

# MAFUBE LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2012-2017



CHAPTER	TABLE OF CONTENTS	PAGES
<b>1</b>	<b>INTRODUCTION</b>	
<b>2</b>	<b>LEGISLATIVE COMPLIANCE</b>	
<b>3</b>	<b>SITUATIONAL ANALYSIS</b> <b>3.1 DEMOGRAPHIC REALITIES</b> <b>3.2 POPULATION SIZE</b> <b>3.3 REGIONAL GENDER AND AGE DISTRIBUTION</b> <b>3.4 ECONOMIC REALITIES</b> <b>3.5 SECTORAL ANALYSIS</b> <b>3.6 HISTORIC URBAN AND RURAL PLANNING</b> <b>3.7 POWERS AND FUNCTIONS</b>	
<b>4</b>	<b>DEVELOPMENT STRATEGIES</b>  <b>4.1 VISION</b> <b>4.2 MISSION</b> <b>4.3 OUR MANDATE</b> <b>4.4 OUR CORE VALUES</b> <b>4.5 STRATEGIC OBJECTIVES</b>	
<b>5</b>	<b>PROJECTS</b>	

CHAPTER	TABLE OF CONTENTS	PAGES
6	<b>ANNUAL OPERATIONAL PLAN (SDBIP)</b>  6.1 SPATIAL RATIONALE 6.2 BASIC SERVICE DELIVERY 6.3 LOCAL ECONOMIC DEVELOPMENT 6.4 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 6.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 6.6 GOOD GOVERNANCE	
7	<b>FINANCIAL PLAN (HIGH LEVEL BUDGET SUMMARY)</b>	
8	<b>INTEGRATED PROGRAMMES</b>	

# CHAPTER 1

## 1. EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

**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. The area of jurisdiction of the Mafube Local Municipality is situated in the north eastern part of the FezileDabi District Municipality region. The total estimated residents in the Mafube Region, is 53 722.

**Frankfort/Namahadi** is situated 55km east of Heilbron and approximately 120km south east of Sasolburg. The town was originally laid out on the farm Roodepoort & named Frankfurt after the German town by Albert van Gordon in 1869. The main street originally named 'Brand Street', later changed to JJ Hadebe Street, named after the 4th president of the Orange Free State, Sir Johannes Brand. During 1883, he visited the town & laid the corner stone of the Dutch Reformed Church. The Council for National Memorabilia declared the Magistrate's Office, Police Station & Post Office National Monuments.

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 a small town typically developed and serving the predominantly agricultural community. The R34 provincial road from Kroonstad to the KwazuluNatal 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

**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

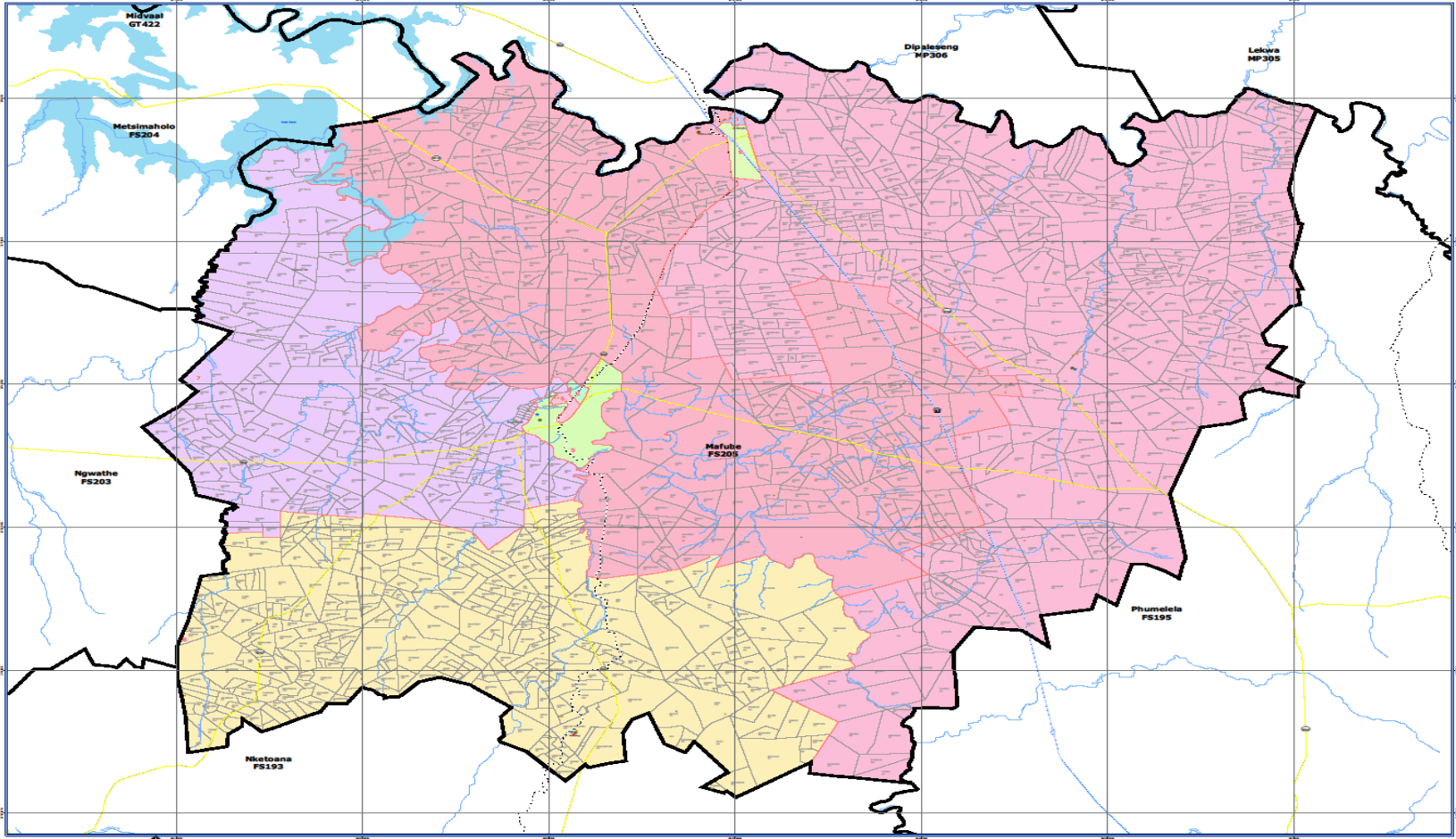
agricultural activities include sheep and cattle farming, maize and sunflower seed production. Other larger centres such as Vereeniging and Vanderbijlpark are all within 160km from Tweeling.

**Villiers/Qalabotjha** town area is situated on the banks of the Vaal River, adjacent to the N3 National Road between Gauteng 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 60km east of Frankfort, 160km east of Sasolburg and 32km south east of Villiers. The town is situated adjacent the R103 secondary road between Warden and Villiers and further 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.

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.

**MAFUBE LM: LOCALITY MAP**



## 1.2 INTEGRATED DEVELOPMENT PLANNING PROCESSES

- 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

The integrated development planning process is an interactive and participatory process, which is informed by the involvement of a number of stakeholders. 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 fulfills the function of a business plan or an operational plan for the IDP Process.

**The following issues should be addressed in the Process Plan as per COGTA IDP Guide Pack, that is:**

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

The Framework & Process Plan Committee initiates and compiles the Process Plan. The compilation of the Process Plan was exclusively guided by the principles of the IDP Guide-pack 2001 and therefore adheres to the requirements of the Municipal Systems Act (Act 32 of 2000). Work sessions were subsequently used to build the capacity of committee members explaining the IDP Process and the relation thereof with all

relevant binding national and provincial legislative requirements. The result of the preparation process was a well-prepared municipal management for the ensuing IDP Process.

The Council appointed a Framework & Process Plan Committee to continue with the preparation of the Process Plan. This structure will finally also be entirely included as part of the envisaged IDP Steering Committee. The Framework & Process Plan Committee included members consisting of the Executive committee, Councilors and officials.

The Mayor and Speaker and/or Designated Councillor to the IDP Process of the Municipality, Municipal Manager and/or IDP Manager form part of the committee.

Officials constitute both mayoral and municipal officials responsible for the drafting of the IDP and providing recommendations to council for adoption of the IDP document.

The municipality formulated a comprehensive Integrated Development Plan for five-year period to cover the period to 2012/2017. The IDP will be reviewed annually based on the following process:

- **Considering the current realities and prevailing conditions**

The current conditions and realities inform the priorities and strategies also considering the growth and expansion of the area. When reviewing its plan on an annual basis changes in circumstances and conditions were taken into account as part of the annual review and the Municipality is not prevented from making amendments throughout the year if circumstances require it.

- **Considering the needs of its community**

As part of the IDP process the needs of the community were considered in order to determine IDP priorities and key strategies. A proper consultative process needs to be applied in determining the needs of the community.



- **Integration with other institutional processes**

The IDP informs critical institutional processes and therefore needs to be linked to the following key processes:

- The drafting of the annual budget of the municipality
- The drafting of the Service Delivery Budget Implementation Plan (SDBIP)
- When formulating and implementing the Performance Management System (PMS) of the municipality and the Performance agreements of the Section 57 Managers of the Municipality.

- **Improving the IDP Process**

On completion of the first five year cycle of the IDP many process related issues and prepared plans and programmes, may not be resolved or may require refinement. It may be necessary to effect institutional, process of content related changes to ensure that the drafting of the next five-year cycle incorporates those changes or amendments that are necessary to ensure that the Integrated Development Planning Process is strategic, implementation orientated and integrated.

As the IDP is a legislative requirement it has a legal status and is superseded all other plans that guide development at Local Government level. Integrated development planning is a very interactive and participatory process, which involves a number of stakeholders. The IDP is a principal strategic planning instrument, which guide and inform all planning, budgeting, management and decision-making in a Municipality.

## ROLES AND RESPONSIBILITIES DIFFERENT STAKEHOLDERS WITH THE MAFUBE LOCAL MUNICIPALITY

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

STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
<b>Political, Administrative and Technical Advisors</b>	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"> <li>▪ Drive the IDP process;</li> <li>▪ Formulate the Process Plan;</li> <li>• Arrange workshops with different participants;</li> <li>▪ Manage the process;</li> <li>▪ Report to Council on the IDP Process; and</li> <li>▪ Make recommendations to Council in terms of the IDP Process.</li> </ul>
<b>Administrative Manager of the IDP process</b>	Municipal Manager	<ul style="list-style-type: none"> <li>• Responsible for the overall administrative Management of IDP Process;</li> <li>• Delegates responsibilities to the IDP Manager;</li> <li>• Ensures proper documentation on events and of the IDP Process;</li> <li>• Responsible for the distribution of information;</li> <li>• Makes the necessary arrangements for meetings and workshops of the IDP Process;</li> <li>• Conducts the training on IDP for councillors, officials and the public where necessary;</li> <li>• Delegates responsibilities and liaises with the Transport Manager in terms of Transport arrangements; and</li> <li>• IDP Manager reports to Director Responsible to IDP/Municipal Manager</li> </ul>

STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
<p>Heads of the Departments (Directors) and Other Senior Officials</p>	<p>IDP Steering Committee &amp; 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"> <li>• Provide relevant technical, sectoral and financial information for analysis to determine priority issues;</li> <li>• Contribute technical expertise in the consideration and finalisation of strategies and identification of projects;</li> <li>• Provide departmental operational and capital budgetary information;</li> <li>• Be responsible for the preparation of project proposals, the integration of projects and sector programmes;</li> <li>• 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</li> <li>• Be responsible for the implementation of the IDP Process.</li> </ul>

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

EXTERNAL STAKEHOLDERS	INSTITUTIONAL MECHANISM	ROLES AND RESPONSIBILITIES
Residents, communities, stakeholders	IDP Representative Forum	<ul style="list-style-type: none"> <li>• 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:</li> <li>• Represents the interest of the community or specific vulnerable groups;</li> <li>• 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;</li> <li>• Analyses issues, determines priorities, negotiates and reaches consensus;</li> <li>• Participates in the designing of project proposals and / assesses them;</li> <li>• Discusses and comments on the draft IDP; and</li> <li>• Monitors performance in implementation of the IDP.</li> </ul>

### 1.3 IDP AND BUDGETARY PUBLIC PARTICIPATION MEETINGS BETWEEN 07 FEBRUARY 2012 TO 09 MARCH 2012

Notice is hereby given in terms of Section 16 read with Section 17 of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) and section 22 and 23 of the Local Government: Municipal Finance Management Act, (act No. 56 of 2003) that the Mafube Local Municipality invites members of the Public and Stakeholders to participate in the meetings as indicated below for the 2012/2013 Draft Budget.

DATE	TIME	ACTIVITY	TARGET GROUP	VENUE
07 Feb 2012	10H00	Meeting	IDP Steering Committee	Mafube Council Chambers
08 Feb 2012	14H00	Consultation on 2011/12 IDP progress	Villiers / Qalabotjha Ward Committees	Madiba Hall
08 Feb 2012	16H30	2011/12 IDP Progress report	Qalabotjha (Ward 03)	Next to Phedisong Clinic
09 Feb 2012	16H30	2011/12 IDP Progress report	Qalabotjha (Ward 04 )	Madiba Hall (Postponed)
10 Feb 2012	16H30	2011/12 IDP Progress report	Qalabotjha ( Ward 09)	Ntataise Creche (Postponed)
10 Feb 2012	10H00	2011/12 IDP Progress report	Villiers	Town Hall
13 Feb 2012	14H00	Meeting	IDP Steering Committee	Mafube Council Chambers
16 Feb 2012	10H00	2011/12 IDP Progress report	Tweeling / Mafahlaneng Ward Committees	Mafahlaneng Hall
16 Feb 2012	14H00	2011/12 IDP Progress report	Tweeling	Town Hall
16 Feb 2012	17H00	2011/12 IDP Progress report	Mafahlaneng	Mafahlaneng Hall
20 Feb 2012	14H00	Meeting	IDP Steering Committee	Mafube Council Chambers
21 Feb 2012	14H00	Consultation on 2011/12 IDP Progress report	Frankfort / Namahadi Ward Committees	Namahadi Hall
21 Feb 2012	16H30	2011/12 IDP Progress report	Namahadi (Ward 06)	Namahadi Hall (Postponed)
22 Feb 2012	16H30	2011/12 IDP Progress report	Namahadi (Ward 07)	Poelano Primary School
23 Feb 2012	16H30	2011/12 IDP Progress report	Namahadi ( Ward 02)	Mfundo-Thuto Secondary School
27 Feb 2012	14H00	Meeting	IDP Steering Committee	Mafube Council Chambers
27 Feb 2012	16H30	2011/12 IDP Progress report	Frankfort (Ward 05)	Mlindo Silinga Hall (Postponed)
28 Feb 2012	17H30	2011/12 IDP Progress report	Namahadi ( Ward 05)	Save Gospel
28 Feb 2012	17H00	2011/12 IDP Progress report	Namahadi (Ward 05)	Meduwaneng
29 Feb 2012	17H00	2011/12 IDP Progress report	Qalabotjha (Ward 02)	Bheke-Zakho, Mfundo-Thuto and Mamello
01 Mar 2012	10H00	Consultation on 2011 / 12 IDP Progress report	Cornelia / Ntshwanatsatsi Ward Committees	Town Hall
01 Mar 2012	15H00	2011/12 IDP Progress report	Cornelia (Ward 01 )	Town Hall
01 Mar 2012	17H00	2011/12 IDP Progress report	Ntshwanatsatsi	Ekukhanyeni Community Hall
05 Mar 2012	17H00-18H00	2011/12 IDP Progress report	Qalabotjha (Ward 09) Namahadi (Ward 06)	Ntataise Creche Ext 4 Ntataise Creche Ext 7 Namahadi Community Hall and next to Cllr Shweshwe Mosia's place
06 Mar 2012	17H00 18H00	2011/12 IDP Progress report	Qalabotjha (Ward 09) Qalabotjha (Ward 04) Frankfort (Ward 05)	Extension 8 NG Kerk and Topiya ya Lesotho Mlindo Silinga Hall
07 Mar 2012	11H00	Meeting	IDP Steering Committee Meeting	Mafube Council Chambers
09 Mar 2012	10H00	Meeting	IDP Representative Forum	Mafube Council Chambers

## IDP PROCESS PLAN 2012-2013

IDP PHASE	TIME	IDP PROGRAMME	PROPOSED ACTIVITIES	BUDGET PROCESS
<b>Analysis</b>	Nov 2011	<ul style="list-style-type: none"> <li>▪ Kick starting elaborate IDP process internally and externally</li> <li>▪ Table the framework and process plan to council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Discussion on nature and scope of the next IDP</li> <li>▪ Presentation and discussion of the IDP Frame-work and Process Plan</li> <li>▪ Adoption of proposals from IDP engagements and IDP guidelines from COGTA</li> <li>▪ Assessments of achievements of the previous IDP</li> <li>▪ Sector plans, Integrated Programmes identification and review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tabling the planning and budget schedule before council</li> </ul>
<b>Strategies</b>	Dec 2011	<ul style="list-style-type: none"> <li>▪ Review of Vision and Mission</li> <li>▪ Alignment of objectives and strategies</li> <li>▪ Confirm &amp; revise community needs based on community stakeholder level Analysis</li> <li>▪ Consultation &amp; Workshop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Steering Committee Meetings</li> <li>▪ Discuss the achievements &amp; challenges of the previous IDP</li> <li>▪ Discuss priority issues</li> <li>▪ Consultation with sector departments and other stakeholders</li> <li>▪ Consolidate issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Determining the funding/ revenue projections for the next years</li> <li>▪ Council determines the strategic objectives for service delivery and development</li> </ul>
<b>Projects</b>	Feb 2012	<ul style="list-style-type: none"> <li>▪ Formulation of projects task team with clear terms &amp; reference which includes localized strategy guidelines &amp; objectives</li> <li>▪ Submission of project lists from local municipalities</li> <li>▪ Integration of programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formulation of IDP projects</li> <li>▪ Alignments of projects with sector strategic plans, FSGDS, NSDP etc</li> <li>▪ District wide workshops with sector departments on IDP projects</li> <li>▪ Workshop the Representative Forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation of budget process begins</li> <li>▪ Inputs by Municipal Manager and Directors for draft budget</li> <li>▪ First quarter Budget report to council</li> </ul>
<b>Integration</b>	Feb 2012	<ul style="list-style-type: none"> <li>▪ Integration of programmes</li> <li>▪ Finalization of project proposals and integrated programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation and finalization of draft IDP</li> <li>▪ Presentation of the draft IDP steering committee and other stakeholders.</li> <li>▪ Consolidation of draft district IDP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation of the draft budget</li> </ul>
<b>Approval</b>	March –April 2012	<ul style="list-style-type: none"> <li>▪ First draft IDP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation of draft IDP to Rep Forum</li> <li>▪ Advertise &amp; present draft IDP to Council for comments</li> <li>▪ Present draft IDP to council for adoption</li> <li>▪ Submit copies of approved IDP to MEC for Local Government</li> <li>▪ Submit copies of IDP to Sector Departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consolidating the departmental budgets and prepare the proposed budget.</li> </ul>



