utilised as soccer practise grounds. Namahadi, at present, comprises of one developed park, Kgatholona Park</p>			
Future	<p>The development of the existing sport terrain in Namahadi is required as a neighbourhood sport facility.</p> <p>Portions of the Wilge Park open space could purposefully be utilized for business purposes. Development of the area should, however, be endorsed by the surrounding public</p>	<p>The Villiers Holiday Resort (privately owned) offers great potential to be further developed as a major recreation area.</p> <p>A possibility exists for the establishment of a speedboat harbour adjacent the Vaal River at Villiers.</p>	<p>Appropriate parks in Ntswanatsatsi need to be identified, that can purposefully be developed for sport and recreation purposes.</p> <p>Development of a centrally situated well equipped multipurpose sport facility on the existing sport terrain is proposed.</p> <p>An open area has been identified in Ntswanatsatsi, that can purposefully be utilised for recreational purposes.</p> <p>.</p>	<p>The open space system currently revolves around marshes draining through the town. Further development of the area adjacent access road A136 for recreational purposes is proposed. The site has already been surveyed for future development purposes.</p> <p>Development of the sport terrain in Mafahlaneng as a neighborhood sport facility. Adequate provision was made for open spaces in Mafahlaneng according to modern town planning principles and standards, but is not developed. Specific sites should be identified for effective landscaping and development to serve as functional open spaces for recreation purposes.</p> <p>The vadalised show grounds currently used as an informal</p>

				<p>sport terrain. Is ideally located to be developed into a formal sport terrain</p>
D. Environmental Related Land Uses (cont)	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p>Conservation Areas: The areas surrounding the Wilge River is an open areas with particular conservation importance. Prevention measures to reduce pollution of the water are needed. Vlei areas and tributaries, draining to the Wilge River through the urban area,</p>	<p>Conservation Areas: The areas adjacent the Vaal River have particular conservation importance in view of the tourism potential of the area and the Vaal River as a sensitive ecological system. Prevention measures to reduce pollution of the water source should be considered. Other Natural Recourses: Coal deposits are present in the area, but are not considered for exploitation at</p>	<p>Conservation Areas: Various natural drainage watercourses or vleis drain through the area. These vlei areas through the urban area have significant conservation value. Development proposals for these areas should be preceded by Environmental Impact</p>	<p>Conservation Areas: No formal conservation areas exist within the Tweeling urban area. Other Natural Recourses: Except for the water resources of the Libenbergsvlei River, no other natural resource is present in the area. Limited gravel exploitation occurs.</p>

	<p>has significant conservation value. Development proposals for these areas should be preceded by Environmental Impact Assessment (EIA) Procedures.</p> <p>Other Natural Recourses: Gravel exploited for road construction purposes, is the only natural resources exploited in the area. An old sand winning site has been rehabilitated. Sand winning and pumping activities have been suspended by the Council adjacent the Wilge River. The existing gravel borrowing pit is located at the present landfill site and should be rehabilitated and a new site identified.</p>	<p>present.</p>	<p>Assessment (EIA) Procedures.</p> <p>Other Natural Recourses:</p> <p>Apart from existing gravel exploitation activities, there are no natural resources exploited in the area.</p>	
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<p>Future</p>	<p>Namahadi has only one developed park, Kgatholona Park. Recreational development in Namahadi should be prioritised. A properly developed neighbourhood sport facility is needed. Adequate provision was made for open spaces in Namahadi t is'nt developed. Specific sites should be identified for effective landscaping and development. The Wilge River as the most prominent natural resource needs to be protected. Various marshes, of which Gordon Spruit is exceedingly significant, drain through the urban area towards the Wilge River and are proposed to form part of a formal "open space system". Applicable permits for further gravel exploitation and rehabilitation of the quarries will be required. A new site should be identified & appropriate permits obtained.</p>	<p>The Vaal River is the most prominent natural resource and needs to be protected to minimise water pollution and in view of the tourism potential of the area. Development of riparian areas will be subject to Environmental Impact Assessment procedures and should take cognizance of the flood line.</p> <p>Gravel exploitation currently occurs in conjunction with the existing landfill site. The excavated area is continuously rehabilitated as a result of daily refuse dumping operations</p>	<p>The existing natural drainage watercourses, of which Skoon Spruit are the most prominent natural resources and need to be protected to minimize pollution thereof. The areas surrounding these marshes are proposed to form part of the open space system to ensure the protection thereof and to prevent development in close proximity thereto and undesirable development below the flood line. A permit needs to be obtained from DME and DWAF to legalize the landfill site. The site serves a duel purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations. Existing gravel borrow pits. A permit needs to be obtained from DME to legalize the existing gravel borrowing pits.</p>	<p>The Liebenbergsvlei River is the most prominent natural resource and needs to be protected to prevent pollution. No formal conservation areas are proposed within the town boundaries.</p> <p>The site serves a duel purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations. Gravel resources have, however, been exhausted and a new gravel quarry should urgently be identified.</p>
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E. Cemeteries Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current				

	<p>The cemetery in Frankfort has sufficient capacity for the short term and could be extended for the long term.</p> <p>The existing cemetery in Namahadi has capacity for the short term. Maintenance of the cemeteries is not done regularly and is considered important.</p>	<p>The Villiers cemetery and Qalabotjha cemetery are inadequate and almost completely occupied. Both cemeteries can be extended for the long term need. Maintenance of the cemeteries is not done regularly and is considered important.</p>	<p>The Cornelia cemetery has adequate capacity for the short term and can be extended for the long term.</p> <p>The cemetery in Ntswanatsatsi (Nkosana Cemetery) is almost completely occupied. Maintenance of the cemeteries is not done regularly and is considered important.</p>	<p>Although provision was made for a cemetery site within the previous residential extension of Mafahlaneng, the site is completely occupied.</p> <p>The existing Tweeling cemetery is of adequate capacity with ample extension possibilities.</p>
Future	<p>Extension of the existing cemetery in Frankfort is proposed for the medium to long term need.</p> <p>A new cemetery site has been identified in Namahadi for the medium to long term. Continuous maintenance of all cemeteries is imperative</p>	<p>Extension of the existing cemetery in Villiers is required. Extension of the existing cemetery at Qalabotjha is required.</p> <p>Continuous maintenance of the cemeteries is imperative.</p>	<p>Extension of the existing Nkosana Cemetery is proposed further north-east.</p> <p>Continuous maintenance of the cemeteries is imperative.</p>	<p>The existing Tweeling cemetery is proposed to be extended up to the current main access road (A136) to the larger Tweeling urban area.</p> <p>A new cemetery site has been established to the west of Mafahlaneng. The site was identified primarily in view of geotechnical investigations done for that purpose. The site should be adequate for long term use.</p>

F. Commonage & Small Scale Farming Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p>Large portions of the existing townlands are undeveloped and presently utilized for commonage purposes to the east of Namahadi and south east of the industrial area</p> <p>Various smallholdings are situated adjacent the Wilge River to the west of Frankfort. The development of these small holdings is not economically viable and subsequently not well developed.</p>	<p>No agricultural smallholdings are situated adjacent the Villiers urban area.</p> <p>A number of inhabitants of Qalabotjha are seriously in need of commonage land for the purposes of specifically grazing. No funds have been obtained by the Council from the Department of Land Affairs for the acquisition of commonage land. The farm Prospect 278 of 186 ha adjacent the Greater Villiers has been identified to be acquired for the inhabitants of Qalabotjha as commonage.</p>	<p>No agricultural smallholdings are situated adjacent the urban area.</p> <p>A number of inhabitants of Ntswanatsatsi are seriously in need of commonage land for the purposes of specifically grazing. No funds have been obtained by the Council from the Department of Land Affairs for the acquisition of commonage land.</p>	<p>Small Holdings: No agricultural smallholdings are situated adjacent the Tweeling urban area.</p> <p>Commonage: A number of inhabitants in Mafahlaneng are in need of land for the purposes of small scale farming and grazing. Portions of the existing townlands are being utilised for grazing at present. Additional land should be obtained for commonage purposes.</p>

<p>Future</p>	<p>The farms Ayr 75 and Aberdeen 530 were recently purchased for commonage purposes although portions thereof (R1) will be utilized for urban extension of the Namahadi neighbourhoods.</p> <p>Sustainable and co-ordinated commonage projects should be developed to ensure the productive utilisation of commonage land in a manner responsible towards the environment.</p>	<p>A need has been identified to obtain the farm Prospect 278 of 186 ha as commonage</p>	<p>Land for commonage should be identified in order to obtain funds from the Department of Land Affairs to this effect.</p> <p>A possibility of land to be considered for commonage exists to the east (Bloemhof 1318) and south west (Grootvley 136) of the urban area.</p>	<p>The farm Aasvogelkrans 105 to the north of Mafahlaneng is identified for the purpose of future small scale farming and commonage development, although it is at present, privately owned.</p>
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G. Land fill site Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p>The quarry to the east of Namahadi has previously been utilized as a landfill site and has since been rehabilitated (D1). Surrounding areas are, however, still being used for gravel quarrying.</p> <p>The existing landfill site (D2) is of adequate capacity.</p>	<p>The previous landfill site was not suitable for future utilisation due to the fact that the site is located on an abandoned dolerite borrow pit in which surface water ponds. A new landfill site (D1) has been established. This new landfill site is not yet legalized by means of suitable permits</p>	<p>The present landfill site is of inadequate capacity and a new legal landfill site should be identified and established. Effective rehabilitation of the existing landfill site is required. The existing landfill site is not legalised by means of a permit from the DWAF</p>	<p>The present landfill site (D1) is of adequate capacity for the short term. Definite hazards do, however, exist regarding the present site since it is not fenced in. The existing landfill site is not legalised by means of a permit from the Department of Water Affairs and Forestry (DWAF).</p>
Future	<p>Although the previous landfill site has been rehabilitated properly, gravel quarrying continues to take place in the area.</p> <p>As indicated gavel quarrying should be seized and proper borrow pits identified, especially in view of the envisaged Ethanol Plant that is foreseen to be established in the specific area.</p> <p>The existing landfill site is of adequate capacity but should be legalised by means of a permit from the Department of Water Affairs and Forestry (DWAF) and the Department</p>	<p>A permit needs to be obtained from the Department of Minerals and Energy to legalize the landfill site. The site serves a dual purpose and gravel is also exploited at the site. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations.</p>	<p>A permit needs to be obtained from DME and DWAF to legalize the landfill site. The site serves a dual purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dump</p>	<p>A permit needs to be obtained from DWAF to legalize the landfill site. The site serves a dual purpose and gravel is also exploited here. Rehabilitation is achieved by means of, amongst other, daily refuse dumping operations.</p> <p>Gravel resources have been exhausted and a new gravel quarry should urgently be identified.</p> <p>The site should continually be used as land fill site until it is completely filled up and rehabilitated.</p>

	of Minerals en Energy (DME).			Although capacity of the existing site is considered to be adequate, an alternative site should be identified for the long term, since there is no extension possibility of the existing site.
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H. Major roads & access roads Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Current	<p>Major Roads:</p> <p>The R34 road between Heilbron and Vrede extends adjacent the Frankfort town area to the east. The R26 (south) to Tweeling as well as the R26 (north) to Villiers and Oranjeville intersect with the R34 at Frankfort.</p> <p>Access Roads:</p> <p>There are two direct accesses (A1 & A2) to Frankfort from the main road network. Only one access exists to Namahadi from Frankfort (A3) that needs to be widened and upgraded.</p> <p>A new access road (A10) was recently build to link Mamello (Frankfort Extension 23) with the existing urban area. A legal railway crossing was also established</p> <p>Commuting Nodes</p>	<p>Major Roads:</p> <p>The N3 national road from Harrismith to Heidelberg extends through the area. Road R26 from Frankfort and R103 from Cornelia intersect with the N3 at Villiers.</p> <p>Access Roads:</p> <p>There is a direct access (A1) to Villiers from the Frankfort / Standerton road. The Heidelberg road also provides a direct access to Villiers (A2). Qalabotjha also obtain an access from the Frankfort / Standerton road (A4). A direct access also exists between Villiers and Qalabotjha (A3).</p> <p>Public Transport and Collector Roads</p> <p>All the main streets (6km) in Villiers and Qalabotjha are tarred and the remainder of streets in Villiers is graveled. Only 5km of streets in Qalabotjha are graveled while the remaining 20km of streets are unsurfaced</p> <p>Commuting Nodes</p> <p>A taxi rank is situated in Villiers (T1) and two in Qalabotjha (T2 and T3). The taxi ranks in</p>	<p>Major Roads:</p> <p>The R103 main road between Warden and Villiers extends adjacent to the town area to the south. A tertiary road to Vrede and Standerton directly links with the urban area.</p> <p>Access Roads:</p> <p>There are two direct accesses (A1 & A2) to Cornelia from the Villiers / Warden main road. The above-mentioned tertiary road to Vrede and Standerton, provides direct access to Cornelia (A3). The only access presently to Ntswanatsatsi is via Cornelia (A4).</p> <p>The main road in Cornelia is tarred and all other streets, graveled. The streets in Ntswanatsatsi are graveled or unsurfaced and are thus in a fairly substandard condition. An urgent need exists to upgrade existing gravel roads and to gravel unsurfaced roads.</p> <p>A5: An additional access to Ntswanatsatsi should be considered with future residential extension south. Additional access from the main road network to</p>	<p>Major Roads:</p> <p>The only major road serving the study area is the S1430 link road between Tweeling and Heilbron.</p> <p>Access Roads:</p> <p>Access Road A136 provides access from the R26 to Tweeling. The gravel Road S1430 provides access to the Greater Tweeling from Heilbron and the surrounding rural areas.</p> <p>Access between Tweeling and Mafahlaneng is complicated by the existing railway line, which pose a physical barrier. Road S1410 presently provides the main access between Tweeling and Mafahlaneng.</p> <p>Public Transport and Collector Roads</p> <p>Hardly any tarred roads exist in Mafahlaneng. The remainder of streets is in a fairly to very poor condition. An urgent need exists to upgrade main and collector roads in the Mafahlaneng area. Due to the fact that the largest portion of the community utilises public transport, the timely upgrading of main and collector roads is imperative. The poor condition of the gravel roads creates serious storm water problems. Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative</p>

	<p>All the taxi ranks in Frankfort (one) and Namhadi (two) are, at present, informal and the urban area does not comprise of any formal public transport nodes. A critical need exists to formalise these ranks and, in the event of doing so, establish proper public transport infrastructure.</p> <p>T2: Although the rank was informal and occupied street reserves, it has of late been abandoned and is no longer in use</p>	<p>Qalabotjha are not properly developed and ought to be upgraded.</p>	<p>Ntswanatsatsi will be required from the Standerton road with future extensions to ensure improved access to Ntswanatsatsi.</p> <p>Commuting Nodes</p> <p>One taxi rank is situated in the urban area (T1) and is developed by means of a surfaced area, sheltered waiting areas and ablution facilities.</p>	<p>Commuting Nodes</p> <p>There are two taxi ranks located in the Greater Tweeling. One taxi rank is located in Tweeling (T1) on a small portion of a municipal erf and the prominent rank in Mafahlaneng (T2).</p>
<p>H. Major roads & access roads Framework (cont)</p>	<p>Frankfort / Namahadi urban area</p>	<p>Villiers / Galabotjha urban area</p>	<p>Cornelia / Ntswanatsatsi urban area</p>	<p>Tweeling / Mafahlaneng urban area</p>
<p>Future</p>	<p>Major roads:</p> <p>The concerned major road network provides adequate and direct access to the respective residential areas and the industrial area. No future major roads are therefore proposed</p> <p>Access roads:</p> <ul style="list-style-type: none"> ▪ A4: An additional access is proposed between Frankfort and Namahadi. ▪ A5: An access between the road from Oranjeville and Namahadi is proposed to improve access to Namahadi from the main road network. ▪ A6 & A7: The most recent extension of Namahadi (Frankfort Extension 23) is isolated from the existing 	<p>Major and access Roads:</p> <p>The concerned major road network provides adequate and direct access to the respective residential areas and the industrial area. No future major roads or access roads are therefore proposed.</p> <p>Public Transport and Collector Roads</p> <ul style="list-style-type: none"> ▪ Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative. ▪ The above should be executed according to the Project List as part of the IDP. <p>Commuting Nodes</p>	<p>Major Roads:</p> <ul style="list-style-type: none"> ▪ The concerned major road network provides adequate and direct access to the respective residential areas. No future major roads are therefore proposed. <p>Access Roads:</p> <p>Tarring or graveling of all public transport routes and effective maintenance of existing routes is imperative</p> <p>Commuting Nodes</p> <ul style="list-style-type: none"> ▪ T1: The existing taxi terminus is properly developed and can be extended for the long term need. 	<p>Major and access Roads:</p> <ul style="list-style-type: none"> ▪ No additional future major roads are proposed. Continuous maintenance and upgrading of the two major roads serving the town is, however, proposed referring to Road S1430 from Heilbron and Road R26 between Frankfort and Reitz to the east of the town. ▪ Roads A136 (between Tweeling and Road R26), S1410 (between Tweeling and Mafahlaneng) and the road linking Tweeling with Mafahlaneng at access point A3 are identified as the major access roads serving the town. ▪ These roads are important for

	<p>Namahadi and accesses are proposed between the residential areas.</p> <ul style="list-style-type: none"> ▪ A8: The southern part of Namahadi (old Namahadi town area) and the future extensions thereto to the north are linked by means of only one road. An additional access between the areas is required. ▪ A9: An access is also proposed between the industrial area and Frankfort Extension 23. An informal access in this regard already exists which is the primary access to the latter extension. ▪ A11: An access for heavy vehicles was required by the Directorate of Roadsplanning during the provision of a new community facility at the main entrance to Frankfort. ▪ A12: Additional access to the Oranjeville Road will become evident should long term residential developments continue to occur further north-west of the existing urban areas. <p>Public Transport and Collector Roads</p> <p>The streets in Namahadi are primarily gravel or unsurfaced and are thus in a very dilapidated condition. An urgent need exists to upgrade main and collector roads in Namahadi and to maintain existing tar roads in Frankfort. Tarring or graveling of all public transport routes and effective</p>	<ul style="list-style-type: none"> ▪ T2 & T3: The existing taxi ranks in Qalabotjha need to be properly developed regarding sheltered waiting areas, ablution facilities etc. 		<p>future development and integration of the Greater Tweeling.</p> <ul style="list-style-type: none"> ▪ A4 & A5: Serve as important future access points on Road S1430 linking the latest residential extension of Mafahlaneng with the existing residential area. ▪ A2: Serves currently as the major access point between Mafahlaneng and Tweeling. Access to Mafahlaneng via A2 is adequate for the short term. Future residential development at R2 will, however, demand additional access at A3. ▪ A3: Will provide access between Mafahlaneng and Tweeling for future residential extensions at R2. A3 will serve as an important access from Mafahlaneng to work opportunities if development of the industrial area does occur. <p>Due to cost implications, a bridge crossing of the railway line at A3 should not be considered, but rather a level crossing.</p> <p>Commuting Nodes</p> <ul style="list-style-type: none"> ▪ T2: The existing taxi terminus in Mafahlaneng should be properly developed regarding ablution facilities, sheltered waiting areas etc.
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	<p>maintenance of existing routes is imperative</p> <p>Commuting Nodes</p> <ul style="list-style-type: none"> ▪ T1: Taxis are, at present, making use of a privately owned property in Frankfort for the purposes of a rank. Since the arrangement is temporarily, an adequate taxi rank will have to be established in Frankfort in the near future. ▪ T3: The site was recently donated to the Provincial Department of Public Works and originally indented to serve as formal taxi rank for Namahadi. ▪ A need exists for two additional taxi ranks/pick up points; one in Mamello (Frankfort Extension 23) and the other in the newly planned residential areas (R1) 			
I. Integration, Densification and Development Corridors & Activity Nodes Framework	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
Integration, Densification & Development Corridors:	<p>The proposed future residential development will discourage urban sprawl. An effective and functional urban structure will be ensured.</p> <p>The proposed urban fringe will subsequently ensure integration and will discourage urban sprawl. The main road through the current CBD will continue to develop as a</p>	<ul style="list-style-type: none"> ▪ Integration of the larger urban area is envisaged for the medium term. Land values should, however, be protected through responsible integration of low, medium and high cost housing. ▪ Integration will primarily take place by means of the envisaged future residential 	<ul style="list-style-type: none"> ▪ Integration will primarily take place by means of the envisaged future residential development (R1, R2, and R3). ▪ The proposed future residential development will discourage urban sprawl. An effective and functional urban 	<ul style="list-style-type: none"> ▪ Integration of the larger urban area is complicated by the railway line which acts as a physical barrier. ▪ Integration will primarily occur by means of the existing access roads between Mafahlaneng and Tweeling. The residential development of the area R1 and R2 should

	<p>development corridor. Development should thus ideally be focussed within this corridor. Growth, however, seems slow implicating the development of the corridor as a long-term prospect</p>	<p>development (R1).</p> <ul style="list-style-type: none"> ▪ The proposed future residential development will discourage urban sprawl. An effective and functional urban structure will be ensured. ▪ The proposed urban fringe will subsequently ensure integration and will discourage urban sprawl. ▪ Future development of the CBD will occur along the main street (B1) as an activity corridor. ▪ A section of the access road between Villiers and Qalabotjha (De Beer Street) has also been identified for development as a long term development corridor (B3). 	<p>structure will be ensured. Future business development is proposed to take place within the existing CBD and along the main road and no specific development corridors have been identified</p>	<p>also contribute to integration.</p> <ul style="list-style-type: none"> ▪ A large % of sites in Tweeling are presently undeveloped. The concerned vacant sites of between 1 500m² and 2 000m² can purposefully be densified for the purposes of medium income housing. ▪ The proposed residential development at R1 and R2 will discourage urban sprawl. An effective and functional urban structure will be ensured. ▪ Due to the fact that development of the Tweeling CBD is latent at present, no specific direction for future business development is proposed and subsequently no development corridors are obvious
Activity Nodes:	<p>An existing activity node is situated at the entrance to Namahadi. An area to the east of the Philani Clinic (3000 m²) has been earmarked for business development. Due to the considerable distance of the new development phases on the farms Aberdeen and Ayr (R1) from existing business developments and the Frankfort CBD, establishment of a prominent business node in these areas, should be considered.</p>	<ul style="list-style-type: none"> ▪ An existing business node is situated at the entrance to Qalabotjha adjacent the main access from Villiers urban area and another one adjacent the main collector road in Qalabotjha. ▪ No future activity nodes have been identified. 	<ul style="list-style-type: none"> ▪ Due to the close proximity of the CBD in Cornelia, no need has been identified for a business node in Ntswanatsatsi. 	<p>Two business nodes are identified in Mafahlaneng, one along the existing collector roads in the vicinity of the taxi terminus, and another node was also provided during the establishment of the Chris Hani extension</p>

I. Integration, Densification and Development Corridors &	Frankfort / Namahadi urban area	Villiers / Galabotjha urban area	Cornelia / Ntswanatsatsi urban area	Tweeling / Mafahlaneng urban area
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Activity Nodes Framework (Cont)				
<p>Urban Fringe:</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The urban fringe of the larger town area is identified to the north of Namahadi and determined to the east by the Villiers road.</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The existing edge of Qalabotjha to the north and east has been identified as the urban fringe</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The urban fringe has been determined by the existing vlei to the north-west as a natural physical barrier and has further been identified to the north of Ntswanatsatsi</p>	<p>The “urban fringe” represents the outer limits or boundary for urban development. The proposed urban fringe should not be considered as an exact line but as a conceptual boundary to prevent further urban extension. The principle for identifying an urban fringe is primarily to discourage continuous urban sprawl and to promote integration and more compact towns and urban areas.</p> <p>Where the urban fringe is not indicated, it implies that no further extension or development is envisaged in the concerned direction. The urban fringe is determined by the former area of jurisdiction to the north west and west of the larger urban area.</p>
<p>Agricultural Land Identified for Urban Development or Small Holdings</p>	<p>Although the urban fringe has been determined as described above, a farm adjacent Namahadi has also been identified to form part of the town area. The farm Aberdeen 530 has been identified for future residential extension and should thus be excluded as agricultural land</p>		<p>Although the urban fringe has been determined as described above, a farm adjacent Cornelia has also been identified to form part of the town area. Subdivision 1 of the farm Liefgekozen 668 has been identified for future residential extension and should thus be excluded as agricultural land.</p>	

MAFUBE RURAL AREA: Agricultural Land

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK												
<p>Land Use:</p> <p>The region accommodates predominantly agricultural related activities. Only a restricted percentage of the region is unavailable for agriculture purposes (5%). A fairly significant portion of the region is currently under cultivation, which is attributed to the average rainfall in the area and the general availability of water for irrigation purposes (see Table 20).</p> <p>Agricultural Activities:</p> <p>Virtually, the larger part of the region that is suitable for cultivation is being utilised (48%) and only 1% could still be developed for that purpose. Stock farming (46%) is mainly extensive, focussing on grazing and dairy farming. It can generally be determined that the region is developed to its optimum with regard to agriculture and future development of this sector is thus not foreseen.</p> <p>Areas utilised for cultivation are predominantly cultivated with maize, sunflower and sorghum. Wheat is also cultivated, but to a much lesser extent. It is not possible to give an accurate indication of the percentage of each of these cultivation's being produced since it varies each year depending on market demands and meteorological conditions.</p> <p>Subdivisions : Tourist and Recreational related:</p> <p>A number of subdivision of agricultural land especially adjacent the Vaal River, to provide for tourism and recreational purpose, occur the past few years. Subdivisions refer to riparian properties with a required minimum waterfront of 100m providing in a need for the specific land use. Developments of this nature, so called Leisure Residential Development, seem to be extremely successful and enhance the economical base of the rural area and add value to development of agricultural properties and could be defined as follows:</p>	<p>Only 1% of the study area is not optimally utilized for cultivation or grazing that provides future potential for agricultural purposes.</p> <ul style="list-style-type: none"> ▪ Future agricultural growth can primarily be created by value-added supplementary agricultural practices (hydroponics, tunnels, etc). ▪ Small-scale farming is relatively latent and potential exists to provide in agricultural smallholdings for certain urban areas. ▪ Current restrictions on the alteration of natural veldt into cultivated fields should be adhered to. <p>Table 20 Average Application of Agricultural Land : Fezile Dabi Region (Source: Department of Agriculture)</p> <table border="1" data-bbox="1093 735 1912 938"> <thead> <tr> <th>Utilisation</th> <th>% Utilisation</th> </tr> </thead> <tbody> <tr> <td>Area unavailable for Agriculture</td> <td>5</td> </tr> <tr> <td>Area present under cultivation</td> <td>48</td> </tr> <tr> <td>Area available for cultivation</td> <td>1</td> </tr> <tr> <td>Area present under grazing</td> <td>46</td> </tr> <tr> <td>TOTAL AREA</td> <td>100</td> </tr> </tbody> </table> <p>Subdivision of agricultural land will be considered for formal development of holiday resorts (non permanent residing) and <i>Leisure Residential Developments</i> according to the Free Sate Province, Department of Local Government and Housing, Spatial Planning Directorate's <i>Development of Rural and Peri-Urban Areas</i> Guidelines (October 2006). No development will, however, be allowed on high potential agriculture land.</p> <p>The principle is, however, accepted to allow for subdivision of agricultural land, where the land is situated directly adjacent the formal townlands of urban areas with the exclusive aim to be utilised as smallholdings or small farms. The following is further applicable for properties situated in the Vaal River Complex Regional Structure Plan, 1996 (Guide Plan, 1982):</p>	Utilisation	% Utilisation	Area unavailable for Agriculture	5	Area present under cultivation	48	Area available for cultivation	1	Area present under grazing	46	TOTAL AREA	100
Utilisation	% Utilisation												
Area unavailable for Agriculture	5												
Area present under cultivation	48												
Area available for cultivation	1												
Area present under grazing	46												
TOTAL AREA	100												

LEISURE RESIDENTIAL DWELLINGS – means dwelling houses developed under sectional title or share block scheme mostly in (but not limited to) peri-urban and rural settings of environmental significance, nature conservation area or with vistas on or with access to settings of environmental significance, with or without access to leisure, recreational and sports facilities and features such as golf-courses, hiking trails, river fronts and the like.

- The conditions of the Structure Plan, 1996 (Guide Plan, 1982) are nevertheless applicable.
- The proposals of the “*Vaal Dam Zoning Plan*” prepared by DWAF are nevertheless applicable.

b. Environmental Related Land Uses

The continuous subdivision of properties, especially adjacent the Vaal Dam, is of concern to the Free State Provincial Government. The Provincial Government has, of late, approved an approximate 16 farms (adding up to a total of 400 subdivisions) to be subdivided. Although the Regional Structure Plan allows for subdivision, concerns were raised by a number of provincial authorities on both sides of the dam regarding, amongst other, service provision, ground water pollution, access roads and refuse removal.

The intensive use and re-use of water from the Vaal, Liebenbergsvlei and Wilge River systems and its related tributaries, led to deterioration in water quality of the Vaal Dam. Water quality management is therefore seen as one of the major water resource priorities for this system. One of the first steps to properly manage water quality in such a system is to set instream water quality objectives in order to assess all impacts and discharges (point and diffuse sources) into the system.

The inflows of the Vaal and Wilge Rivers into the Vaal Dam are considered to be sensitive especially regarding the specific ecosystems in association therewith and development proposals in these areas should preferably be of medium density with a limited impact on the riparian area and subsequent impact on the water source.

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
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Natural Resources:

Natural resources principally relate to productive soils of agricultural significance. The tourism and agricultural sectors are directly dependent on the sustainable use and management of these natural resources. The most serious threats to soil resources are erosion, compaction, acidification, salination and infestation by weeds and pathogens. Other natural resources relating to mining are restricted to sand winning activities along the Vaal River.

Conservation:

As previously indicated, environmentally sensitive areas mostly include riparian properties adjacent to the major rivers and the Vaal Dam with specific mentioning of the inflows of the Vaal and Wilge Rivers.

Sections of the recently established *Franklin Creek Conservancy* (Between Heilbron and Frankfort on the R43 road) are situated in the region.

Riparian Land:

Another unique plant community appears in the form of riparian bush of “Gallery Bush”, found on riverbanks of the rivers and tributaries crossing through the region and is extremely distinctive in the Free State and North West Provinces.

Riparian bush consists of indigenous trees and dense undergrowth, although alien vegetation such as poplar groves and bluegum trees also occur. The vegetation stabilises riparian areas and serves as protection against erosion and also yields shelter to birds and animals. Example indigenous trees found are white stinkwood (*Celtis Africana*), wild olive (*Olea Africana*), buffalo thorn (*Zisiphus macronata*), sweet thorn (*Acacia Karoo*) and the bush willow (*Salix capensis*).

- Any development along the riparian and ecologically sensitive areas in the study area for recreational or tourist accommodation purposes should, however, be monitored and preceded by a permit application in terms of the Physical Planning Act (Act 88 of 1967). The latter is only applicable for those excluded from the Regional Structure Plan.
- No activities should be allowed in these areas specified in terms of the Environmental Impact Assessment (EIA) Regulations in terms of Sections 24(5) of the National Environmental Management Act, 1998 (Act No. 107 of 1998), unless relevant authorization is issued.
- No mining activities should be allowed, unless relevant mining permits are issued in terms of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) and subject to the regulations of the Mines and Works Act (17 of 1956).
- All activities should be congruent to the conditions of the Vaal River Complex Regional Structure Plan, 1996 (Guide Plan, 1982) where it is applicable in the region.
- Sand winning and pumping also occurs frequently along the Vaal and Wilge Rivers which will continue for the medium to long term.
- The present provincial licensing system for angling permits will be maintained to ensure responsible utilisation of fish resources.
- The “Gallery Bush” vegetation community is unique to the Free State Riverbanks, especially where ecological sensitive ecosystems and plant communities appear. Development of these areas should be in relation to NEMA principles and the current environmental legislation.
- The Liebenbergsvlei River, flowing past Tweeling and through a substantial portion of the area, comprises of a unique recreation and conservation potential; especially in view of the fact that it is a perennial stream (as a result of the Lesotho Highlands Scheme).
- Where subdivisions of these areas are proposed, *Leisure Residential Development* according to the Free State Province, Department of Local Government and Housing, Spatial Planning Directorate’s *Development of Rural and Peri-Urban Areas Guidelines* (October 2006) will be applicable.
- Future extensions and enlargement of the Franklin Creek Conservancy, especially in proximity of the Wilge River tributaries, should be supported and promoted.

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
	<ul style="list-style-type: none"> ▪ The inflows of the Vaal and Wilge Rivers into the Vaal Dam are considered to be sensitive especially relating to the specific ecosystems in association therewith. Development proposals in these areas should preferably be of medium density with reduced and limited impact on the riparian areas and subsequent impact on the water source.

c. Recreation and Tourism

<p>The Fezile Dabi Region is not considered as a primary tourist destination, although the area is increasingly becoming a favourite weekend destination. The hunting and guesthouse industries displayed an exceedingly rapid growth the past few years.</p> <p>The Vaal Dam is a key recreational area both for permanent residents and for weekend visitors. Power boating, angling and shoreline recreational activities are of significant economic value and as such may be influenced by water quality changes.</p> <p>Although other major recreational activities revolve around the Vaal Dam, the continuous variation in the water level hampers development thereof to a certain extent. The Jim Fouché holiday resort is located adjacent the Vaal Dam between Oranjeville and Villiers (on the R716 road). The resort provides accommodation and caters for water related recreational activities.</p> <p>The recently established <i>Franklin Creek Conservancy</i> (Between Heilbron and Frankfort on the R43 road) comprises amongst other a wine route, guesthouses and farm restaurant and is becoming an increasingly popular tourist attraction.</p> <p>Two scenic roads were identified in the region namely sections of roads R716 (north of the Vaal Dam) and R159 (south of the Vaal Dam to Jim Fouché Resort) providing relatively good access to various sections of the Vaal Dam.</p>	<ul style="list-style-type: none"> ▪ Development of the identified scenic route should be endeavored to enhance the tourism potential of the area. In a sense, these roads should be considered as "tourism development corridors" and land use changes adjacent thereto, relating to tourism, should favourably be considered. ▪ In a sense, roads associated with the <i>Franklin Creek Conservancy</i> (Sections of roads R34, S160, S240 and S281) should also be considered as "tourism development corridors" with the above also applicable. ▪ Promotion of the following tourist related developments should be enhanced on condition that applicable permits be obtained prior to any development: <ul style="list-style-type: none"> - Low density tourist related activities - Eco/agri tourism (including hunting and guesthouse industries) - Leisure residential developments - Conservancies - Walking Trails - River Rafting ▪ The Liebenbergsvlei River, flowing past Tweeling and through a substantial portion of the area, comprises of a unique recreation and conservation potential; especially in view of the fact that it is a perennial stream (as a result of the Lesotho Highlands Scheme).
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d. Regional Infrastructure

CURRENT SPATIAL FRAMEWORK	FUTURE DEVELOPMENT FRAMEWORK
<p>Railways:</p> <p>The main Vereeniging/Bethlehem railway line stretches through the region and plays a significant role in linking the Vaal Triangle and Gauteng with KwaZulu-Natal. This line services the industrial area of Villiers, Frankfort and Tweeling. No railway line serves Cornelia. Railway lines additionally transport most of the agricultural products, especially maize, from the area. Several silos (and smaller stations with silos) are established in the region.</p>	<ul style="list-style-type: none"> ▪ The significance of a proper road network is emphasised by the fact that some of the railway stations are not in operation in so far as passenger services are concerned although freight and transportation of agricultural goods services are still active. ▪ A need has been identified for the operation of the Villiers railway station for specifically freight transportation. ▪ The possible establishment of an Ethanol plant at Frankfort will necessitate the upgrading of the existing railway network.
<p>Airfields:</p> <p>Apart from the well-maintained Frankfort airfield, no other airfields or landing strips are available in the area.</p>	

Roads:

Roads in the rural areas are the jurisdiction of the Provincial Government (Department of Public Works, Roads and Transport) who is also responsible for maintenance and upgrading. Table 22 indicates that 77% (1 298km) of the primary and secondary roads in the region are tarred and the remaining 23% (379km) are gravel. The figures exclude the vast number of tertiary gravel roads serving the farming community in the region. Sections of certain tertiary roads, parallel to the Vaal River, were identified as significant in view of their scenic nature and tourism potential. The major provincial road network is generally tarred and provides sufficient accessibility within the region. However, the deteriorating condition of particularly tarred roads, as a result of irregular maintenance, is a tangible concern. Studying the major road network will indicate that primary arterials, both from a national and provincial perspective, run through the region and thus also play a significant role with regard to development.

Regional Network:

The well-developed character of the region is a direct result of it being serviced by means of a strategically important road network. The most significant of these arterials are identified as the:

- N3 National road, stretching through the eastern section of the area.
- R34 serves as link road from Kroonstad via Heilbron and Frankfort with the eastern areas of Gauteng (Heidelberg, Nigel, etc.).

- The existing national and primary road networks provide effective access in the study area. A well maintained road network is imperative to stimulate development and to ensure effective access and linkage in the district.
- The deteriorating condition of tar and gravel roads, as a result of irregular maintenance, is a tangible concern in the area. All the gravel secondary roads are specifically in a deteriorating condition and have been identified for upgrading.
- It is proposed that all available funds be utilised to maintain as many gravel secondary roads as possible instead of constructing new roads.

e. **Future Urban & Regional Road Requirements: Mafube Region** (Source: LMV, 2007)

Urban Area	Road Requirements	Access Requirements
Frankfort	<p>Completion of the tar road between Frankfort and Petrus Steyn to allow for a more direct and shorter access to Bloemfontein.</p> <ul style="list-style-type: none"> ▪ Upgrading of the road between Frankfort and Cornelia. ▪ Trucks, in the event of avoiding tollgates on the N3, introduce unusual pressure on tar roads, linking Frankfort with other towns (R103, R26 & R 34) in the region, which resulted in roads being in an exceedingly poor condition. 	<ul style="list-style-type: none"> ▪ An additional access is proposed between Frankfort and Namahadi. ▪ An access between the road from Oranjeville and Namahadi is proposed to improve access to Namahadi from the main road network. ▪ The most recent extension of Namahadi (Frankfort Extension 23) is isolated from the existing Namahadi and accesses are proposed between the residential areas. ▪ An additional access between the southern part of Namahadi and the future extensions thereto to the north is required. ▪ An access is also proposed between the industrial area and Frankfort Extension 23. ▪ An access for heavy vehicles was required by the Directorate of Roadsplanning during the provision of a new community facility at the main entrance to Frankfort. ▪ Additional access to the Oranjeville Road will become evident should long term residential developments continue to occur further north-west of the existing urban areas.
Villiers	<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ None
Cornelia	<ul style="list-style-type: none"> ▪ Upgrading of the Tafelkop Road (link with the R34), being the current access to Frankfort. 	<ul style="list-style-type: none"> ▪ An additional access to Ntswanatsatsi should be considered with future residential extension. ▪ Additional access from the main road network to Ntswanatsatsi will be required from the Standerton road with future extensions to ensure improved access to Ntswanatsatsi.
Tweeling	<ul style="list-style-type: none"> ▪ Future access points on Road S1430 are proposed linking the latest residential extension of Mafahlaneng with the existing residential area. ▪ Access to Mafahlaneng is adequate for the short term. Future residential development will, however, demand additional access. ▪ Access is proposed between Mafahlaneng and Tweeling for future residential extensions. This access will also serve as an important access from Mafahlaneng to work opportunities if development of the industrial area does occur. 	

CHAPTER 5

ANNUAL OPERATIONAL PLAN

The following sections will highlight the institutional balance score card and municipal wide budget plan per department: The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- **Municipal Transformation and Organisational Development.**
- **Infrastructure Development and Service Delivery.**
- **Local Economic Development (LED).**
- **Municipal Financial Viability and Management.**
- **Good Governance and Public Participation.**

The municipal score card is developed in line with the abovementioned key performance areas as outline in the Mafube Local Municipality Integrated Development Planning (IDP).

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Municipal Transformation and Organisational Development	15	<ul style="list-style-type: none"> Performance Management System (PMS) aligned to the IDP, developed and implemented. 	100%	25%	25%	0%	0%
		<ul style="list-style-type: none"> An organisational structure aligned to the IDP established and operationalises 	70%	15%	15%	20%	20%
		<ul style="list-style-type: none"> Effective administrative and institutional systems, structures and procedures including: human resources, financial policies, by-laws and communication systems established and implemented 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> The interface between Management and Council to align administrative and political priorities of Council 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Integrated human resource management systems introduced and operationalised 	65%	15%	15%	15%	20%
		<ul style="list-style-type: none"> Customers service systems implemented. 	70%	15%	15%	15%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> Infrastructure development and investment model implemented (there should be dynamic relationship between population growth projections, services delivery backlogs, revenue generation capacity and institutional capacity) 	60%	20%	20%	15%	15%
		<ul style="list-style-type: none"> Reduction in reticulation losses for water and electricity (Rand-Value) 	70%	40%	20%	5%	5%
		<ul style="list-style-type: none"> Reduction in number of complaints from residents 	80%	20%	40%	10%	10%
		<ul style="list-style-type: none"> % increase in response time and resolution of complaints 	80%	20%	40%	10%	10%
		<ul style="list-style-type: none"> % increase in payment of municipal services 	70%	30%	20%	10%	10%
		<ul style="list-style-type: none"> Asset register for all infrastructure and municipal property rehabilitated periodically and maintained 	100%	25%	25%	25%	25%

INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th

Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> The provision of basic municipal services to the satisfaction of residents (that is, clear delivery programmes and projects to progressively achieve national service delivery targets in terms of): 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Water 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Sanitation 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Electricity 	70%	20%	20%	15%	15%
		<ul style="list-style-type: none"> Refuse Removal 	80%	15%	20%	25	20%
		<ul style="list-style-type: none"> Municipal access roads and public transport 	70%	20%	20%	15%	15%
		<ul style="list-style-type: none"> Municipal health services, etc. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR structures 	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> IDP integrates sector plans including Housing, Health, Social Development, Home Affairs, DME, DWAF, DTI, DEAT, Education, Land Affairs, etc. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land-use policies and representation of sustainable human settlement vision. 	100%	25%	25%	25%	25%

LOCAL ECONOMIC DEVELOPMENT (LED)

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Local Economic Development	20	<ul style="list-style-type: none"> Analysis of the local economy is undertaken and reviews the current LED strategy. 	70%	20%	15%	15%	15%
		<ul style="list-style-type: none"> Comparative and competitive advantage of the municipality identified and incorporated into credible LED strategy and programmes. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision. 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Institutional capacity to implement LED programmes established and a conducive environment for shared growth created to ensure that: 	80%	20%	20%	20%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Local Economic Development	20	<ul style="list-style-type: none"> Market and public confidence in municipal functioning, infrastructure development and service delivery is improved 	80%	25%	25%	15%	15%
		<ul style="list-style-type: none"> Existing public and private resources to intensify enterprise support to local communities utilized. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Sustainable community investment programmes introduced and implemented. 	80%	25%	25%	15%	15%
		<ul style="list-style-type: none"> Knowledge sharing networks and social partnerships facilitated 	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Municipal Financial Viability and Management	20	<ul style="list-style-type: none"> Sound financial management practices implemented in terms of the MFMA priorities and timeframes, including but not limited to: 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Budget and treasury office established. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Budget and revenue management is effective 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Financial reporting and auditing is performed 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Financial management policies and by-laws developed, including but not limited to: supply chain management, credit control, and tariff and investment policies. 	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Municipal Financial Viability and Management	20	<ul style="list-style-type: none"> Integrated financial management systems introduced and operationalised. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Municipal financial viability targets set and achieved which will ensure that: 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Growth in service debtors is reduced 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Consumer debt exceeding 90 days is recovered. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> % Reduction in grant dependency rate. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Turn around time for creditor payment improved 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> % Personnel cost over the total operational budget is in line with regulatory framework. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Provision for bad debts 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Financial legislation is implemented and complied with, including the Property Rate Act and Division of Revenue Act. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Facilitate/sources external funding for projects that are not covered by Municipal Budget 	100%	25%	25%	25%	25%

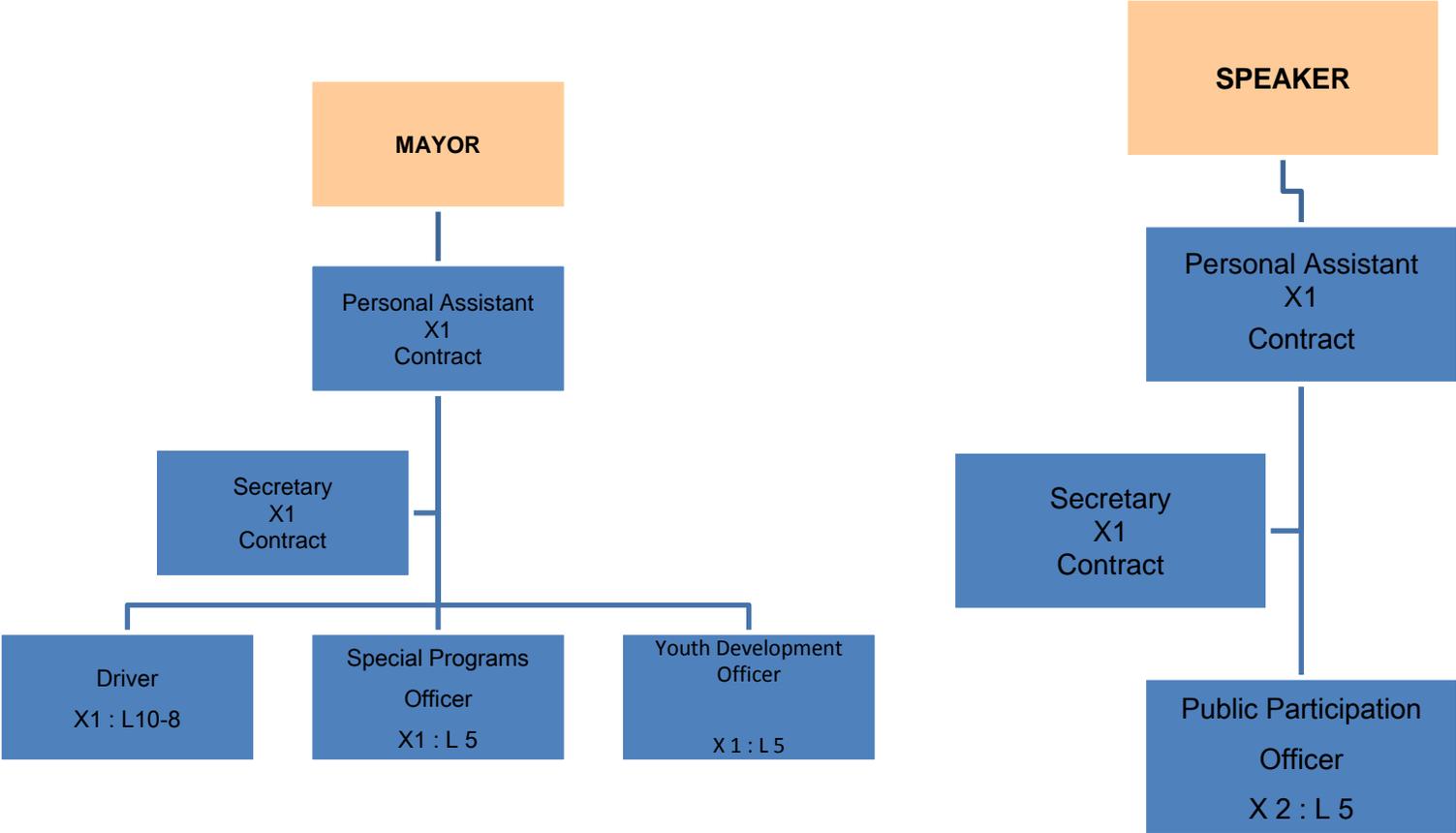
GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Good Governance and Public Participation	15	<ul style="list-style-type: none"> Procedures for community participation processes as set out in legislation adhered to in terms of: 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Planning 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Budgeting 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Implementation 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Monitoring and reporting 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Regular communication with communities on the achievement of targets set out in IDPs is carried out. 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Functioning of ward committees directly supported where applicable 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Capacity building of community-based organisation, ward committees to enhance effective participation is facilitated. 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Ensure community-based planning (CBP) is implemented. 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Develop policies, by-laws programmes and internal systems (Integrated Operational, HR & Financial systems). 	100%	25%	25%	25%	25%

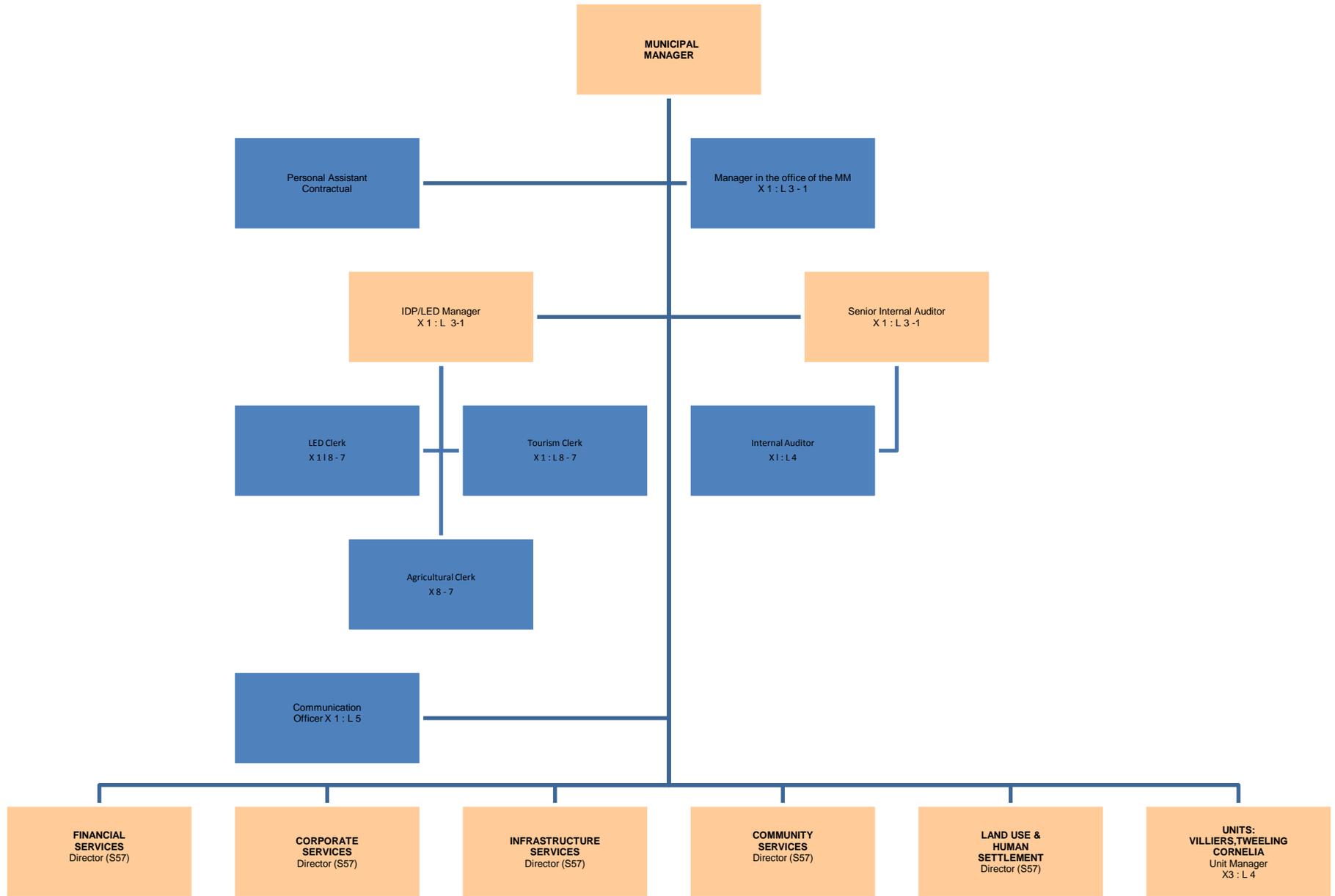
Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Good Governance and Public Participation	15	<ul style="list-style-type: none"> Ensure IDP is implemented and projects that are not budgeted, external funding is sourced for them. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Relationship with organised business, labour and civil society built through transparent and accountable 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address: 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Prevention 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Detection 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Awareness/Communication 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Financial and performance audit committee established and functional. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Mechanisms to ensure disclosure of financial interest in place. 	70%	17,5%	17,5%	17,5%	17,5%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Good Governance and Public Participation	15	<ul style="list-style-type: none"> An effective communication strategy to promote transparency, public accountability, access to complaints are dealt with in terms of the relevant legislation, developed and implemented 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Unqualified audit report achieved and implemented 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Community satisfaction survey conducted. 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Develop Council implementation plan with set targets 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Ensure there's monthly performance review meeting between Municipal Manager and the Mayor 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Installation of tracking devices to all Municipal assets and offices 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Establishment of a call centre 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Instill discipline within the institution 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> To ensure ultimate accountability and record management practice 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> All unit should be physically visited at least twice quarterly 	80%	20%	20%	20%	20%

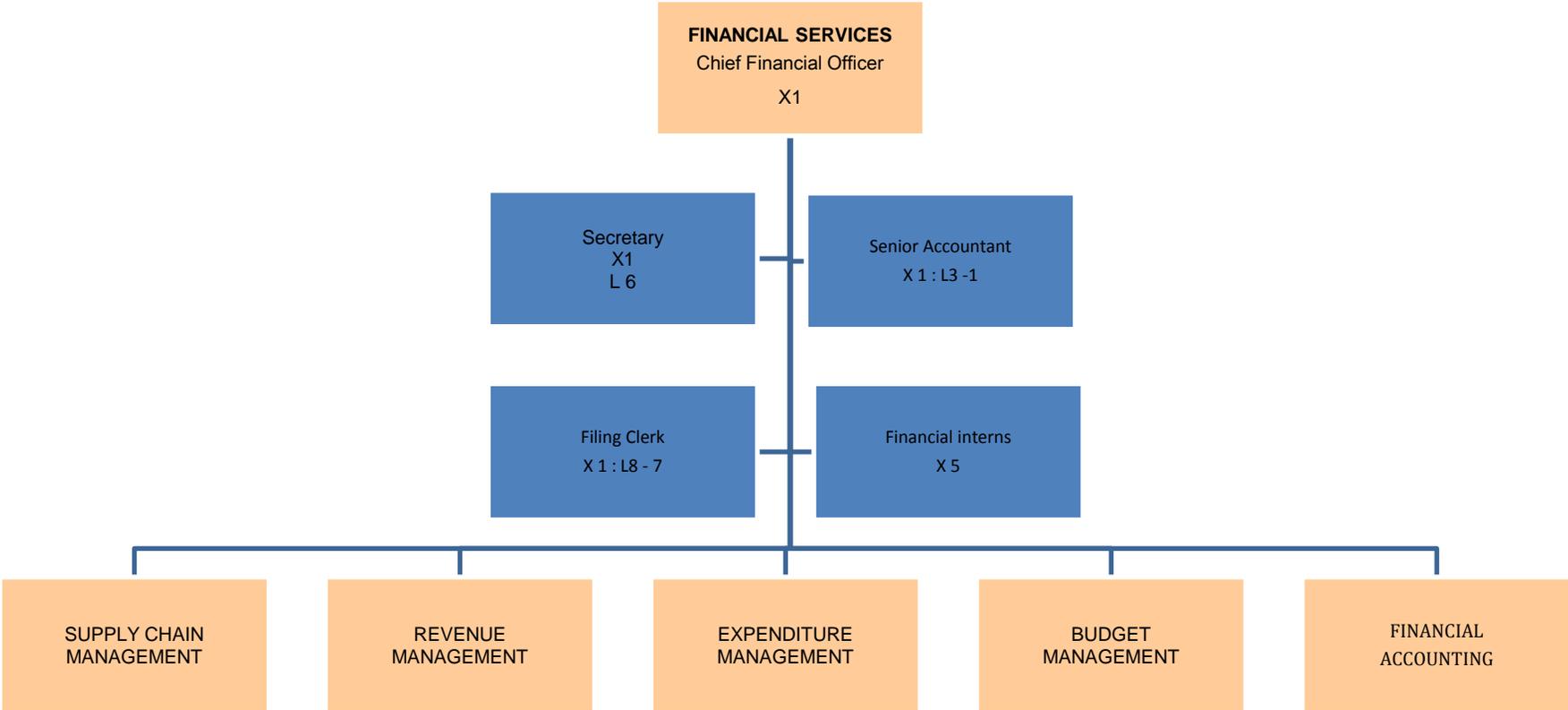
**Mafube Local Municipality
Organizational Structure
Political Office**



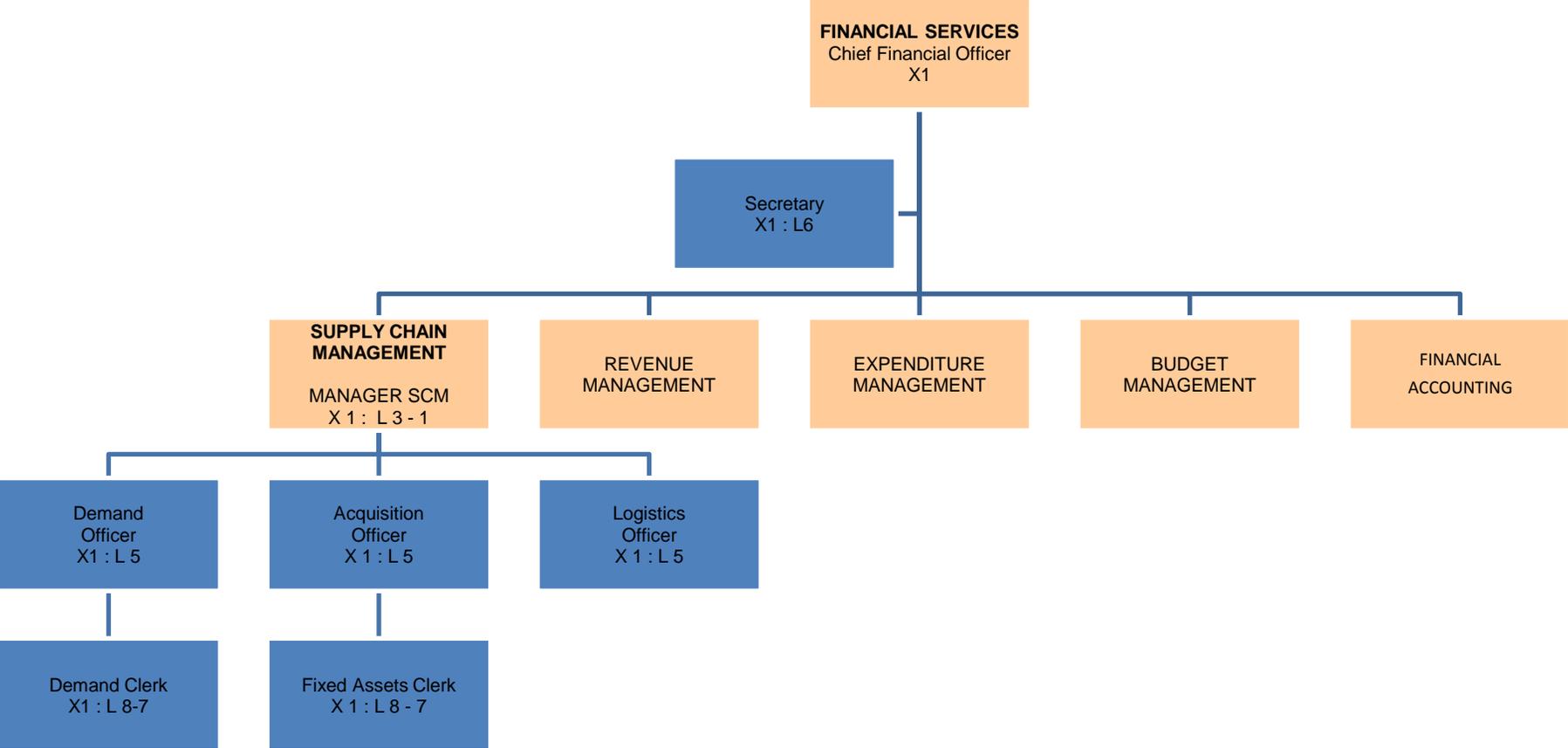
Office of the Municipal Manager



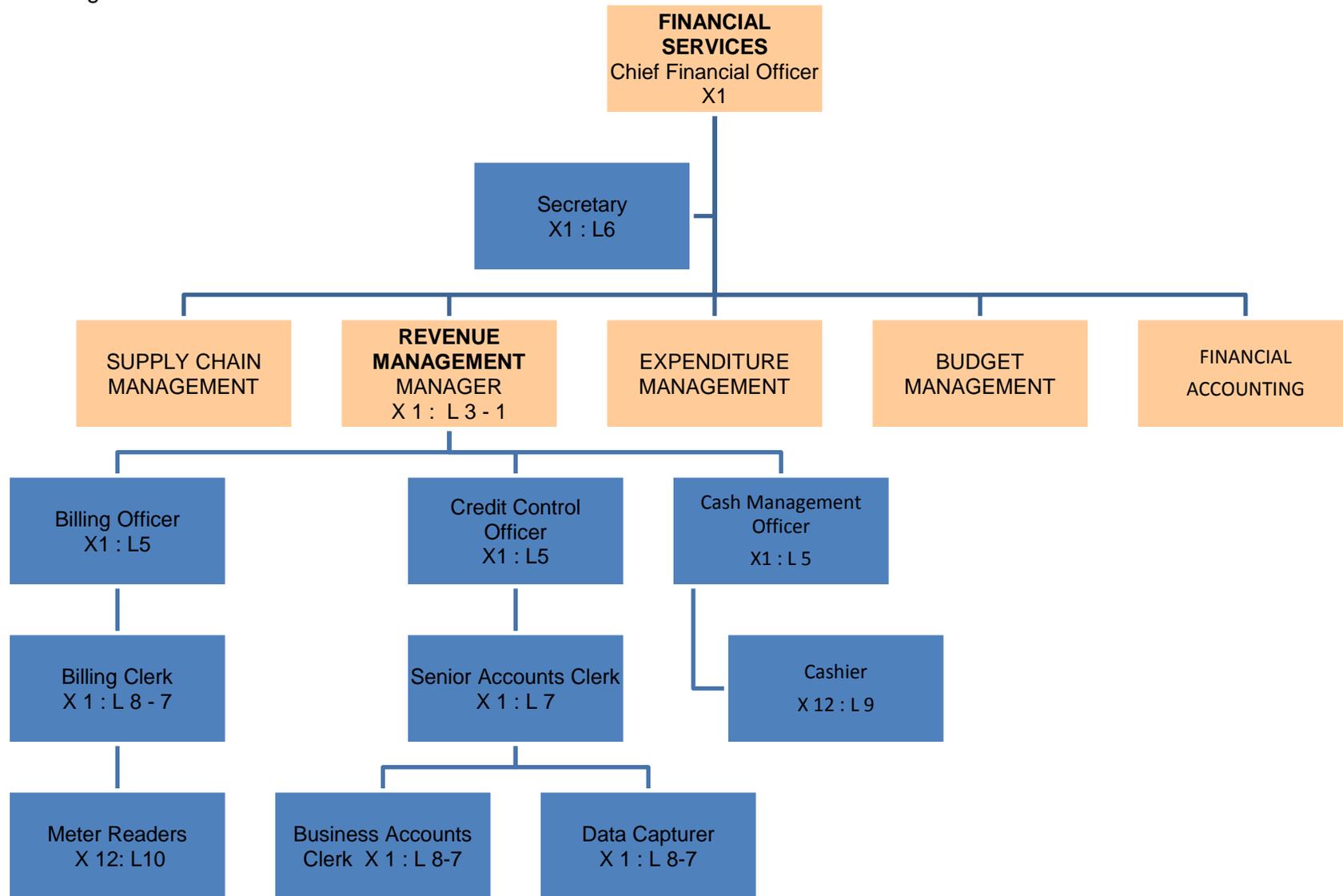
Financial Services



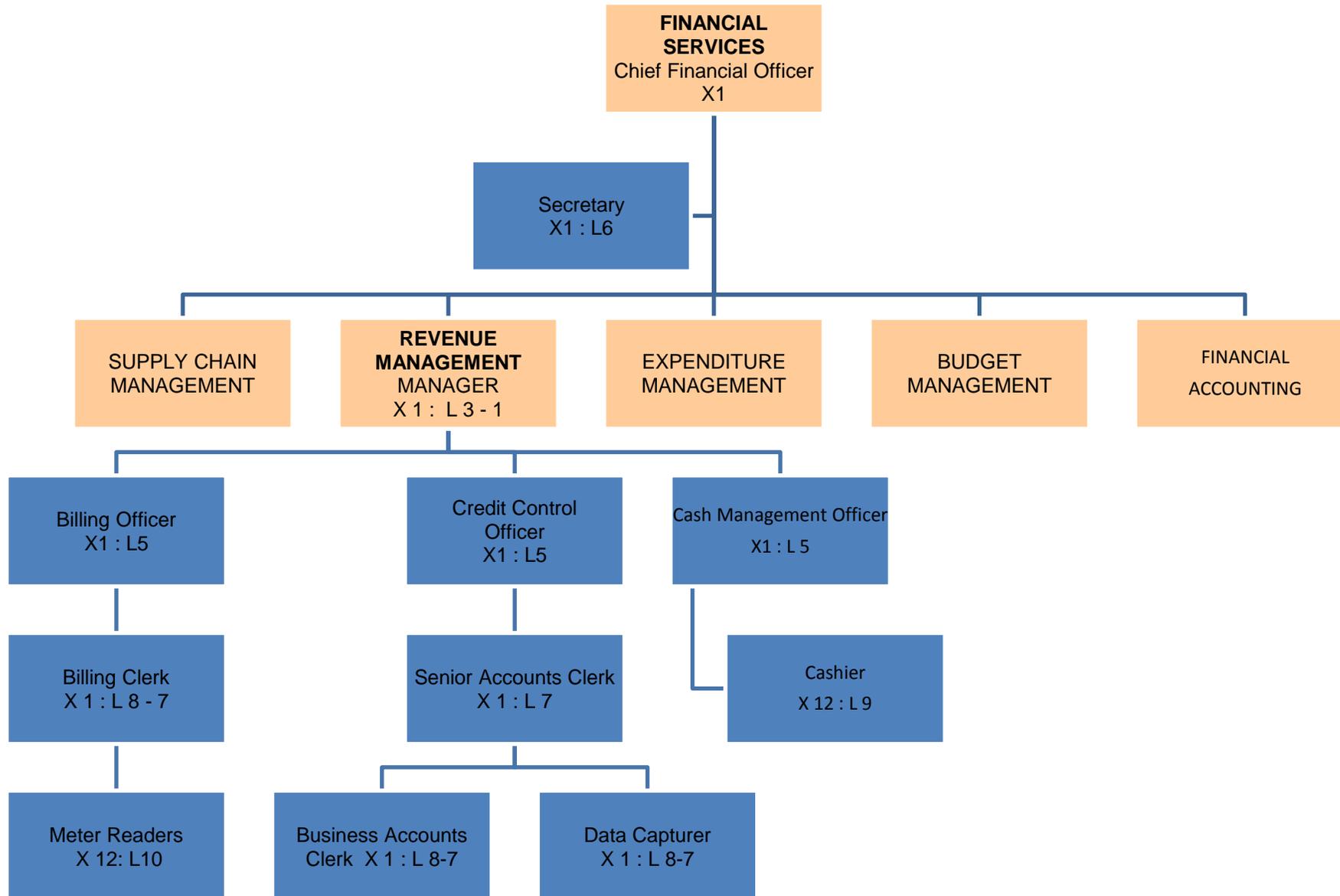
**Financial Services :
Supply Chain Management**