IDP PHASE	TIME	IDP PROGRAMME	PROPOSED ACTIVITIES	BUDGET PROCESS
<b>Approval</b>		<ul style="list-style-type: none"> <li>▪ Publication of IDP &amp; related documents for comments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publication of budget for comments</li> </ul>	
		<ul style="list-style-type: none"> <li>▪ Draft budget tabled to Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft budget submitted to National Treasury &amp; Provincial Treasury</li> </ul>	
		<ul style="list-style-type: none"> <li>▪ Inputs and comments considered</li> <li>▪ IDP documents amended</li> <li>▪ Mayor tables IDP &amp; Budget for adoption</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publication of IDP &amp; related comments</li> <li>▪ Conduct Public hearings on IDP</li> <li>▪ Inputs from sector departments</li> <li>▪ Consultation with IDP Rep. Forum</li> </ul>	Public hearing conducted
		<ul style="list-style-type: none"> <li>▪ IDP sent to province within prescribed time after adoption by Council</li> <li>▪ Placement of a notice for the adoption of IDP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budget amended accordingly</li> <li>▪ Mayor table 2012/13 budget not later than 31 May 2012</li> </ul>	
				<ul style="list-style-type: none"> <li>▪ Approved budget submitted to National Treasury and Provincial Treasury</li> </ul>

#### 1.4 COMMUNITY BASED PLANS: IDENTIFICATION OF PRIORITY ISSUES PER WARD (WARDS ANALYSIS)

WARD	PRIORITY ISSUES
WARD 1	<ul style="list-style-type: none"> <li>• Installation of sewerage toilets in Magashule Section</li> <li>• Connection of water system in Magashule Section</li> <li>• An extra reservoir to be build for future purpose as the location has a potential of growing further</li> <li>• High mass lights be provided for both Cornelia and Ntswanatsatsi</li> <li>• Installation of electricity meters in town, old location and Mokaba Section</li> <li>• Installation of solar systems in farms through the assistance of the District</li> <li>• Electrification of 28 houses that are left behind</li> <li>• Paving of all roads</li> <li>• Maintenance of all gravel roads (they must be graded and graveled)</li> <li>• Province must repair and maintain all entrance roads</li> <li>• Public Works to grade and maintain farm roads</li> <li>• Municipality to put speed humps in all paved roads</li> <li>• Storm water system to be improved in Ward 1 and urgently in Magashule Section</li> <li>• Telkom must be approached to put infrastructure and install public phones as to improve communication</li> <li>• Cell-phone networks (Vodacom, MTN, Cell C, and Telkom 8ta) to improve their network systems as the network is of poor quality</li> <li>• Postal Service is highly needed (the building is available and services were provided in the past so they want it back six days a week)</li> <li>• Phekolong clinic to be extended and the new one to be built. (waiting room to be built for patients)</li> <li>• They want an ambulance to station in Cornelia</li> <li>• Fire brigade / emergency to respond timeously to emergency or fires</li> <li>• More Sisters to be recruited to the clinic</li> <li>• District Social Workers as promised to be deployed to Cornelia</li> </ul>

WARD	PRIORITY ISSUES
WARD 1	<ul style="list-style-type: none"> <li>• Tswelopele crèche to be build</li> <li>• Women and Disability desk to be established in the Mayor's office</li> <li>• Municipality must market and assist women corporative to get tenders of feeding schemes in schools</li> <li>• There is high need for car wash in Cornelia</li> <li>• A well developed park in-front of the Community hall is vital</li> <li>• A mobile court be replaced by a permanent structure with cells for safety purposes</li> <li>• Sub-division of a school site in Magashule Section to residential sites be speeded up.</li> <li>• Department of Social Development to review pension dates for Cornelia as dates set now are too far and deprive elders</li> <li>• Incomplete RDP houses to be completed</li> <li>• Multipurpose Centre to be fenced as to be more secured (Devil forked)</li> <li>• Municipal office need renovations</li> <li>• Follow up must be done with Cogta on Ntswanatsatsi municipal buildings, only foundation was done</li> <li>• Dept of Agriculture to be approached in uplifting Greenhouse Tunnels standard as it very low.</li> <li>• Hatchery structure is available but no chicken and pens (follow up to be done)</li> <li>• Feasibility study was done for piggery project and Dept of Agriculture is quite about the progress (follow up to be done)</li> <li>• Bakery and Catering project (Steers) to be assisted with working equipment (FezileDabi and Social Development can assist)</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 1</b>	<ul style="list-style-type: none"> <li>• There is high need of ATM facilities</li> <li>• Municipality must fence communal lands and plots provided to livestock entrepreneurs</li> <li>• Crop farming projects to be financed as there were learners in the same field but now they are not supported</li> <li>• There is potential of growth if Cultural Village can be build at Tafelkop and incorporating a tele-centre (Absa Bank to be engaged)</li> <li>• A well furnished library to be build</li> <li>• More computers to be put in Youth Advisory Centre</li> <li>• Municipality must provide enough land for 50 Nguni cattle</li> <li>• Municipality must appoint a Cleaner in Tswelopele Clinic because services are provided by a person receiving R1000 stipend</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 2</b>	<ul style="list-style-type: none"> <li>• The Municipality to fix leaking water pipes on sites</li> <li>• Road must be repaired and paved for long term solution</li> <li>• Home Affairs building must be opened and be fully operational</li> <li>• Phahameng clinic is no-more having a capacity to cater for the community, it must be extended, waiting room be build and staff be encouraged to be dedicated to their duties.</li> <li>• There is a need for Old Age Home.</li> <li>• Sports facilities be developed (soccer, netball, volley ball and tennis)</li> <li>• RDP houses to be build in every site where they are in need</li> </ul>

WARD	PRIORITY ISSUES
WARD 2	<ul style="list-style-type: none"> <li>• Sports facilities be developed (soccer, netball, volley ball and tennis)</li> <li>• RDP houses to be build in every site where they are in need</li> <li>• Municipal offices to be build in Phahameng</li> <li>• Communal land or plots must be provided for stock-farming</li> <li>• Draining system to be upgraded in Phahameng (Second street from Poelano and the Street below Cambridge Tavern</li> <li>• Municipal offices to be build in Phahameng</li> <li>• Communal land or plots must be provided for stock-farming</li> <li>• Fire &amp; Emergency services depot be developed in Phahameng. (They take a long time to respond and react to fires)</li> <li>• Solar geysers are of high need</li> <li>• Opportunities for youth employment be made available</li> <li>• Globes for high mass lights be timeously checked and replaced.</li> <li>• Speed humps be made in all busy streets</li> <li>• Municipal Sports Leagues be introduced as other leagues have flaws and maladministration.</li> <li>• Railway line must be re-opened as to create jobs and minimize road traffic</li> <li>•</li> </ul>

WARD	PRIORITY ISSUES
WARD 2	<ul style="list-style-type: none"> <li>• They need a community hall to cater Phahameng, Mamello and Phomolong</li> <li>• Postal Office to be opened in Phahameng</li> <li>• Poly-technikon to be established as to provide education on skills we are lacking with.</li> <li>• Brick-making machine next to Namahadi cemetery be given to people who really need it because it doesn't serve any purpose</li> <li>• Extension of labour education to farm workers as they are highly exploited.</li> <li>• Shopping mall must be built</li> <li>• A well developed taxi rank and cubicles / shades for people waiting for transport</li> <li>• A library and youth advisory centre to be build</li> <li>• They need residential sites</li> <li>• Social workers to assist community and learners with their challenges</li> <li>• Illegal dumping of the community be addressed</li> <li>• Water billing not satisfactory and finance to attend to it</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 3</b>	<ul style="list-style-type: none"> <li>• Municipality must initiate and develop projects for crop and livestock agriculture</li> <li>• They want to develop a brick manufacturing project to supply initiated Industries / factories</li> <li>• They want their streets to be paved</li> <li>• They want a park in Ward 3</li> <li>• They want street lights in Ward 3</li> <li>• There is high need for sites</li> <li>• Members of the public request that they be more engaged in the decision making of the municipality and therefore kept abreast of new developments at the municipal level</li> <li>• Water meters readings are frequently not properly managed by the municipal officials (Wrong billing)</li> <li>• Identification of a new dumping site for refuse as the current one results into public indecency</li> <li>• Installations of street lights between town and the township</li> <li>• There is a need for a shopping mall and there is a businessman who is willing to develop the structure it.</li> </ul>

WARD	PRIORITY ISSUES
WARD 4	<ul style="list-style-type: none"> <li>• They want road signs</li> <li>• Water quality be improved</li> <li>• The municipality should be more concerned about private ownership of commercial buildings. Buildings are owned by people who are residing in Villiers.</li> <li>• Improvement of Drinking Water Quality (DWQ) across the town and the township</li> <li>• The local development sector of the municipality should look into the identification and development of mechanical industries and/or businesses</li> <li>• Villiers was formerly nominated as the cleanest town and therefore the municipality should prioritize the restoration of the status</li> <li>• The municipality should also look into communalizing surrounding plots for possible business opportunity developments</li> <li>• Completion and finalization of the water purification system should be given</li> <li>• Building of sustainable relationships is of key importance between local entrepreneurs and the municipality</li> <li>• Sanitation system should be improved at the Holiday Resort and the VKB</li> <li>• Members of the public request that they be more engaged in the decision making of the municipality and therefore kept abreast of new developments at the municipal level</li> <li>• Water meters readings are frequently not properly managed by the municipal officials (Wrong billing)</li> <li>• Identification of a new dumping site for refuse as the current one results into public indecency</li> <li>• Installations of street lights between town and the township</li> <li>• There is a need for a shopping mall and there is a businessman who is willing to develop the structure it.</li> </ul>



WARD	PRIORITY ISSUES
WARD 5	<ul style="list-style-type: none"> <li>• Paving of Roads</li> <li>• Water-drainage system</li> <li>• Development of park in Mamello</li> <li>• Fencing between the Main Road and Mamello</li> <li>• Illegal dumping prohibition signs</li> <li>• Pounding of roaming animals</li> <li>• High mass lights</li> <li>• Inconsistent pricing of electricity and it traps now and then</li> <li>• Water pipes are too old and they need to be replaced</li> <li>• Sewage pipes are always blocking and need to be replaced</li> <li>• Fencing between th residential area and the railway line</li> <li>• Recreational facilities for children to be developed (netball, football and swinging equipments)</li> <li>• Grading and maintenance of open soccer fields</li> <li>• Cemetry is in bad state</li> <li>• Removal of main hole pipes next to Save Gospel</li> <li>• Road next to the railway line in Mamello need reconstruction and footbridge</li> <li>• RDPs to be build in every site where necessary</li> <li>• Removal of refuse and garden garbage not satisfactory and need improvement</li> <li>• Installation of solar geysers</li> <li>• Address electrical faults that burn electrical appliances</li> <li>• Streets lighting not sufficient and need to be improved</li> <li>• Refurbishment of Recreational facilities</li> <li>• Initiate projects for job creation</li> <li>• Sports grounds need upgrading</li> <li>• Establishment of Youth Desk in the Municipality</li> <li>•</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 5</b>	<ul style="list-style-type: none"> <li>• Water pipes are too old and they need to be replaced</li> <li>• Sewage pipes are always blocking and need to be replaced</li> <li>• Fencing between the residential area and the railway line</li> <li>• Visibility of Traffic Officers in JJ Hadebe Street</li> <li>• Loading zones in JJ Hadebe Street</li> <li>• Stray livestock is a problem (Fencing and erection of camps)</li> <li>• MlindoSilinga Hall to be renovated</li> <li>• Waterpark to be upgraded and maintained</li> <li>• Landfill sites to be maintained and provide security</li> <li>• Trees in Beckwith Street to be properly cut as they obstruct view.</li> <li>• Street lights be maintained</li> <li>• Speed-points be introduced to the municipality</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 6</b>	<ul style="list-style-type: none"> <li>• Paving of the road from Falesizwe Sec. School to Taxi Rank</li> <li>• Another sports ground to be developed and upgrade Zomba</li> <li>• Taxi Rank to be sheltered, paved and provide a sitting place</li> <li>• Water meter boxes to be cleaned</li> <li>• Provide dustbins for every house hold</li> <li>• There is a need for high mass lights in Staganeng and Sun City.</li> <li>• Sun City Section roads to be paved</li> <li>• Staganeng roads to be paved from JJ Hadebe Recreational Centre the beginning of Nxayi Street upward to Mshengu House.</li> </ul>

WARD	PRIORITY ISSUES
WARD 6	<ul style="list-style-type: none"> <li>• Paving of the road from Falesizwe Sec. School to Taxi Rank</li> <li>• Another sports ground to be developed and upgrade Zomba</li> <li>• Taxi Rank to be sheltered, paved and provide a sitting place</li> <li>• Water meter boxes to be cleaned</li> <li>• Provide dustbins for every house hold</li> <li>• There is a need for high mass lights in Staganeng and Sun City.</li> <li>• Sun City Section roads to be paved</li> <li>• Staganeng roads to be paved from JJ Hadebe Recreational Centre the beginning of Nxayi Street upward to Mshengu House.</li> <li>• CDWs and Ward Committees be involved and informed of all developments in a the Municipality</li> <li>• Provision of toilets in every household and refund all those who built structures themselves</li> <li>• Communication be improved in the ward</li> <li>• A tent be erected for pensioners during pension days (seats provided)</li> <li>• More focus for RDP houses be put on the ward since houses are old, fallen, cracked and no-more conducive for human beings</li> <li>• Water drainage next to ThutokeTsela be unblocked or replaced if possible</li> <li>• Mqashi roads be paved and maintained including Cemeteries</li> <li>• More sites are needed</li> <li>• Gravel roads need maintenance and grading</li> <li>• Dumping site to be developed next to Tsebo-Ulwazi</li> <li>• Illegal dumping between Vergenoeg and Loans be attended to</li> <li>• Establishment of Home Affairs and Labour Departments are of high need (Offices be built)</li> <li>• There is a need for footbridge between Thabeng and Vergenoeg</li> </ul>

WARD	PRIORITY ISSUES
WARD 6	<ul style="list-style-type: none"> <li>• Paving of the road from Falesizwe Sec. School to Taxi Rank</li> <li>• Another sports ground to be developed and upgrade Zomba</li> <li>• Taxi Rank to be sheltered, paved and provide a sitting place</li> <li>• Water meter boxes to be cleaned</li> <li>• Provide dustbins for every house hold</li> <li>• There is a need for high mass lights in Staganeng and Sun City.</li> <li>• Sun City Section roads to be paved</li> <li>• Staganeng roads to be paved from JJ Hadebe Recreational Centre the beginning of Nxayi Street upward to Mshengu House.</li> <li>• CDWs and Ward Committees be involved and informed of all developments in a the Municipality</li> <li>• Provision of toilets in every household and refund all those who built structures themselves</li> <li>• Communication be improved in the ward</li> <li>• A tent be erected for pensioners during pension days (seats provided)</li> <li>• More focus for RDP houses be put on the ward since houses are old, fallen, cracked and no-more conducive for human beings</li> <li>• Water drainage next to ThutokeTsela be unblocked or replaced if possible</li> <li>• Mqashi roads be paved and maintained including Cemeteries</li> <li>• More sites are needed</li> <li>• Gravel roads need maintenance and grading</li> <li>• Dumping site to be developed next to Tsebo-Ulwazi</li> <li>• Illegal dumping between Vergenoeg and Loans be attended to</li> <li>• Establishment of Home Affairs and Labour Departments are of high need (Offices be built)</li> <li>• There is a need for footbridge between Thabeng and Vergenoeg</li> </ul>

WARD	PRIORITY ISSUES
WARD 6	<ul style="list-style-type: none"> <li>• There is a high need for commonages</li> <li>• Stray animals are a big problem and need to be addressed</li> <li>• Billing not correctly done (water billing especially)</li> </ul>

WARD	PRIORITY ISSUES
WARD 7	<ul style="list-style-type: none"> <li>• Provision of drinking water</li> <li>• Removal of buckets needs to be improved</li> <li>• Roads to be maintained</li> <li>• They need sanitation</li> <li>• They also need a clinic</li> <li>• They want a library and Youth Advisory Centre</li> <li>• There is a high need of residential sites</li> <li>• They want solar geysers</li> <li>• Municipality must create economic opportunities for the community</li> <li>• Draining systems to be improved in Phahameng</li> <li>• Foot bridge to be made between Phahameng and Mtampelong</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 8</b>	<ul style="list-style-type: none"> <li>• Community engagement and liaison should be of key importance from the municipality, particularly when there are projects piloted on the ground.</li> <li>• Provision of farming land</li> <li>• Inspection of commercial buildings ownership.</li> <li>• Fencing of the current local dumping site to prevent health hazards and environmental contamination</li> <li>• Allocation of household dustbins</li> <li>• Construction of mass lights in town and street quality maintenance</li> </ul>

WARD	PRIORITY ISSUES
<b>WARD 9</b>	<ul style="list-style-type: none"> <li>• Installation of solar geysers in every household</li> <li>• There is a high need of Disable school around Mafube</li> <li>• Municipality to create employment for youth</li> <li>• The community need residential sites</li> <li>• Roads need maintenance (graded)</li> <li>• Houses (RDP) are needed and finish those not finished</li> <li>• Get rid of illegal dumping sites in Ward 9</li> <li>• Municipal workers must cut grass in open fields</li> <li>• Attitude of the Housing Clerk and community be dealt with</li> <li>• There is a need of toilets and water in Ext 7</li> <li>• They want electricity for Ext 8</li> <li>• Local Economic Development must be visible</li> <li>• Municipal offices be built in Ward 9</li> <li>• Mass high lights needed</li> <li>• Water drainage and storm-water systems</li> <li>• Community members have a problem with Change of Ownership</li> <li>• Food parcels not given to people who deserve them</li> <li>• Shortage of sports facilities</li> </ul>

WARD	PRIORITY ISSUE
Ward 9	<ul style="list-style-type: none"><li>• There is a high need for commonages</li><li>• Stray animals are a big problem and need to be addressed</li><li>• Billing not correctly done (water billing especially)</li></ul>

# CHAPTER 2

## 2. LEGISLATIVE COMPLIANCE

In terms of Chapter V of the Local Government: Municipal Systems Act, 2000 (No 32 of 2000), local government bodies are required to annually review, develop and implement Integrated Development Plans (“IDPs”) for their respective areas of jurisdiction. These IDPs are meant to deal with all developmental and planning related issues for a period of five (5) years.