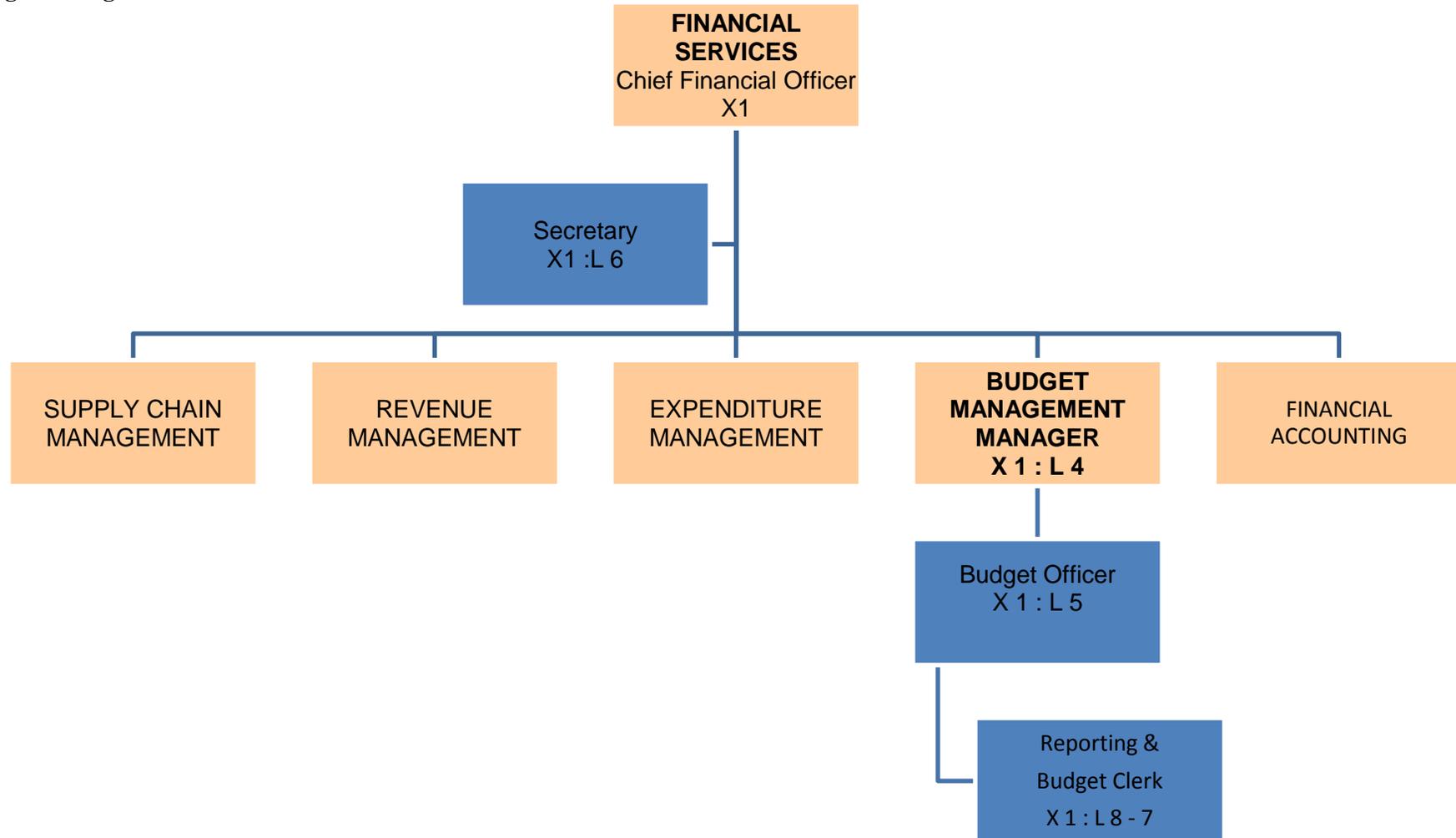
Financial Services :
Revenue Management



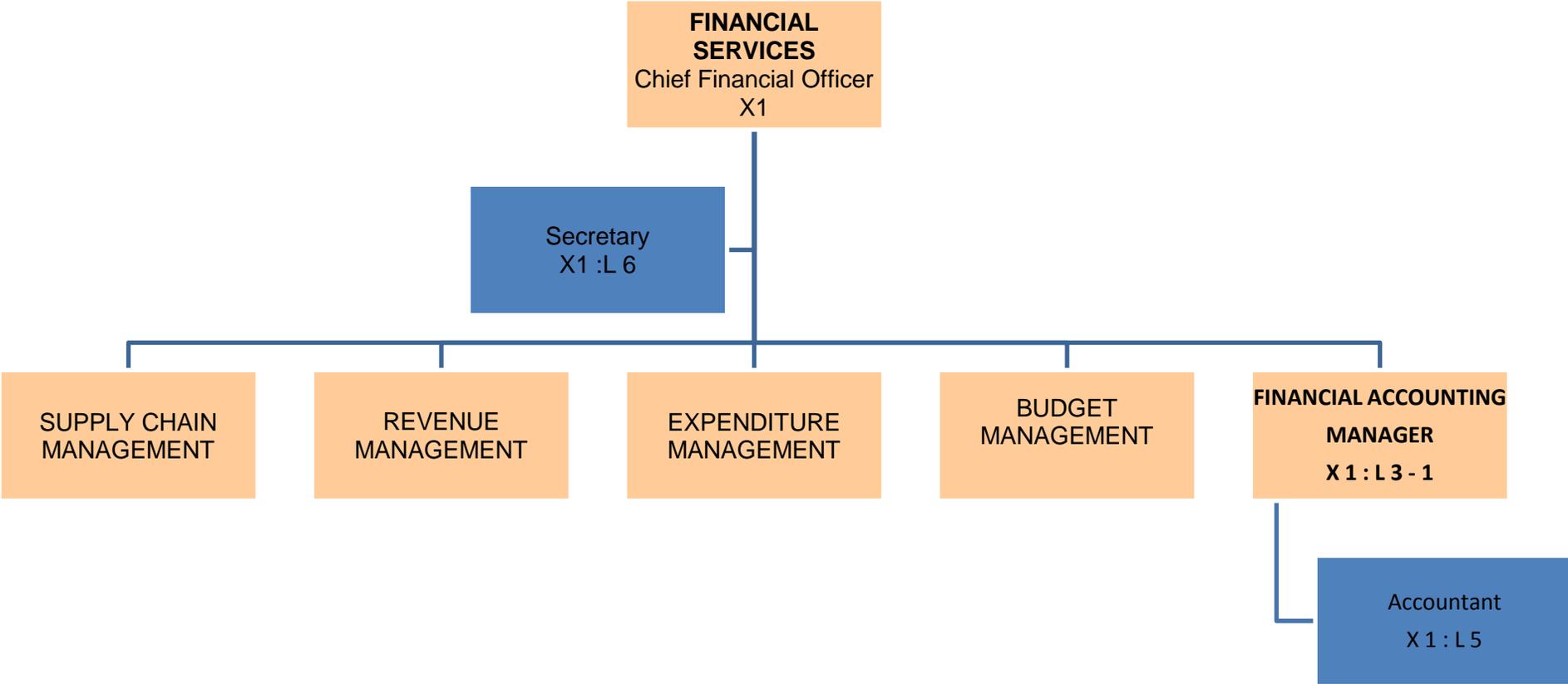
**Financial Services :
Expenditure Management**



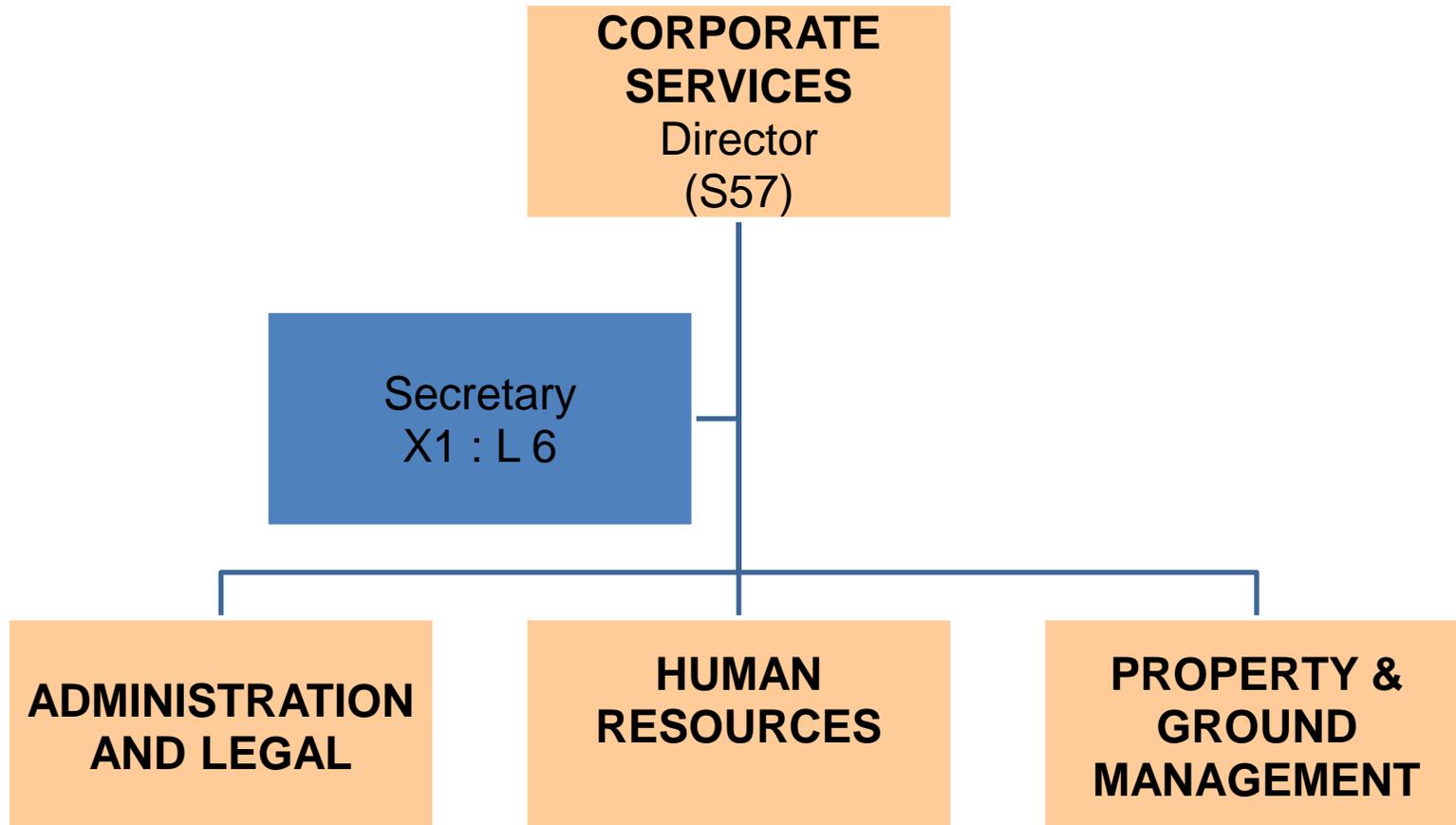
**Financial Services:
Budget Management**



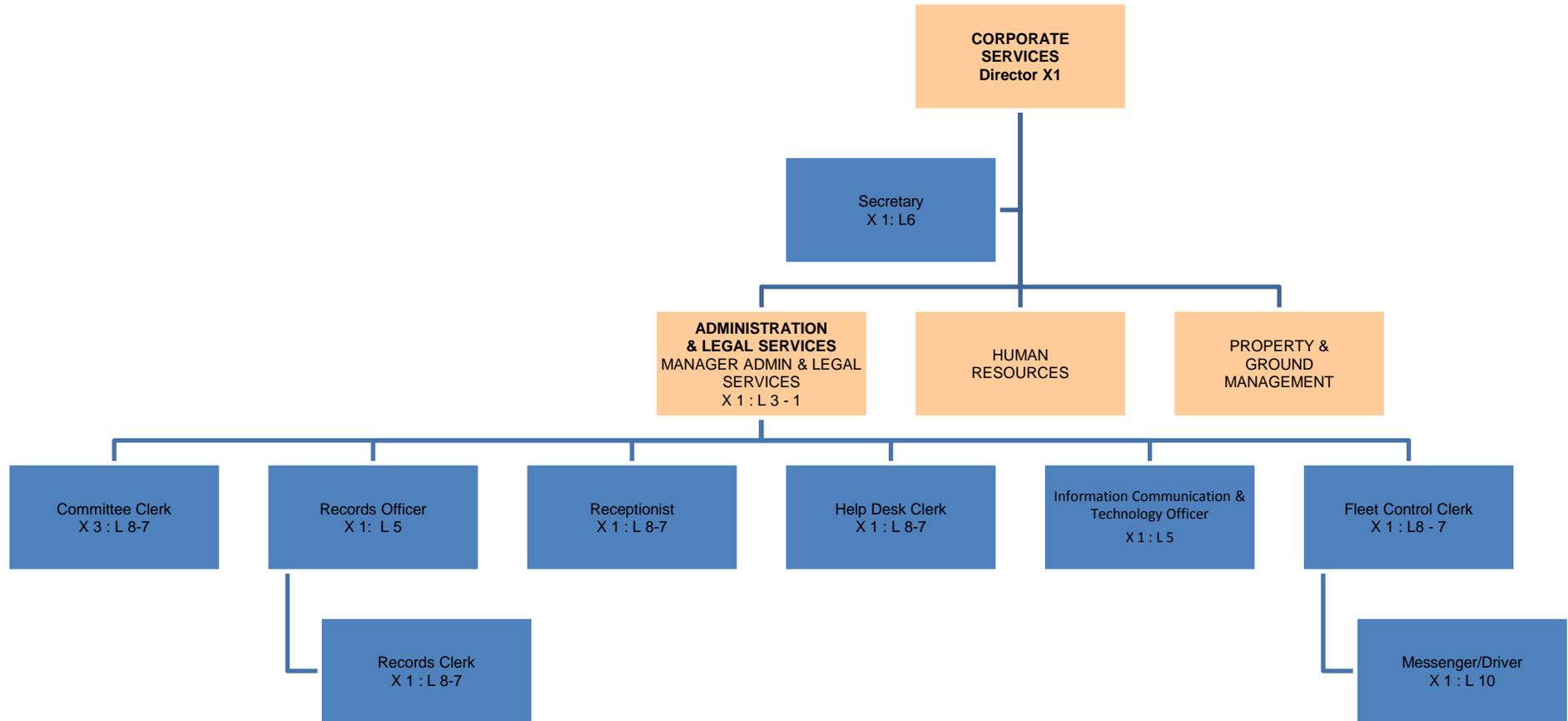
**Financial Services:
Budget Management**



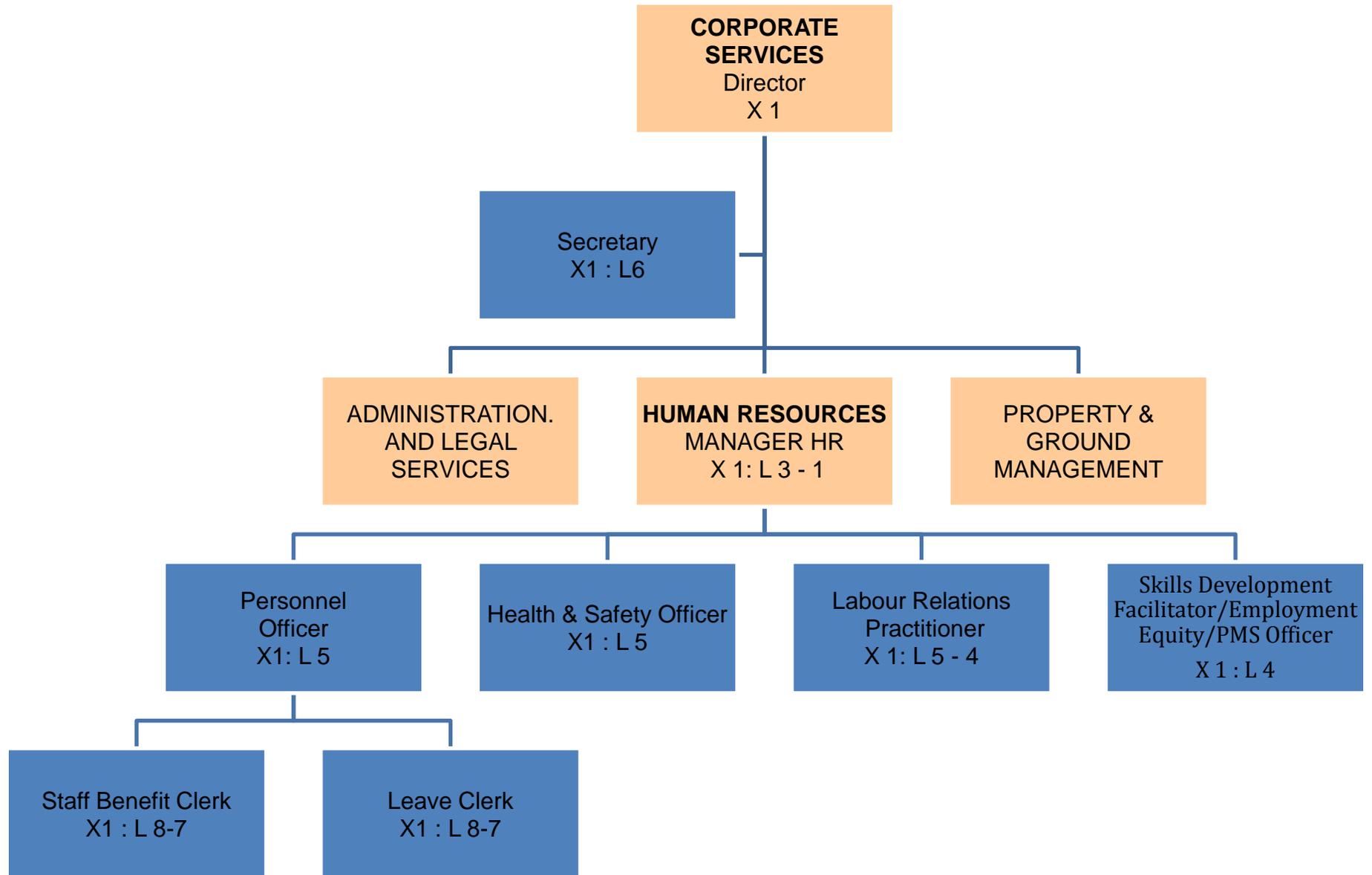
Corporate Services



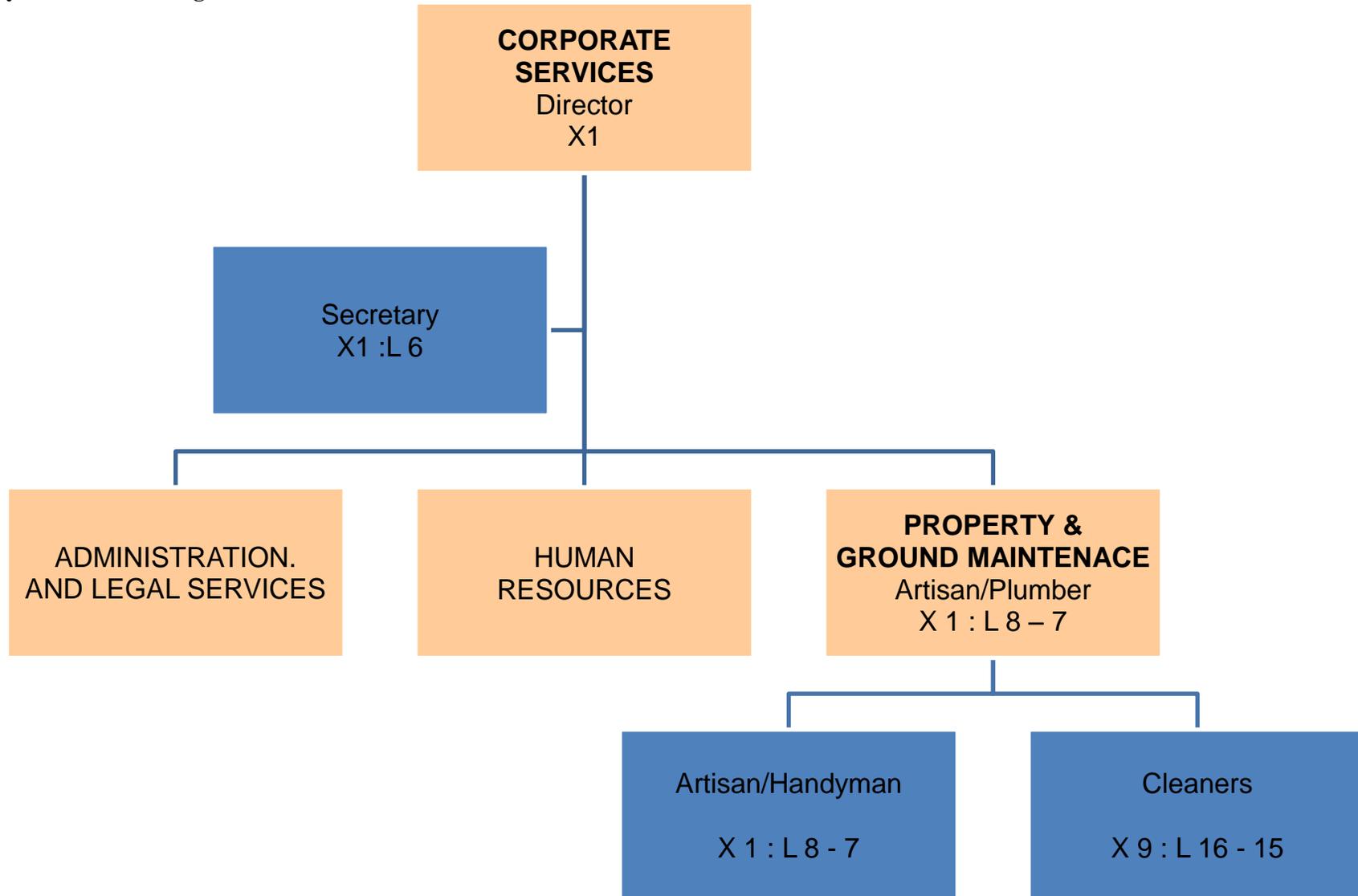
Administration & Legal Services



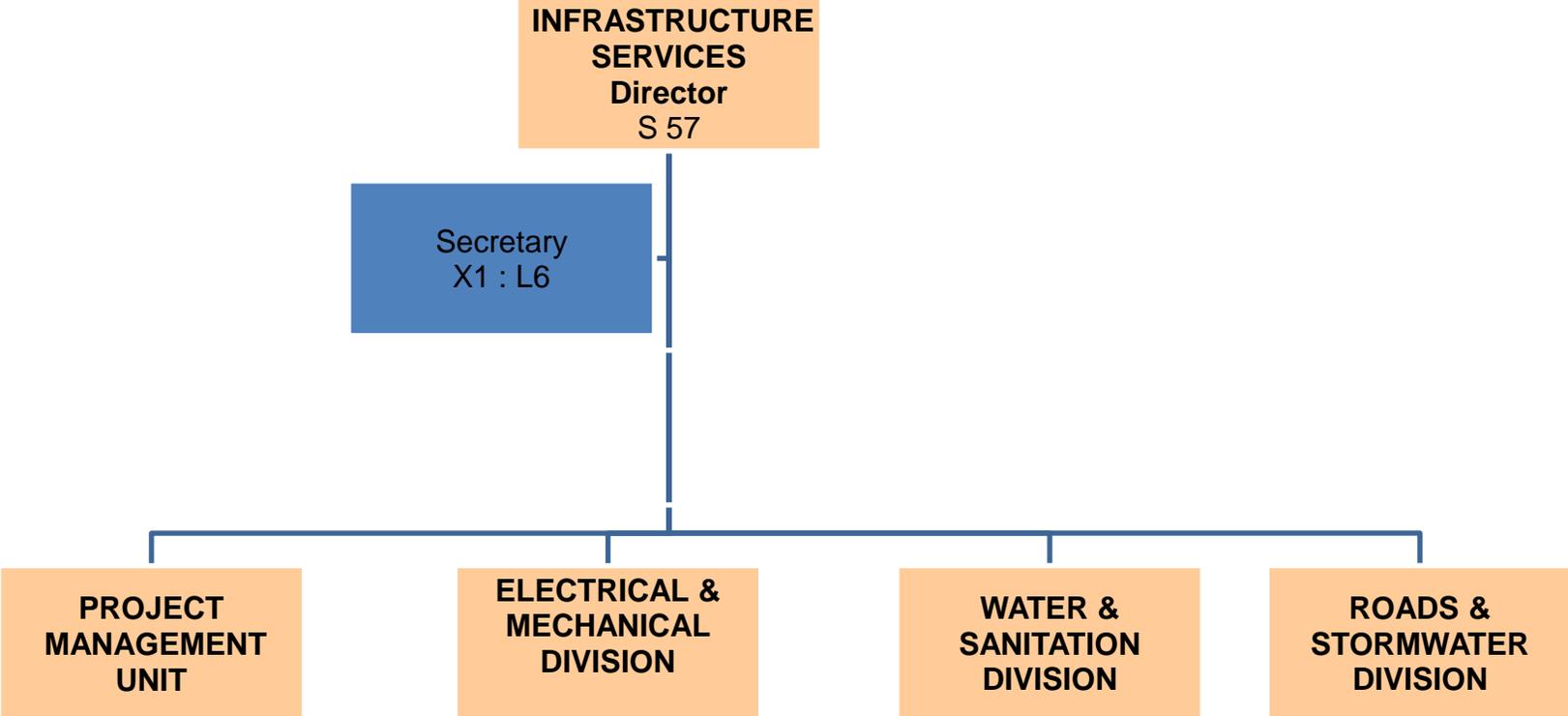
Human Resources



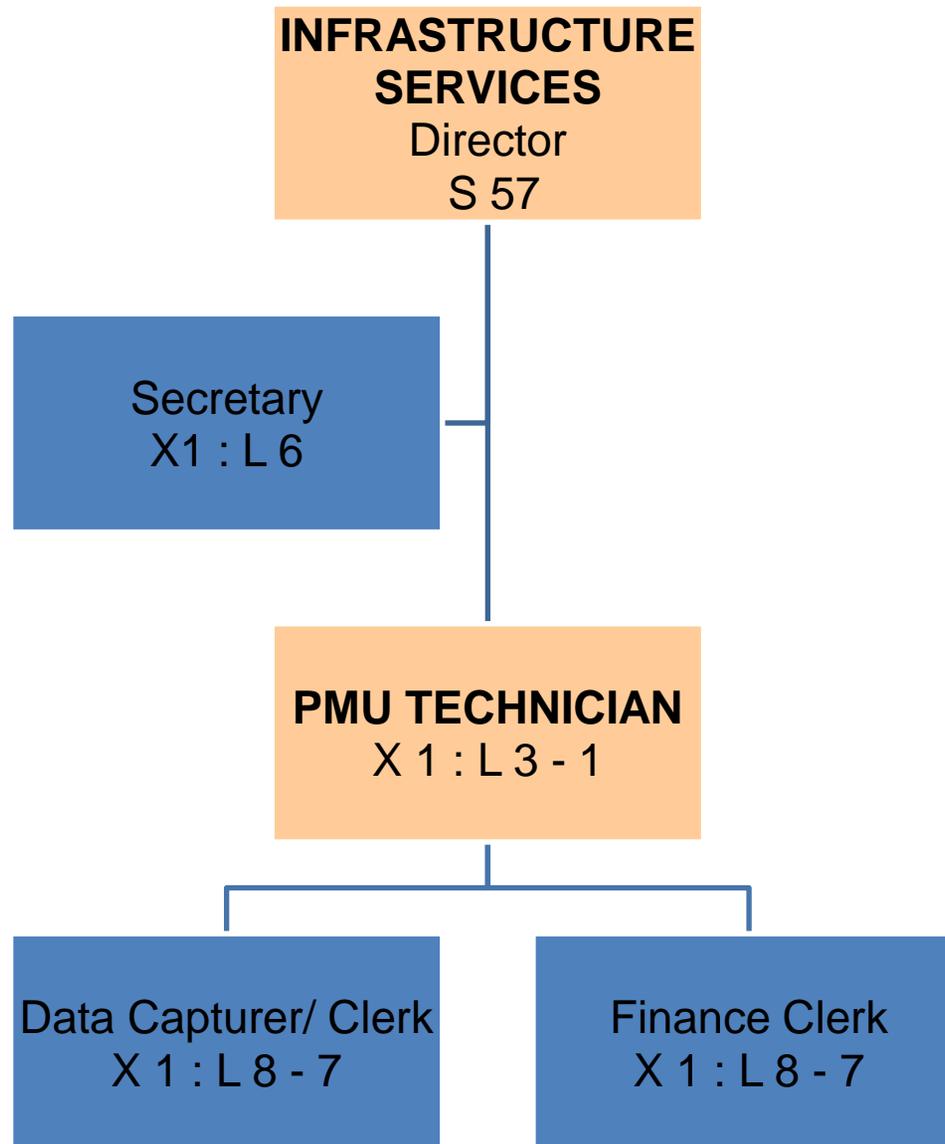
Property & Ground Management



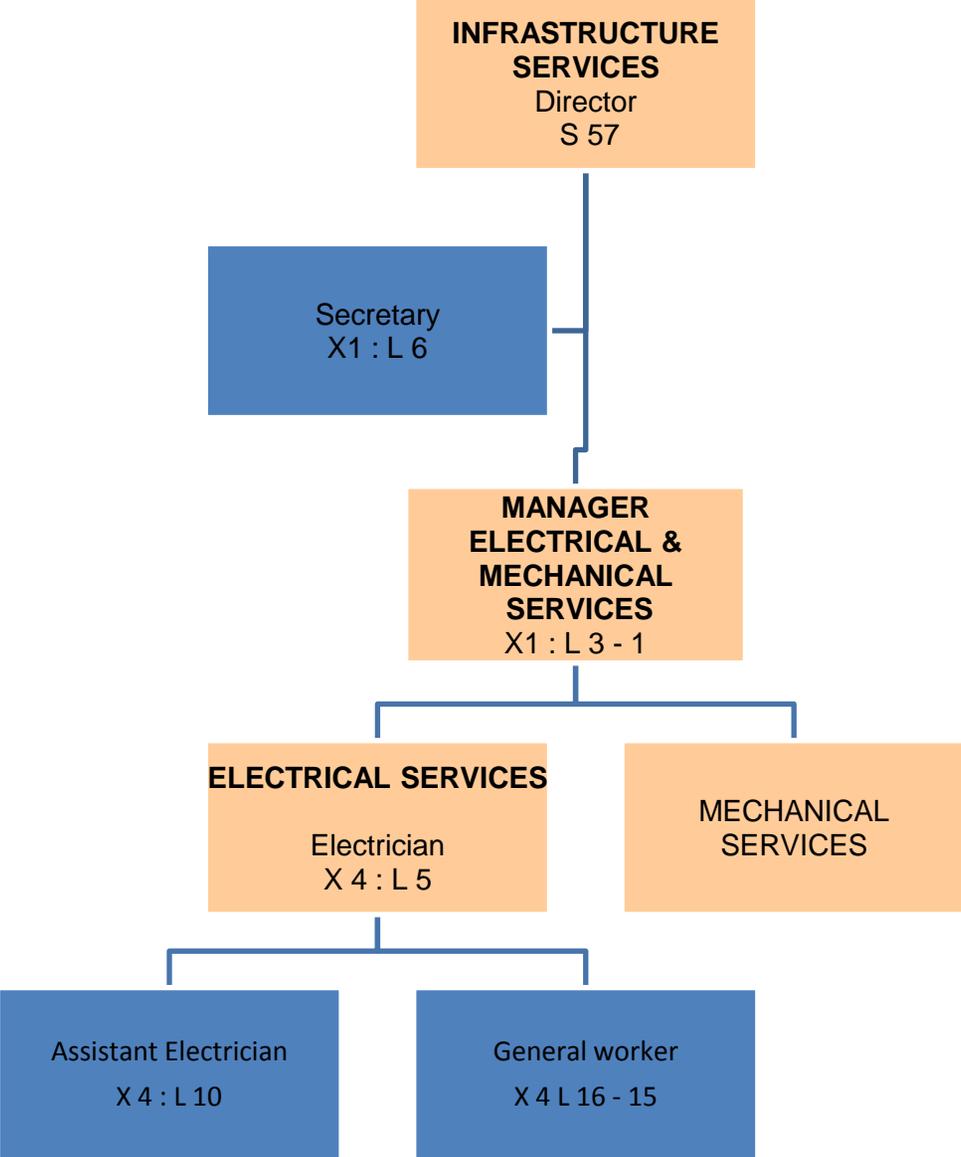
Infrastructure Services



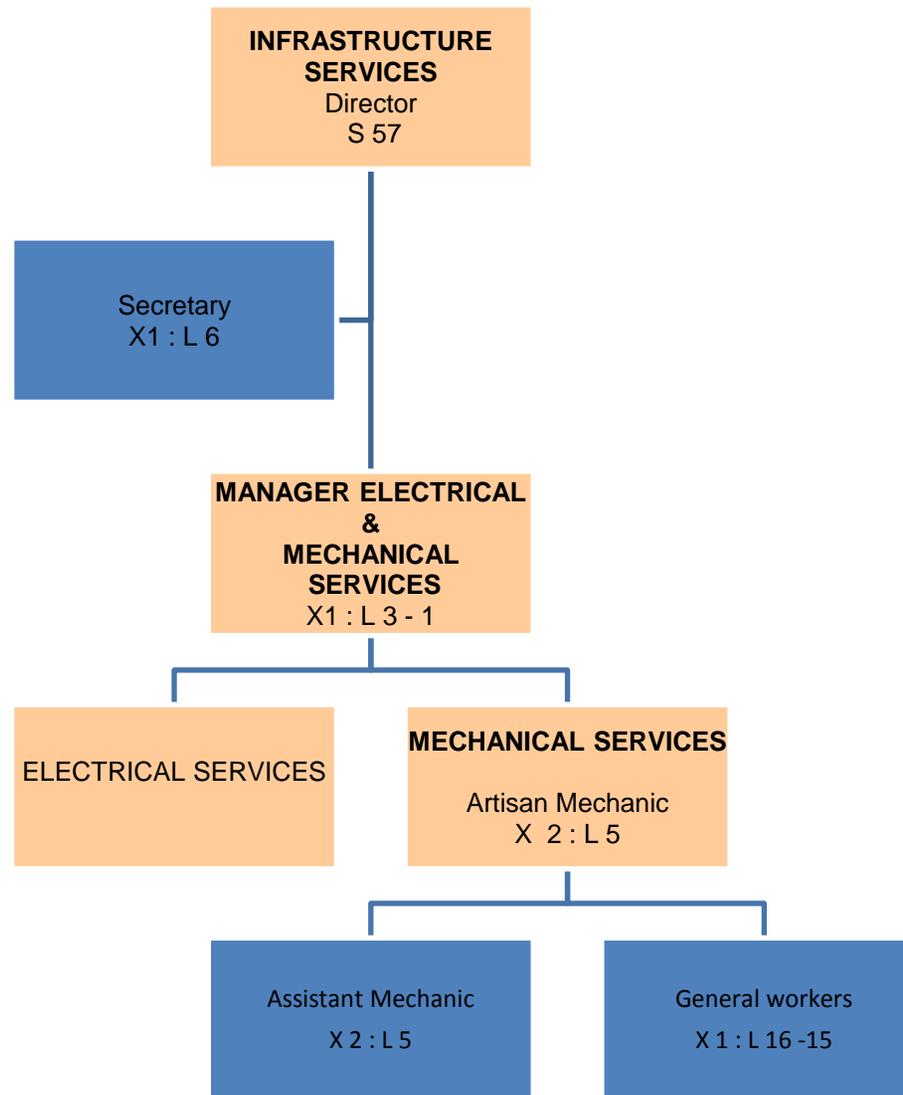
**INFRASTRUCTURE SERVICES:
PROJECT MANAGEMENT UNIT**



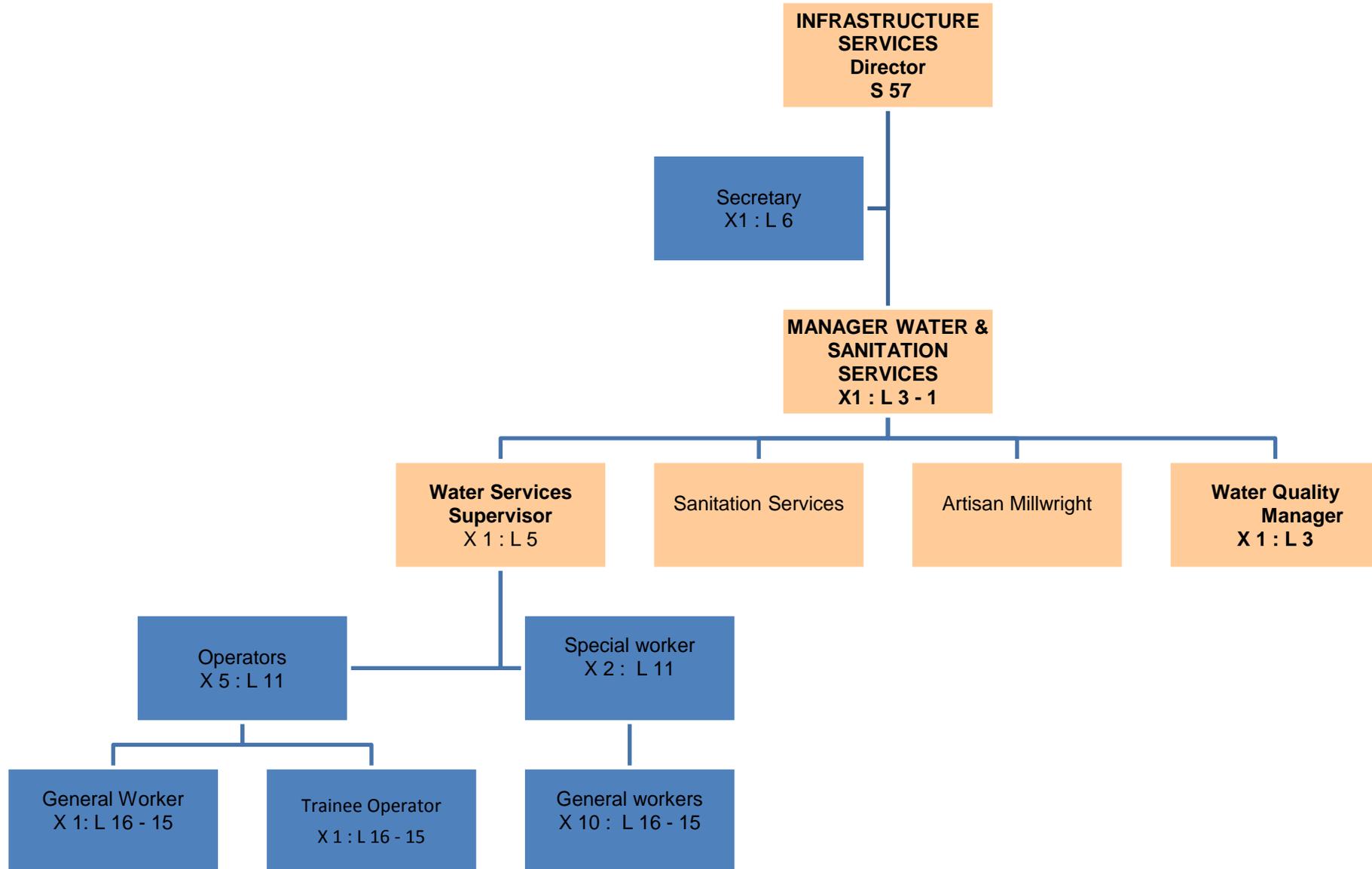
**INFRASTRUCTURE SERVICES:
ELECTRICAL & MECHANICAL SERVICES (1)**



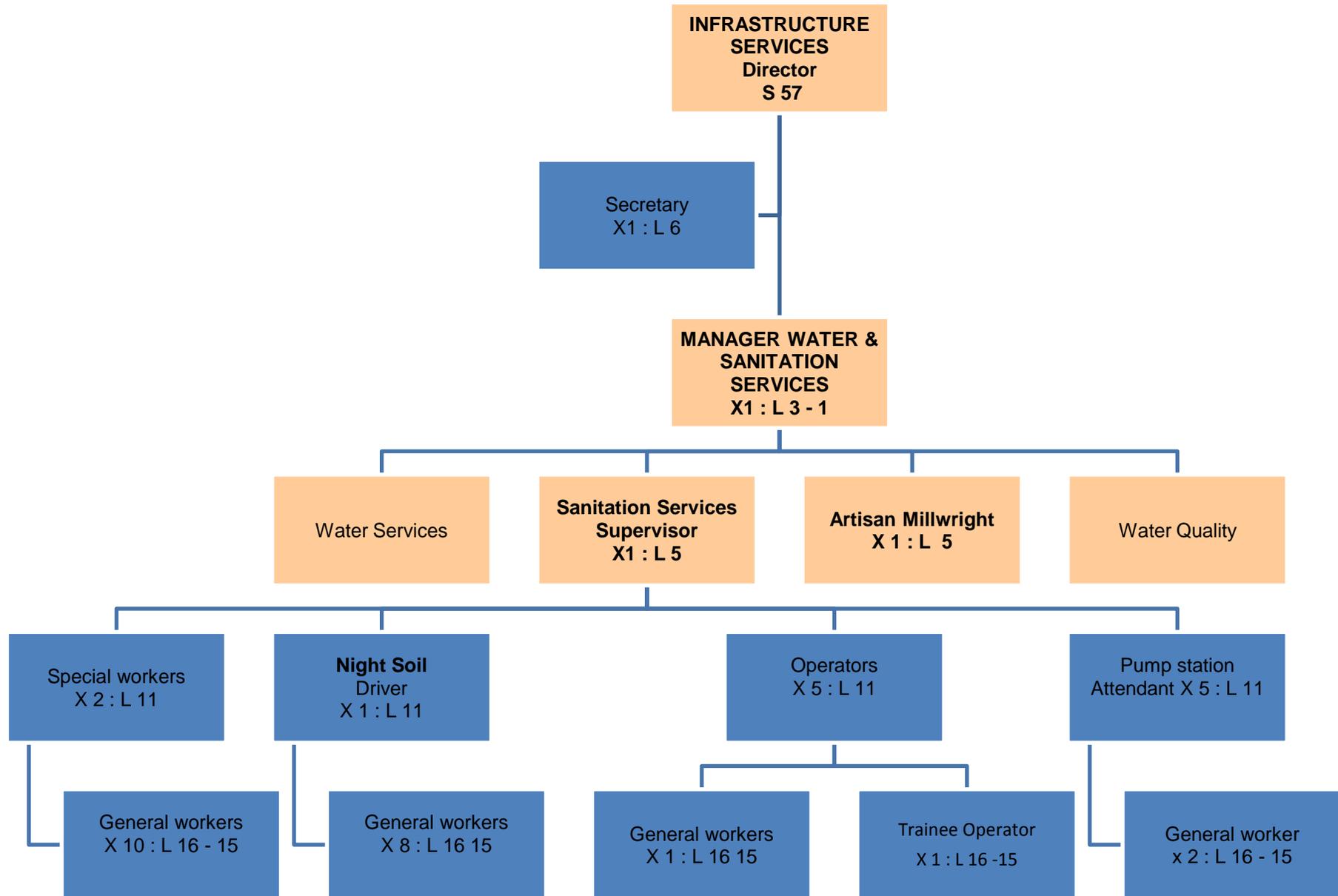
**INFRASTRUCTURE SERVICES:
ELECTRICAL & MECHANICAL SERVICES (2)**



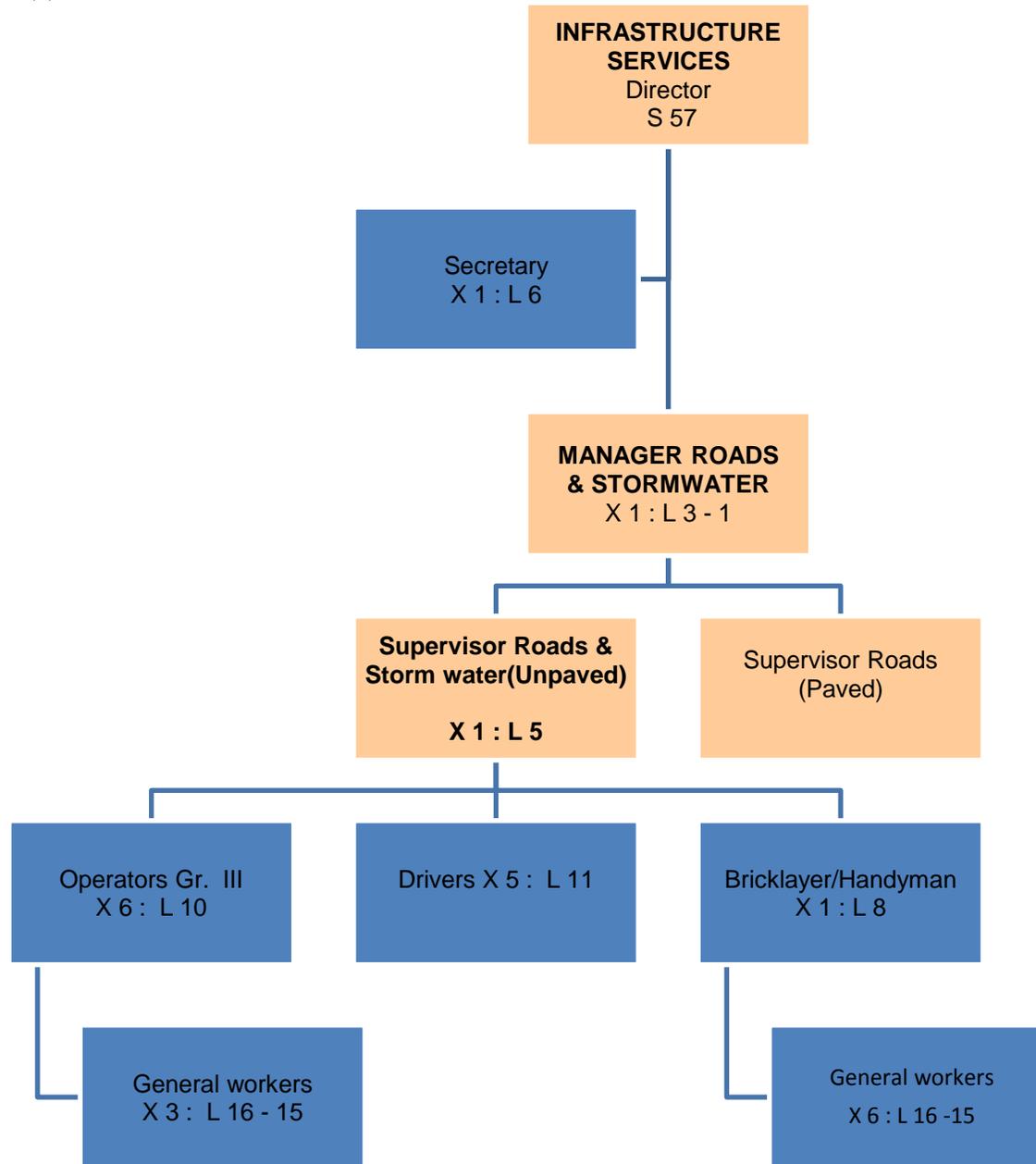
**INFRASTRUCTURE SERVICES:
WATER & SANITATION (1)**



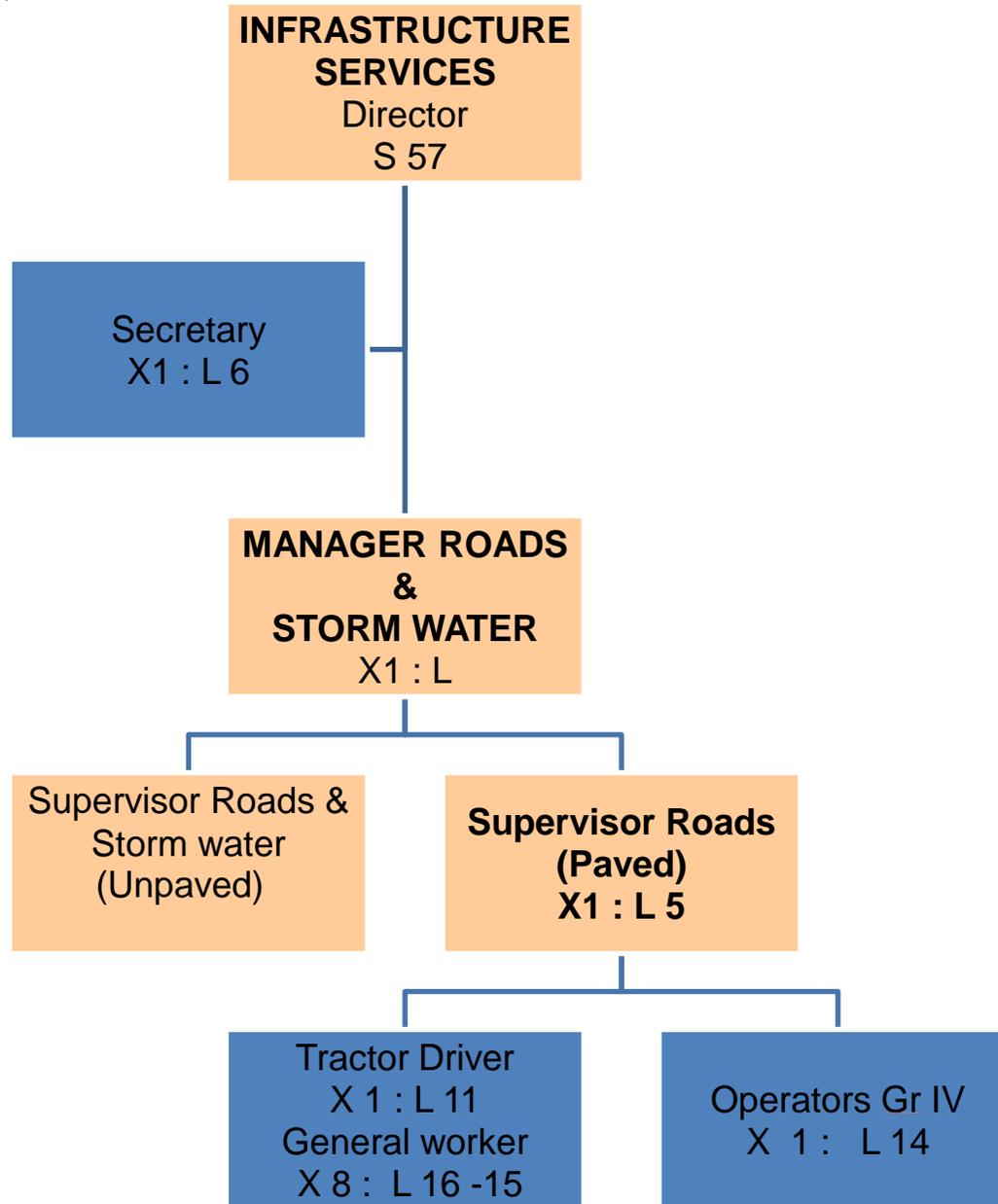
**INFRASTRUCTURE SERVICES:
WATER & SANITATION (2)**