The main objective in developing and reviewing IDPs is “to guide implementation oriented planning which is strategic and consultative and is integrated requiring holistic thinking across the conventional sectoral boundaries”. More specifically the IDP is to guide decisions in respect of the Municipal budget, improve land management, promote local economic development and at the same time ensure effective institutional transformation in a consultative, systematic and strategic manner.

In terms of the Systems Act, each Local Municipality must adopt a “review process set out in writing” which is to guide the planning, drafting, adoption and review of the IDP. The process of developing and reviewing IDP is manifested in a review process plan which purpose is to guide the review of the entire IDP and to serve as a tool for administering and managing the review process.

The process followed in the review of the IDP was undertaken in accordance with the contents of such a Review Process Plan. Furthermore, a consultative, strategic and implementation orientated approach was followed in the IDP processes which was done in accordance with Chapter 2 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

The local municipality must encourage, involve and consult local communities about, the level, quality, range and impact of municipal services provided by the municipality, the available options for delivering service. The operational strategy to include specific Sectoral programmes and plans to the Integrated Spatial Development Framework. In terms of section 26 of Systems Act the Municipality’s IDP must include, the council’s vision for the long term development of Mafube with special emphasis on its most critical development and internal transformation needs;



Municipal Systems Act no 32 of , Section 4.2, requires municipality to do the assessment of the existing level of development in Mafube, which must include the following;

- 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

**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 and 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**, in terms of 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

**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 act require the IDP to reflect in the Integrated Transport Plan (ITP) the following:

- 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 MafubeLM for the five year period. The ITP should 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

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.

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 extend 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

**Disaster Management Act 2002 (Act No 57 of 2002)**, 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

**Housing Act 1997 (Act No 107 of 1997)**, 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;

- 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;
- Set housing delivery goals for the Municipality;
- Identify and designate land for housing development;

- Create and maintain a public environment conducive to housing development which is financially and socially viable;
- Promote the resolution of conflicts arising in the housing development process;
- Initiate, plan, co-ordinate, facilitate and enable to prioritize housing development in the Municipality;
- Provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers; and
- Plan and manage land use and development.

# CHAPTER 3

## 3. SITUATIONAL ANALYSIS

### 3.1 Demographic Realities

Table.1below provides a summary of the current urban population of the Mafube Region per town area and subsequently indicates the total rural population for the region. Note that council preferred data is used, that is based on the latest Water Service Development Plan population data, which closely correlates with the available Census 2007 Data and the data provided by the Demarcation Board.

Although a fairly accurate indication can be given of the urban population, data regarding the rural population is mostly unreliable due to various dynamic demographic factors in the region.

**Table 1.**

Cornelia/Qalabotjha	17 249
Tweeling/Mahlaneng	5 111
Frankfort/Namahadi	20 872
Cornelia/Ntswanatsatsi	3 301
Rural Population	8 977
<b>TOTAL</b>	<b>53709</b>

### 3.2 Population Size

**Population as Percentage of the District and Province & Population Growth/Decline Since 2001 (Table 2)**

Population 2007	Population % District	Population % Province	No of Households	Households % District	Households % Province	Total Population 2001	Population Change 2001 - 2007	% Growth 2001 - 2007
53722	11.3	1.9	14005	9.3	1.7	57657	-3935	- 7.4

(Source 2007 Census Data)

The table above indicates a steadily decline in the population size of the Mafube region; also contribute to the tendencies listed below. Available rural population statistics include the 1996 statistical survey and the estimated and preferred population figures of the concerned Local Municipality.

**The major factors influencing demographic data in rural areas, within the FezileDabi Region, are the following:**

- Influx generally occurs to the Sasolburg/Deneysville area due the existing mining activities and its close proximity to the industrial areas of Vereeniging and Vanderbijlpark.
- The tendency occurred to a similar extent in the Viljoenskroon area due to its close proximity to the Free State and North West Province gold mines.
- Fluctuation in the labour force occurs periodically due to the nature of the agricultural practices in the region. There is a general tendency of migration to and from the rural areas depending on the season and demand for labour.
- Urbanisation to urban centers has increased dramatically over the past four years as reflected in population figures of the towns within the districts.
- Land restitution and ownership are contentious issues within the agricultural community and lead to the tendency to rather house farm workers in formal residential areas than on farms.

### 3.3 Regional Gender and Age Distribution

**Gender and Age Breakdown (Table 3)**

<b>Gender</b>	<b>Mafube</b>	<b>Metsimaholo</b>	<b>Ngwathe</b>	<b>Moqhaka</b>	<b>Total</b>	<b>%</b>
Male	25,473	55,573	56,957	87,421	225,424	50
Female	27,899	51,348	63,052	82,015	224,314	50
<b>Total</b>					<b>449,738</b>	
<b>Age Breakdown</b>	<b>Mafube</b>	<b>Metsimaholo</b>	<b>Ngwathe</b>	<b>Moqhaka</b>	<b>Total</b>	<b>%</b>
0-4	5,421	9,516	11,038	14,174	40,149	8.9
4-19	20,340	30,962	41,149	50,841	143,292	31.8
20-29	8,863	22,451	20,100	29,920	81,334	18.1
30-49	10,994	30,445	26,757	48,384	116,580	25.9
50-64	4,562	8,674	11,624	15,805	40,665	9.0
Over 65	3,000	3,666	8,214	8,314	23,194	5.2
Age Unknown	304	1,263	1,211	2,036	4,814	1.1

(Source: Demarcation Board 2001)



In order to establish a scenario of the age structure in the region, the percentages of different age categories were studied and summarised in Table 3. A large portion of the population (40%) is composed of the age category between 0-19 years of age. This implicates a typical “fertility distribution”.

The specific age distribution implicates a future average to high population growth under normal conditions. A fairly low percentage (5%) of the region’s population is composed of the age category 65 years and older. This is typical of a low “mortality distribution”. Changes in this sector of the population will thus not have a severe effect on the total population.

Both tendencies emphasise that population growth could, under normal conditions, be expected in the region. A large part of the population is subsequently composed of the age group 20-49 (44%). It implicates the stronger economic base of the region in comparison to the rest of the Free State and it can be determined that a larger part of the economic independent sector of the provincial population resides in the region. The phenomenon is explained in view of:

- the more developed character of the region,
- by implication more job opportunities and
- the strategic location of the region in terms of the mining and industrial sectors in adjacent provinces.

### **3.4 Economic Realities**

#### **3.4.1 Current Development Initiatives**

- The following farms have been acquired or identified to be acquired with funds granted by the Department of Land Affairs, in collaboration with the Department of Agriculture to be utilised as commonage for the purposes of communal grazing and small scale farming purposes:

- (i) Several properties of 2 300 ha adjacent the Greater Frankfort have been acquired for the inhabitants of Namahadi,
- (ii) the farm Prospect 278 of 186 ha adjacent the Greater Villiers has been identified to be acquired for the inhabitants of Qalabotjha,
- (iii) the farm *Aasvogelkrans* 105 of 134 ha adjacent the Greater Tweeling has been identified to be acquired for the inhabitants of Mafahlaneng.
  - The agricultural sector of the region and specifically the Frankfort District is extremely prominent. The latter could result in industrial development that is agricultural orientated. The possibility of establishing irrigation schemes should also be considered in view of the water resources available in the region.
  - The area has significant tourism potential. The latter refers especially to the weekend tourists market from the Gauteng Province. Water related recreation, guesthouses and game farming specifically refer.
  - The significance of the Lesotho Highlands Water Scheme is also relevant in this regard especially the current initiative to construct a major water pipeline from Clarens (inlet of water from the Lesotho Highlands Project) to *Suikerbosrand* (Rand Water treatment works). The initiative is a long-term endeavour, which, would probably not realise within the next 10 to 15 years.

### **3.4.2 Regional Economic Tendencies**

Frankfort is the most prominent service centre in the region. The latter is attributed to the significant agricultural sector of the Frankfort District with industrial development that is agricultural orientated. It is furthermore attributed to the contribution of various other sectors. Frankfort, with the largest urban population in the region, has a strong business component and provides a wide range of services regarding health, education and professional services. The main economic activities in Frankfort and its environment are agriculture, public services and trade. The Clover and Sasko industries in Frankfort are prominent in a regional context.

Villiers is located in an area of agricultural significance and mainly provides basic services in this regard to the surrounding rural areas. Due to the location of Villiers adjacent the Vaal River, the economic sector of the town also consists of tourism. Villiers has a holiday resort to the north of the town adjacent to the Vaal River.

The resort, which is privately owned, measures approximately 17,81 ha in extent and consists of 30 chalets, a restaurant and entertainment area. The resort also makes provision for camping and day visitors, although a large part of the resort is still undeveloped. The resort, nevertheless, offers great potential to be developed as a major recreation area. Cornelia and Tweeling are also located in an area of agricultural significance and mainly provide basic services in this regard to the surrounding rural areas. Substantial future growth of these towns is not foreseen.

**Application of Agricultural Land :Mafube Region (Table 4)**

District	Frankfort District		Vrede District		Total Area	
	ha	%	ha	%	ha	%
Area unavailable for agriculture	20 931	6	20 314	3	41 245	4
Area presently under cultivation	147 033	44	142 894	26	289 927	33
Area available for cultivation	6 557	2	58 679	10	65 236	7
Area presently under grazing	163 479	48	316 713	61	480 192	56
<b>DISTRICT TOTAL AREA</b>	<b>338 000</b>	<b>39</b>	<b>538 600</b>	<b>61</b>	<b>876 600</b>	<b>100</b>

(Source: Department of Agriculture)

The above table gives an overview of the agricultural potential of the Mafube Region. Accordingly 33 % of the area is currently under cultivation and 56% under grazing which reflects the agricultural significance of the region. Approximately 4% of the area cannot be utilised for agricultural purposes due to topographical limitations.

Regarding both the former Frankfort District and Vrede District (including the Cornelia), the largest percentage of the area is under grazing (48% and 61% respectively). From these figures, it is evident that stock farming is prominent in the region especially in the Cornelia area.

### **3.4.3 Long Term Economic Prospects**

- The agricultural sector of the entire Mafube Region is extremely prominent. The latter could result in industrial development that is agricultural orientated. The possibility of establishing irrigation schemes have been identified adjacent the Vaal, Wilge and Liebenbergsvlei Rivers where it flow through the region.
- Future economic growth in the agricultural sector exists when considering small scale processing industries and intensive farming activities where possible.
- Effective and productive grazing and small scale farming programmes on the existing and identified land for commonage have future growth potential. Several farms in the Mafube Region (2 300 ha) have been obtained with grants from the Department of Land Affairs and an additional 320 ha of farm land has been identified to be obtained for commonage.
- Economic growth in the agricultural sector can be sustained by means of successful and productive farming practices through support and training programmes for emerging farmers as part of the Land Reform Programme. The after care programmes of the Department of Agriculture can contribute largely towards the latter.

- The area has significant tourism potential. The latter refers especially to the weekend tourists market from the Gauteng Province. Water related recreation, guesthouses and game farming specifically refer. The development, marketing and intensive exploitation of the existing tourism sector should be supported to contribute to future economic growth.
- Development opportunities exist adjacent the Vaal, Wilge and Liebenbergsvlei Rivers. These developments should, however, take cognisance of the ecologically sensitive nature of the riparian areas.
- Newly advertised and published industrial incentives by the former Tweeling Council to promote development of the industrial area of Tweeling have the potential to contribute to future growth in the industrial area.

#### **3.4.4 Unemployment and Economic Difficulties**

The unemployment figure in the Free State in 2004 was 34.4%, of which 16.7% of the economically active men are unemployed, compared to the 33.8% unemployed women (Stats SA, 2004). According to the Demarcation Board (2005), 21.6% of the population of the Free State Province is employed. The percentage of the population of the FezileDabi Region employed, is 23% and thus slightly higher than the average for the province. The following general tendencies could be derived from the contents of the above table relating to employment in the region:

- Unemployment remains a critical concern in the area and unemployment figures could generally be considered as high.
- The most recent unemployment statistics for the Mafube Region indicates the average unemployment as 13.3%. The latter is lower than the average unemployment for the FezileDabi Region of 16.1%.

- The above percentages are, however, of the total population and thus not an accurate indication of the actual unemployment figures. According to the above table, the portion of the eligible work force that is unemployed is calculated as 24.6%.

**Employment :Mafube Region (Table 5)**

Settlement Type	Eligible Work Force (18-65)	Employed	Unemployed	Not Economically Active	Total Population	Youth Residents (< 18)	Number of dependents	Dependency Ratio
Urban	26463	8108	6501	14867	48982	19660	41028	1 : 5.1
Farmland	5220	1600	1283	2932	9660	3878	8093	
<b>TOTAL</b>	<b>31681</b>	<b>9707</b>	<b>7783</b>	<b>17798</b>	<b>58642</b>	<b>23535</b>	<b>49121</b>	
%	54.0	16.6	13.3	30.4	100.0	40.1	83.8	

(Source: Demarcation Board, 2005)

- Considering the fact that 30.4% of the population is not economically active, it is evident that only 16.6% of the population of the region is employed.
- Comparing the different Local Municipalities in the FezileDabi Region, it appears that the percentage of the population employed is the lowest for the Mafube Region (16.6%), similar to the Ngwathe Region (18.6%) while the Metsimaholo Region has the highest employment figure (27.1%) followed by the Moqhaka Region (25.3%).

- The number of dependents in relation to the number of people employed in the region, result to a dependency ratio of 1:5.1. Consequently, about five people are dependent on one employed person. Within the FezileDabi Region, the Metsimaholo Region has the lowest dependency ratio of 1:2.8, similar to the Moqhaka Region (1:3), with the highest dependency ration applicable to the Mafube Region (1:5.1) followed by the Ngwathe Region (1:4.3).

### **3.5 SectoralAnalysis**

#### **3.5.1 Housing Needs**

The total number of farms in the region, based on the Demarcation Board (2002) data is 449 (excluding the subdivisions of agricultural land adjacent the Vaal River and Vaal Dam). Provision of housing to farm workers, and more specifically permanent ownership thereof, is a main development priority in the region. Accurate data is unfortunately not available regarding the exact number of existing housing structures, or the need for housing within the rural community. Public participation and inputs from landowners will thus be crucial to address the housing issue in rural areas effectively. The current tendency is for most farm labourer families to rather reside in the urban areas with only the labourers residing on the farms during the week. It would thus be accurate to indicate that an enormous migration occurred the past few years from the rural areas to the urban areas so far as the work force of the agricultural sector of the region is concerned.

The region faces an enormous task to deal with the erf and housing shortages and proper co-ordination and integration will be required to eradicate backlogs and to provide for future growth. Although the District Municipality is not tasked, in terms of Section 84 of the Structures Act, to deal with the delivery of housing, it is one of the aspects that are causing the most confusion at local level in terms of service delivery. The District Municipality should therefore play an important role to prioritise, plan and coordinate funding applications to systematically eradicate the acute housing shortages. Urban housing needs and land requirements are comprehensively addressed in paragraph 5.

### **3.5.1 Safety and Security**

#### **(i) Policing**

National guiding principles and standards determine response time norms at 30 minutes in urban areas/rural 1 hour depending on the distance and availability of vehicles. Vehicle availability (24 hours) norms in rural areas are 1 vehicle/10 000 population or 1 vehicle/1 000km<sup>2</sup>.

The establishment of police stations is not guided by a set of norms and standards, but depends on a number of factors, which are evaluated by the SAPS Management Services also taking into consideration issues of personnel and resources.

The factors taken into consideration vary, but include aspects such as the crime rate in a particular area, the population size, the size of the area and distance to the nearest police station.

The latter will also impact on the number and size of police stations to be constructed. The following table indicates the current location of police stations and magistrate offices in the region. Although the police stations are located in the urban settlements, their jurisdiction includes the surrounding rural areas.

#### **(ii) Correctional Services**

The Department of Correctional Services has facilities located throughout the region. A total of 11 facilities are located in the FezileDabi Region of which 1 is located in the Mafube Region



**Police Stations and Magistrate Offices :Mafube Region (Table 6)**

<b>Local Municipality</b>	<b>Police Station (Main Place)</b>	<b>Police Station (Sub Place)</b>	<b>Urban</b>	<b>Rural</b>	<b>Magistrate Offices</b>	<b>Total</b>
Mafube	Cornelia	-	1	0	0	1
	Frankfort	-	1	0	1	2
	Tweeling	-	1	0	0	1
	Villiers	-	1	0	1	2
<b>TOTAL</b>			<b>4</b>	<b>0</b>	<b>2</b>	<b>6</b>

(Source: South African Police Services, 2012)

**Table 7**  
**Correctional Services :Mafube Region (Table 7)**

<b>Town</b>	<b>Correctional Services Facilities</b>
Frankfort	1

(Source: Department of Correctional Services, 2011)

### 3.5.2 Education

#### (i) Early Childhood Development Centers

The Department of Social Development is initiating a programme for the establishment of Early Childhood Development centres and identified three possible premises in the Mafube region for this purpose. These centres should ultimately become the responsibility of the Municipality in terms of the management and maintenance thereof.