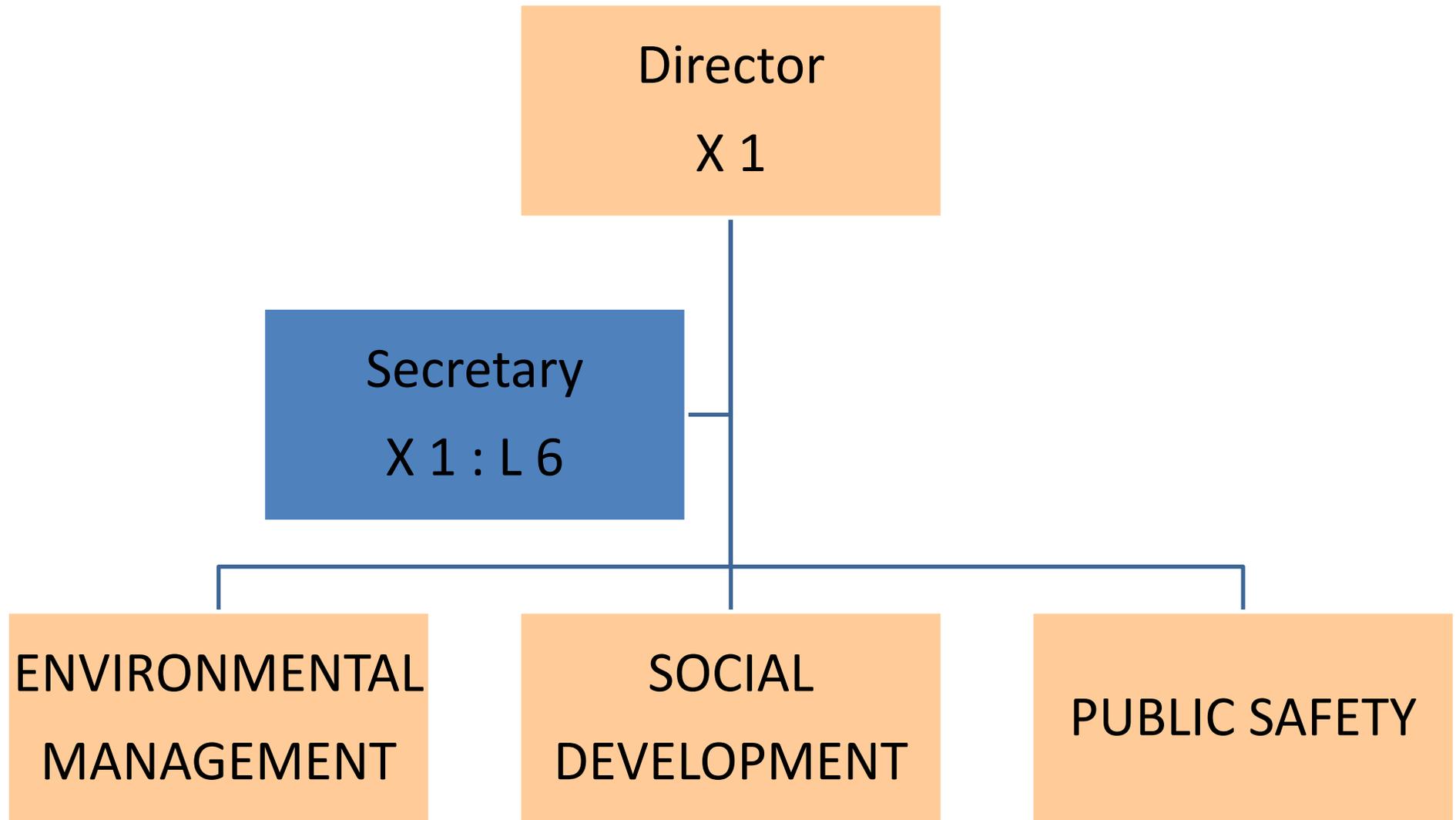


**INFRASTRUCTURE SERVICES:
ROADS & STORM WATER (1)**

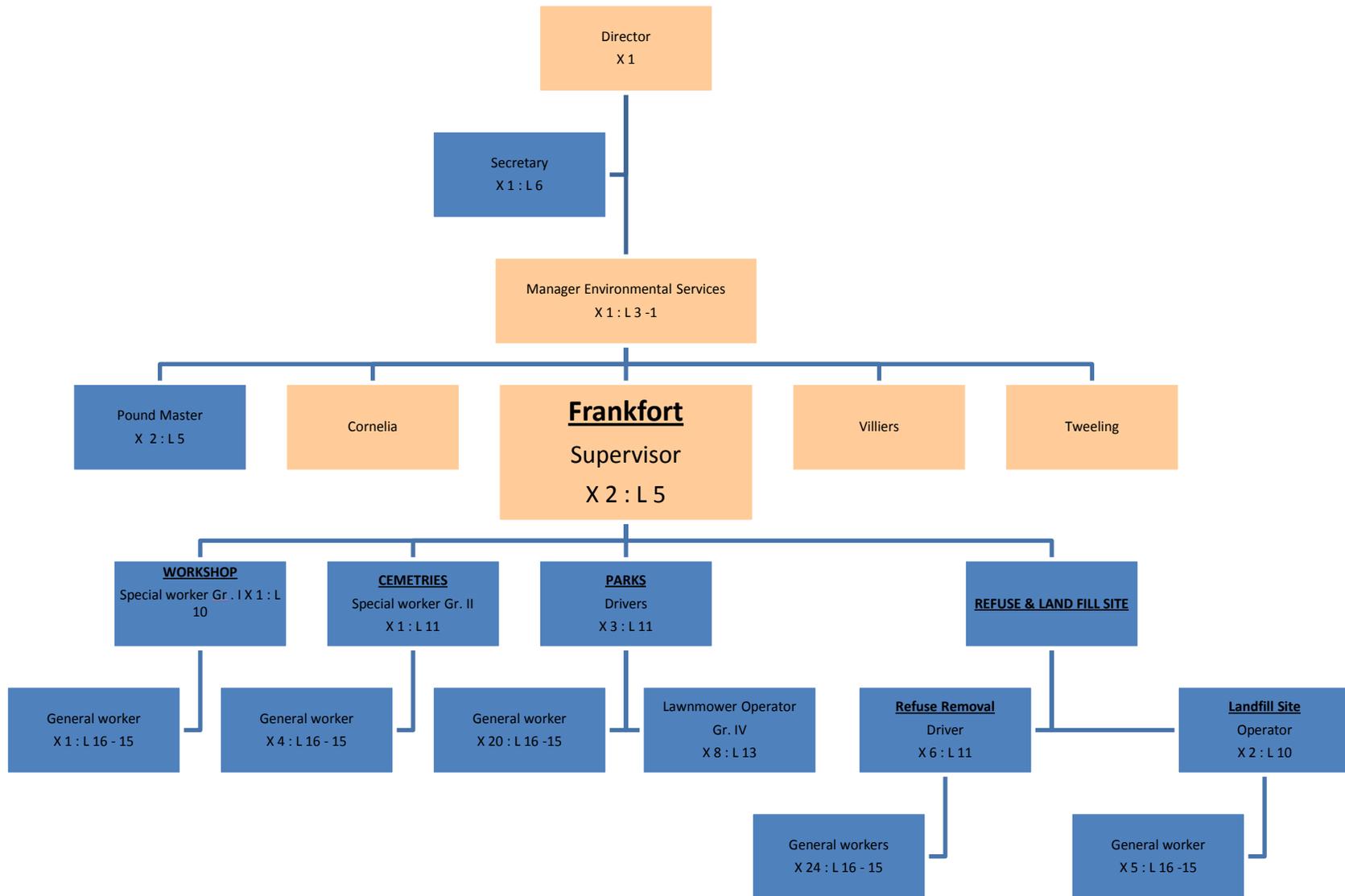


**INFRASTRUCTURE SERVICES:
ROADS & STORM WATER (2)**

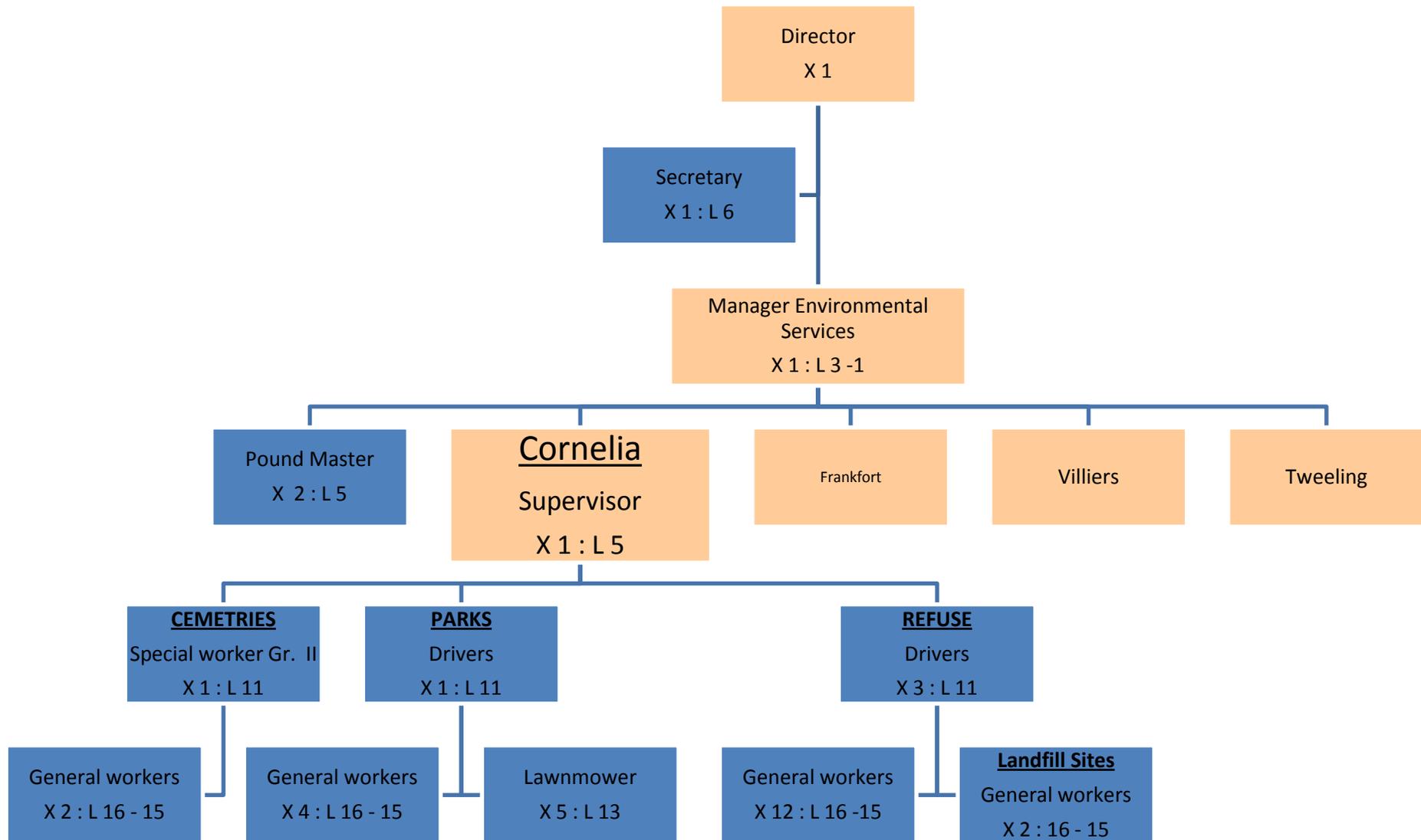




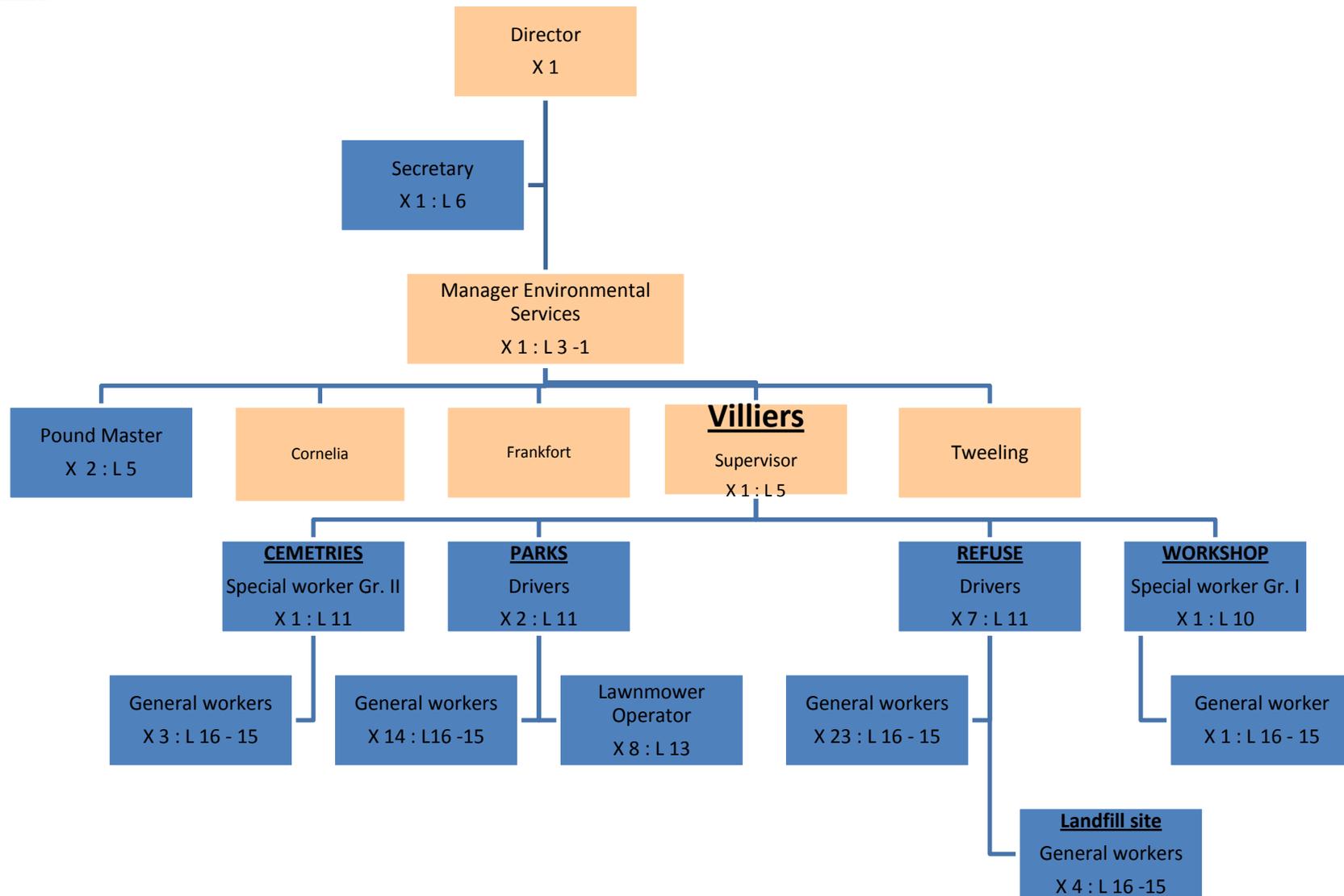
**COMMUNITY SERVICES
ENVIRONMENTAL SERVICES
FRANKFORT**



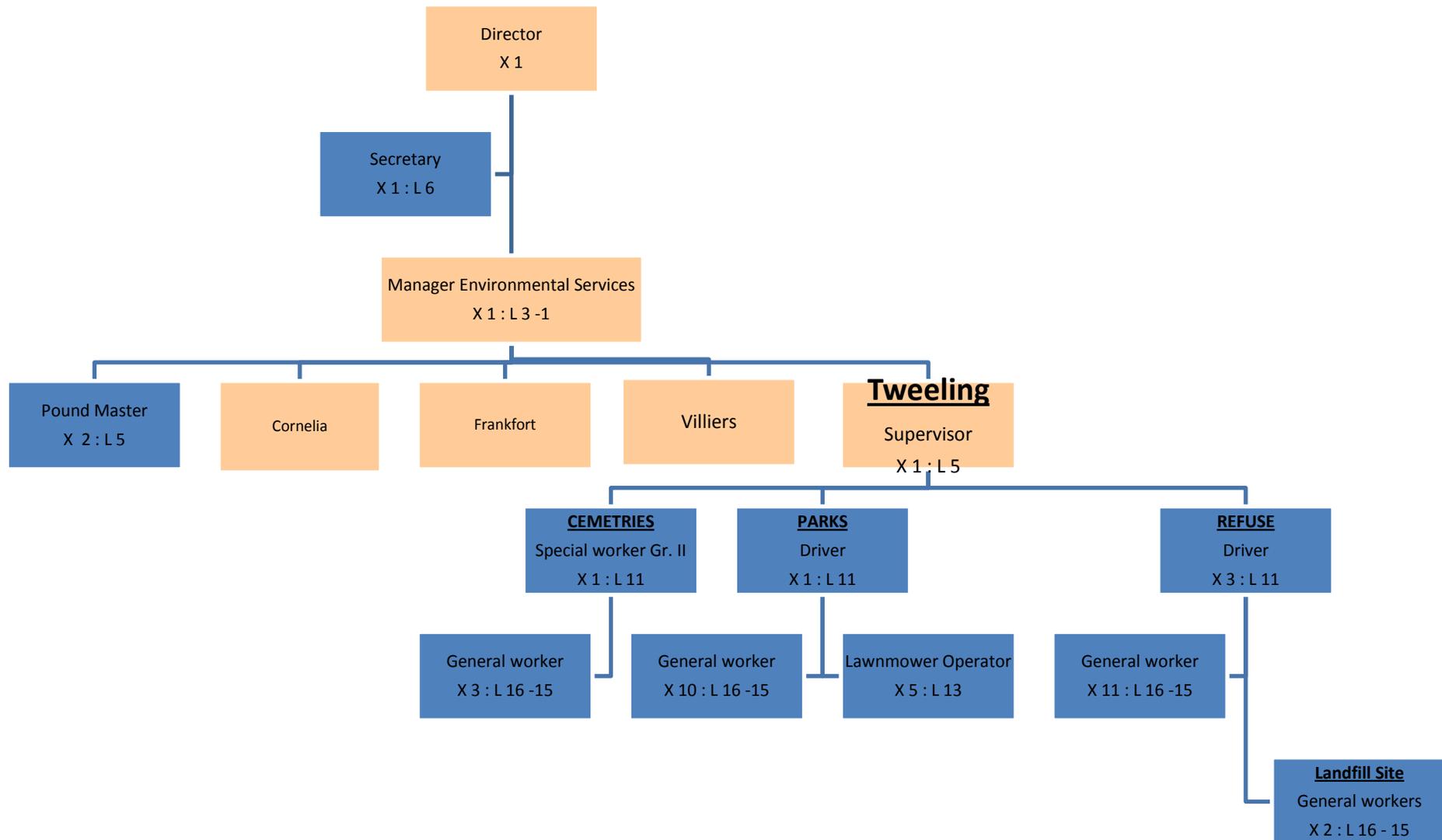
COMMUNITY SERVICES
 ENVIRONMENTAL SERVICES
 CORNELIA



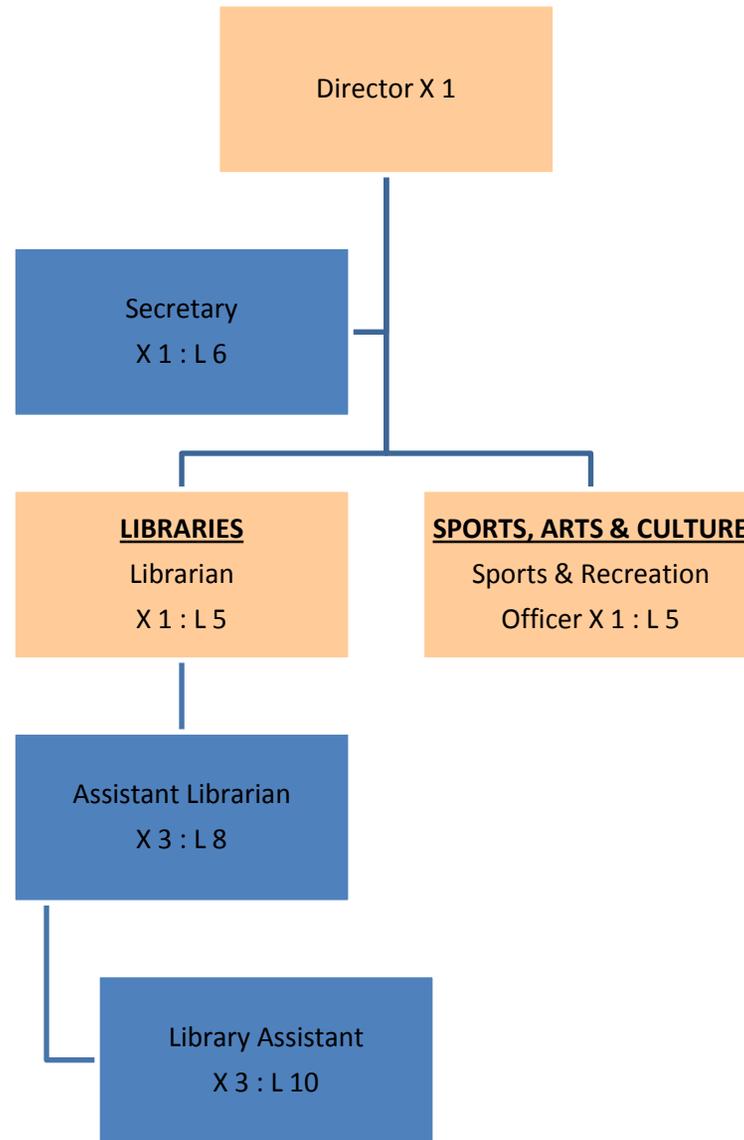
**COMMUNITY SERVICES
ENVIRONMENTAL SERVICES
VILLIERS**

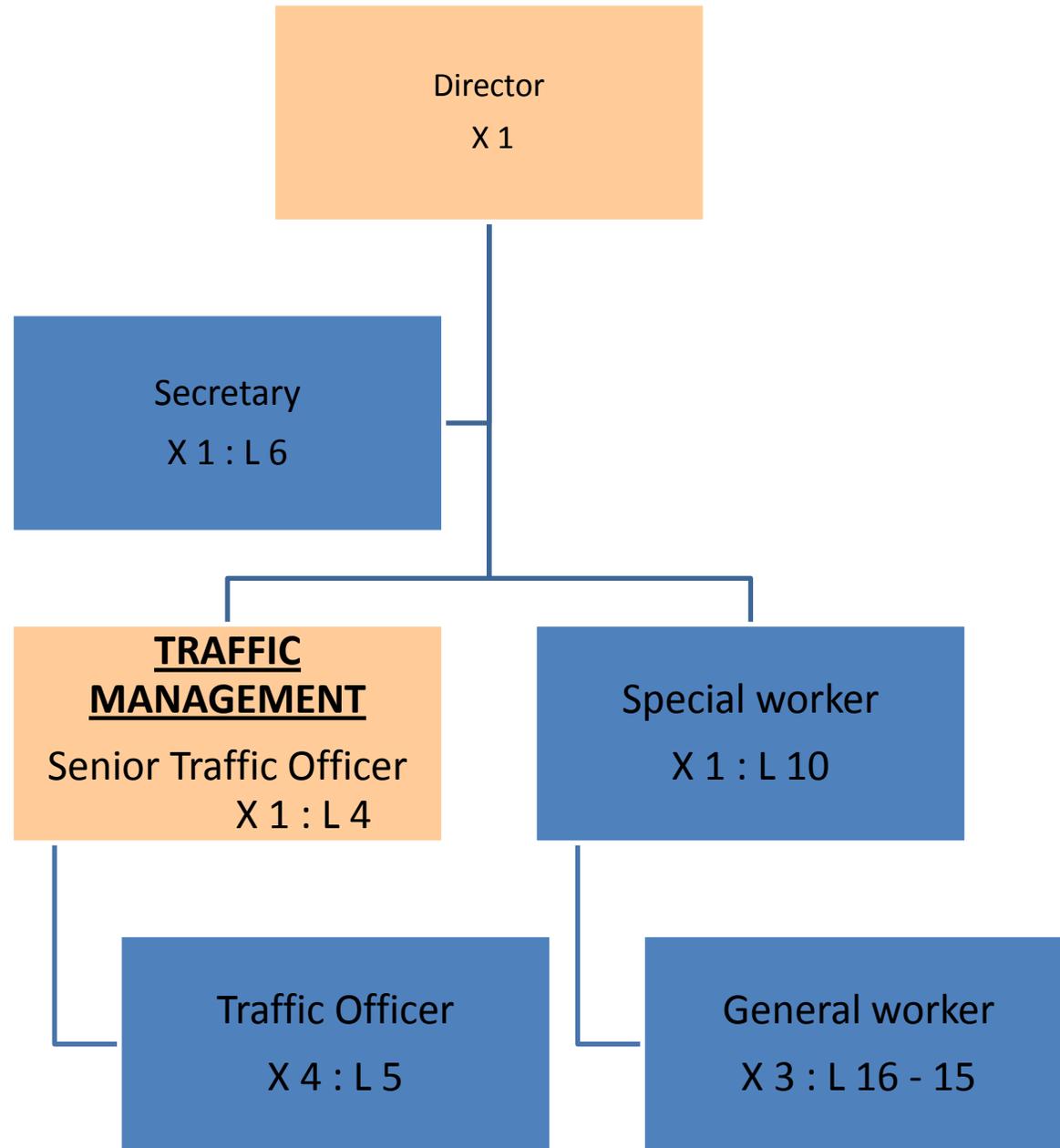


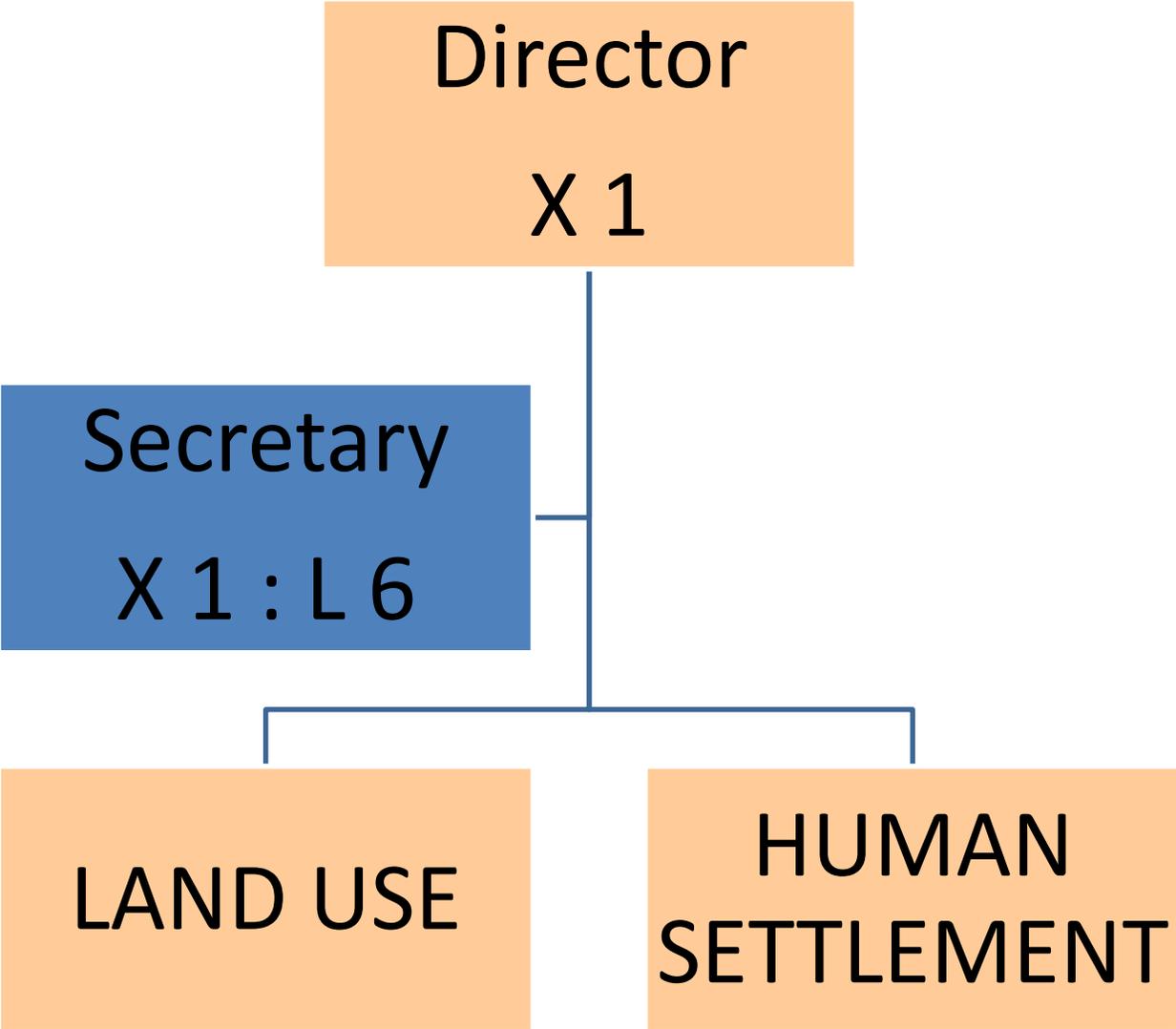
**COMMUNITY SERVICES
ENVIRONMENTAL SERVICES
TWEELING**



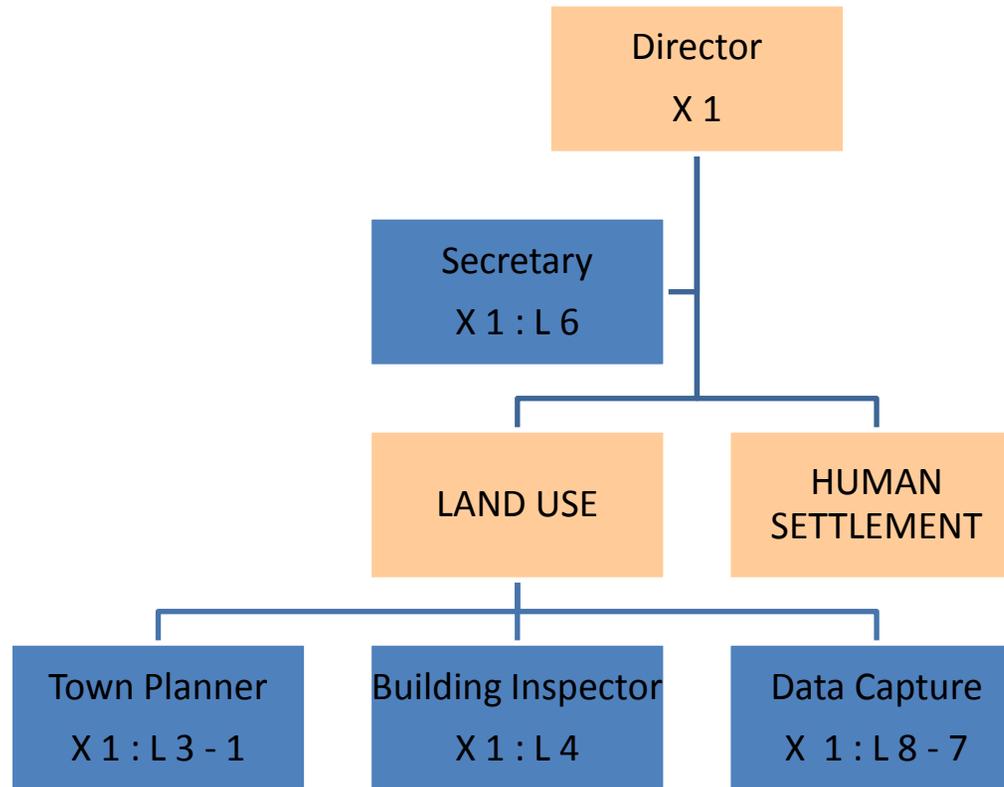
**COMMUNITY SERVICES
SOCIAL DEVELOPMENT**



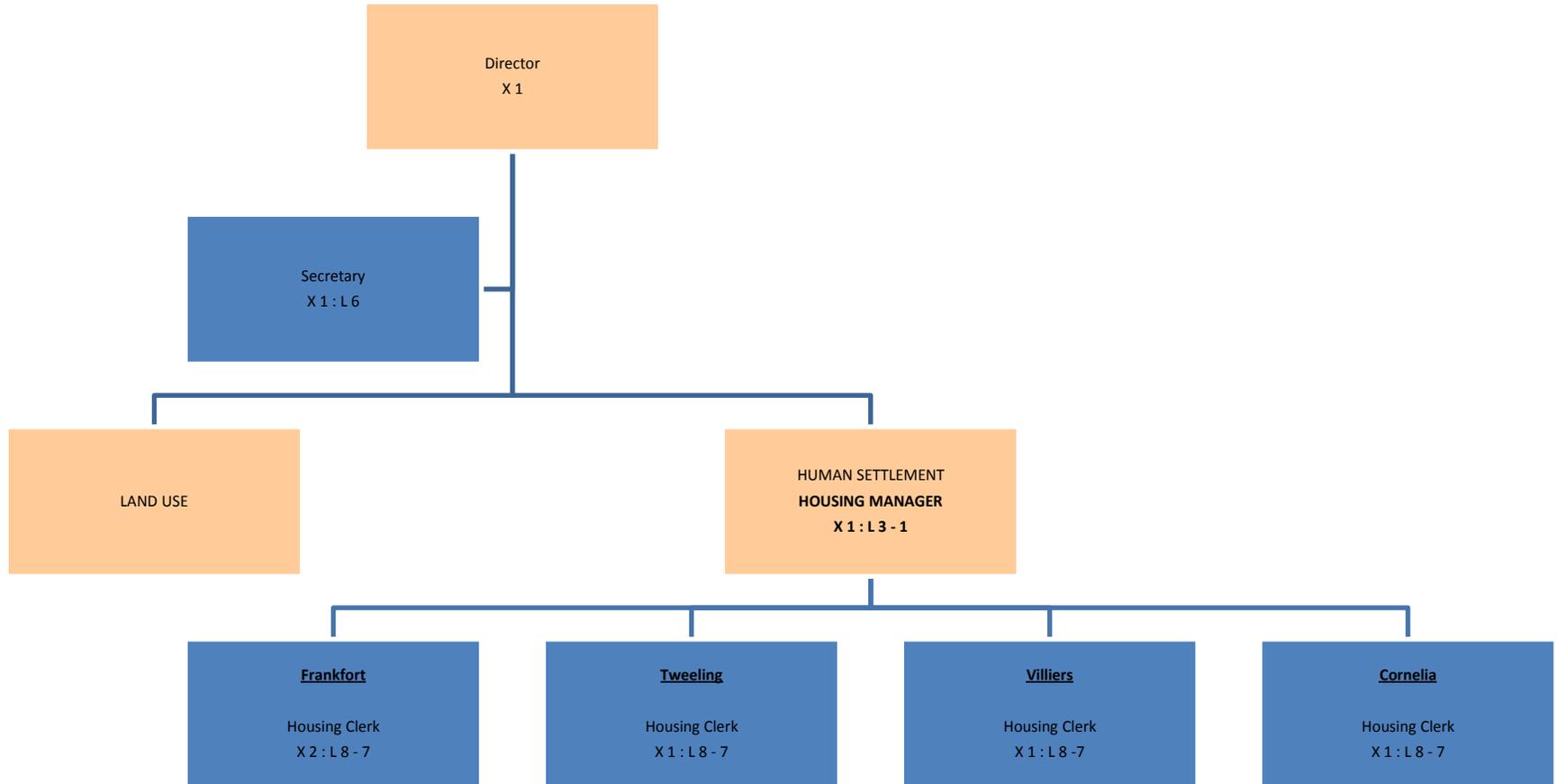




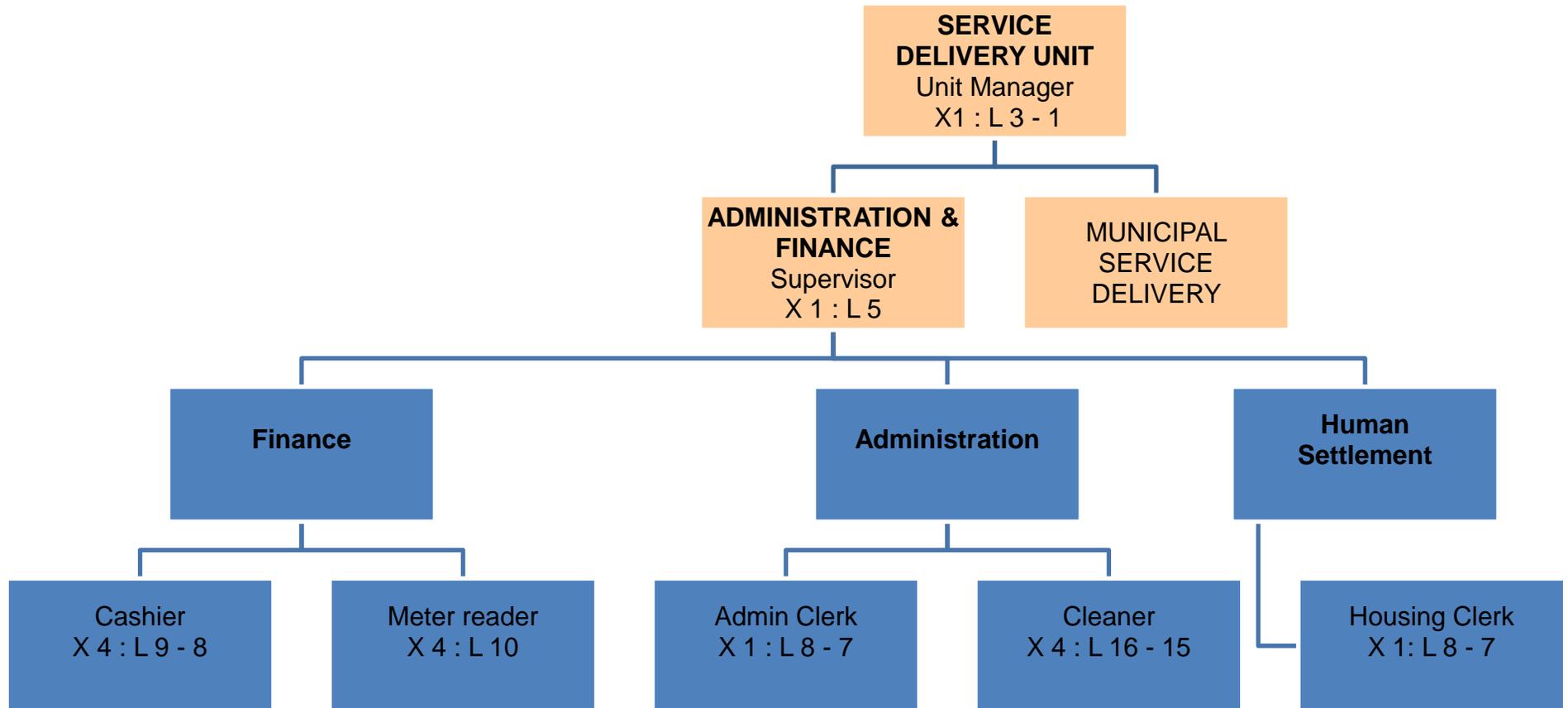
**LAND USE AND HUMAN SETTLEMENT
(LAND USE)**



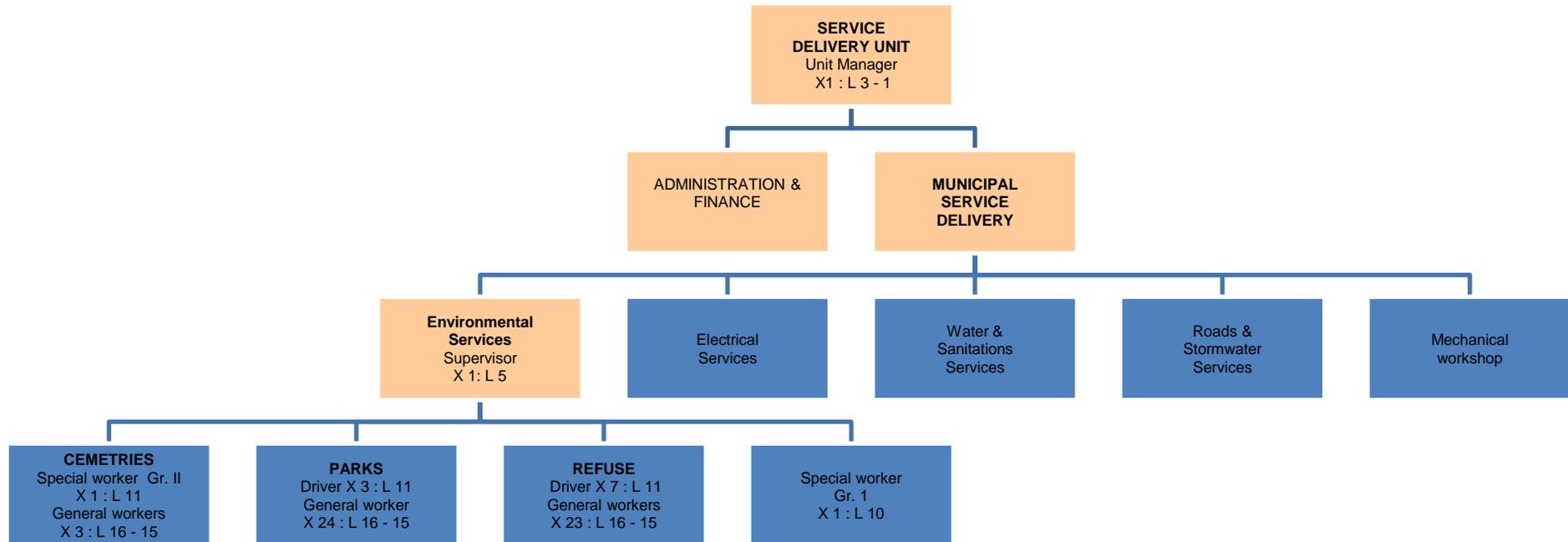
**LAND USE AND HUMAN SETTLEMENT
(HUMAN SETTLEMENT)**



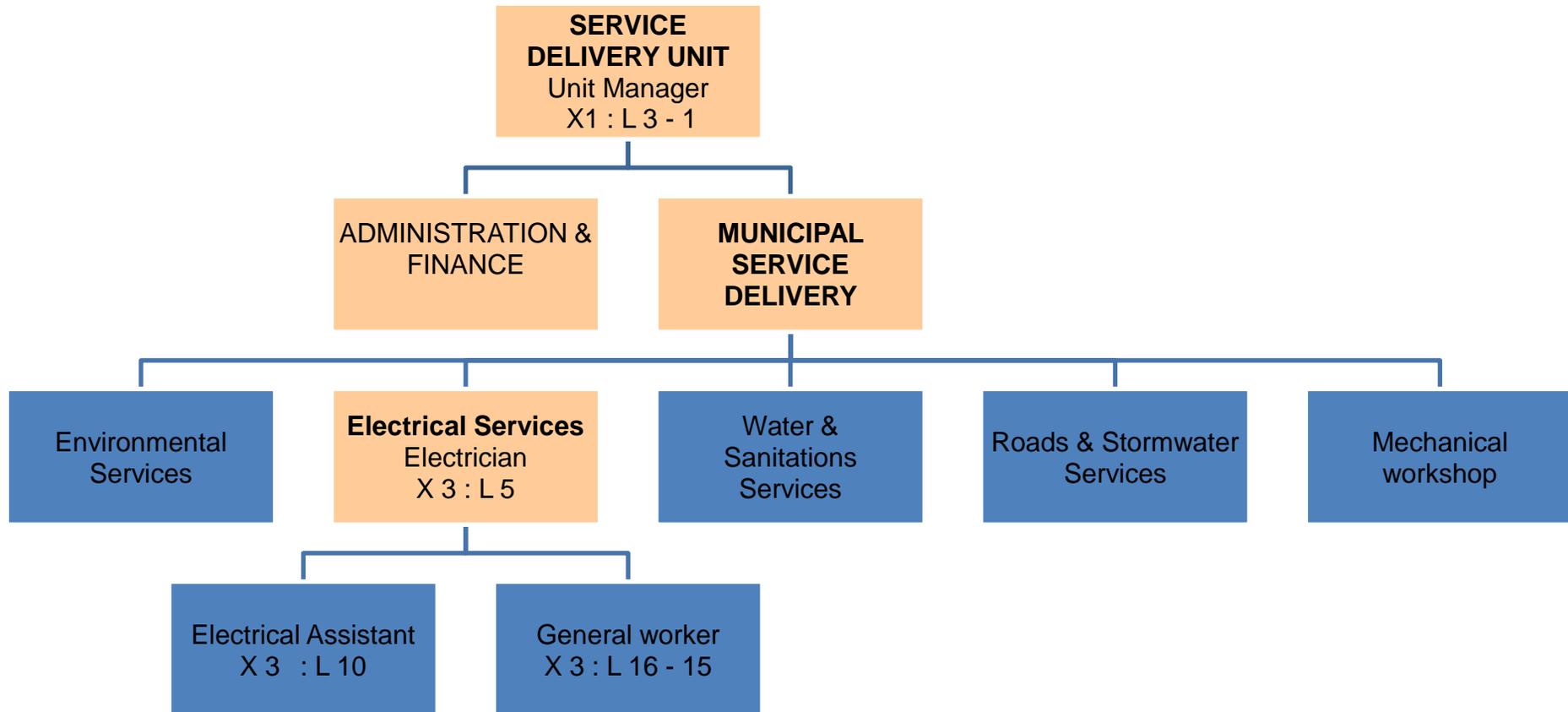
Service Delivery Unit: Villiers (1)
Administration & Finance



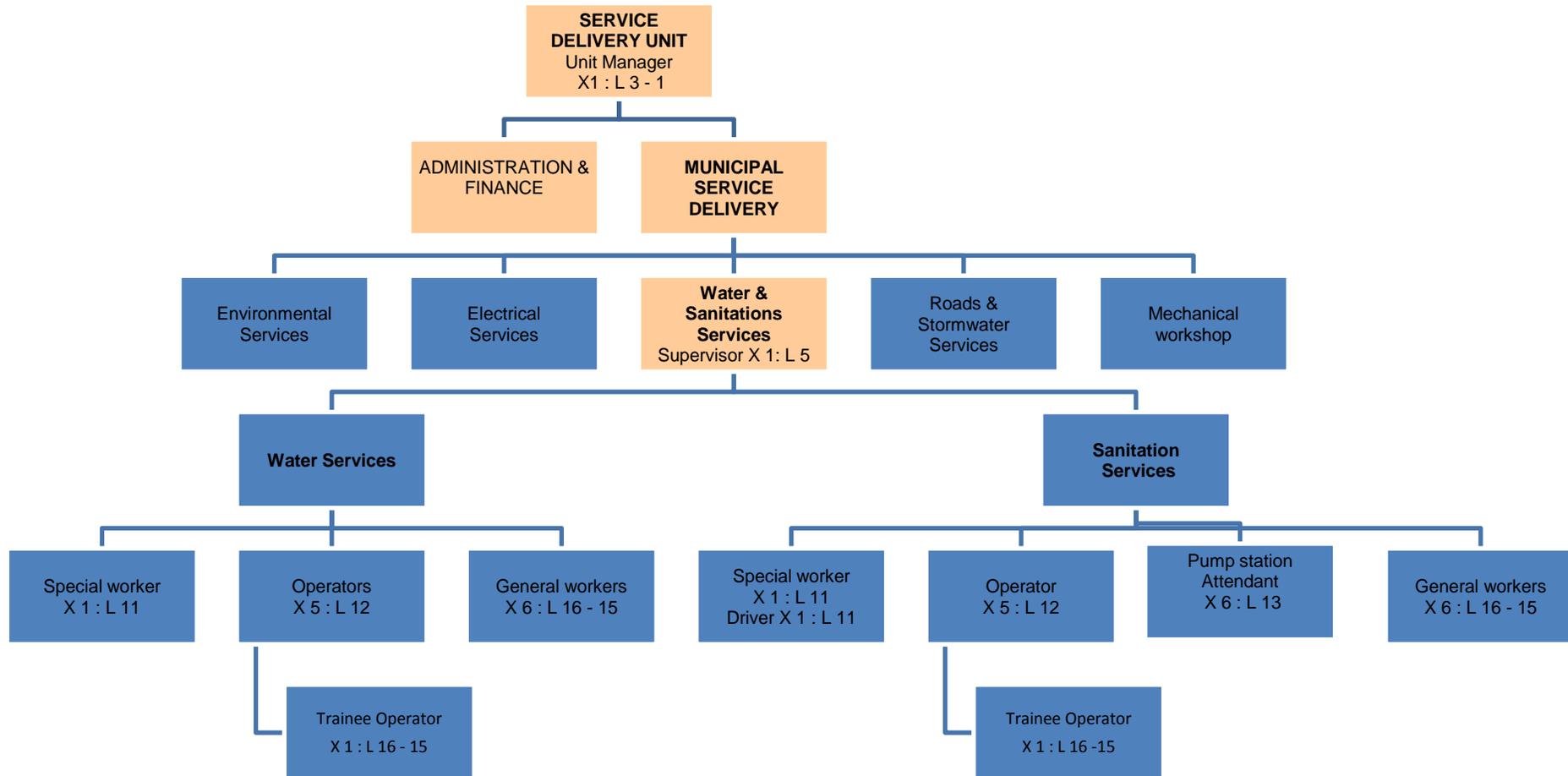
Service Delivery Unit: Villiers (2)
Municipal Service Delivery: Environmental Services