Centres will initially be built by the Department and subsequently transferred to Municipality. They should ideally be provided at a ratio of 1 structure per every 5 km radius, not to be a single large structure but rather dispersed in the residential precincts. It follows the current provision of these centres (refer to Tabel 8) and future provision thereof, should be addressed in the SDF.

**Table 8**

**Proposed EDC Centres in Mafube (Table 8)**

	<b>Precinct</b>	<b>Site Number</b>	<b>Institution</b>
1	Namahadi	2177	Itumeleng Crèche
2	Qalabotjha	1696	<i>Zenzeleli Educare Centre</i>
3	Qalabotjha	2383	<i>Ntataise Educare Centre</i>

(Source: Department of Social Welfare, 2011)

## **(ii) Primary and Secondary Schools**

The provision of school buildings in rural areas is primarily facilitated by the Education Act (Act 84 of 1996). The Free State Department of Education prescribes that a rural school should service a radius of not larger than 10km. Schools are not provided on a spatial basis only, but also on a density base.

More than 1 school per 10km radius may thus be provided should the density of pupils justify the provision. Farm schools are further unique since they represent public schools on private land. The Education Department will assess private schools and take account of their capacity when new schools are to be provided.

The Department naturally monitors school standards of these institutions. In order to provide reasonable facilities to schools, the Department adopted a policy of so called "Green Patches". The green patch concept refers to a larger school that is provided with facilities such as telephones, faxes, copiers, etcetera, which will serve smaller surrounding schools.

### **The following is apparent interpreting the above table 8:**

- Combined primary/secondary schools are limited in the rural area to a total of 1 while 44 primary schools exist in the rural area. The provision of additional secondary schools in the rural area is not envisaged by the Department of Education.
- Farm schools, especially primary schools, are spatially well-distributed in the region. Present data shows that there are a total of 226 schools in the rural area of the FezileDabi Region with the number of pupils at 5002 presently. The latter figure confirms that these schools are exceedingly small with an average of 22 pupils per school.
- The Department of Education indicated that in the Free State in general, the number of pupils in the rural area has decreased considerably with approximately 43% since 1996. This is primarily attributed to urbanisation to urban centres, the tendency of

farm workers to settle in urban areas in order to be in closer proximity of facilities and services, as well as the long term impact of HIV/AIDS. Considering the above, it can be expected that the number of pupils per teacher could further decrease with the result of an even more acceptable teacher/pupil ratio in the rural areas.

The following aspects are apparent regarding the provision of schools in the urban areas:

- School sites in urban areas are provided according to set standards as prescribed in the Guidelines for Human Settlement Planning & Design, CSIR : 2000). Adequate school sites were provided in all the involved urban communities. No need is therefore experienced in this regard. The situation differs drastically when school buildings are considered. A number of schools follow the platooning system, indicating an under provision.
- It should, however, be mentioned that several schools were built in the urban areas the past few years which resulted in a much more acceptable teacher/pupil ratio with less schools that follow the platooning system.
- A total of 18 schools exist in the urban areas concerned which are attended by 14752 pupils.
- Similar to the situation in the rural area, the Department of Education indicated that a dramatic decrease in the number of pupils in the urban areas occurs in the Free State. The number of pupils in the urban schools has declined to such an extent that the current number of pupils in the Free State is just below the total number of pupils in 1992. The above is primarily attributed to a large number of pupils that either abandoned school since they are orphaned or abandon school as they have to care for family members that are orphaned due to the effect of HIV/AIDS.
- No tertiary institutions are present in the Mafube Region. Tertiary institutions are restricted to the larger urban areas and in the FezileDabi Region, one tertiary institution exists (Flavius Mareka FET College) with one campus in Sasolburg and two campuses in Kroonstad.

### **3.5.3 Health & Environmental Health Services**

The general aim of this section is not to provide an overall analysis of the entire health provision system in the area. It is merely portrayed since the involved communities determined health issues as a priority issue.

An indication will only be given of facilities. It is, however important to note that health services should be considered in view of current government policies and guidelines. In this approach, emphasis is placed on a comprehensive District Health System with the focus on primary health care.

Existing Schools and Pupil Numbers per Local Municipality in the FezileDabi Region (Table 9)

Settlement Type	Category	Mafube		Metsimaholo		Moqhaka		Ngwathe		Municipal area unknown	
Rural	Combined	1	103	0	0	2	104	1	195	0	0
	Primary	44	712	16	535	94	2300	64	1002	4	51
	<b>TOTAL</b>	<b>45</b>	<b>815</b>	<b>16</b>	<b>535</b>	<b>96</b>	<b>2404</b>	<b>65</b>	<b>1197</b>	<b>4</b>	<b>51</b>
Urban	Combined	4	2213	3	2953	22	12897	10	3708	1	0
	Primary	8	7121	20	16299	18	13113	20	15152	2	548
	Secondary	6	5418	11	9806	10	7146	12	9816	1	779
	Secondary (Agriculture)	0	0	0	0	2	1071	1	473	0	0
	Specialized	0	0	1	345	2	377	0	0	0	0
	<b>TOTAL</b>	<b>18</b>	<b>14752</b>	<b>35</b>	<b>29403</b>	<b>54</b>	<b>34604</b>	<b>43</b>	<b>29149</b>	<b>4</b>	<b>1327</b>

(Source: Department of Education<sup>1</sup>)

<sup>1</sup>Pupil numbers may fluctuate

- Health services within the rural areas mainly rely on mobile clinics and services provided within urban areas.
- Services in urban areas vary from clinics, community health centres to hospitals and in some instances regional hospitals.

#### **3.5.4 Hospitals**

There is one district hospital, Boitumelo Hospital, provided for the entire FezileDabi district that is situated in Kroonstad and provides simultaneously in regional and district hospital services. In the Mafube Region, two hospitals are present that are situated in Frankfort.

#### **3.5.5 Clinics and Community Health Centres (CHCs)**

Clinics in the region are generally categorised in terms the specific services provided at a clinic. Clinics largely focus on primary health care. Community Health Centres differ from clinics since it deem to provide an enhanced health service with full time medical officers. Minor operations, normal deliveries (birth) and emergency care are provided at CHCs. The provision of clinics and CHCs is indicated in the above table.

#### **3.5.6 Mobile Clinics**

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

#### **3.5.7 Environmental Health**

Environmental Health is a District Municipality function as from 1 July 2004 co-ordinated from the Sasolburg Head Office. The FezileDabi District Municipality has entered into a Service Level Agreement with the Provincial Department of Health to assist with rendering of Municipal Health Services in the entire District. Although Environmental Health is managed and co-ordinated from Sasolburg, environmental health officers are spread out geographically to render service in all the towns in the District. Environmental health deals mainly with ensuring a safe and healthy environment in the whole district (both urban and rural areas).

The environmental health department only focuses on the provision of municipal health services as defined in the National Health Act, 2003 (Act 61 of 2003) which include: water quality monitoring; food control; waste management; health surveillance of premises; surveillance and prevention of communicable diseases, excluding immunizations; vector control; environmental pollution control; disposal of the dead; and chemical safety. Control over the sustainable delivery and maintenance of infrastructure services for all rural developments is also the responsibility of the department. In this regard, high density and other developments adjacent the Vaal River that is becoming more popular, need to adhere to specific health standards set by the Department.

The greatest challenge for the department at present is to make a success of the newly implemented district based environmental health system. Manpower needs are presently the main concern relating to environmental health, but in the strategic planning for the environmental health department of the District, the appointment of adequate environmental health practitioners receives high priority and attention.

**Provision of Hospitals, Clinics and Community Health Centres :Mafube Region (Table 10)**

Local Municipality	Town	Hospital	Type	Clinic	Community Health Centre
Mafube	Cornelia	-		1	0
	Frankfort	Frankfort Hospital	Public	3	0
		Riemland Clinic	Private		
	Tweeling	-		1	0
	Villiers	-		3	0
	<b>TOTAL</b>		<b>2</b>		<b>8</b>

(Source : Department of Health, 2010)



### 3.5.8 Regional Infrastructure Service Provision

The aim of the ensuing section is not to provide a detailed indication of service delivery in the area, but rather to indicate the current backlogs in infrastructures service and what the spatial impact thereof will be. In this respect, focus will further be place and the “RDP Levels” of service provision and more specifically in terms of water and sanitation provision. Indication will further be given of the status of the region, both urban and rural, in so far the RDP standards have been achieved or not. It should be kept in mind that this section merely aims to deliberate the spatial impact of service delivery.

The following table provides an indication of the number of households to which services have been provided, both urban and rural areas. The information on the service levels was obtained from Stats SA and draws on the community survey results for 2007. More important, however, is where interpretation is given to the data and an indication is provided of the levels of service provision in so far RDP standards are concerned.

FezileDabi District Municipality (FDDM) has high RDP water service levels, with 97.1% of households receiving RDP water services. Metsimaholo Local Municipality has the highest RDP water service levels (99.8%), followed by Moqhaka and Mafube Local Municipalities where 97% and 95% of households, respectively have access to water services.

FDDM has a low water backlog of 2.8% and contributes 19.8% to the provincial water backlog. Ngwathe Local Municipality has the largest water backlog in the district (5.3%), and contributes 40.3% to the district backlog and 8% to the provincial backlog; followed by Mafube Local Municipality with a water backlog of 4.3%, and contributes 14% to the district backlog and 2.7% to the provincial backlog. Metsimaholo Local municipality has the smallest water backlog of 0.1%, and contributes 1.3% to the district backlog and 0.2% to the provincial backlog.

The Community Survey of 2007 indicates that FDDM has high sanitation levels (94.2%). Metsimaholo Local Municipality has the highest sanitation levels (98.1%), followed by Moqhaka and Mafube Local Municipality which has 96.8% and 94% of households having access to sanitation services.

Ngwathe Local Municipality has the lowest sanitation levels in the district (84.7%). FDDM has a sanitation backlog of 5.7% and contributes 6.6% to the provincial backlog. Ngwathe Municipality has the largest sanitation backlog of 15.2%, contributing 58.3% to the district backlog and 3.8% to the provincial backlog; followed by Mafube Municipality with a sanitation backlog of 5.9%, contributing 9.8% to the district backlog

and 0.6% to the provincial backlog. Metsimaholo Municipality has the smallest sanitation backlog (1.8%), contributing 8% to the district backlog and 0.5% to the provincial backlog.

The Community Survey of 2007 indicates that 91.4% of the households in FDDM have access to electricity. Moqhaka Municipality has the highest percentage of households with access to electricity (94.7%), followed by Ngwathe Municipality with electricity levels of 91.6%. Metsimaholo Municipality and Mafube Municipality have the lowest electricity levels in the district (87%).

Metsimaholo Municipality and Mafube Municipality have the largest electricity backlog in the district (12.9%). Metsimaholo Municipality contribute Municipality s 37.6% to the district backlog and 4.4% to the provincial backlog while Mafube Municipality contributes 14.1% to the district backlog and 1.6% to the provincial backlog.

Moqhaka Municipality has the smallest electricity backlog (5.2%), contributing 26.7% to the district backlog and 3.1% to the provincial backlog.

FDDM has high refuse removal service levels (90.3%). Metsimaholo Municipality has the highest percentage of households that have access to refuse removal services (95.7%); followed by Moqhaka Municipality with refuse removal service levels of 90.6%.

Mafube Municipality has the lowest refuse removal service levels (85%). Mafube Municipality has the largest refuse removal backlog (14.9%), contributing 14.5% to the district backlog and 1% to the provincial backlog.

Metsimaholo Municipality has the smallest refuse removal backlog (4.2%), and contributes 10.9% to the district backlog and 0.8% to the provincial backlog.

**Service Levels for Core Functions in the MafubeMunicipality (Table 11)**

<b>Municipality</b>	<b>RDP levels (No Households)</b>	<b>(%)</b>	<b>RDP backlog (%) within municipality</b>	<b>RDP Water backlog as % of district total</b>	<b>RDP Water backlog as % of province total</b>
<b>Water</b>					
FezileDabi District Municipality	144 775	97.1	2.8	100	19.8
Mafube Local Municipality	13 398	95.6	4.3	14	2.7
<b>Sanitation</b>					
FezileDabi District Municipality	140 524	94.2	5.7	100	6.6
Mafube Local Municipality	13 165	94	5.9	9.8	0.6
<b>Electricity</b>					
FezileDabi District Municipality	136 283	91.4	8.5	100	11.9
Mafube Local Municipality	12 187	87	12.9	14.1	1.6
<b>Refuse Removal</b>					
FezileDabi District Municipality	134 743	90.3	9.6	100	7.4
Mafube Local Municipality	11 914	85	14.9	14.5	1

(Source: Demarcation Board, 2008)

### **3.5.10 Community and Stakeholder Level Analysis**

A detailed Community and Stakeholder Level Analysis was done with all the respective communities. The sessions were specifically to allow the community to analyse the region and to provide their specific needs. These assessments not only allowed for spatial issues, but for a variety of other issues, details of which is provide in Annexure A.

### **3.6 Historic Urban and Rural Planning**

Since its establishment during 1869, Frankfort typically developed as a small town, serving the predominant surrounding agricultural community. Development of the town, however, did not occur according to a specific development strategy since no strategic planning documents existed. During 1996, an Urban Structure Plan was compiled for the area. The document provided a framework for development and specifically addressed the development of Namahadi and the development of an industrial area. Although an industrial area was developed, development thereof is notably dormant. All the phases of residential extension that followed were done according to modern town planning principles providing a proper road hierarchy and the purposeful distribution of facilities.

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.

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. 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.

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

The IDP process was developed according to legislation relating to the Development Facilitation Act (Act 67 of 1995) and the Municipal Systems Act (Act 32 of 2000) and aims to address future regional planning and development. Portions of the area are also included in the Vaal River Complex Regional Structure Plan, 1996 (former Vaal River Complex Guide Plan, 1982). Since the Guide Plan, amongst other, regulates development and land use control along the Vaal River, the Mafube Local Municipality, in collaboration with the Spatial Planning Directorate, Free State Provincial Government, is responsible for enforcement of the stipulations in the Guide Plan.

### 3.7 Powers and Functions

The powers and functions assigned to the new Municipality are stipulated in sections 156 and 229 of the Constitution and Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998, as amended. More specifically, the powers and functions of the Municipality relating to Section 84 of the said Act were promulgated in Provincial Notice No 126 dated 30 June 2005 and are as follows:

<b>Category B functions</b>	<b>Category C functions</b>	<b>Provincial &amp; National Competencies</b>
<b>A (Local Municipality)</b>	<b>B (District Municipality)</b>	<b>C</b>
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 and Local Amenities Street lighting Traffic and parking Licensing of dogs	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

# CHAPTER 4

## 4. DEVELOPMENT STRATEGIES

### 4.1 VISION

**“A viable, developed and sustainable municipality”**

### 4.2 MISSION STATEMENT

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

### 4.3 OUR MANDATE

**In terms of Section 152 of the Constitution of the Republic of South Africa our mandate as local government is as follows:**

- 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.

#### 4.4 OUR 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.

#### 4.5 DEVELOPMENT OBJECTIVE AND STRATEGIES

After understanding the priority needs and setting targets for the future, the municipality had to consider on what it needs to do and how, in order to reach those targets. This was done through the development and/ or review of appropriate development objectives and strategies.

These objectives and strategies are therefore directly linked to a specific need, and are measured in the organizational Performance Management System (PMS), and are in alignment with those set in the Service Delivery and Budget Implementation Plan (SDBIP).

**The IDP objectives and strategies are clustered under 5 Key Performance Areas for local government, viz:**

- Municipal Transformation and Institutional Development;
- Financial Viability and Financial Management;
- Basic Service Delivery and Infrastructure Investment;
- Local Economic Development and
- Good Governance and Community Participation



#### **4.6 KEY PERFORMANCE AREAS OF THE FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)**

The key priority areas as identified in the document were as per the national strategic agenda on local government. The prioritised areas as identified earlier are also aligned with the FSGDS.

The **Free State Growth Development Strategy (FSGDS)** aims to provide a framework for sustainable growth and economic development for the Province over a ten years period. The strategy establishes the basis from where the Provincial Programme of Action is negotiated through consultations with both internal and external stakeholders. It further forms a yardstick from which progress and achievements are monitored and evaluated.

The FSGDS is guided by the National policy thrusts identified for the millennium (2004 – 2014). It seeks to achieve balanced development of economic sectors and spatial localities in accordance with the needs and aspirations of the people. It is also aimed at targeted investments in the province, with the aim of offering opportunities to the people in skills development, employment and the improved quality of life. Based on the social and economic development challenges of the province, the Free State province has identified the following as primary development objectives:

- (i) Stimulate economic development**
- (ii) Develop and enhance infrastructure for economic growth and social development.**
- (iii) Reduce poverty through human and social development**
- (iv) Stimulate economic development.**
- (v) Ensure a safe and secure environment for all people of the province**
- (vi) Promote effective and efficient governance and administration**

The FSGDS (revised 2007) is a most impressive attempt to internalize the NSDP and align it with the Provincial and Local Government Plans. The strength of the FSGDS is that they devised their own methodology using NSDP concepts to identify priority areas in the Province.

***Their analysis, identifies Metsimaholo Local municipality, in the FezileDabi District as having high development potential (and below average need), and the Moqhaka Local municipality having high development need (and below average potential).***

Combining both potential and need, enables the FSGDS to target Sasolburg as having high potential and need, Kroonstad as having above average need and potential, and Parys, Heilbron and Viljoenskroon as having above average need but below average potential.

Flowing from the above must be noted that all priority issues as identified earlier have now been plotted as having given rise to programmes and projects for the municipality for the next five years of local government and have also taken into account some of the strategic priorities of enshrined in the driving legislations and other leading policy documents on local government inclusive of the resolutions taken as strategic agenda for local government for the next five years.