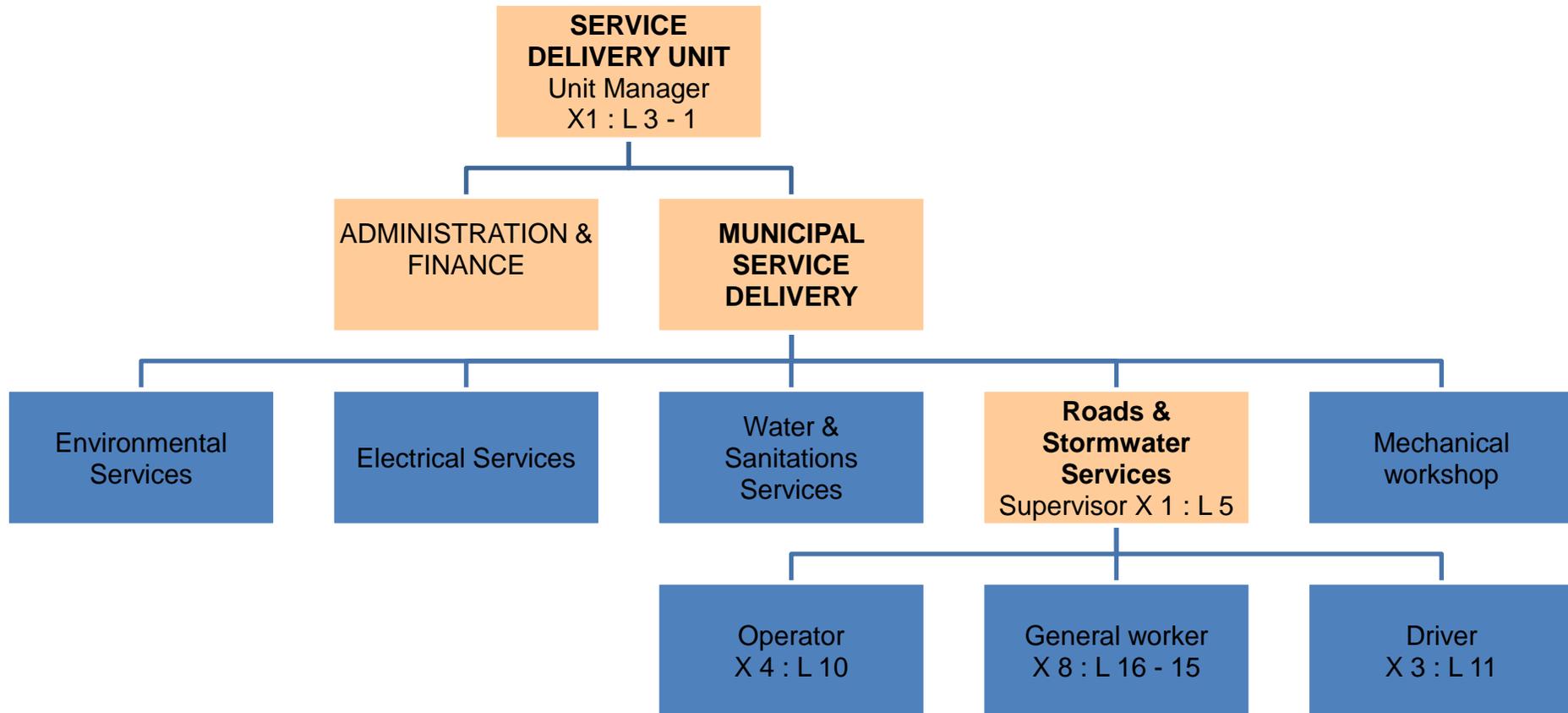
Service Delivery Unit: Villiers (3)
Municipal Service Delivery: Electrical Services



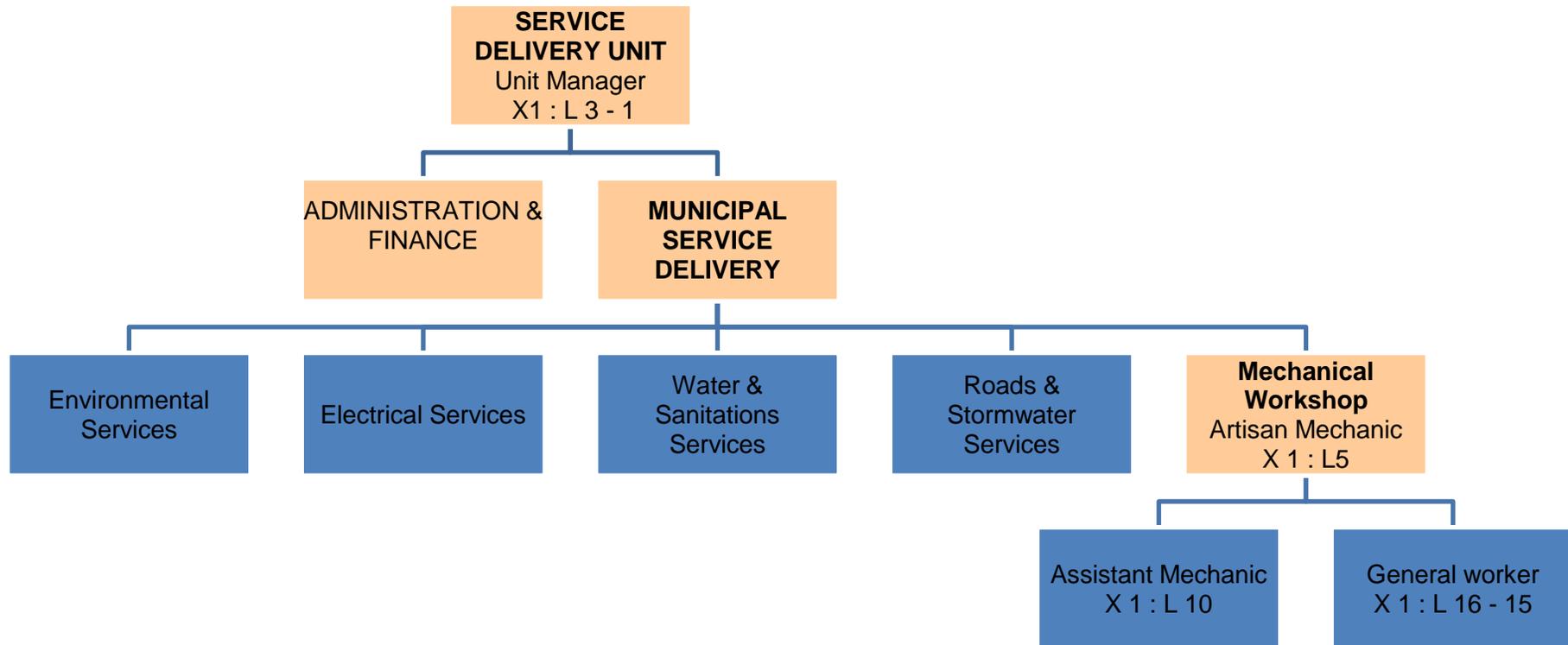
Service Delivery Unit: Villiers (4)
Municipal Service Delivery: Water & Sanitation Services



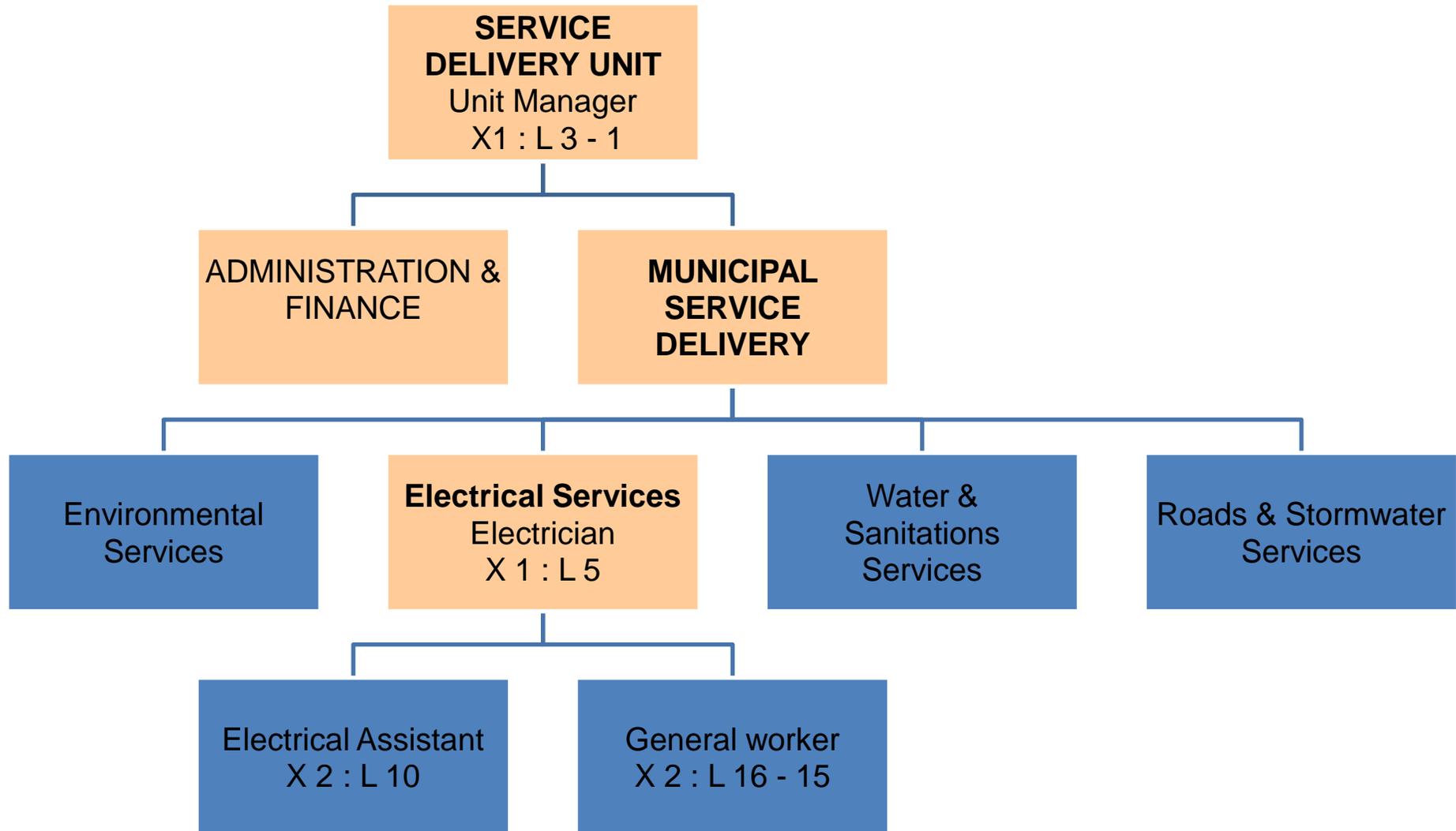
Service Delivery Unit: Villiers (5)
Municipal Service Delivery: Roads & Storm Services



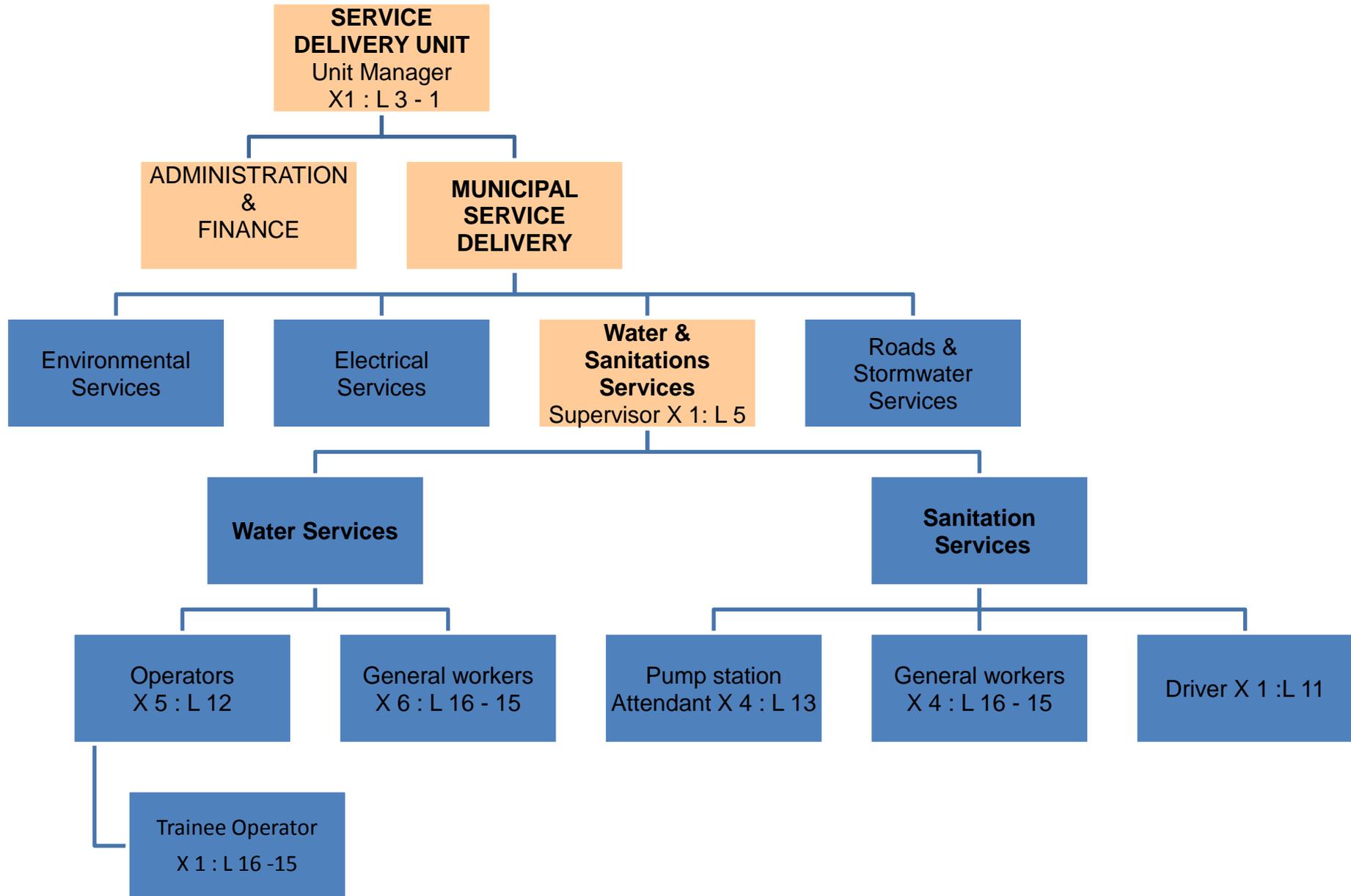
Service Delivery Unit: Villiers (6)
Municipal Service Delivery: Mechanical workshop



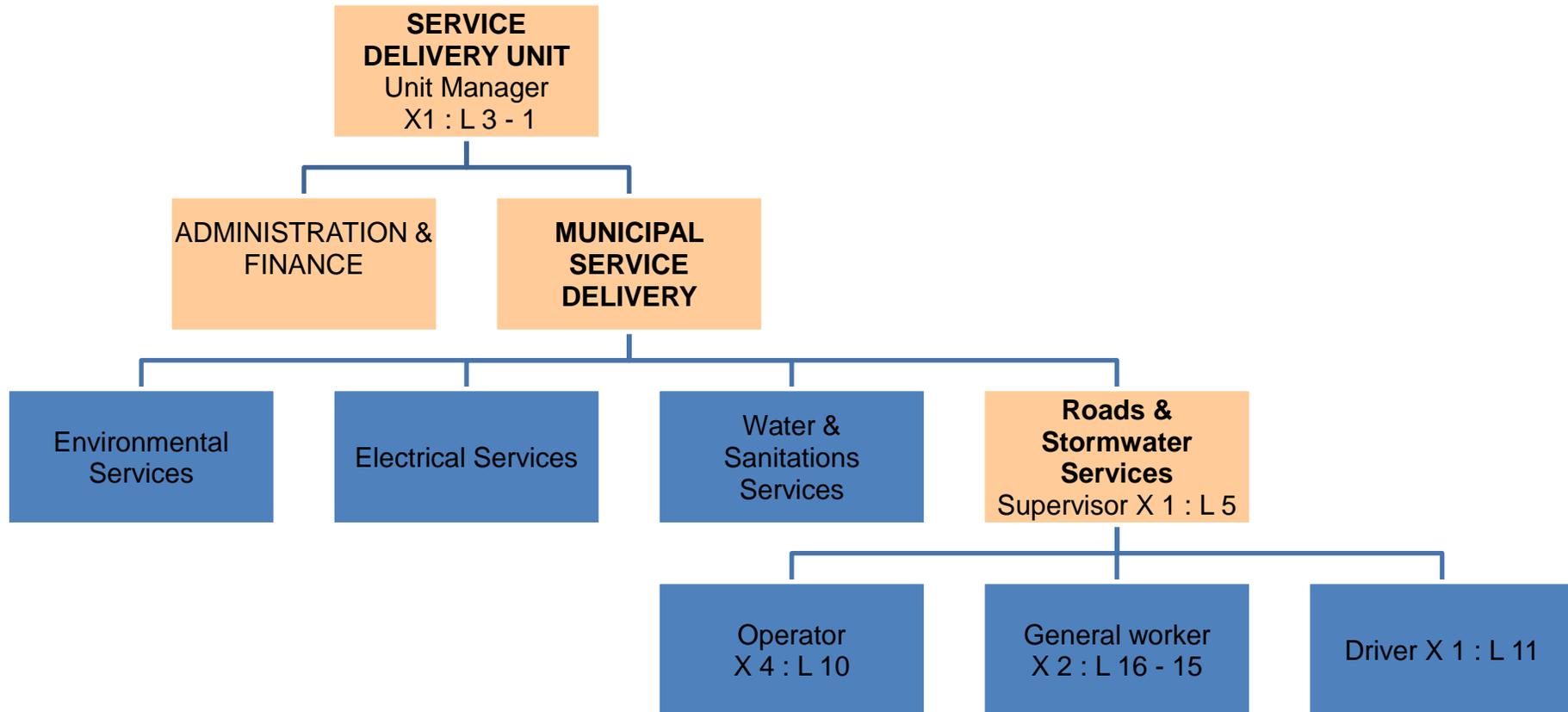
Service Delivery Unit: Tweeling (3)
Municipal Service Delivery: Electrical Services



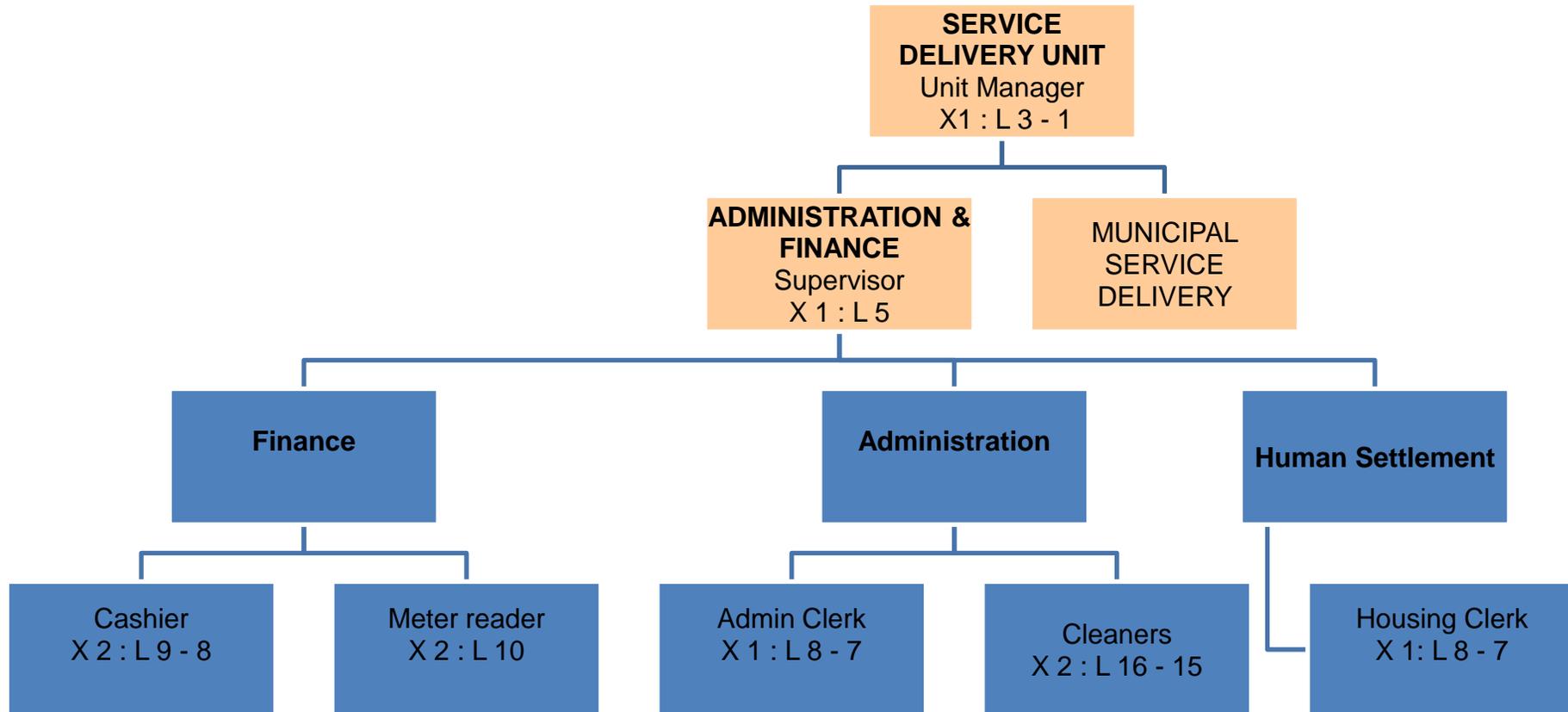
Service Delivery Unit: Tweeling (4)
Municipal Service Delivery: Water & Sanitation Services



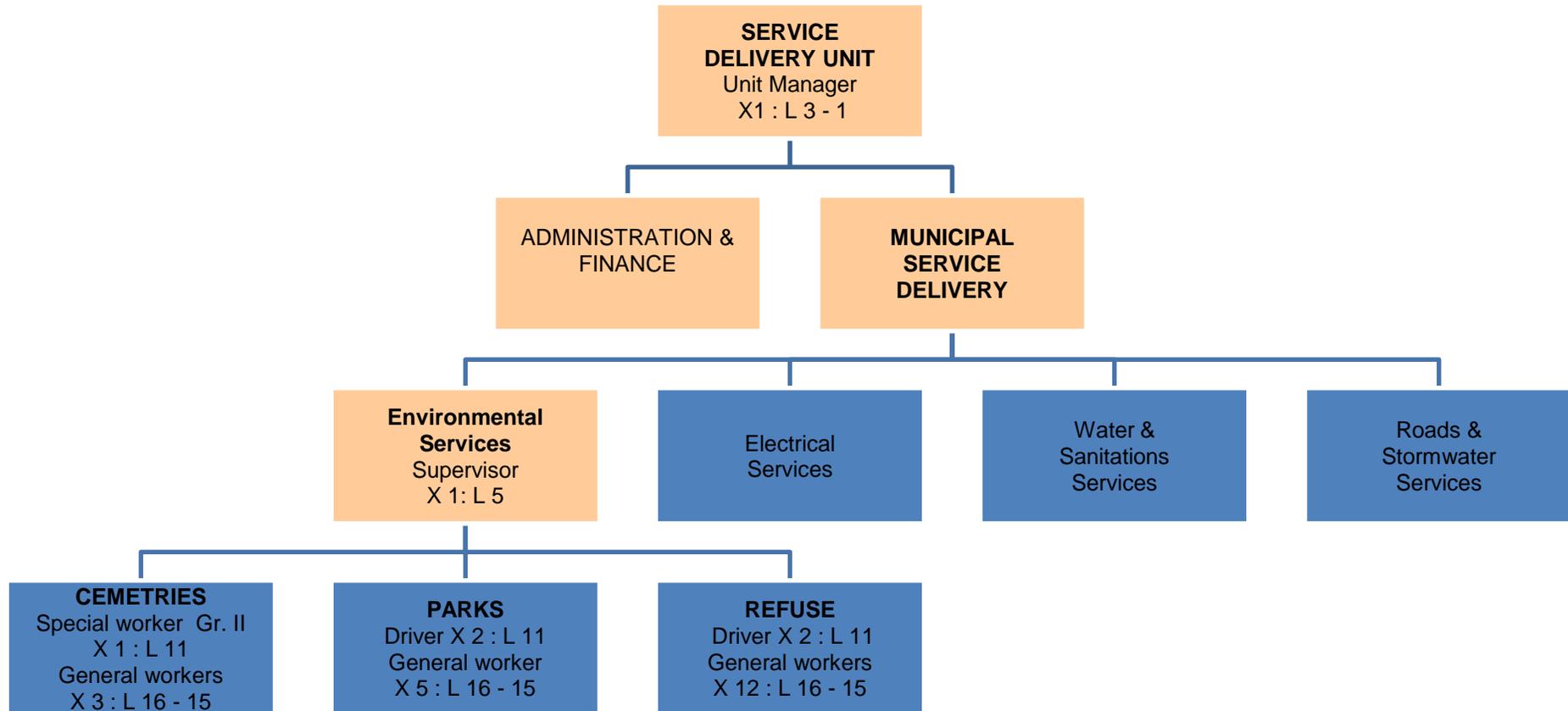
Service Delivery Unit: Tweeling (5)
Municipal Service Delivery: Roads & Storm Services



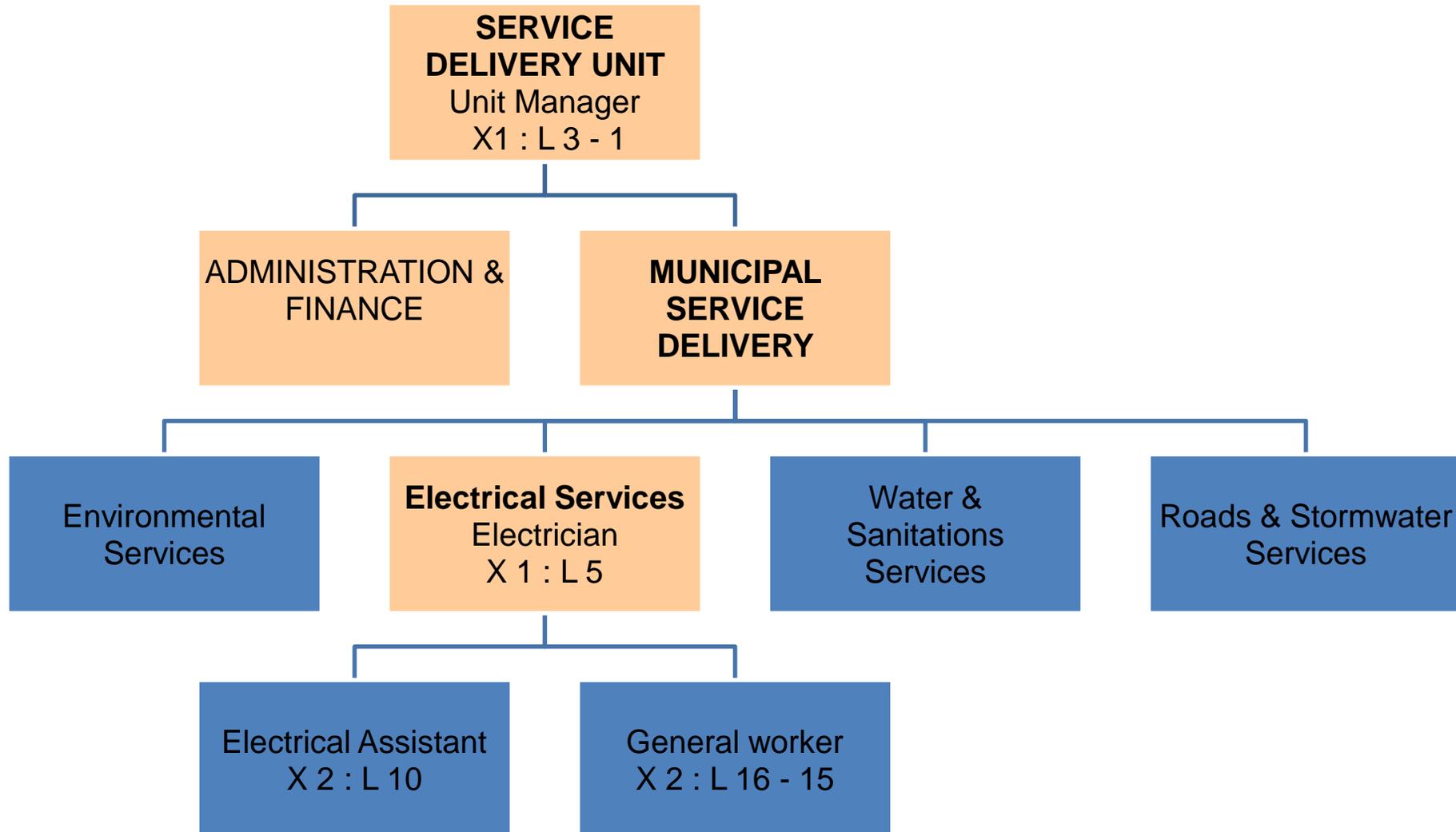
Service Delivery Unit: Cornelia (1)
Administration & Finance



Service Delivery Unit: Cornelia (2)
Municipal Service Delivery: Environmental Services

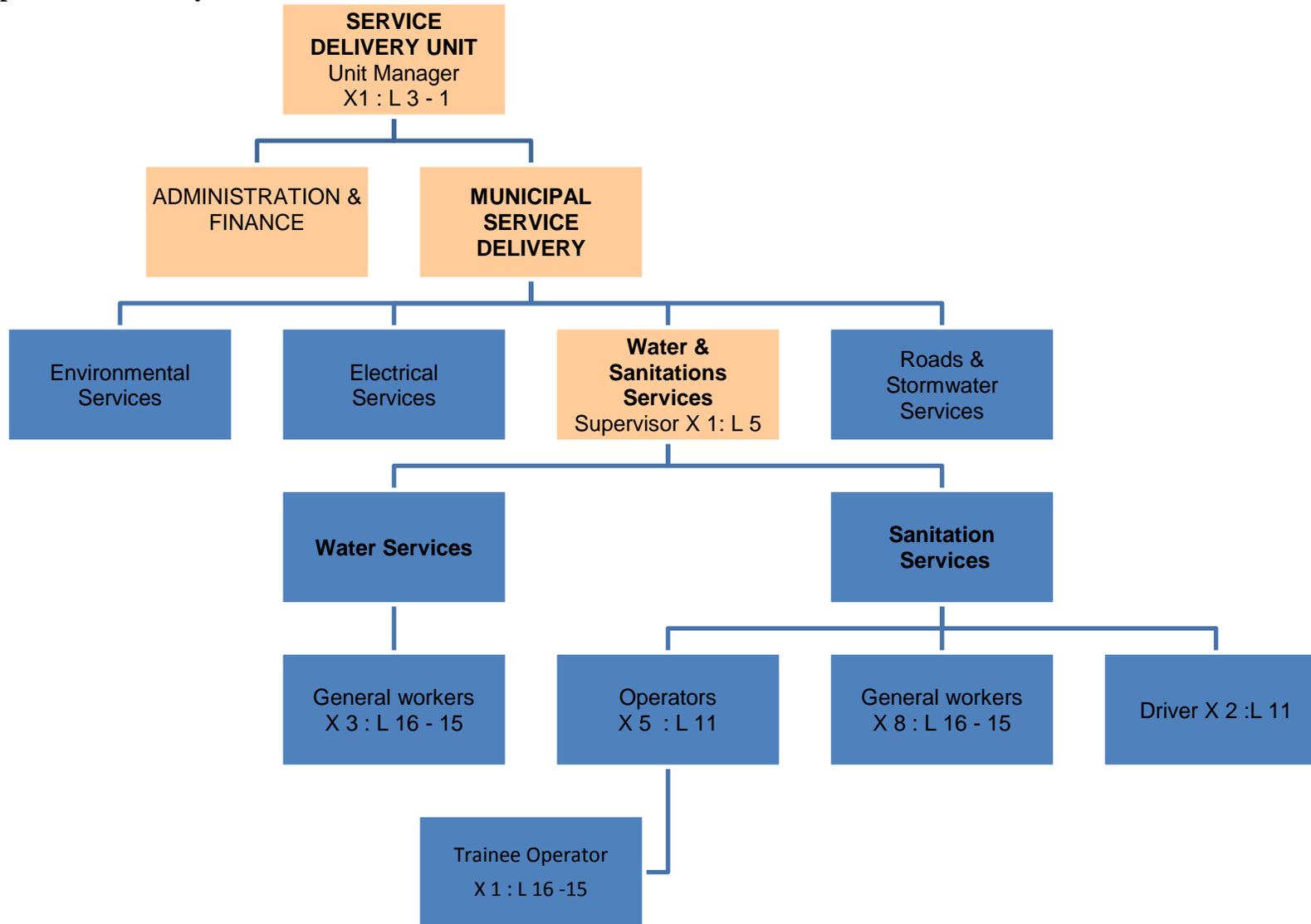


Service Delivery Unit: Cornelia (3)
Municipal Service Delivery: Electrical Services

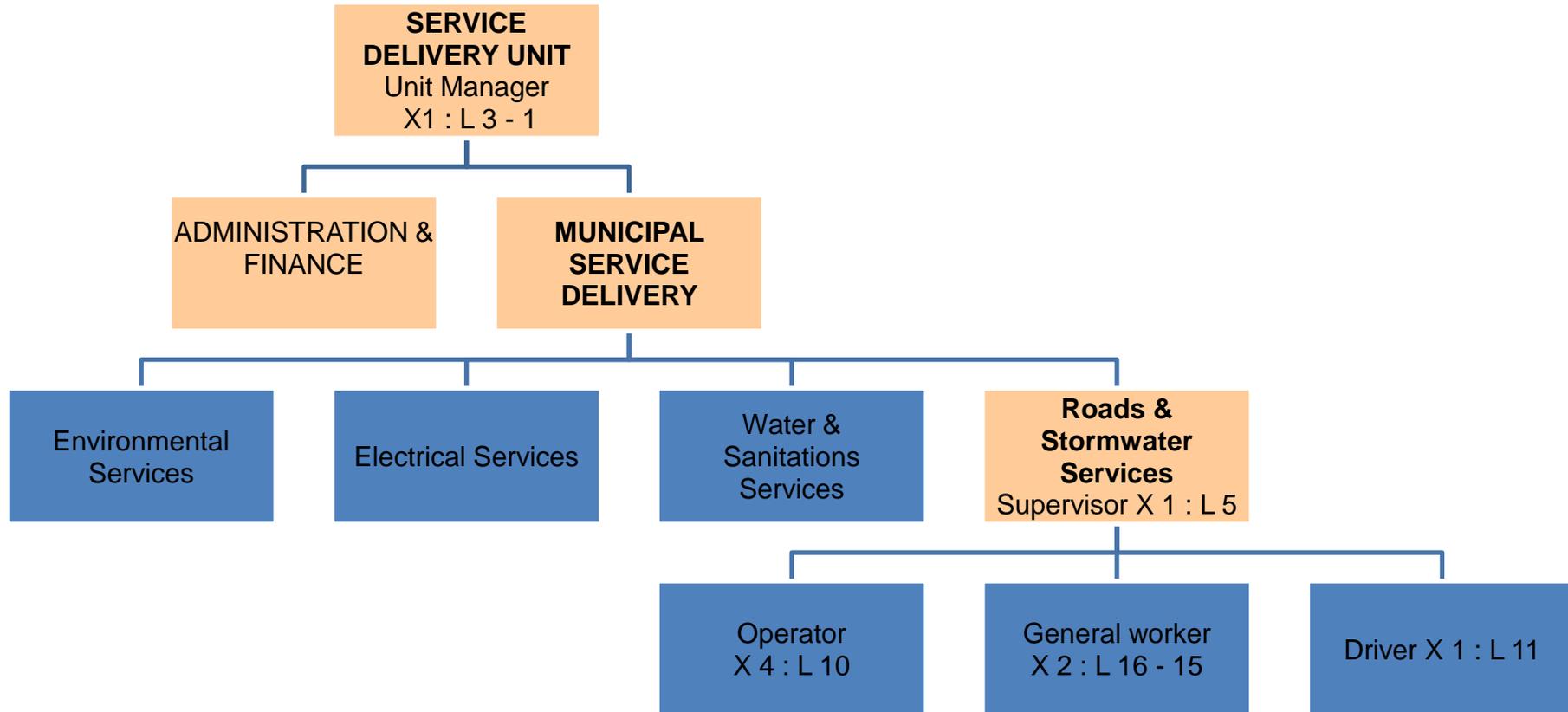


Service Delivery Unit: Cornelia (4)