#### 4.7 KEY PERFORMANCE AREAS OF THE FEZILE DABI DISTRICT MUNICIPALITY (FDDM)

- It also realized that proper and effective alignment would result in successful implementation of the planning outcome, whilst a failure to align might result in a total collapse of the implementation of the IDP.
- The alignment was taking place continuously during the stages of the IDP process, with the involvement of the key role players. Opportunities were created throughout the process for these institutions to participate, inform the municipality of their plans, strategies, budgets and policies.

**The following objectives are identified in the MTSF (2009-2014) and the integrated development plans of the municipality as well as the Provincial Growth Development Strategy (PGDS) of provinces will need to take into account the priorities as identifies in the MTSF. (thus bringing closer to the idea of IDP"s and aligned planning across the spheres of government)**

- (i) Halve **poverty and unemployment** by 2014
- (ii) Ensure a more equable distribution of the benefits of **economic growth** and reduce inequality
- (iii) Improve the nation's **health profile** and skills base to ensure universal access to basic services
- (iv) Improve the **safety** of citizens by reducing incidents of crime and corruption
- (v) Build a nation **free of all forms of racism, sexism, tribalism and xenophobia.**

**The priorities to give effect to the above strategic objectives are:**

- (i) **Ensuring more inclusive economic growth, decent works and sustainable livelihoods:** the main objective with regard to this priority is to respond, appropriately, promptly and effectively so that growth in decent employment and improvements in income security are reinforced and investment sustained to build up national economic capacity and improve industrial competitiveness (this has to be conducted in a stable macro-economy which provides conditions for higher rates of industries and creation of decent jobs).
- (ii) **Economic and Social Infrastructure:** the government will continue with the infrastructure investment programme aimed at expanding and improving social and economic infrastructure to increase access, quality and reliability of public services to support economic activities while also considering environmental sustainability & pursuing maximum employment impact.
- (iii) The aim is to ensure sustained investments growth over the medium –term so as to achieve the target of a fixed investment ratio above 25% of GDP by 2014. The government will also continue with programmes to provide & maintain health, education, sporting, recreation and other social infrastructure.
- (iv) **Rural Development, Food security and Land Reform:** between 1075 million SA's lives in the area that are characterized by extreme poverty and underdevelopment, realizing the diversity of our rural areas, the overall objective is to **develop and create a comprehensive strategy rural development** that will be aimed at improving the quality of life of rural households.
- (v) **Access to Quality Education: the significant investment:** the significant investment human capital and capabilities has gradually improved the country's human resource & skill base.
- (iv) **Improved Health Care :** Elements of strategy include the phasing of National Insurance System, over the next five years & increasing institutional capacities to deliver health system functions & initiate mayor structural reforms to improve the management of health services at all levels of health care delivery, including particularly hospitals.

- (vii) **Fighting Crime and corruption.** : Comprehensive revamp of the criminal justice system, including strengthening of accountability systems & enhancement of citizen involvement & community mobilization in the fight against crime.
  
- (viii) **Cohesive and Sustainable Communities** : the aim is to meet the target of halving poverty and unemployment by 2014, and in conjunction with other priorities, to strengthen human capacities, promote shared values & social solidarity & strive to reduce inequality.
  
- (ix) **Creation of better Africa and better World:** The main goal with regard to this priority is to ensure that our foreign relations contribute to the creation of environment conducive to economic growth and development domestically within Africa and the developing countries.
  
- (x) **Sustainable Resource Management & Use**
  
- (xi) **A developmental State including improvement of public services.**

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

No.	MUNICIPAL KEY PRIORITIES	STRATEGIC OBJECTIVES
1	<b>BASIC SERVICE DELIVERY (INFRASTRUCTURAL DEVELOPMENT)</b>	Develop an integrated service delivery plan and upgrade existing infrastructure
2	<b>SOCIAL AND COMMUNITY DEVELOPMENT</b>	To facilitate the improvement of social services in the municipality  To improve housing development in the municipality by 2017  To facilitate the improvement of Primary Health Care in the municipality by 2014
3	<b>ECONOMIC DEVELOPMENT, EMPLOYMENT CREATION AND INVESTMENT</b>	To create conducive economic environment by 2014
4	<b>GOOD GOVERNANCE</b>	To have an effective restructured municipal administration by 2013 To improve capacity of all municipal officials including Councillors
5	<b>JUSTICE, CRIME PREVENTION AND SECURITY</b>	To reduce levels of prevalent crime in the municipality by 70% by 2014

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"> <li>1. Complete the current projects to upgrade the sewer works and oxidation ponds in Frankfort, Tweeling and Villiers.</li> <li>2. Upgrade the Techrovoer system at Cornelia.</li> <li>3. Prevent overflow into the river at Frankfort, Tweeling and Villiers provide proper backup systems such as pumps, standby generators etc</li> <li>4. Adequate provision for future growth is made on condition that the above upgrading is done.</li> <li>5. Upgrade the oxidation ponds at Villiers, Frankfort and Tweeling.</li> <li>6. Upgrade all pump stations at all towns</li> </ol>	<ul style="list-style-type: none"> <li>- Upgrade sewer works: Namahadi Phase 2 – second Bio Filter</li> <li>- Upgrade oxidation ponds at Villiers, Frankfort and Tweeling</li> <li>- Upgrade the Technoveer system at Cornelia</li> <li>- Upgrade existing pump stations in Mafube</li> <li>- Network and toilet structures to all new sites +/- 2000 all areas (incl.986 Namahadi)</li> </ul>

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"> <li>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"> <li>- Namahadi</li> <li>- Qalabotjha</li> <li>- Cornelia</li> <li>- Ntswanatsatsi</li> <li>- Mafahlaneng</li> </ul> </li> <li>2. With the current rate regarding MIG funding it is realistic to address the current backlog over the next two year.</li> <li>3. Serve all erven with waterborne sewerage network the current water provision will have to be upgraded</li> <li>4. The additional equipment due to the replacement of bucket system can be relocated to other services like refuse removal.</li> </ol>	<ul style="list-style-type: none"> <li>- Upgrading of the network at Namahadi</li> <li>- Waterborne sewerage networks and toilet structures to address backlogs in all areas</li> <li>- Replace the suction tank system at Cornelia and replace all bucket system in according to the government policy</li> <li>- In case of houses that do not have inhouse toilet outside toilet structure to be provided.</li> </ul>

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"> <li>1. Currently maintenance is done on an ad-hoc basis and should be done on a continuous basis.</li> <li>2. The current personnel work teams and equipment is insufficient to properly address blockages and complaints.</li> <li>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.</li> <li>4. Ensure that a complaint register is kept at all offices and monitored.</li> <li>5. Implement and investigate a toll free number for complaints.</li> <li>6. Train all maintenance staff(water, sewerage, electricity, streets and storm water, refuse removal and cemetery maintenance staff) to ensure effectiveness and productivity</li> </ol>	<ul style="list-style-type: none"> <li>- Obtain adequate vehicles and equipment</li> <li>- High pressure cleaning equipment for 2 towns area units</li> <li>- Obtain emergency equipments and pumps</li> <li>- Currently maintenance is done on an ad-hoc based and should be done on a continuous basis (Maintenance Plan)</li> <li>- The shortage of equipment primarily refer to drain cleaning equipment and all additional teals need to be provided with vehicles</li> <li>- 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)</li> </ul>



OBJECTIVE 4	STRATEGIES	PROJECTS
<p>To conduct ongoing educational programmes with consumers to minimize blockages in the system</p>	<ol style="list-style-type: none"> <li>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"> <li>- How to use the system</li> <li>- What materials to be used</li> <li>- Cost of blockages</li> <li>- How to report problems and to report timeously</li> <li>- Not to use foreign objects</li> <li>- Water preservation and home plumbing</li> <li>- Dangers of electricity etc</li> </ul> </li> <li>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</li> <li>3. Train community leaders to also conduct these workshops</li> <li>4. The ward Councillor to approach schools to educate children</li>   <li>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</li> </ol>	<ul style="list-style-type: none"> <li>- Conduct awareness campaigns through the ward committees</li> </ul>

OBJECTIVE 5	STRATEGIES	PROJECTS
To provide quality sewer measures meeting RDP standards to all residents	<ol style="list-style-type: none"> <li>1. Investigate needs in rural areas (Comprehensive Rural Analysis Research Report)</li> <li>2. It is the Municipality's intention to provide VIP toilet structure for all rural families to have access to according to RDP standards</li> <li>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</li> <li>4. Include the rural communities and agricultural unions when conducting awareness campaigns on the usage and provision of sanitation systems.</li> </ol>	<ul style="list-style-type: none"> <li>- VIP toilet to all households in rural areas based on investigations</li> </ul>

### Strategies to address backlogs and improve water supply

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

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"> <li>1. Provide water meters to all erven in the entire area:               <ol style="list-style-type: none"> <li>a. Namahadi: water network and meters to additional 2000 erven.</li> <li>b. Qalabotjha: water network and meters to 900</li> <li>c. Cornelia: Water meters to 100 erven</li> <li>d. Mafahlaneng: old section to be provided with water meters.</li> </ol> </li> <li>2. Provide water networks with meters to all future erven for 5 years (approximately 3000 low cost erven)</li> <li>3. Provide water network and meters to 300 middle income extension in Villiers and extension 24 in Frankfort of 171 erven (high cost erven)</li> <li>4. Ensure that all current erven are provided with a water network to replace existing stand communal stand in Qalabotjha, Namahadi and Mafahlaneng.</li> <li>5. Currently 6kl free basic water are provided to all households</li> <li>6. Ensure that all meters are correctly read on a monthly basis</li> <li>7. Replacement of approximately 4000 water meters in Mafube</li> </ol>	<ul style="list-style-type: none"> <li>- Upgrading of water network in –old asbestos pipes: all areas.</li> <li>- Replace all water meters in Mafube area</li> </ul>

OBJECTIVE 3	STRATEGIES	PROJECTS
<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"> <li>1. Ensure that farmers provided for clean water to all farm households</li> <li>2. Find mechanisms to ensure that all households have access to water according to the RDP standards</li> <li>3. Conduct an investigation as part of a comprehensive rural services analysis</li> <li>4. Involve farmers and agricultural unions regarding the provision of water by the property owner</li> <li>5. Monitor the provision of quality clean water through annual audits</li> <li>6. Engage with the Department of Agriculture and Water Affairs to assist in this regard and with the provision of subsidies (rudimentary water provision)</li> <li>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</li> <li>8. Provision of water to farm house hold by the farm must be revisited</li> <li>9. Provision of water has to be municipality responsibility (can be shared)</li> </ol>	<ul style="list-style-type: none"> <li>- Investigate the provision of subsidies to farmers to provide water to farm communities</li> </ul>

OBJECTIVE 4	STRATEGIES	PROJECTS
<p>To increase resources, equipment and personnel capacity to be able to reduce water loss within 2 hours and to repair breakages within 8 hours</p>	<ol style="list-style-type: none"> <li>1. Duplicate strategies from sewerage regarding maintenance teams</li> <li>2. Prevent the installation of a system for which parts are not regularly and easily available to address the breakages</li> <li>3. Constant backlog of breakages and adequate personnel should thus be available to address the breakages</li> <li>4. Provide accounts the telephone number of personnel on standby to report breakages after hours and over weekends</li> </ol>	<ul style="list-style-type: none"> <li>- Provide Maintenance Vehicles (3towns)</li> <li>- New equipment for maintenance and emergency</li> <li>- Replace water valves: Frankfort, Villiers, Cornelia and Tweeling</li> <li>- Implementation of measuring/metering system to measure bulk supply and determine water loss areas</li> <li>- Metering system for municipal properties</li> </ul> <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"> <li>a. Entire Frankfort</li> <li>b. Willie Avenue the small town pipes needs to be replaced with bigger lines to improve water pressure</li> <li>c. Entire Cornelia</li> <li>d. Entire Tweeling</li> </ol> <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"> <li>- Service and replace water valves on a regular basis relating to the above areas where replacement should take place (Maintenance Plan)</li> <li>- In Namahadi, Qalabotjha, Ntswanatsatsi and</li> </ul>

		<p>Mafahlaneng fire hydrants and adequate stop valves need to be provided (Maintenance Plan)</p> <ul style="list-style-type: none"> <li>- Implement proper design criteria and continual maintenance of stop valves to minimize disruption of water supply during breakages</li> <li>- Implement a measuring/metering system to measure bulk supply and determine water loss areas</li> <li>- Implement a metering system or administrative usage like parks, halls, etc</li> </ul>
<b>OBJECTIVE 5</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To conduct ongoing education programmes with consumers to timely report breakages	<ol style="list-style-type: none"> <li>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)</li> <li>2. Monitor the effectiveness of the campaigns</li> <li>3. Report back on a quarterly basis</li> <li>4. Investigate other areas where campaigns have successfully been executed with results and to supply these principles</li> </ol>	<ul style="list-style-type: none"> <li>- Provision of electricity network at purification plant</li> <li>- 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"> <li>- The necessity to safe water</li> <li>- How and why to safe water</li> <li>- How and when to report complaints</li> <li>- Why do you have to pay for water</li> <li>- The importance of the metering system</li> <li>- Ward Councillors to prepare the material in consultation with relevant officials</li> </ul> </li> </ul>

### 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"> <li>1. In general the network is in a poor condition and should be upgraded in all old town areas.</li> <li>2. Appoint a qualified electrician at Tweeling to ensure effective maintenance of the network.</li> <li>3. In the case of Tweeling automatic trip switch after failure must be installed.</li> <li>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</li> <li>5. A system of ring feeds should be investigated and provides to all town areas.</li> </ol>	<ul style="list-style-type: none"> <li>- Upgrading and maintenance of MV network of Tweeling and refurbishment thereof</li> <li>- Investigate the viability to take over the electricity supply by the municipality from Eskom for Namahadi</li> <li>- Upgrading of electricity network in phase 2 and 3 Qalabotjha and Villiers</li> <li>- Master planning for Tweeling and Mafahlaneng</li> <li>- New vehicles and equipment</li> <li>- Loss investigation for Mafube</li> </ul>



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"> <li>1. The following areas should be provided with electricity networks:               <ol style="list-style-type: none"> <li>a. Frankfort ext 23:769 erven</li> <li>b. Cornelia: 100 erven</li> <li>c. Qalabotjhaext 3:250 erven (previously underdeveloped)</li> </ol> </li> <li>2. Provision of electricity network to approximately 3000 future residential erven including Frankfort ext 24-300 erven</li> <li>3. Determine different mechanisms how to assist people to replace the existing meter system with a pre-paid system</li> <li>4. Implement a uniform vending machine system to all towns areas including backup stations</li> <li>5. The provision of the pre-paid system administered by Eskom to Namahadi is not up to standard and should be improved</li> </ol>	<ul style="list-style-type: none"> <li>- Provision of electricity network:           <ul style="list-style-type: none"> <li>• 2000 erven-Namahadi/Frankfort</li> <li>• 1250 erven-Qalabotjha/Villiers</li> <li>• 260 erven-Mafahlaneng/ Tweeling</li> <li>• 250 erven-Cornelia/ Ntswanatsatsi</li> </ul> </li> <li>- Replace conventional to pre-paid meters</li> <li>- Provision of pre-paid meters and connections:           <ul style="list-style-type: none"> <li>• 2000 erven-Namahadi/Frankfort</li> <li>• 1250 erven-Qalabotjha/Villiers</li> <li>• 260 erven-Mafahlaneng/ Tweeling</li> <li>• 250 erven-Cornelia/ Ntswanatsatsi</li> </ul> </li> <li>- Upgrade of pre-paid system 24 hours</li> </ul>

OBJECTIVE 3	STRATEGIES	PROJECTS
<p>To provide appropriate area lighting to all urban communities according to their specific needs</p>	<ol style="list-style-type: none"> <li>1. Provide adequate street lighting in especially Namahadi, Mafahlaneng and Cornelia and to all future extensions. The other town areas are adequately provided for.</li> <li>2. Ensure that all street light are properly maintained to be in operation in all times</li> <li>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</li> </ol>	<ul style="list-style-type: none"> <li>- Provision and upgrading of area and street lighting 2000 (new extension) – Namahadi</li> <li>- 5HM-Mafahlaneng</li> <li>- Upgrade streetlights- Tweeling</li> <li>- 9 high mass- Qalabotjha (+4 new extensions)</li> <li>- 4HM-Ntswanatsatsi</li> </ul>

OBJECTIVE 4	STRATEGIES	PROJECTS
<p>To conduct ongoing educational programmes with consumers to prevent tampering vandalism</p>	<ol style="list-style-type: none"> <li>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"> <li>- Why electricity should be paid for.</li> <li>- How to save electricity</li> <li>- Dangers of electricity and penalties for tempering</li> <li>- How to utilize electricity appliances</li> <li>- How to report and where to report complaints</li> </ul> </li> <li>2. Communities to report when tempering and vandalism take place</li> <li>3. Establish complaint offices/mechanisms that are accessible particularly after hours</li> </ol>	<ul style="list-style-type: none"> <li>- As part of the comprehensive rural services analysis to also investigate the need for electricity</li> <li>- To do an investigation of the provision of pre-paid electricity to rural communities</li> <li>- Negotiations with Eskom regarding electricity provision to rural areas</li> </ul>

<b>OBJECTIVE 5</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To investigate alternative sources of energy	<ol style="list-style-type: none"> <li>1. Research for green electricity</li> <li>2. Generators for water in Mafube are an emergency and should be addressed- 6 generators are required (150kw)</li> </ol>	

### Strategies to improve streets and storm water

<b>OBJECTIVE 1</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
Tar and/or surface identified (District Municipality Survey) access and collector roads	<ol style="list-style-type: none"> <li>1. Do proper master plan and part of the plan to determine streets to be paved and to be tarred cost effectively</li> <li>2. Identify phases for implementation as part of the master plan</li> <li>3. As part of the construction of streets to provide proper storm water networks</li> <li>4. Ensure the implementation of storm water management systems during the upgrading of all urban streets</li> <li>5. Labour intensive methods such as paving will contribute to job creation</li> </ol>	<ul style="list-style-type: none"> <li>- Construction of streets and storm water drainage systems according to master plan – Qalabotjha, Namahadi, Ntswanatsatsi and Mafahlaneng</li> <li>- Obtain equipment and vehicles plus low-bed truck</li> <li>- Investigate upgrading of Waterpark roads</li> </ul>