Municipal Service Delivery: Water & Sanitation Services



Service Delivery Unit: Cornelia (5)
Municipal Service Delivery: Roads & Storm Services



CHAPTER 6

FINANCIAL PLAN

OFFICE OF THE MAYOR				
DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Bursaries	250 000	350 000	367 500	385 875
Youth Contribution	50 000	102 500	107 625	113 006
Donations	5 000	5 250	5 513	5 788
Entertainment	5 000	50 000	52 500	55 125
Mayoral Projects	200 000	1 536 000	1 612 800	1 693 440
Publication	33 000	210 000	220 500	231 525
HIV / AIDS	20 000	94 000	98 700	103 635
Refreshments	2 000	-	-	-
Travel and Subsistence	70 000	115 000	120 750	126 788
Sub Total	635 000	2 462 750	2 585 888	2 715 182

OFFICE OF THE SPEAKER

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
August Month Celebration	-	40 000	42 000	44 100
Conferences and Workshop	12 890	-	-	-
Entertainment	5 000	40 000	42 000	44 100
Public Participation	81 780	138 600	145 530	152 807
Refreshments	3 000	-	-	-
Travel and Subsistence	305 000	250 000	262 500	275 625
Ward Committee	-	210 000	220 500	231 525
Wards Committee Awards	20 000	-	-	-
Councillor Allowances	4 677 582	5 051 789	5 304 378	5 569 597
Conferences and Workshop	20 000	570 000	598 500	628 425
Entertainment General	-	-	-	-
Travel and Subsistence	-	-	-	-
Sub Total	5 125 252	6 300 389	6 615 408	6 946 179

OFFICE OF THE MUNICIPAL MANAGER

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Advertisement	50 000	-	-	-
Affiliation	50 000	75 000	78 750	82 688
Agricultural Development	30 000	-	-	-
Audit Unit	500 000	100 000	105 000	110 250
Bursaries - Internal	45 000	150 000	157 500	165 375
Conferences and workshop	60 000	112 500	118 125	124 031
Entertainment	5 000	20 000	21 000	22 050
IDP	150 000	-	-	-
IT Expenses	350 000	-	-	-
LED	58 250	500 000	525 000	551 250
Marketing and Promotion	34 400	51 000	53 550	56 228
Tourism	-	150 000	157 500	165 375
PMS	110 000	-	-	-
Policy and By-laws	350 000	350 000	157 500	165 375

Refreshments	5 000	-	-	-
SALGA	200 980	-	-	-
MSIG	-	790 000	800 000	850 000
Security	530 000	-	-	-
Skills Development	400 000	-	-	-
SMME Development	50 000	300 000	315 000	330 750
Travel and Subsistence	159 165	164 000	172 200	180 810
Office Furniture	-	30 000	-	-
Sub Total	3 137 795	2 592 500	2 661 125	2 804 181

COMMUNITY SERVICES

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Awareness Programme	15 000	20 000	21 000	22 050
Cleaning Material	85 465	91 000	95 550	100 328
Contribution Aged	20 000	20 000	21 000	22 050
Disaster Assistance	80 000	100 000	105 000	110 250
Entertainment	5 000	8 000	8 400	8 820
Gender: Special Programmes	12 133	50 000	52 500	55 125
Pauper Burials	22 000	28 500	29 925	31 421
Public Safety	-	95 000	99 750	104 738
Special Programme: Children	15 000	15 000	15 750	16 538
Sports: Special Programmes	266 750	250 000	262 500	275 625
Travel and Subsistence	84 400	45 000	47 250	49 613
Cleaning Campaign	15 550	95 000	99 750	104 738
Waste Management Plan	200 000	120 000	-	-
Office furniture	-	30 000	-	-
Dustbins	-	500 000	600 000	850 000
Sub Total	821 298	1 467 500	1 458 375	1 751 294

CORPORATE SERVICES

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Advertisement	158 250	166 163	174 471	183 194
Employee Related Costs	42 258 220	50 960 625	55 037 475	59 440 473
Reference Books	80 000	84 000	88 200	92 610
Entertainment	40 000	30000	31 500	33 075
Insurance - General	633 000	664 650	697 883	732 777
Legal Costs	850 000	450 000	472 500	496 125
HR Policies and By-laws	250 000	-	150 000	-
Postage	450 000	472 500	496 125	520 931
Security	-	550 000	577 500	606 375
IT Expenses		350 000	367 500	385 875
SALGA	-	281 412	275 187	297 202
Protective Clothing	220 000	400 000	230 000	180 000
Employee Wellness Programme	-	95 000	99 750	104 738
Repairs and Maintenance - Buildings	250 000	300 000	315 000	330 750

Telephone Expenses	1 500 000	1 575 000	1 653 750	1 736 438
PMS	-	220 000	231 000	242 550
Skills Development	-	500 000	525 000	551 250
Travel and subsistence	120 000	120 000	126 000	132 300
Traffic Fines	80 000	80 000	84 000	88 200
Vehicle License	175 000	183 750	192 938	202 584
Office Furniture	-	40 000	-	-
Purchasing of Equipment (Motor Vehicles)	-	2 500 000	-	-
Sub Total	47 064 470	60 023 100	61 825 778	66 357 446

LAND USE AND HUMAN SETTLEMENT

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Entertainment	5 000	10 000	10 000	10 000
Housing Sector Plans	20 000	50 000	-	-
Housing Policy	-	60 000	-	-
Land Audit	50 000	50 000	50 000	50 000
LUMS	65 000	30 000	-	-
Spatial Development	-	-	-	-
Town Planning Scheme	50 000	-	-	-
Planning and Surveying of Ervens	250 000	50 000	100 000	250 000
Travel and Subsistence	32 000	80 000	100 000	120 000
Computer Equipment	32 000			
Office Furniture	50 000	50 000	-	-
Sub Total	554 000	380 000	260 000	430 000

INFRASTRUCTURE SERVICES

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ROADS AND STORMWATER

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DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Consumable Stores	111 000	-	-	-
Repairs and Maintenance	900 000	900 000	945 000	992 250
Sub Total	1 011 000	900 000	945 000	992 250

ELECTRICITY AND MECHANICAL

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DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Consumables (Stores)	311 000	-	-	-
New Connections	50 000	240 000	400 000	420 000
Fuel / Lubrication	1 600 000	2 180 000	2 289 000	2 403 450
Electricity Purchase	48 600 000	61 236 000	77 157 360	97 218 274
Repairs & Maintenance - Maintenance	1 700 000	2 100 000	2 205 000	2 315 250
Repairs & Maintenance - Tools & Equipment	1 350 000	950 000	1 165 500	1 047 375
Sub Total	53 611 000	66 706 000	83 048 860	103 404 349

WATER AND SANITATION

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Consumables (Stores)	372 000	-	-	-
Entertainment	5 000	10 000	10 500	11 025
Travel & Subsistence	100 000	136 500	143 325	150 491
Water Chemicals	2 000 000	2 140 000	2 247 000	2 359 350
Water Testing	-	85 000	89 250	93 713
Waste Water Management Plan	100 000	120 000	-	-
Water Purchase	468 104	650 000	682 500	716 625
Repairs & Maintenance - Maintenance	2 648 000	2 150 000	2 257 500	2 370 375
Repairs & Maintenance - Tools & Equipment	1 500 000	990 000	1 039 500	1 091 475
Office furniture	-	30 000	-	-
Computer Equipment	-	-	-	-
Sub Total	7 193 104	6 311 500	6 469 575	6 793 054

CAPITAL PROJECTS

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
BULK INFRASTRUCTURE	514,108			
VILLIERS EXT:199 CONNECTIONS	2,369,400			
QALABOTJHA EXT: 359 CONNECTIONS	1,313,400			
BULK INFRASTRUCTURE: VILLIERS TRANSFORMER	3,135,686			
BULK INFRASTRUCTURE: TWEELING TRANSFORMER	667,406			
PMU	886,000	1,015,381		
NAMAHADI WATER RETICULATION AND INSTALLATION OF 1714 ERF CONNECTIONS	-	7,026,735		
VILLIERS WATER PURIFICATION PLANT	6,329,173	7,736,224		
NAMAHADI : WATER RETICULATION NETWORK	3,441,403			
NAMAHADI:ROADS AND STORMWATER	3,884,192			

DRAINAGE				
MAFAHLANENG:ROADS AND STORMWATER DRAINAGE	2,295,986	2,234,418		
CORNELIA/NTSWANATSATSI: BUCKET ERADICATION	1,085,232	3,290,242		
VILLIERS SUBSTATION	-	6,000,000		
CORNELIA SUBSTATION	-	1,814,937		
FRANKFORT SUBSTATION	-	1,908,063		
NEW INFRASTRUCTURE: NAMAHADI 1000 STANDS	-	2,377,000		
MIG	-	-	25,901,000	27,326,000
INEP	-	-	5,000,000	8,000,000
REPLACEMENT OF WATER METERS	-	600,000	600,000	900,000
HIGH MAST LIGHTS	-	1,500,000	1,500,000	1,000,000
TOTAL CAPITAL EXPENDITURE	25,921,986	35,503,000	31,501,000	36,226,000
TOTAL OPERATING EXPENDITURE	7,193,104	6,311,500	6,469,575	6,793,054
TOTAL EXPENDITURE	33,115,090	41,814,500	37,970,575	43,019,054

FINANCIAL SERVICES				
DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Audit and Accounting Fees	4 563 129	2 500 000	2 625 000	2 756 250
Bank Charges	380 000	372 000	394 320	417 979
Entertainment	20 000	15 000	15 750	16 538
Financial Management Grant	1 000 000	1 450 000	1 500 000	1 500 000
Fixed Assets Register	100 000	250 000	100 000	105 000
interest paid on overdraft	-	900 000	-	-
Interest paid on loan	350 000	162 508	173 884	186 055

Loan Repayment	500 000	550 000	555 000	650 000
Consultancy Fees	800 000	500 000	350 000	367 500
Provision for Bad Dets	25 000 000	4 500 000	3 500 000	4 000 000
System Support	720 000	300 000	315 000	330 750
Consumables: Electricity	-	481 440	505 512	530 788
: Water	-	389 000	408 450	428 873
: Sewerage	-	360 000	378 000	396 900
: Roads	-	223 660	234 843	246 585
Provision for Depreciation				
Computer accessories	-	400 000	350 000	300 000
Printing and Stationery	600 000	600 000	630 000	661 500
Preparation of Financial Statements	800 000	400 000	300 000	315 000
Machine Rental	1 200 000	1 380 000	1 449 000	1 521 450
Office furniture	-	30 000	-	-
Travel and Subsistence	180 000	95 000	99 750	104 738
Computer Equipment	-	100 000	-	-
Sub Total	36 213 129	15 958 608	13 884 509	14 835 905

INCOME				
DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2011/12	BUDGET 2012/2013	BUDGET 2013/2014
Service Charges				
Electricity	(48 600 000)	(61 236 000)	(73 483 200)	(88 179 840)
Water	(8 239 000)	(8 898 120)	(9 609 970)	(10 378 767)
Sewerage	(7 590 000)			(9 561 214)

		(8 197 200)	(8 852 976)	
Refuse Removal	(4 555 512)	(4 919 953)	(5 313 549)	(5 738 633)
Property Rates	(7 490 000)	(8 089 200)	(8 736 336)	(9 435 243)
Operating Grants and Subsidies				
Equitable Share	(61 766 000)	(67 075 000)	(74 135 000)	(78 962 000)
Financial Management Grant	(1 000 000)	(1 450 000)	(1 500 000)	(1 500 000)
Municipal Systems Improvement Grant	(750 000)	(790 000)	(800 000)	(850 000)
Capital Grants and Subsidies				
Municipal Infrastructure Grant	(17 712 000)	(21 303 000)	(25 901 000)	(27 326 000)
Expanded Public Works Programme	-	(536 000)	-	-
Integrated National Electrification Grant	(8 000 000)	(12 100 000)	(5 000 000)	(8 000 000)
Other revenue				
Traffic Fines	(250 000)	(400 000)	(420 000)	(441 000)
Outstanding Debtors	(6 500 000)	(4 500 000)	(3 000 000)	(2 500 000)
Interest on investment	(10 553)	-	-	-
Rentals	(250 000)	(262 500)	(275 625)	(289 406)
Sundries	(3 000 000)	(1 900 000)	(1 995 000)	(2 094 750)
TOTAL	(175 713 065)	(201 656 973)	(219 022 656)	(245 256 854)

CHAPTER 7

PROJECTS

KPA: IMPROVED SERICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PRIORITY: SANITATION PROVISION

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
S1.1	Upgrade sewer works: <ul style="list-style-type: none"> ▪ Frankfort ▪ Tweeling ▪ Villiers ▪ Namahadi Phase 1 ▪ Namahadi Phase 2 (2nd biofilter) 	1 000 000	1 000 000	A	DTS	FDDM/ MIG
		4 800 000	4 800 000	B		
		9 200 000	650 000	A		
				A		
				B		
S1.2	Bucket Eradication: Cornelia	6 000 000	4 800 000	A	DTS	Municipal Budget
S1.3	Connection of 195 households to main sewer line	3 100 000	3 100 000	A	DTS	FDDM/MIG
S1.4	Bucket Eradication:	220 000 000	2 000 000	A	DTS	FDDM
S1.5	Obtain Emergency Equipment (Power sharing – 4 towns, Phase 1-4)	500 000	R 500 000	A	DTS	External Loans
S1.6	Upgrading of other existing pump stations			A	DTS	MIG DWAF FDDM
	Frankfort	1 500 000	1 500 000	A		
	Villiers	850 000	850 000	B		
	Tweeling	500 000	300 000	B		
	Cornelia	150 000	150 000			
S1.7	Security fencing at sewer pump stations	950 000			DTS	MIG DWAF FDDM
	Cornelia		250 000	A		
	Villiers		700 000	B		
	Sub Total	R29 280 000	20 530 000			

IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
S2.1	Water borne sewerage networks and toilet structures to address backlogs: <ul style="list-style-type: none"> ▪ Namahadi: (Frankfort Ext 23) erven Phase 1 (1000 erven) ▪ Namahadi Phase 2 (1105 erven) ▪ Qalabotjha: 1 840 erven Phase 1 (364 erven) ▪ Qalabotjha: Phase 2 (701 erven) ▪ Qalabotjha: Phase 3 (200 erven) ▪ Cornelia : approximately 100 erven ▪ Ntswanatsatsi 400 erven ▪ Mafahlaneng: 400 Sites ▪ Building of Toilets in ward 6 Namahadi (Old Township) 	11 000 000 7 700 000 5 200 000 4 100 000 120 000	11 000 000 7 700 000 5 200 000 4 100 000 120 000	B B A A C C A C C A	DTS	MIG DWAF FDDM Dept of Premier

IDP ref	Project Description & Critical Steps		Financial Forecast	*Priority	Depart	Funding Source
S2.2	Provision of toilet structures in : <ul style="list-style-type: none"> ▪ Qalabotjha Ext 3 (20 erven) ▪ Namahadi New extention 	R 220 000	220 000	A	DTS	Municipal Budget
	Sub Total	28 220 000	28 220 000			

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
S3.1	Obtain adequate vehicles and equipment <ul style="list-style-type: none"> ▪ High pressure cleaning equipment for 4 town area units ▪ Vehicles for four town area units (tractor and wagon) 	820 000	R 820 000	A	DTS	FDDM
		600 000	R 600 000	A		External Loans
	Sub Total	1 420 000	1 420 000			
S4.1	Comprehensive services awareness workshops	R 30 000 / annum	150 000	A	DTS	Mun Budget
	Sub Total	150 000	150 000			
S5.1	VIP toilets to all household in rural area based on investigation	1 000 000	R 1 000 000	A	DTS	DWAF
	Sub Total	1 000 000	1 000 000			

IDP Ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
			51 170 000			
	TOTAL FOR SANITATION	51 290 000				

PRIORITY: WATER PROVISION

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
W1.1	Upgrading of tele-metering pumping system in Cornelia	150 000	R 150 000	A	DTS	FDDM/MIG
W1.2	Phase 1 : Upgrading of purification plant and raw water pump station of Tweeling at Liebenbergsvlei River	4700 000	R 4 700 000	A	DTS	FDDM/MIG
	Phase 2 :Upgrading of purification plant and raw water pump station of Tweeling at Liebenbergsvlei River	4300 000	R 4 300 000	A		
W1.3	Villiers: Water Purification Plant	13 224 000	4 182 413	A	DTS	MIG
W1.4	Qalabotjha: Upgrade of Waste Water Treatment Plant	17 500 482	17 500 482	A	DTS	MIG
W1.4.1	Namahadi: Upgrade of Waste Water Treatment Plant	35 213 197	5 000 000	A	DTS	MIG
W1.5	Frankfort – Pressure tower and 4.5ml Water Reservoir	14 000 000	14 000 000	A	DTS	MIG
W1.6	Frankfort – security fence at purification plant	250 000	250 000	A	DTS	FDMM
W1.7	Increase water storage capacity <ul style="list-style-type: none"> ▪ Villiers ▪ Cornelia ▪ Frankfort (Phase 1 and 2) 	250 000	1 000 000	A	DTS	FDDM/MIG DWAF
		250 000		A		
		500 000		B		
W1.8	Upgrade the water pumps for pressure tower: Frankfort	500 000	500 000	A	Municipal Budget	FDDM/MIG DWAF
W1.9	Construction of Reservoir for new location in Mafahlaneng & poultry farm	3 500 000	3 500 000	A	FDDM/MIG DWAF	FDDM, MIG and external loan
W1.10	Lime dozing machine (Tweeling and Villiers)	300 000	300 000	A	Municipal Budget	Municipal Budget FDDM/MIG DWAF
	Sub Total	91 487 679	55 382 895			
IDP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Municipal Budget
W2.1	Water network plus Water meters to 500 erven in Cornelia and Ntwanasatsi	R 600 000	R 600 000	B	DTS	
W2.2	Water networks plus water meters for new erven –Namahadi 1714; Phase 1 Qalabotjha 1200)	3 700 000	2 200 000 1 500 000	A	DTS	FDDM/MIG/ DWAF
	Water Reticulation to 1000 sites: Mafahlaneng	12 000 000	12 000 000	A		MIG

	Water Reticulation 400 erven: Ward 1: Magashule Location	6 000 000	6 000 000	A		MIG
W2.3	Upgrading of water networks Frankfort (Skou ave and Zeuner street) Cornelia Villiers	500 000	500 000	A C A	DTS	FDDM and MIG
W2.4	Upgrading of water network in Villiers	200 000	R 200 000	A	DTS	FDDM
W2.5	Replace existing stand communal taps in Qalabotjha, Namahadi and Mafahlaneng	100 000	R 100 000	A	DTS	FDDM
W2.6	Phase 1 : Replacement of 100 old water meters in Mafube area Phase 2 : Replacement of 300 old water meters in Mafube area (ongoing)	600 000	R 200 000 R 200 000 200 000	A B	DTS	FDDM, Municipal Budget
	Su Total	5 700 000	5 700 000			
W3.1	Provision of water to all rural households not provided	600 000	R 600 000	A	DTS	DWAF
	Sub Total	6 300 000	6 300 000			

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
W4.1	Replacement of water valves	100 000	R100 000 / annum (R 375 000) R 25 000	A A	DTS	FDDM Municipal Budget
W4.2	Provision of fire hydrants and adequate stop valves in Namahadi, Qalabotjha, Ntswanatsatsi and Mafahlaneng	125 000	R 125 000 /	B	DTS	FDDM Municipal Budget
W4.3	Implementation of measuring / metering system to measure bulk supply and determine water loss areas	120 000	R 120 000	A A	DTS	FDDM Municipal Budget
W4.4	Replacement of old vehicles (Frankfort and Vi=lliers)	290 000	R 290 000	A	DTS	Municipal Budget
W4.5	Metering system for administrative usage like parks, halls etc	120 000	R120 000	C	DTS	FDDM
W4.6	Mafahlaneng :Upgrading: Oxidation dam, Pump Station & Purification Plant	3 000 000	3 000 000	B	DTS	FDDM & MIG
	Sub Total	755 000	755 000			

IDP Ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
	TOTAL FOR WATER PROVISION	1 14 192 679				

PRIORITY: ELECTRICITY PROVISION

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
E1.1	Upgrading and maintenance of MV network of Tweeling ward 8 and refurbishment thereof	1 200 000	R 1 200 000	B	DTS	FDDM
E1.2	Bulk supply towards Frankfort Extension 23	287 000 85 000	R 287 000 R 85 000	A A	DTS	FDDM Municipal Budget
E1.3	Electricity Connection to New Extensions in Namahadi 2 100	11 558 000	4 000 000	A	DTS	FDDM, MLM & DoE
E1.4	Connection of Electricity in Mafahlaneng 420 erven	1 392 000	1 392 000	A		
E1.5	Upgrading of the existing network in Frankfort	1 000 000	1 000 000	B	DTS	FDDM, DME
E1.6	Connections of New Extensions in Qalabotjha	3 682 800	3 682 800	A	DTS	FDDM, DME
E1.7	Upgrading of network of Cornelia, Frankfort & Tweeling	514 108.00	R 514 108.00	A	DTS	FDDM, DME
E1.8	Installation of a New Transformer in Qalabotjha & Villiers	R 3 337 609.00	R 3 337 609.00	A	DTS	DoE

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
E1.8	Mafube Infrastructure Master Plan	1 828 993	1 828 993	A		FDDM, MIG
E1.9	Upgrade of main substation in Cornelia	1 000 000	R 1 000 000	B	DTS	FDDM, DME
E1.10	Support for green electricity (solar panels)	500 000	2 000 000			DTI, DME
E1.11	Frankfort small holdings – 2 nd transformer	300 000	300 000			FDDM, DME
E1.12	Upgrading of Electricity transformers in ward 8, Tweeling	4 000 000	4 000 000	A	DTS	DoE, FDDM
	Sub Total	28 920 993	28 942 000			

E2.1	Provision of electricity network and house connections: <ul style="list-style-type: none"> ▪ Frankfort ext 23: 769 erven (Phase 1 : 685 erven) ▪ Frankfort 2105 erven ▪ Phase 1: 1000 ▪ Phase 2: 1105 ▪ Cornelia: 465 erven ▪ Villiers/Qalabotjha Phase 1: 465 ▪ Phase 701 erven ▪ Phase: 200 erven ▪ Tweeling: 365 erven 	1 300 000 180 000 5 000 000 5 000 000 5 000 000 3 500 000 5 600 000 5 600 000 2 920 000	R 1 300 000 R 180 000 5 000 000 5 000 000 3 500 000 3 720 000 5 600 000 1 600 000 2 920 000	A A B B A B B B C	DTS	FDDM, DoE & ESCOM
E2.2	Provision of pre-paid meters and connections: <ul style="list-style-type: none"> ▪ Qalabotjha: 100 connections ▪ Ntswanatsatsi: 100 connections ▪ Namahadi: 200 connections 		R 290 000 R 290 000 R 580 000	A A A	DTS	FDDM, DME
E2.3	Investigate the viability to take over the electricity supply by the Municipality from Eskom for Namahadi		None	A	DTS	ESKOM, DoE
E2.4	Improvement of pre-paid system : R 300 000 / annum	300 000	R 900 000	A		FDDM Municipal Budget
E2.5	Auditing of house connection for Mafube	300 000	1 200 000	B		FDDM Municipal Budget
	Sub Total	34 700 000	32 080 000			
E.3.1	Provision and upgrading of area and street lighting: <ul style="list-style-type: none"> ▪ Frankfort ▪ Namahadi Phase 1 (7 High Masts) ▪ Namahadi Phase 2 (7 High Masts) ▪ Namahadi Phase 3 (7 High Masts) ▪ Mafahlaneng (3 High masts) ▪ Cornelia (3 High Masts) ▪ Qalabotjha (phase 1) – 4 High Masts ▪ Phase 2 – 7 High Masts 	1 580 000 1 800 000 1 500 000 420 000 400 000 400 000 500 000 900 000	R 1 580 000 R 1 800 000 R 1 500 000 R 420 000 R 400 000 R 400 000 500 000 900 000	B C C A C B A C	DTS	DBSA FDDM
E3.2	Replace 4 x cherry pickers (4 ton trucks)	7 500 000	7 500 000	B	DTS	External loans
	Sub Total	15 000 000	15 000 000			

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
E4.1	Continue subsidy scheme to rural households		R 500 000 / annum (R 2 500 000)	B	DTS	FDDM, DME
	Sub Total		2 500 000			

IDP Ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
	Total Estimate per year					
	TOTAL FOR ELECTRICITY	81 120 993				

PRIORITY: STREETS AND STORM WATER

IDP Ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
SS1.1	Construction of streets and storm water drainage systems according to Master Plan <ul style="list-style-type: none"> ▪ Namahadi Phase 1 ▪ Namahadi Phase 2 	1 500 000	750 000	A	DTS	MIG FDDM
	Construction of streets and storm water drainage systems according to Master Plan:			B	DTS	MIG/FDDM
SS1.2	Namahadi Roads & Storm Water Drainage Upgrading.	R 11 222 160	2 577 816	A	DTS	MIG/FDDM
SS1.3	Ntswanatsatsi: Roads & Storm Water Drainage Upgrading (2.1Km)	R5 034 240	5 034 240	A	DTS	MIG/FDDM
SS1.4	Mafahlaneng: Roads & Storm Water Drainage Upgrading (2.1 Km)	R 5 034 240	R 5 034 240	A	DTS	MIG/FDDM
SS1.5	Qalabotjha: Roads & Storm Water Drainage Upgrading	R 5 034 240	R 5 034 240	A	DTS	MIG/FDDM

SS1.6	Resealing of roads and street (Frankfort) Phase (5km)	3 900 000	3 900 000	B	DTS	MIG/FDDM
SS1.7	Paving of roads in Mafahlaneng, Tweeling	13 452 000	6 500 000	A	DTS	MIG/FDDM
SS1.8	Repair of potholes (phase 1-5)	250 000	250 000	B	DTS	MIG/FDDM
	Sub Total	45 426 880	45 426 000			
SS2.1	2 x LDV's and tow truck	500 000	500 000	B B	DTS	MIG FDDM
SS2.2	Upgrading of workshops	1 500 000	1 500 000	B	DTS	External loans Municipal budget
	Sub Total	2 000 000	2 000 000			
IDP Ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
SS3.1	Obtain adequate equipment and vehicles Cornelia (1 x grader) Low bed Grader (Villiers) Other equipment	1 300 000 1 500 000	R 1 500 000 1 300 000	A B C C	DTS	FDDM & MIG External Loans Municipal Budget
SS3.2	Upgrading and maintenance of all existing streets and public facilities in Mafube according to the master plan	500 000	R 500 000	A	DTS	FDDM & Municipal Budget
SS3.3	Upgrading of Namahadi Roads	11 222 160	2 577 816	A	DTS	MIG/ FDDM
SS3.4	New Foot Bridges for Namahadi; Frankfort	8 401 800	8 401 800	A	DTS	MIG/FDDM
SS3.5	New and Upgrading of Taxi ranks facilities for Ntwanatsatsi;Cornelia.	9 862 140	9 862 140	A	DTS	MIG/FDDM
SS3.6	New and Upgrading of Taxi ranks facilities for Namahadi, Frankfort	9 862 140	9 862 140	A	DTS	MIG/FDDM
SS3.7	New and Upgrading of Taxi ranks facilities for Mafahlaneng, Tweeling.	9 862 140	9 862 140	A	DTS	MIG/FDDM
SS3.8	New and Upgrading of Taxi ranks facilities for Qalabotjha; Villiers.	9 862 140	9 862 140	A	DTS	MIG/FDDM
	Sub Total	71 976 104	71 976 104			
SS4.1	Provision of street names and signage to indicate the various extensions / suburbs in a town area	1 150 000	R 150 000	A	DTS	Municipal Budget
	Sub Total		150 000			

SS5.1	Provide traffic calming measures such as humps and safe pedestrian crossing along high speed traffic routes <ul style="list-style-type: none"> ▪ Phase 1 ▪ Phase 2 ▪ Speeding apparatus 1 x Vehicle	500 000	R 50 000 R 200 000 R 50 000 250 000	A B A A	DTS	Municipal Budget
SS5.2	Replacement of Sewerage pipe at Mamello next to erf 1373	300 000	300 000	A	DTS	Mun Budget & MIG
Sub Total		500 000	500 000			
TOTAL FOR STREETS AND STORM WATER		120 052 984	120 052 984			

PRIORITY: REFUSE REMOVAL

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
RR1.1	Identify and establish proper licensed sites in all four town areas and rehabilitation of all existing refuse dumping sites <ul style="list-style-type: none"> ▪ Frankfort ▪ Tweeling ▪ Villiers ▪ Cornelia ▪ General upgrading of dumping sites 	15 000 000	1 200 000	A A A A A	DCS	COGTA Municipal Budget
Sub Total		1 200 000	1 200 000			
IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	Priority	Depart	Funding Source
RR2.1	<ul style="list-style-type: none"> ▪ Provision of refuse bins Fankfort ▪ Provision of refuse bins Villiers ▪ Provision of refuse bins Cornelia and Tweeling 	R 2 000 000	R 2 000 000	A	DCS	Municipal Budget
RR2.2	Maintanance of vehicles and equipment	350 000	R 350 000	A	DCS	FDDM
Sub Total		580 000	580 000			
RR3.1	<ul style="list-style-type: none"> ▪ Draft a waste management plan 	150 000	150 000	A	DCS	Municipal Budget DEAT
RR3.2	<ul style="list-style-type: none"> ▪ Palisade Fence in Old Dumping Sites in Mafahlaneng 	200 000	200 000	A	DCS	Mun Budget & FDDM
RR3.3	<ul style="list-style-type: none"> ▪ Acquisition of Buckets in Newly developed towns in all areas 	1 000 000	1 000 000	A	DCS	Mun Budget & FDDM
Sub Total		150 000	150 000			
TOTAL FOR REFUSE REMOVAL		2 930 000	R 2 930 000			

PRIORITY: CEMETERIES

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
C1..1	To identify and establish new cemeteries in the following areas: <ul style="list-style-type: none"> ▪ Extension of Frankfort and Villiers cemetery ▪ Centrally situated in Frankfort / Namahadi, in Cornelia / Ntswanatsatsi, in Villiers / Qalabotjha, and in Tweeling / Mafahlaneng 	100 000	100 000	A	DCS	Mun Budget MIG
C1.2	Upgrading of Grave yards facilities for Qalabotjha; Villiers.	10 670 400	400 000	A	DCS	MIG/FDDM
C1.3	Upgrading of Grave yards facilities for Namahadi;Frankfort.	13 896 600	400 000	A	DTS	MIG/FDDM
C1.4	Building of Toilets Structures in All Cemeteries	100 000	1 00 000	A	DCS	Municipal Budget FDDM
C1.5	Upgrading Of Community Hall for Qalabotjha; Villiers	5 540 440	300 000	A	DTS	MIG/
C1.6	Upgrading of Community Hall for Ntswanatsatsi; Cornelia	4 867 800	300 000	A	DTS	MIG /
C1.7	Villiers: Wear in the Vaal Rivier	9 000 000	350 000	A	DTS	MIG
	Sub Total	44 175 240	44 175 240			
C2.1	Obtain adequate equipment to do regular maintenance of cemeteries (lawn mowers and brush cutters)	300 000	300 000	A	DTS	Mun Budget FDDM
C2.2	Fencing of Cemeteries in all Towns	2 000 000	2 000 000	A	DTS	Mun Budget
	Sub Total	300 000	300 000	300 000		
	TOTAL FOR CEMETERIES	45 475 240	45 475 240			

PRIORITY: SPORTS AND RECREATION

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
SR1	Upgrade of Tweeling & Qalabotjha Sports Ground.	1 500 000	1 500 000	A	DCS	Municipal Budget & MIG
SR2	Upgrade of Namahadi Netball, Volley Ball and Tennis Court	700 000	R 70 000	A	DCS	Municipal Budget & MIG
SR3	Upgeading of Cornelia Tennis Court and sports grounds	4 450 000	R 450 000	A	DCS	Municipal Budget & MIG
SR4	Upgrading of Tennis Courts in Tweeling	500 000	1 500 000	B	DCS	MIG & Municipal Budget
SR5	Upgrading of Namahadi Soccer Ground	5 000 000	382 000	A	DCS	Municipal Budget & MIG
SR6	General maintenance of sports facilities	150 000	150 000	A	DCS	Municipal Budget
SR7	OR Tambo Games	50 000	50 000	A	DCS	Municipal Budget
SR 8	Erection of MPCC Halls ward 7/2	29 000 000	5 000 000	A	DCC	MIG & Lotto
SR10	Upgrading of Social Dev Office: Namahadi	-	-	A	DCC	Dept. Social Dev.
SR11	New and Upgrading of Recreation and Sports facilities for Ntwanatsatsi	20 406 000	5 000 000	B	DCC	MIG/FDMM
SR 12	Building of Clinic in Ward 5- Namahadi	1 000 000	1 000 000	A	DCS	Dept. Education
SR 13	Building of School in Ward	5 000 000	5 000 000	A	DCS	Dept. Education
	Sub Total	61 756 000	14 732 000			