OBJECTIVE 2	STRATEGIES	PROJECTS
To continuously upgrade and match existing urban gravel and tar roads	<ol style="list-style-type: none"> <li>1. Obtain adequate equipment, vehicles and personnel to do proper upgrading of gravel roads</li> <li>2. Seek adequate external funding (incl.MIG and FDDM)</li> <li>3. Upgrading to be executed also in phases according to the master plan</li> <li>4. Increase vehicle and personnel resources to sufficiently maintain urban road networks</li> </ol>	<ul style="list-style-type: none"> <li>- Upgrading and maintenance of all existing streets in Mafube according to the master plan</li> <li>- Upgrading of existing tar roads and paving Mafahlaneng/Tweeling and Namahadi/ Frankfort</li> <li>- Ntswanatsatsi – main streets</li> <li>- Qalabotjha – taxi roads ext 3 &amp; 4</li> <li>- Villiers- Upgrading of tar and gravel roads</li> <li>- Tweeling –Upgrading of tar and gravel roads</li> </ul>
OBJECTIVE 3	STRATEGIES	PROJECTS
To ensure that naming and numbering of all streets	<ol style="list-style-type: none"> <li>1. Involve ward committees and the community structures in the process of providing street numbers to all areas to facilitate health and policing services</li> <li>2. Provide street signage to indicate the various extensions/suburbs in a town area (information signs)</li> </ol>	<ul style="list-style-type: none"> <li>- Provision of street names and signage to indicate the various extensions/suburbs in a town area.</li> </ul>

OBJECTIVE 4	STRATEGIES	PROJECTS
To provide and maintain adequate traffic and road signs and traffic calming measures	<ol style="list-style-type: none"> <li>1. Obtain adequate funding internal and external (sustainable traffic signs)</li> <li>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</li> <li>3. Ensure visibility of street and traffic signs</li> <li>4. Provide traffic calming measures such as humps and safe pedestrian crossing along high speed traffic routes</li> </ol>	<ul style="list-style-type: none"> <li>- Provide traffic calming measures such as humps and safe pedestrian crossing along high speed traffic routes – Phase 1</li> </ul>

### 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"> <li>1. Keep an updated housing register of all prospective house owners</li> <li>2. Formulate criteria for allocation of houses</li> <li>3. Lobby constantly for funding for houses at provincial level</li> <li>4. Conduct awareness campaign with waiting applicants to sensitize them on the long waiting period of houses</li> <li>5. Identify land to develop serviced erven</li> </ol>	<ul style="list-style-type: none"> <li>- Build 500 houses per town unit               <ul style="list-style-type: none"> <li>• Frankfort</li> <li>• Villiers</li> <li>• Cornelia</li> <li>• Tweeling</li> </ul> </li> </ul>
To establish a land planning and land use management system	<ol style="list-style-type: none"> <li>1. Undertaking land audit to determine ownership of properties or land</li> <li>2. Rezoning and subdivision of identified public open spaces (parks) or residential or business development</li> <li>3. Preparation of the land use management system (LUMS) and Spatial Development Framework (SDF) for Mafube as a requirement of Municipal Systems Act</li> <li>4. Upgrading of informal settlements through land tenure upgrade and township formalization</li> <li>5. Implementation of service/development contribution policy</li> <li>6. Implementation of outdoor advertising</li> <li>7. Policy</li> <li>8. Review of SDF</li> </ol>	<ul style="list-style-type: none"> <li>- Land audit</li> <li>- Review of documents and policies</li> </ul>

### 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"> <li>1. Develop a waste management plan</li> </ol>	<ul style="list-style-type: none"> <li>- Waste management plan</li> </ul>
To establish a land planning and land use management system	<ol style="list-style-type: none"> <li>1. Obtain adequate external funding to identify and establish proper licensed sites</li> <li>2. Rehabilitate all existing refuse dumping sites and to identify four separate new sites in all four towns</li> <li>3. The provision of a new site in Frankfort is critical than in Tweeling</li> </ol>	<ul style="list-style-type: none"> <li>- Identify and establish proper licensed sites in all four town areas and rehabilitation of all existing refuse dumping sites</li> <li>- Rehabilitate all existing refuse dumping sites and to identify four separate new sites in all four towns</li> <li>- General upgrading of dumping sites</li> </ul>
OBJECTIVE 2	STRATEGIES	PROJECTS
To provide a weekly refuse removal service to all erven (4000 dust bins)	<ol style="list-style-type: none"> <li>1. Have community awareness regarding the utilization of bins for refuse and ash facilitate the refuse removal (day of week)</li> <li>2. Investigate methods to provide all communities with refuse bins</li> <li>3. Provide adequate vehicles, equipment and personnel resources in order to meet specified service and legal criteria</li> <li>4. Recruit potential sponsors and conduct cleaning campaign in all communities</li> </ol>	<ul style="list-style-type: none"> <li>- Provision of 4000 refuse bins</li> <li>- Conduct cleaning campaign in all communities</li> <li>- Recycling projects</li> </ul>



<b>OBJECTIVE 3</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To provide a two-day-weekly refuse removal service to all business	Punctual service delivery	
<b>OBJECTIVE 4</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
Ensure effective operations at swimming pools	Proper maintenance	
<b>OBJECTIVE 5</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To conduct ongoing educational programmes and marketing campaigns for waste and greening	<ol style="list-style-type: none"> <li>1. As part of the comprehensive services awareness campaign, to have community campaigns regarding <ul style="list-style-type: none"> <li>- Information on what can be dumped in bins and when the municipality will collect in various areas (day of week)</li> <li>- Health hazards</li> <li>- Illegal dumping on open areas</li> <li>- Campaign at schools and churches</li> <li>- Cleaning campaigns</li> <li>- Make use of accounts, newsletters, notice boards and civil/ community structures/ ward communities to disseminate information</li> </ul> </li> </ol>	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"> <li>1. Focus on key parks in all towns to improve their overall conditions</li> <li>2. Identify parks that serve no purpose and close the parks and use the land for more useful purpose</li> <li>3. Provide adequate equipment to maintain all parks and recreation facilities effectively</li> </ol>	<ul style="list-style-type: none"> <li>- Purchase adequate equipment and vehicles</li> <li>- Implement irrigation systems in all parks</li> <li>- Build new upgrade existing recreation facilities in all town</li> <li>- Allocate permanent staff to maintain all parks</li> </ul> <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"> <li>1. Keep grass not longer than 30cm</li> <li>2. Develop and upgrade parks</li> <li>3. Planting of trees</li> <li>4. Market all parks within Mafube (notice, pamphlets, billboards)</li> <li>5. Avail protective clothing to all employees</li> </ol>	<ul style="list-style-type: none"> <li>- Develop a park at Ntswanatsatsi/Cornelia</li> <li>- Plant 400 trees</li> <li>- Purchase protective clothing</li> </ul>

<b>OBJECTIVE 3</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To arrange the Department for service delivery	Buy office equipment	Purchase office equipment

### Water park and swimming pool

<b>OBJECTIVE 1</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To improve the condition of water parks and swimming pools	Proper maintenance of facilities	Purchase adequate equipment
<b>OBJECTIVE 2</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
Proper fencing of water park	Improve security	Fencing of water park

<b>OBJECTIVE 3</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>
To conduct a feasibility study	Feasibility study	Feasibility study

### Sports and Recreation

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

# CHAPTER 5

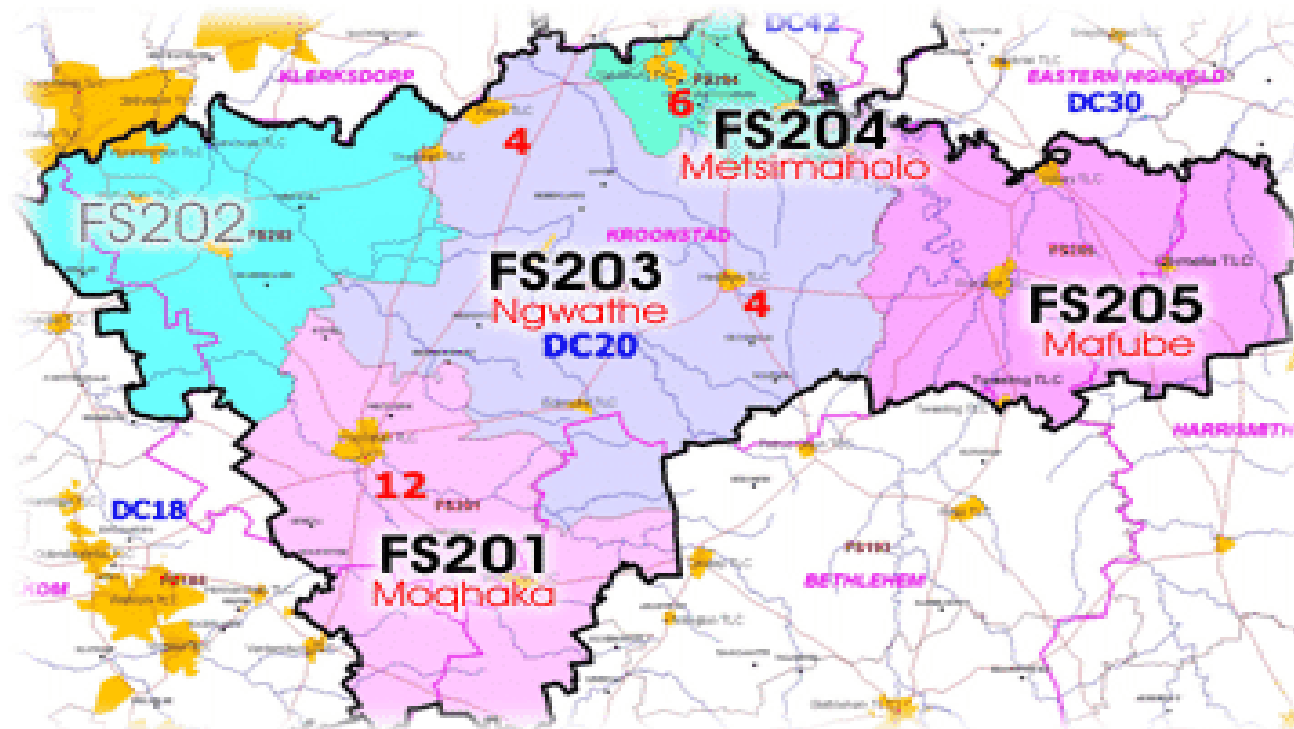
## 5. HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

### 5.1 SPATIAL OVERVIEW

Mafube Local Municipality is situated in the north eastern part of the FezileDabi 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 FezileDabi District (Source: Situation Analysis Report – FezileDabi 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.

#### **5.1.1 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

### **5.1.2 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.

### **5.1.3 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.

### **5.1.4 Villiers/ Galabotjha**

The Villiers town area is situated on the banks of the Vaal River, adjacent to the N3 National Road between Gauteng 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.

#### **5.1.5 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 FezileDabi District Municipality with the recent amalgamation to establish the new Local Municipalities. The town is situated 40km east of Frankfort, 160km east of Sasolburg and 32km 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.

#### **5.1.6 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 FezileDabi 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.

## 5.2 Land Use Management

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

### 5.2.1 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.

### **5.2.2 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.

### **5.2.3 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:

- (i) Residential (Housing)
- (ii) Central Business District (CBD)
- (iii) Industries
- (iv) Environmental and land use management
- (v) Cemeteries
- (vi) Commonage and small scale farming
- (vii) Land fill sites
- (viii) Major Roads and Access Roads
- (ix) Integration, Densification and Development Corridors & Activity Nodes

**Mafube Rural area**

- (i) Agricultural Land
- (ii) Environmental Related Land Uses
- (iii) Recreation and Tourism
- (iv) Regional Infrastructure
- (v) Future Urban & Regional Road Requirements :Mafube Region

# CHAPTER 6

## 6. PROJECTS

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. 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;



KPA: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY							
Strategic Objective: Develop, upgrade existing infrastructure and expedite basic service delivery							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
<b>Electricity and Energy Efficiency</b>	Connection of electricity in every household in Magashule section and other remaining houses	1	A				
	Solar system be provided	1	A				
	High mast lights	1	A				
	High mast lights	2	A				
	High mast lights	3	A				
	Street lights between Villiers and Qalabotjha	3	A				
	Installation of solar geyser	3	C				
	Installation of solar geyser	4	A				
	Installation of street lights between Villiers and Qalabotjha	4	B				

<b>KPA: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY</b>							
Strategic Objective: Develop, upgrade existing infrastructure and expedite basic service delivery							
<b>Key Performance Indicator (KPI)</b>	<b>Project Description</b>	<b>Ward</b>	<b>Priority</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>Funding Source</b>
<b>Electricity and Energy Efficiency</b>	Installation of solar system	5	A				
	High mast lights in Mamello, ward 5	5	A				
	Streets lights between Frankfort and Namahadi	5	A				
	Installation of solar geyser in Staganeng and Mamello	5	C				
	High mast lights at Staganeng and Sun City section	5	A				
	High mast lights in ward 7	7	A				
	Electrification of all household in ward 7	7	A				
	High mast lights in ward 8	8	A				
	Installation of solar geysers	8	A				



**KPA: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY**

**Strategic Objective:** Develop, upgrade existing infrastructure and expedite basic service delivery

Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
<b>Electricity and Energy Efficiency</b>	High mast lights	9	A				
	Installation of solar geysers	9	A				

**KPA: SOCIAL AND COMMUNITY DEVELOPMENT**

**Strategic Objective:**

<b>Key Performance Indicator (KPI)</b>	<b>Project Description</b>	<b>Ward</b>	<b>Priority</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>Funding Source</b>
<b>Land and Housing/Human Settlement</b>	Completion of RDP Houses	1	A				
	Provision of commonage land to community	1	A				
	Provision of land for Nguni cattle farming	1	C				
	Provision of commonage land	2	A & C				
	Provision of sites	3	A				
	Provision of commonage land	3	A				
	Provision of commonage land	4	A				
	RDP Houses to be built in every site where necessary	5	A				
	Provision of commonage land	5	A				

**KPA: SOCIAL AND COMMUNITY DEVELOPMENT AND SERVICE DELIVERY**

**Strategic Objective:**

<b>Key Performance Indicator (KPI)</b>	<b>Project Description</b>	<b>Ward</b>	<b>Priority</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>Funding Source</b>
<b>Land and Housing/Human Settlement</b>	Provision of commonage land	6	A				
	RDP Houses to be built in Old Section	6	A				
	Provision of sites	6	A				
	Building of toilets in houses that do not have toilets	6	B				
	RDP Houses to be built in Ward 7	7	A				
	Provision of farm land	8	A				
	Provision of commonage land	9	A				
	RDP Houses to be built in Ward 9	9	A				

KPA: SOCIAL AND COMMUNITY DEVELOPMENT AND SERVICE DELIVERY							
Strategic Objective:							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Community Services	Building of Tswelopele Creche	1	A				
	Upgrading of old and building of new recreation facilities	1	A				
	Fencing of Multi-Purpose Centre	1	B				
	Construction of a library building	1	B				
	Renovation of municipal services	1	B				
	Installation of Public Phones	1	B				
	Upgrading of IT System in the Youth Centre	1	C				
	Sports and Recreational facilities to be developed to cater for both children, youth and adults.	2	A				
	Community Halls for Phahameng, Mamello and Phomolong to be build	2	A				
	Postal services to be accessible	2	A				

KPA: SOCIAL AND COMMUNITY DEVELOPMENT							
Strategic Objective:							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Community Services	Establish Municipal satellite office in Phahameng	2	B				
	Fire and Emergency depot to be built	2	B				
	Youth Advisory Centre to be build	2	B				
	Library to be built	2	B				
	Recreation facility such as park to be developed	2	B				
	Renovation of Qalabotjha municipal offices	3	A				
	Development of a park and other recreational facilities	3	A				
	Fencing of the cemetery	4	A				
	Recreational facilities to be developed	4					

KPA: SOCIAL AND COMMUNITY DEVELOPMENT							
Strategic Objective:							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Community Services	Identification of new dumping site	4	B				
	Fencing between main road and Mamello	5	A				
	Development of recreational facilities	5	A				
	Renovation of MlindoSilinga Hall	5	B				
	Development of park in Mamello	5	B				
	Putting illegal dumping signs in all dumping sites	5	B				
	Creche to be build in Staganeng	5	B				
	Water-park to be upgraded	5	B				
	Landfill sites to be upgraded	5	B				

**KPA: SOCIAL AND COMMUNITY DEVELOPMENT**

**Strategic Objective:**

Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
<b>Community Services</b>	Speed points be introduced to municipality buildings	5	B & C				
	Recreational facilities to developed	6	A				
	Tennis courts next to Loans Section and Zomba to be upgraded	6	A				
	Renovation of Namahadi Community Hall	6	A				
	Erection of a dumping site between Loans and Vergenoeg and next to Tsebo-Ulwazi	6	A				
	Development of Youth Multi-Purpose Centre	6	C				
	Recreational facilities to be developed	7	A				
	Facilitate the establishment of Mobile Police Station with SAPS	7	A				
	Multi-Purpose Centre to be build	7	B				

KPA: SOCIAL AND COMMUNITY DEVELOPMENT							
Strategic Objective:							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Community Services	Fencing of dumping sites	8	A				
	Dustbins to every households	8	A				
	Recreation facilities to be developed	8	A				
	Facilitation of ATM to be installed in Tweeling/Mafahlaneng	8	A				
	Facilitate to have more Ambulance services in Tweeling	8	B				
	Recreational facilities to be developed	9	A				
	Establishment of a school for earners with special needs	9	A				
	Construction of legal dumping site	9	B				



**KPA: SOCIAL AND COMMUNITY DEVELOPMENT**

**Strategic Objective:**

Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
<b>Health Services</b>	Extension of Phekong Clinic	1	B				
	Extension of Phahameng Clinic	2	B				
	Facilitation of Mobile Clinic to be introduced	7	A				
	Ambulance services to increased	8	A				