TOTAL FOR SPORTS AND RECREATION	72 756 000	21 732 000
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Priority. : Establishment of an Integrated Human Settlement

IDP ref	Project Description &Critical Steps	2011/12	Financial focus	Priority	Department	Funding
H2.1	Acquisition of Land For Housing Development.	3 000 000	3 000 000	A	LU & HS	COGTA-HS
	▪ Frankfort: Low cost houses 500 erven .	1 850 000	1 850 000	A		
	▪ Frankfort: Medium houses 400 erven	7 400 000	7 400 000	B	LU &HS	HS
	▪ Frankfort: High Cost houses 130 erven	850 000	850 000	A		
	▪ Villiers: High Cost houses 100 erven	400 000	400 000	B		
	▪ Villiers: Low cost houses 500 erven	800 000	800 000	A		
	▪ Villiers: Medium houses 200	2 500 000	2 500 000	B		
	▪ Cornelia & Tweeling: Low cost houses 150 erven	500 000	500 000	A		
	▪ Cornelia & Tweeling: Medium houses 100 erven.	300 000	300 000	B	LU &HS	
H2.2	▪ Pegging of Sites	500 000	500 000	A	LU & HS	HS
	▪ Rezoning & Subdivision	500 000	500 000			COGTA-HS
H2.3	Township registers for new areas	1 500 000	1 500 000	A	LU & HS	HS, FDDM
H2.4	Compilation of an Integrated Town Planning Scheme	R 300 000	R 300 000	A	LU &HS	COGTA-HS, Municipal Budget
	Sub total	20 400 000	20 400 000			

OBJECTIVE 3: To establish a land planning and land use management system

H3.1	Land audit	100 000	100 000	A	LU&HS	Mun budget
H3.2	Policy documents review (including SDF)	200 000	200 000	A	LU&HS	DLGH
H3.3	Land Use Management Policy	200 000	200 000	A	LU&HS	FDM, HS
H3.4	Development of Housing Sector Plan	200 000	200 000	A	LU&HS	Mun Budget, HS
H3.5	Management of Waiting List	20 000	20 000	A	LU&HS	Mun Budget
H3.6	Township Revitalization/ Urban Renewal	20 000 000	1 000 000	B	LU&HS	Dept of Premier & COGTA-HS
	Sub Total	20 700 000	1 720 000			
TOTAL FOR HOUSING AND TOWN PLANNING		41 100 000	22 120 000			

PRIORITY: FINANCIAL SERVICES

Objective: To create a viable institution with a clean Audit in 2014.						
IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
F1	Low payment rate: Awareness to eradicate the level of non-payment for services and to substantially increase the payment rate	20 000	20 000	A	DF	Municipal Budget
F2	Review of the Valuation Roll	700 000	700 000	A	DF	Municipal Budget
F3	Training and Review of Procedure Manual	70 000	70 000	A	DF	Municipal Budget
F4	MFMA Compliance and Turnaround Strategy	3000 000	50 000	A	DF	FDDM
F5	Revenue Management and Enhancement	400 000	400 000	A	DF	FDDM and income
F6	Supplier database management system	200 000	200 000	A	DF	Income
F7	Clearing of Audit Queries	200 000	200 000	A	DF	Municipal Budget
F8	Acquisition of Municipal Office Space	1000 000	1000 000	A	DF	Mun Budget, DBSA
F9	Provision of Offices for Ward Committees	100 000	100 000	A	DF	Mun Budget
F10	Maintenance of a Living Indigent List & review of	30 000	30 000	A	DF	Mun Budget

	Indigent Policy					
	Sub Total	5 690 000	5 440 000			
TOTAL FOR FINANCE		5 690 000	5 340 000			

PRIORITY : INSTITUTIONAL TRANSFORMATION, FACILITATING DEPARTMENT: CORPORATE SERVICE

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
COR 1	Compilation of a comprehensive human resource policy, condition of services, fringe benefits etc	30 000	30 000	A	DCS	COGTA
COR 2	Formulate a language policy for the Municipality – no cost implication			A	DCS	Mun Budget
COR 3	Time Management System	500 000	500 000	A	DCS	Mun Budget
COR 4	Compilation of standard by-laws	20 000	20 000	A	DCS	Municipal Budget
COR 5	To formulate and implement a system to promote and support community participation	5 000	5 000	A	DCS	Municipal Budget
COR 6	Compilation of a performance management system	50 000	35 000	A	DCS	COGTA
COR 7	Compile a comprehensive AIDS policy	35 000	35 000	A	DCS	Municipal Budget
COR 8	Compile and implement procurement (tender) policy – no cost implication			A	DCS	
COR 9	Compile a employment equity plan	200 000	150 000	A	DCS	Municipal Budget
COR 10	Maintenances of Municipal Buildings	500 000	500 000	A	DCS	Municipal Budget
COR 11	Installation of Internet to all Municipal Offices	500 000	500 000	A	DCS	DLGH (MST)
	Sub Total:	1 940 000	1 855 000			
Total for Corporate : R1 9 40 000						

PRIORITY 2: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE: To create a conducive environment for job creation and Economic development.						
IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
LED 1	Promotion and marketing of all tourism opportunities	350 000	350 000	A	LED	Municipal Budget
LED 2	Extend current festivals and events into regular annual events i.e. canoe marathon, Wilge/Sam Tshabalala Marathon, Wilge Mokiti agricultural show and establish water intensive events	200 000	R 200 000	A	LED	Municipal Budget
LED 3	Fish Breeding Industry	10 000 000	R 10 000 000	A	LED	Municipal Budget/ Private
LED 4	Establish bank facilities and ATM's in all towns		No cost	A	LED	
LED 5	Extend functioning of the Chamber of Commerce to all towns		No cost	A	LED	
LED 6	Establish LED forum for the Mafube region	20 000	R 5 000	A	LED	Municipal Budget
LED 7	Develop industrial sites in all towns (services connections)	50 000	R 20 000	A	LED	FDDM
IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
LED 8	Incentive policy for industrial development		150 000			Municipal Budget
LED 9	Provide training courses for entrepreneurship development	250 000	R 250 000	A	LED	FDDM
LED 10	Establish formal trading areas for informal traders	200 000	R 200 000	A	LED	LED, DETEA, FDDM
LED 11	Provide infrastructure and operational support to Villiers and Cornelia Youth Advisory centres and extend Centres to Frankfort and Tweeling	800 000	800 000	A	LED	Municipal Budget Umsombomvu Youth Fund
LED 12	Mafube SMME development funding	300 000	100 000		LED	Municipal Budget
LED 13	Stalls for SMME,s in Towns five per Town.	1 000 000	1 000 000		LED	Municipal Budget SEDA
LED 14	Acquisition of farms	3 000 000	3 000 000	A	LED	D o Agric, Land Affairs
LED 15	Tourism Sector Plan	500 000	500 000	A	LED	Municipal Budget and FDDM, COGTA, DETEA

LED 16	Development of Tourism Brochures	400 000	400 000	A		Budget & FDDM
LED 17	By-Laws that Regulate Informal Traders	80 000	20 000	B	LED	FDDM& Mun B
LED 18	SMME,s Development	300 000		A	LED	Mun Budget, FDDM, COGTA & DETEA
LED 19	Brick Manufacturing Plant	1 500 000	1 500 000	A	LED	Mun Budget, Social Development & HS
LED 20	Piggery	50 000	50 000	A	LED	Prov Dept of Agric, Mun Budget
LED 21	Development of Tourism Signage's in All Towns.	300 000	300 000	A	LED	Mun Budget, FDDM & DETEA
LED 22	Development of Agricultural Sector Plan	300 000	300 000	A	LED	FDMM
LED 23	Establishment of Retail Centre/ Shopping Complex	3 000 000		A	LED	Private
LED 24	Sport Canooing	100 000	100 000	C	LED	FDDM, Mun Budget
LED 25	Establishment of Pharmaceutical Plant	20 000 000		B	LED	Private
LED 26	Storage for Pre-packed Fodder	100 000		B	LED	PRIVATE
LED 27	Bus Depo & Diesel Mechanic	50 000		B	LED	Private
LED 28	Oil Factory	100 000 000		A	LED	Private
LED 29	Tyre Munufacturing Plant	50 000		A	LED	Private
LED 30	Development of Truck Inn	50 000		A	LED	Private
LED 31	Chicken Abattoir	5 000 000		A	LED	Private
LED 32	Development of Tourism Routes	200 000	200 000	B	LED	Mun Budget& FDDM
LED 33	Pounding	30 000	30 000	A	LED	
LED 34	Development & Maintenance of Kraals	30 000	30 000	A	LED	Mun Budget & Dept o Agric.
LED 35	Hdrophonic Project	30 000 000		A	LED	Private
LED 36	LED SECTOR PLAN	500 000	500 000	A	LED	Mun Budget

LED 37	LED Summit	2 00 000	200 000	A	LED	Mun Budget
LED 38	Development of Business Incentive Scheme	50 000	50 000	A	LED	Mun Budget
	Total for Local Economic Development:	R 178 720 000	R19 625 000			
	R 148 720 000					

OPERATION HLASELA PROJECTS

OBJECTIVE: To create jobs and fight poverty and Unemployment.

IDP REF	PROJECT DESCRIPTION & CRITICAL STEPS	2011/2012	FINANCIAL FORECAST	PRIORITY	DEPARTMENTS	FUNDING SOURCE
OP1	Renovation of Municipal Offices in Cornelia	R296 000		A	DTS & LED	Dept. PW& RDev
OP2	Paving of 11 Km roads in Ntswanatsatsi	R11 000 000		A	DTS & LED	Dept. PR&T
OP3	Establishment of Centre for Targeted Group	R1 000 000		A	LED	Dept. COGTA
OP4	Multi P/S	R114 000		A	DCS & LED	Dept. SAC&Rec
OP5	Extension of Phekolong Clinic	R 2000 000		A	LED & DCS	Dept. Health
OP6	Building of Administration Block in Ntswanatsatsi Primary School	R3 000 000		A	LED & DCS	Dept. Education
OP7	Township Registration in Magashule Location	R 1 000 000		A	LU & HU	Dept. COGTA
OP8	Building of Tswelopele Chreache	R 150 000		A	LED	Dept. Soc Dev.
OP9	Township Revitalization in Ntswanatsatsi Old Location	R4 300 000		A	LU & HS	Dept. Human Settlement
OP10	Supply of Nguni Cattle in Ntswanatsatsi	R350 000		A	LED	Dept. Agric
OP11	Greenhouse Tunnels in Ntswanatsatsi	R400 000		A	LED	Dept. Soc Dev.
OP12	Acquisition of Catering & Bakery Equipment in Ntswanatsatsi	R80 000		A	LED	Dept. Soc. Dev
OP13	Establishment of Brick Manufacturing Plant in Namahadi	R550 000		A	LED	Dept. Soc. Dev
OP14	Funding of Car Wash: Qalabothja, Namahadi & Mafahlaneng	R 150 000		A	LED	Dept. Soc. Dev
OP 15	Acquisition of Catering & Hiring Equipment for Mafahlaneng Youth	R250 000		A	LED	Dept. Soc. Dev
OP16	Establishment of Kgatholoha Guest House for Namahadi Woman	R1 500 000		A	LED	Dept. Soc. Dev
OP17	Acquisition of Sewing Equipment for Mafube Youth: Sewing Centre – Mafube Fashion	R1 000 000		A	LED	Dept. Soc. Dev

OP18	Township Revitalization in Mafahlaneng Old Location: 50 Houses	R2 300 000		A	LU& HS	Dept. Human Settlement
OP 19	Acquisitions of Wheelchairs to the Disabled people	R50 000		A	LED	Dept. Soc. Dev.
OP 20	Establishment of Piggery in Ntswanatsatsi	R150 000		A	LED	Dept. Soc. Dev.
OP21	Installation of 4 mobile Classroom in Uitzen Combined School in Ntswanatsatsi, Library and Laboratory	R500 000		A	DCS	Dept. Education
OP 22	Renovation of the school hall, classes and refurbishment of the school fence	R500 000		A	DCS	Dept. Soc. Dev.
OP23	Phekolong Clinic in Ntswanatsatsi-Acquisition: 1 Nurse : 1 Cleaner : Porter & Home Based Care : Docter	Salaries		A	DCS	Dept. Health
OP 24	Acquisition of Ambassadors: Youth Tree Maintanance	R144 000		A	DCS	Dept. Soc. Dev
OP 25	Mafahlaneng Youth Coffin & Carpentry	R500 000		A	LED	Dept Soc. Dev.
OP 26	Shine The Way Poultry & Vegetables: Mafahlaneng	R500 000		A	LED	Dept. Soc. Dev.
OP 27	Bakery	R80 000		A	LED	Dept. Soc. Dev.
OP 28	Masibambane Home Based Care & Batho Centre	R360 000		A	LED	Dept. Soc. Dev.
OP 29	Sekhula Sonke Hair Saloon	R50 000		A	LED	Dept. Soc. Dev.
OP 30	Mafube Music Group- Thabo Mofokeng	R20 000		A	LED	Dept. Soc. Dev.
OP 31	Qalabothja Woman,s Project	R250 000		A	LED	Dept. Soc. Dev.

DP ref	Project Description & Critical Steps	2010/2011	Financial Forecast	*Priority	Depart	Funding Source
	Sub Total			500 000		

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
	Education of the community on environmental issues – awareness programmes	50 000	5 000	A	DCS	Municipal Budget
G7	Implement measures for the effective care of animals & apply law enforcement to eradicate roaming animals in townships and provide a pound for stray animals	150 000	150 000	A	DCS	FDDM
G 8, 9	Implement the Free State Environmental Health Strategy and Guidelines	400 000	45 000	A	DCS	DEAT
G10	Supply of Blankets to the Old Aged	200 000	200 000	A	Office of the Mayor	Mun Budget
G11	Cleaning of Cemeteries in All Towns	200 000	200 000	A	Office of the Mayor	Mun Budget

G12	Mayoral Imbizo	100 000	100 000	A	Office of the Mayor	Mun Budget
G13	Acquisition of Wheel Chairs for Disabled	50 000	50 000	A	Office of the Mayor	Mun Budget
G14	Training of Ward Committees	500 000	500 000	A	Office of the Speaker	Mun Budget
G15	Celebration of Woman's Month	30 000	30 000	A	Office of the Speaker	Mun Budget
G16	Distribution of Food Parcels to the Needy	100 000	100 000	A	Office of the Speaker	Mun Budget
	Total	960 000	6 361 800			

GENERAL PROJECTS

IDP ref	Project Description & Critical Steps	2011/2012	Financial Forecast	*Priority	Depart	Funding Source
G1	Annual revision of IDP	360 000	360 000	A	Office of the MM	FDDM, Municipal Budget, DPLG
G2	Upgrading of Town Hall and offices		R 1 160 000	A	DTS	Municipal Budget, MIG
G3	New chamber and offices		R 2 200 000	A	DCS and DTS	Municipal Budget,
G4	Equipment for maintenance of parks		R 384 700	A	DTS	Municipal Budget,
G5	Upgrading of auction kraals		R 30 000	A	DCS and DTS	Municipal Budget
G6	Obtainment of vehicles and equipment in general (fleet service)		R 227 100	A	DCS	Municipal Budget
G7	Training	1 000 000	1 000 000	A	MM	Mun Budget
	TOTAL FOR GENERAL PROJECTS	360 000	4 361 800			

CHAPTER 8 INTEGRATED PLANNING PROGRAMMES

In order to set up close link between planning and budgeting as well as between planning and implementation, a number of internal planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the ground work for regular management information in respect of monitoring progress and performance.

Finally, it also demonstrates compliance of the IDP with spatial principles and strategies and which serves as basis for spatial coordination of activities and for land use management decisions.

8.1 THE FOLLOWING ARE THE PLANS AND PROGRAMMES HAVE BEEN DEVELOPED AND INTEGRATED THEM INTO THIS IDP AS PER IDP GUIDELINES AND METHODOLOGY, THAT IS;

- (i) Capital Investment Programme
- (ii) Three (3) year Financial Plan
- (iii) Integrated Monitoring and Performance Management System
- (iv) Integrated Local Economic Development Strategy
- (v) Integrated Spatial Development Framework (SDF)
- (vi) Integrated HIV/AIDS Programme
- (vii) Integrated Environmental Management Plan

8.2 THE STATUS OF RELEVANT INTERNAL PLANNING PROGRAMMES IS INDICATED FROM THE FOLLOWING PROGRAMMES:

The following plans have been developed but have not been approved by Council

- Integrated Environmental Management Plan
- HIV/AIDS Sector Plan
- Local Economic Development Strategy
- Integrated Performance Management System
- Fraud, Corruption and Prevention Strategy

8.3 Brief Overview of all Sector Plans/Programmes

INTEGRATED ENVIRONMENTAL MANAGEMENT SECTOR PLAN

(a) Introduction

Environmental management is a field that is rapidly growing in importance. It is the “process of administering, supervising or handling the environment in order to achieve a desired outcome” (Fuggle and Rabie, 1999). Today environmental issues and concerns form an integral part of development thinking and decision making in South Africa.

Mafube LM is faced with many development related issues and problems such as the need to readdress the past inequities caused by apartheid, the backlog in basic services and housing and consequent informal development, pollution caused by industry, business and communities, unemployment and poor service delivery. The growing needs of the ever-increasing population results in a rapid increase in the demand for housing, water, and sanitation. Uncontrolled development will compromise the environment. It is therefore imperative that a balance be maintained between the environment and development.

(b) Integrated Environmental Management Plan Objectives (IEMP)

The main objectives of the **Integrated Environmental Management Plan** can be summarized as follows:

- To assess and document the environmental attributes of Mafube LM.
- To identify environmental management priorities and sensitive environmental zones within Mafube;
- To formulate a plan for the management and control of undesirable activities and land uses.
- To identify environmental interventions in order to ensure sustainable development of the existing natural resources.
- To integrate all existing environmental plans into one workable document.
- To identify areas where more detailed specialist studies would be required.

(c) Methodology

An Integrated Environmental Management Plan (IEMP) was drafted in consultation with the relevant departments as well as a public participation process. In the compilation of the IEMP the following process was implemented:

Phase 1: Data Collection

- The information used to collate the document was obtained and captured from different sources.

Phase 2: Compilation of the Integrated Environmental Plan

- The IEMP incorporates existing policies and plans. The current relevant environmental legislation was used as guideline in the formulation of the IEMP.
- Existing projects and environmental plans within the district were incorporated into the document. The IEMP was drafted with inputs from the relevant officials and departments within the municipality to ensure that their specific requirements and needs were incorporated in this plan.

Phase 3: Sensitivity Zones

- From the analysis done in Phase 1 & 2, specific sensitive environmental zones were identified, that indicates the environmentally sensitive areas within Mafube the so as to encourage the formulation of sound environmental policies and practices within each zone, to ensure sustainable environmental and economic development throughout the municipality.
- Through environmentally sound developments, the municipality would contribute to the establishment of a safe, secure and healthy living environment for all residents of Mafube.
- Within each zone interventions were identified to guide the municipality towards sound environmental and economic development.

(e) Stakeholder Interaction

- Stakeholder participation is the corner stones of any plan as it serves as an information gathering tool. It is important that the information and proposals contained.

(f) Phase 5: Handover of the Integrated Environmental Plan to the municipality.

- Public comments were integrated into the IEMP an final report was presented to the municipality.

(g) The Integrated Environmental Plan is divided into 6 sections:

(i) Introduction

(ii) Status Quo Analysis

(iii) Key Environmental Issues and Strategies

The following environmental problem areas were identified:

- **Demographics,**

- **Economy,**
- **Land Uses**

The following land uses identified has most significant impact on the environment;

- Industrial activities Formal and informal residential activities;
 - Formal and informal residential activities
 - Landfill sites
 - Sewer works
 - Agricultural activities such as a monoculture crop farming and associated activities
 - Sand mining within the riparian zone of the major rivers.
-
- Tourism, Cultural and Historical Features
 - Infrastructure and transportation
 - Topography and Hydrology

The following significant environmental issues, concerns and environmental hot spots were identified

- **Biodiversity**
- **Pollution**
- **Environmental Hot spots**

Integration: Statutory & Policy Foundation

The management of the natural and man-made environment in an integrated and sustainable manner is regulated by various acts and policies, that is;

- National Environmental Management Act, Act 107 of 1998 (NEMA)
- Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983 (CARA)
- National Heritage Resources Act, Act 25 of 1999
- Environmental Impact Assessment Regulations, effective from 21 April 2006.

(v) Objectives, Programmes and Projects

Environmental management objectives, programmes and projects were formulated for the following areas identified

- Urban Open Space
- Industrial area
- Informal settlements
- Major national and provincial roads
- CBD's and other historical, cultural and archaeological sites
- Agricultural Holdings
- Commercial Agricultural areas
- Areas characterized by alien vegetation, such as wattle, blue gum and poplar
- Aquatic and wetland
- Natural grassland areas
- Solid Waste Management

(vi) Monitoring and Evaluation

The IEMP will be monitored closely, using performance management tools and reviewed annually.

8.4 HIVAIDS SECTOR PLAN

Mafube LM has acknowledge the impact and consequences of HIV/AIDS on its community and has responded to this needs by developing a HIV/AIDS sector plan for the municipality which is responsive to the unique local conditions and circumstances of the Mafube community, and which is based on the principle of consultation and participation.

(a) Analysis of legislative and policy frameworks

National legislation that was analysed on the basis of its applicability to a municipal HIV/AIDS sector plan includes the following:

- Constitution of the Republic of South Africa
- Local Government Municipal Structures Act, 117
- Local Government Municipal Systems Act, especially Chapter 4 which regulated community participation and Chapter 5 which regulates Integrated Development Planning.
- The Local Government Municipal Planning and Performance Management Regulations. R796, 2001 which serve to supplement Chapter r of the Municipal Systems Act.
- The Local Government Municipal Property Rates, Act 6 of 2004.
- Labour Relations Act, 66, 1995
- Employment Equity Act, No.55, 1998.
- Compensation for Occupational Diseases and Inquiries Act, 130 of 1993
- Occupational Health and Safety Act, No. of 1996.

- Promotion of Equality and Prevention of Unfair Discrimination Act, No.4 of 2000.
- Intergovernmental Relations Framework Act, Act No.13 of 2005.

National Policy Frameworks and initiatives that were analysed on the basis of their applicability to a municipal HIV/AIDS sector plan include the following:

- HIV/AIDS and Sexually Transmitted Infections (STI) Strategic plan for South Africa 2007-2011 (9th Draft) 2006.
- Framework for an Integrated Local Government Response to HIV/AIDS.
 - SALGA Country plan for local government on HIV/AIDS
 - South African National AIDS Council.

The Free State Growth and Development Strategy 2005-2014 was analysed as the predominant provincial policy framework as it identifies one of the 11 key areas that need to be addressed by 2014 as being the stabilization of the prevalence rate of HIV/AIDS and the reversal of the spread thereof. The IDPs of Fezile Dabi District Municipality and Mafube LM were also analysed.

(b) Mafube LM HIV/AIDS Sector Plan Brief Overview

(i) A profile of study area, this includes an analysis of the nature of the wards (urban/rural)

(ii) A profile of HIV/AIDS related health care facilities and interventions

- This profile includes the geographic dispersion and utilisation of facilities and it was generally found that although there are sufficient primary health care facilities in the urban centre, rural areas are still dependent on mobile clinics which only visit every 4 to 6 weeks.
- The services levels of health care facilities were evaluated by identifying and evaluating service interventions. It was generally found that service rendering was of high standard, but that the extent of the service was limited. HIV assessment and treatment is largely inaccessible to a lot of facilities in the municipal area.
- The general state of treatment, prevention and care was also analysed and gain found to be good in terms of quality but poor in an extent and access.
- Community based care projects and support groups with willing volunteers who render effective services. They feel however that they lack the resources to adequately address the pandemic.

(iii) A profile of those affected and infected by HIV/AIDS

- This profile analysed the impacts of HIV/AIDS on personnel of the primary health care facilities, primary health care institutions, the community, individual households and the most vulnerable groups in society. The most prominent effect on the latter three was found to be poverty.
- The predominant causes of HIV/AIDS were analysed and unprotected sexual intercourse was considered to be the most prevalent cause.
- (iv) **A profile of socio economic trends as contextual factors attributing to the spread of HIV/AIDS.**
- Poverty was rated as the single highest contributing factor in all areas of the municipality
- (v) **A profile of the role players and their existing and assumed role in the development of HIV/AIDS sector plan.**
- Specific attention was given to the role of the municipality

(c) **HIV/AIDS development objectives**

- Mobilisation of the community to fight the spread and impact of HIV/AIDS
- Prevention of HIV/AIDS and treatment and care of people living with HIV/AIDS.
- Empowerment and integration of identified group in society who are most vulnerable to HIV/AIDS
 - Community Development
 - Moral Regeneration of the Mafube community.

8.5 LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

8.5.1 Scope and Purpose of Mafube Local Municipality's Local Economic Development (LED) Strategy

(i) Scope

The Mafube Local Economic Development (LED) Strategy is not intended to cover all elements of a comprehensive development plan for the municipality, but will rather comprise a limited set of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Thus, the 5-Year IDP Strategic Programme and the various departmental planning instruments will continue in tandem with the LED Strategy.

(ii) Purpose

The LED Strategy is set out to address a set of challenging issues over the Short, Medium and Long term.

- **Enabling Policy and Legislative Environment:** The development and implementation of an enabling policy and legislative environment within which the various targeted LED strategies and projects will be implemented.
 - **Sector Strategies:** Identification of the sectors of the Mafube economy with the highest potential for impact within the short term and which are able to meet the shared growth objectives of the municipality. Strategies that can be implemented immediately will be developed for these priority sectors.
 - **Transformational Programmes:** Development of strategies for the immediate implementation of the following transformational programmes:-
 - (i) Broad-Based Black Economic Empowerment (BBBEE)
 - (ii) Expanded Public Work Programme (EPWP)
 - (iii) Employment Equity
 - (iv) Preferential Procurement
 - **Socio-Economic Strategies:** Development of specific strategies with high potential impact in the short term on the socio-economic advancement of the youth, women and people with disabilities.
 - **SMME Support Strategies:** Identification/development of interventions designed to significantly impact on conditions and opportunities for small, medium and micro-enterprises and will also ensure the successful transition of such SMME's from new start-ups to sustainable enterprises.
 - **Socio-Economic Benchmarking:** Socio-Economic growth indicators for the municipality need to be benchmarked nationally, regionally and globally and the municipality's current status also needs to be measured against a selected group of cities internationally. Fast-track strategies need to be developed to address lagging indicators.
 - **HIV/AIDS:** The impact of HIV/AIDS on socio-economic growth needs to be assessed and strategic interventions need to be proposed.
 - **Infrastructure Development:** Special projects that will have a major impact on accelerating and sharing growth need to be proposed. These projects will be selected for their impact on employment, poverty reduction and growth, including sustainability and the leveraging of private sector funding. The maximization of the benefits of the Expanded Public Works Programme (EPWP) will form part of strategies and projects developed for this element.
 - **Human Resource Development:** Issues concerning Education, Technical Skills, Management Skills and Leadership Skills will be analysed and possible high-impact strategies that could be implemented in the short term will be proposed.
- (iii) **Opportunities and Benefits**
- **The first benefit** of accelerated and shared economic growth is an increase in the standard of living of our citizens. However this may not necessarily be the case if the wealth accumulation within a municipality is not distributed fairly i.e. one particular section of society reap the benefits while other parts do not see the effects.

The counter argument, that if economic growth is very low, there will be nothing to distribute, is however also true. The strategies included in the LED Strategy will all contribute towards bridging the gap between the **First and Second Economies**.

- **The second benefit** is that it will stimulate higher employment and in so doing, reduce poverty and unemployment in the Municipality.
- **Thirdly, accelerated growth** will provide the Mafube Municipality with a fiscal dividend. Economic growth will boost tax revenues and provide the municipality with extra money to finance developmental projects.
- **Fourthly** a significant increase in economic growth will increase the accelerator effect. This means rising demand will encourage domestic investment in new capital machinery which will help to sustain further economic growth.
- **Lastly** accelerated and shared growth will boost business confidence, have a positive effect on firms' profits, and boost the Mafube Municipality's image as a destination for foreign direct investment.

The LED Strategy is primarily holistic in its approach as it does not confine itself to a parochial local government strategy. Instead, the LED Strategy is intended to be an inclusive and build on a common vision and objective across all traditional barriers between government, the private sector civil society, faith-based entities, and the labour movement.

National LED Framework

- The national LED Framework aims to support the development of sustainable local economies through integrated government action. Therefore the framework directs the municipalities in its goal to address economic development at local level.
- The framework also gives guidance and direction in the development of strategies.

The objectives of the framework give an indication of what the LED goals are in the South African context:

- To support local economies in realizing their optimal potential and making local communities active participants in the economy.
- To fight poverty through effectively functioning local strategies and actions.
- To improve community access to economic initiatives, support programmes and information.
- To improve the coordination of economic development planning and implementation across government and between government and non-government

8.6 FRAUD, CORRUPTION PREVENTION STRATEGY

8.6.1. AIM OF THE FRAUD, CORRUPTION PREVENTION STRATEGY

The aim of this strategy is to set up prudent mechanism that will respond to fraud when it strikes, in an organised and efficient manner. The strategy would enable Council to develop policy aimed fighting fraud and corruption. The activity based anti fraud plan forms part of the annexure of this report.

8.6.2. OBJECTIVE OF THE FRAUD PREVENTION STRATEGY

The purpose of the fraud prevention strategy is to enable Council to take prompt and effective action to:

- a) Put into place immediate and appropriate damage control measures;
- b) Investigate and secure the evidence so that any subsequent internal disciplinary or civil or criminal action in the courts will succeed;
- c) Minimize the risk of subsequent losses;
- d) Improve the chance and scale of recoveries;
- e) Reduce any adverse commercial effects;
- f) Make a clear statement that Council is not a soft target for crime
- g) Minimize negative or adverse publicity;
- h) Identify any lessons for the future in respect of improving Council's defence against fraud;
- i) Make recoveries from otherwise unattainable sources such as pension monies due to the perpetrator;
- j) Consider the insolvency alternative in order to take advantage of the insolvency investigation, interrogation and, other extra-ordinary powers granted to liquidators.

**The STRATEGY will assist in demonstrating to staff, customers and the public that Council remains in control of its affairs in a crisis situation.
This STRATEGY includes details of:**

- the immediate action on a crime being discovered or suspected;
- how and by whom the crime will be investigated within Council;
- how and by whom the immediate subsequent action (in line with Council's policy) will be handled;
- whether, and under what circumstances, contact should be made with the media;
- Which sources of external assistance should be used?

8.6.3. STEPS TO FOLLOW IN SETTING UP FRAUD PREVENTION STRATEGY

(i) ESTABLISH AN ETHICAL CULTURE

In order to establish an ethical culture, Council, management, employees and public together must believe:

- that the institution is honest and ethical in its business dealings, including dealings with customers, suppliers and employees;
- that their employer treats them with respect, rewards them fairly, imposes discipline fairly, and, where regrettably redundancy becomes necessary, exists them fairly;
- that fraud prevention is a common objective throughout Council at all levels, that they have been trained to play their part in the fight, and that their efforts are acknowledged;

- that if fraud is suspected, the perpetrator can expect the most rigorous investigation and if found guilty, a severe sentence. It is vital that Council demonstrates its honest, ethical intent.

(ii) ESTABLISH THE STRUCTURE FOR DEALING WITH FRAUD

- Council should devise and implement a security policy. Moreover, it is particularly important for each employee within Council to be absolutely clear about their duty and responsibility within the anti-corruption policy.
- It is vital that in order to be truly effective, the policy is owned by management and that it is agreed by Council. It is essential that management itself should lead the implementation of the policy.
- The aim of the policy should be to emphasize Council's commitment to rooting out fraud, to lay down Council framework, guidelines and procedures for dealing with fraud as well as the measures necessary to prevent it.
- The Municipal must set up a committee to devise the strategy and draw up the policy and once this is done, the Chief Finance Officer and Manager responsible for Public Safety and Security should be responsible for driving the policy. Individual responsibilities fraud risk management should then be identified throughout Council.

The following responsibilities need to be recognised and assigned:

- Personnel management need to take responsibility for implementing an effective recruitment and selection policy to prevent fraud criminals entering Council. This will be in addition to their responsibility for establishing the necessary remuneration policy', employee rules, disciplinary processes and security of employment policies which will establish the required ethical culture of Council.
- The responsibility for monitoring the integrity of key operations such as supply chain management, lending, insurance, payments etc, must be assumed by the line management concerned.
- Financial management will need to take responsibility for the broader stewardship of assets, and of course for control over financial accounting, Council's bank accounts, and the payment of suppliers.
- Heads of departments and Branches must take responsibility for the security of their own operations, and for fraud loss control through the normal setting and achieving of business objectives.
- Support services management must take responsibility for the integrity of their departmental operations. The investigations/security department must be given a clear mandate and a set of objectives as any other business function within Council. In particular, the relationships with other functions must be defined.
- A structure should be in place for the purpose of enabling all employees a confidential procedure to follow in order to report suspect fraud.

- As well as checking on systems, internal audit must take responsibility for independently checking and reporting upon Council's compliance with, and the overall effectiveness of , the strategy.
- As soon as fraud is suspected, an urgent crime response procedure should be followed to investigate secure evidence and undertake internal disciplinary action which will then be followed by recoveries of losses and criminal prosecution.

The risk responsibilities should be reflected in job descriptions and in the setting and evaluating of annual objectives. Through the empowered management structure, every employee must be encouraged to take individual responsibility for the combat of fraud and corruption.

(iii) ESTABLISH POLICY FOR DEALING WITH FRAUD

MAIN STRATEGIES OF THE POLICY

In order to eradicate fraud the following areas of policy need to be clearly established:

- Council's framework for dealing with fraud
- The reporting of fraud
- **Council's approach to:**
 - (i) Investigation
 - (ii) Reporting to the South African Police Service and other law enforcement agencies including forensic accounting and auditing firms
 - (iii) Internal disciplinary action
 - (iv) Prosecution
 - (v) Recovery
 - (vi) Pension, accrued leave pay, bonus and other emoluments.
- The education of staff as to their responsibilities and awareness in relation to fraud.