KPA: ECONOMIC GROWTH, POVERTY ALLEVIATION & JOB CREATION							
Strategic Objective:							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Local Economic Development & Tourism	Facilitation of increase Wi-Fi & Cellphone network/broadband coverage	All Wards	A				
	Development of Car Wash	1	C				
	Facilitation of Shopping Mall Development	3	A				
	Establishment of Brick-making factory project	3	A				
	Waste Tyre Recycling Project	3	A, B				
	Facilitation of Shopping Mall development at Villiers	4	A				
	Develop a Taxi Rank (sheltered, paved and with seats)	4	A				
	Development of SMME Markets Stalls	5	A				
	Paving, sheltering and provision of seats at Taxi Rank	6	A				

KPA: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY							
Strategic Objective: Develop, upgrade existing infrastructure and expedite basic service delivery							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Roads and Storm Water	Storm water drainages to be developed in Ntswanatsatsi/Cornelia	1	A				
	Construction of speed-humps in Ntswanatsatsi	1	A				
	Paving of all roads n Ntswanatsatsi/Cornelia	1	B				
	Street naming in Ntswanatsatsi/Cornelia	1	C				
	All roads to be paved in Namahadi/Frankfort	2	A				
	Roads signs to be erected at Namahadi/Frankfort	2	A				
	Speed humps be made in busy streets in Namahadi/Frankfort	2	A				
	Street naming in Namahadi/Frankfort	2	C				
	Put speed humps in streets of Villiers	4	B				

retrtytyjyy

KPA: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY							
Strategic Objective: Develop, upgrade existing infrastructure and expedite basic service delivery							
Key Performance Indicator (KPI)	Project Description	Ward	Priority	2012/2013	2013/2014	2014/2015	Funding Source
Roads and Storm Water	Storm water drainages to be developed in Ntswanatsatsi/Cornelia	1	A				
	Construction of speed-humps in Ntswanatsatsi	1	A				
	Paving of all roads n Ntswanatsatsi/Cornelia	1	B				
	Street naming in Ntswanatsatsi/Cornelia	1	C				
	All roads to be paved in Namahadi/Frankfort	2	A				
	Roads signs to be erected at Namahadi/Frankfort	2	A				
	Speed humps be made in busy streets in Namahadi/Frankfort	2	A				
	Street naming in Namahadi/Frankfort	2	C				
	Put speed humps in streets of Villiers	4	B				

<b>KPA: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY</b>							
<b>Strategic Objective: Develop, upgrade existing infrastructure and expedite basic service delivery</b>							
<b>Key Performance Indicator (KPI)</b>	<b>Project Description</b>	<b>Ward</b>	<b>Priority</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>Funding Source</b>
<b>Roads and Storm Water</b>	Foot bridge to be built between Motampelong and Phahameng	7	A				
	Paving of all streets in Ward 7	7	A				
	Build storm water drainage and channels in Phomolong	7	A				
	Water drainage system to be improved in Phahameng	7	B				
	Street naming in Ward 7	7	C				
	Paving of all streets in Ward 8	8	A				
	Strom water drainage to be upgraded	8	A				
	Street naming in Ward 8	8	B				
	Paving of all streets in Ward 9	9	A				
	Storm water drainage to be upgraded	9	A				
	Foot bridge between Extension 4 and 8, next Tshediso-Xolani and across N3 National road to be built	8 & 9	A				



**CAPITAL PROJECTS**

<b>DESCRIPTION</b>	<b>ADJUSTMENT BUDGET 2011/12</b>	<b>BUDGET 2012/13</b>	<b>BUDGET +1 2013/14</b>	<b>BUDGET +2 2014/15</b>	<b>% INCREASE/ DECREASE</b>
PMU	1 015 381	1 295 050	-	-	28%
NAMAHADI WATER RETICULATION AND INSTALLATION OF 1714 ERF CONNECTIONS	7 026 735	4 685 170	-	-	-33%
VILLIERS WATER PURIFICATION PLANT	7 736 224	-	-	-	-100%
MAFAHLANENG:ROADS AND STORMWATER DRAINAGE	2 234 418	1 383 172	-	-	-38%
CORNELIA/NTSWANATSATSI: BUCKET ERADICATION	3 290 242	124 057	-	-	-96%
UPGRADING OF BULK ELECTRICITY IN CORNELIA	1 815 000	-	-	-	-100%
UPGRADING OF BULK ELECTRICITY IN VILLIERS (QALABOTJHA HOUSE CONNECTIONS)	6 000 000	-	-	-	-100%
UPGRADING OF BULK ELECTRICITY IN FRANKFORT	1 908 000	-	-	-	-100%
CONSTRUCTION OF NAMAHADI MV LINE	2 377 000	-	-	-	-100%
REPLACEMENT OF WATER METERS	600 000	800 000	-	-	33%
HIGH MAST LIGHTS	2 000 000	-	-	-	-100%
YOUTH SPORTS COMPLEX (TWEELING)	3 800 000	-	-	-	-100%
CONSTRUCTION OF MUNICIPAL OFFICES		1 500 000	-		0%
UPGRADING AND MAINTENANCE OF FNWWTW	10 000 000	-	-	-	-100%
EQUIPMENTS (TRUCKS)	-	-	-	-	0%
NAMAHADI - PHAHAMENG: UPGRADING OF GRAVEL ROADS TO PAVED ROADS	-	335 475	-	-	0%

QALABOTJHA: SEWER RETICULATION & TOILET STRUCTURES	-	4 000 000	-	-	0%
QALABOTJHA: CONSTRUCTION OF THE EXTENSION OF WATER TREATMENT WORKS	-	14 078 076	-	-	0%
QALABOTJHA EXT Z4658 ( HOUSE CONNECTIONS )	-	5 000 000	-	-	0%
NAMAHADI EXT/PHASE 1 ( HOUSE CONNECTIONS )	-	5 000 000	-	-	0%
FENCING OF LANDFILL SITES		650 000			0%
INEP	-	-	5 000 000	10 000 000	0%
MIG	-	-	27 259 000	28 835 000	0%
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>49 803 000</b>	<b>38 851 000</b>	<b>32 259 000</b>	<b>38 835 000</b>	<b>-22%</b>



# CHAPTER 7

## 7. 3 YEARS FINANCIAL PLAN

### 7.1 GENERAL EXPENDITURE PROJECTIONS

CONSOLIDATED MUNICIPAL BUDGET OVERVIEW 3 YEAR FINANCIAL PLAN					
DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET+2 2014/15	% INCREASE/ DECREASE
<b>EXPENDITURE</b>					
EMPLOYEE SAL AND ALLOWANCES	42 269 725	45 651 303	49 303 407	53 247 680	8%
SOCIAL CONTRIBUTIONS	8 690 900	9 386 172	10 137 066	10 948 031	8%
COUNCILLORS REMUNERATION	5 051 789	5 405 414	5 783 793	6 188 659	7%
<b>TOTAL EMPLOYEE/COUNCILLOR RELATED COSTS</b>	<b>56 012 414</b>	<b>60 442 889</b>	<b>65 224 266</b>	<b>70 384 370</b>	<b>8%</b>
<b>GENERAL EXPENDITURE: DEPARTMENTS</b>	<b>49 577 342</b>	<b>48 316 551</b>	<b>49 856 729</b>	<b>52 055 215</b>	<b>-3%</b>
<b>GENERAL EXPENSES- BULK PURCHASE</b>	<b>29 548 833</b>	<b>4 650 000</b>	<b>4 882 500</b>	<b>5 126 625</b>	<b>-84%</b>
<b>GENERAL EXPENSES - CONTRACTED SERVICES</b>	<b>550 000</b>	<b>577 500</b>	<b>606 375</b>	<b>636 694</b>	<b>5%</b>
<b>INTEREST EXPENSES EXTERNAL BORROWINGS</b>	<b>710 000</b>	<b>890 000</b>	<b>934 500</b>	<b>981 225</b>	<b>25%</b>
<b>TOTAL GENERAL EXPENSES</b>	<b>9 415 000</b>	<b>8 200 000</b>	<b>8 610 000</b>	<b>9 040 500</b>	<b>-13%</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>145 813 589</b>	<b>123 076 940</b>	<b>130 114 370</b>	<b>138 224 629</b>	<b>-16%</b>

## 7.2 FINANCIAL REVENUE FOR 3 YEARS

REVENUE	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET+2 2014/15	% INCREASE/ DECREASE
PROPERTY RATES CHARGES	(7 200 000)	(8 280 000)	(8 776 800)	(9 303 408)	15%
REFUSE REMOVAL	(9 487 040)	(10 056 262)	(10 659 638)	(11 299 216)	6%
ELECTRICITY	(34 194 164)	-	-	-	-100%
SALE OF WATER	(13 427 238)	(14 232 872)	(15 086 845)	(15 992 055)	6%
SEWERAGE	(10 154 952)	(10 764 249)	(11 410 104)	(12 094 710)	6%
EQUITABLE SHARE	(67 075 000)	(75 102 000)	(80 555 000)	(87 006 000)	12%
FINANCE MANAGEMENT GRANT	(1 450 000)	(1 500 000)	(1 500 000)	(1 750 000)	3%
GRANTS - INEP	(12 100 000)	(10 000 000)	(5 000 000)	(10 000 000)	-17%
GRANTS - MIG FUNDS	(21 303 000)	(25 841 000)	(27 259 000)	(28 835 000)	21%
GRANTS - EPWP	(536 000)	(1 024 000)	-	-	91%
GRANTS - DWA ( UPGRADING & MAINTENANCE OF FNWWWTW)	(10 000 000)	-	-	-	-100%
GRANTS - SOCIAL DEV ( YOUTH SPORT COMPLEX)	(3 800 000)	-	-	-	-100%
GRANTS - MSIG	(790 000)	(800 000)	(870 000)	(950 000)	1%
FINES - TRAFFIC	(262 000)	(277 720)	(294 383)	(312 046)	6%
INTEREST ON OVERDUE ACCOUNTS	(2 625 000)	(2 782 500)	(2 949 450)	(3 126 417)	6%
EQUIPMENT RENTAL	(518 000)	(549 080)	(582 025)	(616 946)	6%
SUNDRY	(700 000)	(742 000)	(786 520)	(833 711)	6%
<b>TOTAL OPERATING INCOME</b>	<b>(195 622 394)</b>	<b>(161 951 684)</b>	<b>(165 729 765)</b>	<b>(182 119 511)</b>	<b>-17%</b>
<b>TOTAL EXPENDITURE</b>	<b>195 616 589</b>	<b>161 927 940</b>	<b>162 373 370</b>	<b>177 059 629</b>	<b>-17%</b>
<b>TOTAL OPERATING INCOME</b>	<b>(195 622 394)</b>	<b>(161 951 684)</b>	<b>(165 729 765)</b>	<b>(182 119 511)</b>	<b>-17%</b>
<b>TOTAL OPERATING SURPLUS / DEFICIT</b>	<b>(5 805)</b>	<b>(23 743)</b>	<b>(3 356 395)</b>	<b>(5 059 882)</b>	<b>309%</b>

# CHAPTER 8

## 8. SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

OFFICE OF THE MUNICIPAL MANAGER					
DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET +2 2014/15	% INCREASE/ DECREASE
Affiliation / Subscription	25 000	26 250	27 563	28 941	5%
Audit Unit	50 000	-	-	-	-100%
Bursaries - Internal	150 000	157 500	165 375	173 644	5%
Conferences and workshop	112 500	90 000	94 500	99 225	-20%
Entertainment	50 000	15 000	15 750	16 538	-70%
Marketing and Promotion	25 000	-	-	-	-100%
IDP/PMS	150 000	200 000	210 000	220 500	33%
Policy and By-laws	175 000	-	-	-	-100%
Travel and Subsistence	200 000	210 000	220 500	231 525	5%
Office Furniture	30 000	-	-	-	-100%
<b>Sub Total</b>	<b>967 500</b>	<b>698 750</b>	<b>733 688</b>	<b>770 372</b>	<b>-28%</b>

**CORPORATE SERVICES**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET +2 2014/15	% INCREASE/ DECREASE
Advertisement	200 000	200 000	210 000	220 500	0%
Employee Related Costs	50 960 625	55 037 475	59 440 473	64 195 711	8%
Reference Books	50 000	45 000	47 250	49 613	-10%
Entertainment	15 000	10 000	10 500	11 025	-33%
Insurance - General	664 650	697 883	732 777	769 415	5%
Legal Costs	440 000	220 000	231 000	242 550	-50%
Postage	472 500	600 000	630 000	661 500	27%
Printing & Stationery	-	600 000	630 000	661 500	
Security	550 000	577 500	606 375	636 694	5%
IT Expenses	690 000	450 000	350 000	367 500	-35%
SALGA	281 412	295 483	310 257	325 770	5%
Protective Clothing	300 000	400 000	420 000	441 000	33%
Employee Wellness Programme	70 000	250 000	262 500	275 625	257%
Repairs and Maintenance - Buildings	325 000	400 000	420 000	441 000	23%
Telephone Expenses	1 575 000	1 653 750	1 736 438	1 823 259	5%
Skills Development	350 000	500 000	525 000	551 250	43%
Travel and subsistence	150 000	180 000	189 000	198 450	20%
Traffic Fines	35 000	50 000	52 500	55 125	43%
Policy and By-laws	-	80 000	84 000	88 200	
License fees	-	50 000	52 500	55 125	
Vehicle License	183 750	250 000	262 500	275 625	36%
Office Furniture	40 000	250 000	340 000	357 000	525%
Skills Levy	-	-	-	-	
Purchasing of Equipment (Motor Vehicles)	2 000 000	1 000 000	1 050 000	1 102 500	-50%
<b>Sub Total</b>	<b>59 352 937</b>	<b>63 797 090</b>	<b>68 593 069</b>	<b>73 805 936</b>	<b>7%</b>

**COMMUNITY SERVICES**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET 2014/15	% INCREASE/ DECREASE
Awareness Programme	30 000	50 000	52 500	55 125	67%
Cleaning Material	140 000	100 000	105 000	110 250	-29%
Contribution Aged	20 000	-	-	-	-100%
Disaster Assistance	80 000	100 000	105 000	110 250	25%
Entertainment	8 000	10 000	10 500	11 025	25%
Gender: Special Programmes	15 000	-	-	-	-100%
Pauper Burials	40 000	-	-	-	-100%
Public Safety	95 000	100 000	105 000	110 250	5%
Special Programme: Children	15 000	-	-	-	-100%
Sports: Special Programmes	200 000	260 000	273 000	286 650	30%
Travel and Subsistence	85 000	75 000	78 750	82 688	-12%
Cleaning Campaign	70 000	120 000	126 000	132 300	71%
Waste Management Plan	120 000	-	-	-	-100%
Office furniture	30 000	-	-	-	-100%
Dustbins	1 500 000	1 000 000	1 050 000	1 102 500	-33%
Auction Kraals	-	150 000	157 500	165 375	
Water Park	-	800 000	840 000	882 000	0%
Maintenance of cemeteries & parks	-	350 000	367 500	385 875	0%
Equipments (trucks)		-	-	-	0%
<b>Sub Total</b>	<b>2 448 000</b>	<b>3 115 000</b>	<b>3 270 750</b>	<b>3 434 288</b>	<b>27%</b>

**TOWN PLANNING & ECONOMIC DEVELOPMENT**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET +2 2014/15	% INCREASE/ DECREASE
Entertainment	10 000	10 000	10 500	11 025	0%
Housing Sector Plans	50 000	200 000	210 000	220 500	300%
Housing Policy	60 000	-	-	-	-100%
Land Audit	20 000	800 000	200 000	-	3900%
LUMS/SDF	30 000	150 000	157 500	165 375	400%
Planning and Surveying of Ervens, Township establishment and rezoning	50 000	650 000	350 000	-	1200%
Travel and Subsistence	80 000	200 000	210 000	220 500	150%
Office Furniture	50 000	-	-	-	-100%
Agricultural Development	50 000	200 000	210 000	220 500	300%
IDP	100 000	-	-	-	-100%
LED	150 000	200 000	210 000	220 500	33%
Tourism	50 000	100 000	105 000	110 250	100%
SMME Development	150 000	200 000	210 000	220 500	33%
Signage, Marketing & Advertising		150 000	157 500	165 375	0%
Street naming & numbering	-	700 000	735 000	771 750	0%
<b>Sub Total</b>	<b>850 000</b>	<b>3 560 000</b>	<b>2 765 500</b>	<b>2 326 275</b>	<b>319%</b>

**INFRASTRUCTURE SERVICES**

**ROADS AND STORMWATER**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET +2 2014/15	% INCREASE/ DECREASE
Repairs and Maintenance	900 000	1 100 000	1 155 000	1 212 750	22%
<b>Sub Total</b>	<b>900 000</b>	<b>1 100 000</b>	<b>1 155 000</b>	<b>1 212 750</b>	<b>22%</b>

**MECHANICAL**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET +2 2014/15	% INCREASE/ DECREASE
New Connections	200 000	-	-	-	-100%
Fuel / Lubrication	2 180 000	1 800 000	1 890 000	1 984 500	-17%
Electricity Purchase	24 001 833	-	-	-	-100%
Repairs & Maintenance - Maintenance	1 500 000	-	-	-	-100%
Repairs & Maintenance - Tools & Equipment	1 200 000	1 500 000	1 575 000	1 653 750	25%
<b>Sub Total</b>	<b>29 081 833</b>	<b>3 300 000</b>	<b>3 465 000</b>	<b>3 638 250</b>	<b>-89%</b>

**WATER AND SANITATION**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET +2 2014/15	% INCREASE/ DECREASE
Entertainment	6 000	10 000	10 500	11 025	67%
Travel & Subsistence	70 000	73 500	77 175	81 034	5%
Water Chemicals	2 000 000	2 100 000	2 205 000	2 315 250	5%
Water Testing	85 000	89 250	93 713	98 398	5%
Waste Water Management Plan	120 000	-	-	-	-100%
Water Purchase	5 547 000	4 650 000	4 882 500	5 126 625	-16%
Repairs & Maintenance - Maintenance	3 500 000	-	-	-	-100%
Repairs & Maintenance - Tools & Equipment	1 990 000	3 900 000	4 095 000	4 299 750	96%
Office furniture	30 000	-	-	-	-100%
<b>Sub Total</b>	<b>13 348 000</b>	<b>10 822 750</b>	<b>11 363 888</b>	<b>11 932 082</b>	<b>-19%</b>

<b>Grand Total</b>	<b>43 329 833</b>	<b>15 222 750</b>	<b>15 983 888</b>	<b>16 783 082</b>	<b>-65%</b>
--------------------	-------------------	-------------------	-------------------	-------------------	-------------

# CHAPTER 9

## 9.ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

### 9.1 DEPARTMENT: MUNICIPAL MANAGER’S OFFICE

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Community Based Planning (CBP)		Training of municipal internal and external stakeholders	80%	20%	20%	20%	20%
Integrated Development Planning (IDP)		IDP Implementation	100%	25%	25%	25%	25%
		IDP Monitoring and Evaluation	80%	20%	20%	20%	20%
		External Funding facilitation to speed-up service delivery	80%	20%	20%	20%	20%
		IDP Review	100%	25%	25%	25%	25%
Capacity Building		IDP, Sector Plans/Programmes/Policies	100%	25%	25%	25%	25%
Legislative Compliance		Policy Coordination, Development and Programmes	100%	25%	25%	25%	25%
		By-Laws Development	100%	25%	25%	25%	25%
		Conduct municipal compliance audit	100%	25%	25%	25%	25%
IDP Projects Facilitation		Donor facilitation for IDP projects not part of budget	70%	17,5%	17,5%	17,5%	17,5%
		Establishment of IDP Service Delivery Projects Task Team	80%	20%	20%	20%	20%
Performance Management System		PMS development and implementation	100%	25%	25%	25%	25%
Local Economic Development		LED Strategy Review and Implementation	100%	25%	25%	25%	25%



## 9.2 FINANCIAL SERVICES - CHIEF FINACIAL OFFICER

Strategic Objective	Measurable Objective	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3rd Quarter	4 Quarter
MFMA	Financial Management Reforms	100%	25%	25%	25%	25%
MFMA	Financial Systems Changes	100%	25%	25%	25%	25%
Financial Accounting	Compile Annual Financial Statements			31/10/2012		
Financial Reporting	Management Responses to Audit Queries	Annual Report	30/09/2012			
	Auditor General Report	Management Letter	30/09/2012			
	Corrected Journal Misallocation		30/09/2012			
	Annual Report (Financial Statements)	Annual report at the end of financial year			31/01/2013	

**9.2 DEPARTMENT: FINANCIAL SERVICES –CHIEF FINACIAL OFFICER (CONTINUE....)**

<b>Strategic Objective</b>	<b>Measurable Objective</b>	<b>Annual Target</b>	<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3<sup>rd</sup> Quarter</b>	<b>4 Quarter</b>
Financial Reporting	Implementation of GAMAP	50%	20%	10%	10%	10%
	All related policies	80%	20%	20%	20%	20%
	Investment Reconciliation	Monthly	Monthly	Monthly	Monthly	Monthly
	Insurance Claims	Daily	Daily	Daily	Daily	Daily
Cost, Capital & Management Accounting	Review of established treasury budget office	Restructuring Process				
Budgeting and Budget Control	Compile municipal budget document aligned to IDP submitted to Council	December-May			31/03/2013	
	Compile Revised Budget	December 2012			16/01/2013	
	Report on budget performance	Monthly	Monthly	Monthly	Monthly	Monthly

**9.2 DEPARTMENT: FINANCIAL SERVICES –CHIEF FINACIAL OFFICER (CONTINUE....)**

<b>Strategic Objective</b>	<b>Measurable Objective</b>	<b>Annual Target</b>	<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3rd Quarter</b>	<b>4 Quarter</b>
Cost, Capital & Management Accounting	Draft Adjustment Budget	December 2012			31/01/2013	
	Draft new budget action plan	August	31/08/2012			
	Evaluated daily income and expenditure	Daily	Daily	Daily	Daily	Daily
	Submit new budget to Council	31/03/2013			31/03/2008	
	Section 71 monthly financial reports submitted to the Mayor	Monthly Reports	Monthly	Monthly	Monthly	Monthly
Cash Flow Management	Monthly cash flow projections inputs from Directorates	Monthly	Monthly	Monthly	Monthly	Monthly
	Monthly cash flow variance reports per department	Monthly	Monthly	Monthly	Monthly	Monthly
Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Cost, Capital & Management Accounting	Draft Adjustment Budget	December 2012			31/01/2013	
	Draft new budget action plan	August	31/08/2012			
	Evaluated daily income and expenditure	Daily	Daily	Daily	Daily	Daily
	Submit new budget to Council	31/03/2013			31/03/2008	
	Section 71 monthly financial reports submitted to the Mayor	Monthly Reports	Monthly	Monthly	Monthly	Monthly
Cash Flow Management	Monthly cash flow projections inputs from Directorates	Monthly	Monthly	Monthly	Monthly	Monthly
	Monthly cash flow variance reports per department	Monthly	Monthly	Monthly	Monthly	Monthly

**9.2 DEPARTMENT: FINANCIAL SERVICES –CHIEF FINACIAL OFFICER (CONTINUE....)**

<b>Strategic Objective</b>	<b>Measurable Objective</b>	<b>Annual Target</b>	<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3rd Quarter</b>	<b>4 Quarter</b>
Submission of reports	Weekly reports to be compiled	Monthly report	Thursday/Week	Thursday/Week	Thursday/Week	Thursday/Week
	Compiled monthly, quarterly and annual report to the Municipal Manager and Treasury.	End month	End month	End month	End month	End month
Asset registration management Submission of requisition books	Updated asset register report	End quarter	End quarter	End quarter	End quarter	End quarter
Fixed Asset Management System	Recorded condition and value of fixed assets	100%	25%	25%	25%	25%

**9.2 DEPARTMENT: FINANCIAL SERVICES –CHIEF FINACIAL OFFICER (CONTINUE....)**

<b>Strategic Objective</b>	<b>Measurable Objective</b>	<b>Annual Target</b>	<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3rd Quarter</b>	<b>4 Quarter</b>
Debt and Revenue Management	Accurate and optimum revenue collected	Weekly	Weekly	Weekly	Weekly	Weekly
Rates Administration	Rates policy developed	To be reviewed			01/11/2012	
	Optimum revenue collected	60%	15%	15%	15%	15%
Collection and management of revenue	Purified debtor data base and minimum debts in arrear	50%	10%	10%	20%	10%
Managing of Debts and collection of arrears	Letters of demand sent Cutting-Off services Hand-over to Attorneys	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly  Monthly Quarterly
Registering of Indigents	Number of indigents registered and updated	80%	20%	20%	20%	20%

### 9.3 DEPARTMENT: CORPORATE SERVICES

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Increase organisational efficiency		Performance Management System is reviewed and implemented	100%	25%	25%	25%	25%
		Training external and internal	80%	20%	20%	20%	20%
Corporate Support		Property Management	80%	20%	20%	20%	20%
		Incoming post	80%	20%	20%	20%	20%
		Outgoing post	80%	20%	20%	20%	20%
		Faxes received and sent	80%	20%	20%	20%	20%
		Legal and Administration	80%	20%	20%	20%	20%
		Council administration	80%	20%	20%	20%	20%
Institutional Development		Organisational audit in terms of legislative compliance	80%	20%	20%	20%	20%
		Development of by-laws	80%	20%	20%	20%	20%
Effective human resource management		Personnel administration	80%	20%	20%	20%	20%
Transformation, change and performance management		Personnel maintenance, management, training, selection, recruitment, labour relations, change and performance management	80%	20%	20%	20%	20%

## 9.4 DEPARTMENT: SOCIAL AND COMMUNITY SERVICES

Key Performance Area	Key Performance Indicator	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3rd Quarter	4 Quarter
Community Facilities	Ground Sales	80%	20%	20%	20%	20%
Properties	Capital Programmes	80%	20%	20%	20%	20%
Rates	Working Capital	80%	20%	20%	20%	20%
General Expenditure Other	Valuation Costs	80%	20%	20%	20%	20%
Town Hall & Offices	Electricity	80%	20%	20%	20%	20%
	Water	80%	20%	20%	20%	20%
Protection services	Traffic Services	80%	20%	20%	20%	20%
	Disaster Management	80%	20%	20%	20%	20%
	Fire Brigade	80%	20%	20%	20%	20%
Library	Library services	80%	20%	20%	20%	20%
Waste management	Waste disposal, illegal dumping & street cleaning	80%	20%	20%	20%	20%
Sewerage		80%	20%	20%	20%	20%
Cemeteries	Capital Programmes	80%	20%	20%	20%	20%
Parks & Recreation	Plant & Equipment	80%	20%	20%	20%	20%
Housing	Spatial Planning Support Programme	80%	20%	20%	20%	20%
Refuse	Landfill					

## 9.4 DEPARTMENTAL: TECHNICAL SERVICES

Corporate Objective	Weighting		Key Performance Indicator	Annual Target	Quarterly Target			
	PO	KPI			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Provide Water			Number of Households provided with basic water	90%	22,5%	22,5%	22,5%	22,5%
			Review of Water Services Development Plan (WSDP)	100%	25%	25%	25%	25%
Provide Sanitation			Number of households provided with toilets (water borne system)	100%	65%	35%	0	0
Provide Electricity			Number of households provided with house connections	90%	22,5%	22,5%	22,5%	22,5%
			Number of households provided with free basic electricity	90%	22,5%	22,5%	22,5%	22,5%
			No. of new High Mast Lights erected	100%	50%	25%	25%	0
			Maintenance of street lights	100%	25%	25%	25%	25%
Maintenance and Upgrade Roads			Km of roads upgraded and maintained gravel	80%	20%	20%	20%	20%
			Km paved	0	0	0	0	0
			New km tarred	5,5 km	0	2,75 km	2,75 km	0
			Development of a Pavement Management System Policy	100%		50%	50%	0
Provide Storm Water Management			Compile a Storm Water Management Plan Develop an Integrated Traffic Plan	100%	0	50%	50%	0



#### 9.4 DEPARTMENTAL: TECHNICAL SERVICES (continue.....)

Corporate Objective	Weighting		Key Performance Indicator	Annual Target	Quarterly Target			
	PO	KPI			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Provide the Project Management Assistance in Implementation of all projects			Implementation of Micro Software Project Management	100%	25%	25%	25%	25%
			Attend all MIG meetings	100%	25%	25%	25%	25%
			Control and monitor all Projects – financial cash flows and progress reports	100%	25%	25%	25%	25%
			Compile Business Plan to access funding from various funders	100%	25%	25%	25%	25%
			Compile and submit closed out reports for all MIG funded projects	100%	25%	25%	25%	25%
Promotion of stakeholder participation			Establish Technical Forums	100%	25%	25%	25%	25%
			Energy Forum Water Forum Roads and storm water No. of Meetings with different stakeholders	12 meetings	3 meetings	3 meetings	3 meeting	3 meetings
Invest in Infrastructure			% of capital budget actually spent on capital projects	100%	25%	25%	25%	25%
			% of operational budget spent on maintenance	100%	25%	25%	25%	25%
			% of bids awarded to BEE					
			Report on number of jobs created through LED initiatives including capital projects	70%	17,5%	17,5%	17,5%	17,5%
Enhance Customer Service				100%	25%	25%	25%	25%
			Conduct Customer Service Survey and report to Municipal Manager					

# CHAPTER 10

## 9. SECTOR DEPARTMENTS PROJECTS

### 9.1 Department of Water Affairs (DWAf)

District Municipality/ Local Municipality	Project/ Programme	Budget allocated for 2012/2013	DWA Project / Programme Managerr
RBIP			
WSDP Support			
FezileDabi	All municipalities		Richard Tloubatla
ACIP			
FezileDabi	Mafube	7 000 000	MphoManyama
<b>Capacity Building Support</b>			
FezileDabi	Capacity development workshops for Councillors and Ward Committee members on water related programmes	WSC line items	P. Mohapi S. Mpopetsi

## 9.2 Department of Agriculture and Rural Development

Name of Municipality	Project Name	Locality/Ward	Budgeted amount	Targeted Date (Inception and Completion)	
DC 20	Livestock Projects	Mafube	900 000	01/04/2012	31/03/2013
DC 20	Tweeling Veg & Chicks Hatchery Projects	Mafube	3 600 000	01/04/2012	31/03/2013
DC 20	Vegetables Production	All	1 000 000	01/04/2012	31/03/2013
Prov. Agriculture Support Project		All districts	2 000 000	01/04/2012	31/03/2013
RekgabakaDirats wana (Household Production)		All District	4 460 000	01/04/2012	31/03/2013
Total			6 460 000		

### 9.3 Department of Sport, Arts, Culture& Recreation

Municipality	Project	Locality/ ward	Budget	Start Date	End Date
All municipalities	Minister's project	Provincial	2 000 000	April 2012	March 2013
	Senior Citizens Games	4 Districts, Metro. Prov& National	4 500 000	May 2012	October 2013
	Indigenous Games		4 000 000	May 2012	November 2012
	OR Tambo Games		4 500 000	August 2012	October 2012
	Women in Sport		1 000 000	May 2012	Sep 2012
	Provincial Youth Camp	Prov& National	2 000 000	April 2012	March 2013

#### 9.4 Department of Human Settlement

Municipality	District	Subsidy Instrument	Project Type	Programme	Project No.	Project Name
FRANKFORT	FEZILE DABI	Project Linked Subsidy	Progress Payment Housing Project	106 Projects	F10080035/1	Frankfort – 500 Ubuhlebethu Business Enterprises cc (2010/11)
TWEELING	FEZILE DABI	Project Linked Subsidy	Progress Payment Housing Project	106 Projects	F09080010/1	Tweeling– 300 ENM TRADING(2010/11)
VILLIERS	FEZILE DABI	Project Linked Subsidy	Progress Payment Housing Project	Womans Build	F11080002/1	Villers-100 Bright Ideas Womans Project (2011)

#### 9.5 Department of Energy

##### Municipal Electrification

Municipality Number	Municipality	Allocation
FS 205	Mafube	R10, 000,000

# CHAPTER 11

## 11. SECTOR PLANS/PROGRAMMES

### A. HOUSING SECTOR PLAN

The Housing Sector Plans (HSP) are established and drawn to address inadequacies of the Integrated Development Planning (IDP) processes inadequately in making provision of housing in the Mafube Municipal Area. The HSP is a strategy intended to inform and guide the municipality in the allocation of resources with respect to housing.

In adopting this HSP the municipality intends to integrate the housing provisioning in the IDP process. It is further important to note that housing development is guided by the policies and development frameworks of the Free State Provincial Department of Human Settlements. In this regard the department of Human Settlements has formulated guidelines to inform the development of municipal housing sector plans in the province with the fundamental aim to plan for the development of integrated human settlements, systematically plan project expenditure and undertake capacity assessment of municipalities to execute housing development. In delivering housing the municipality develops a strategic Housing Sector Plan (HSP) as a tool that integrates Housing Development into municipal planning.

#### (i) Objectives

**Our HSP objectives are the following:**

- To optimize usage of limited resources available;
- To ensure prioritisation of housing projects;
- To ensure more integrated development through coordinating development activities of role players;

- To improve linkages between the spatial development framework and the implementation of projects on the ground; and
- To provide a focus for housing within the IDP.

## **(ii) LEGISLATIVE FRAMEWORK**

The provision of housing in the Mafube Local Municipality is mandated by the following legislation:

**Section 26 (2) of the Constitution, Act 108 of 1996** confers the right to housing and prescribes that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. The Housing Act No. 107 of 1997 was enacted to provide a legislative framework to effect the right to housing. An examination of schedule B of the constitution highlights the limited role of municipalities in housing development. Beyond land and beneficiary identification, the role of the Mafube Local Municipality is that of constructive coordination of housing development within its area of jurisdiction. The core powers of implementation can be assigned to the municipality by the provincial government through assignment and delegation of powers.

**Intergovernmental Relations Act of 2006** specifies that municipal plans have to be aligned with and compliment the development plans and strategies of other spheres of government. Co-operative Government in Chapter 3 of the Constitution deals with Co-operative Government. Section 41 (1) provides that in cooperating with one another, “All spheres of government and organs of state within each sphere must....

(f). not assume any power or function except those conferred on them in terms of the constitution.

(g). cooperate with one another in mutual trust and good faith by coordinating their actions and legislation with one another.

The competence of municipalities is dealt with in Chapter 7 of the Constitution. Of particular relevance is section 152 (1) (b) and (c):

States, “the objects of local government are:

(b) To ensure the provision of services to communities in a sustainable manner;

(c) To promote social and economic development”

**Municipal Structures Act No 117 of 1998**, chapter 5, section 83 & 89 further outlines the powers and functions of municipalities

**The Housing Act of 1997 (Act 107 of 1997)**, states that, “municipalities must develop appropriate strategies to facilitate housing development within their jurisdiction”.**The New Human Settlement Plan (Breaking New Ground, 2005)** outlines the plan by government to develop sustainable human settlements, to contribute towards the alleviation of asset poverty through housing. **The Municipal Systems Act of 1995** requires the municipality to develop Integrated Development Plans (IDP). The municipality is empowered by the IDP to undertake all its development planning activities. The powers and functions of different spheres of government relating to housing are set out in Schedule 4 of the Constitution of the Republic of South Africa, the Housing Act (Act 107 of 1997) and the Municipal Systems Act (Act 32 of 2000).

**Local Government:** The Municipality is tasked with the function and responsibility to planning for housing development, identification of land for development and the identification and registration of housing beneficiaries. Once the identification of land and registration of beneficiaries are registered those are provided to the Department of Human Settlements for funding and facilitation of Housing Development. In executing its responsibilities the municipality is guided by its own IDP to progressively deliver housing

### **(iii) PURPOSE OF THE HOUSING SECTOR PLAN**

The main reasons for producing a Housing Sector Plan by the Municipality amongst others but not limited to the following is:

- To optimize usage of limited resources available;
- To ensure prioritisation of housing projects
- To ensure more integrated development through co-ordinating development activities of role players
- To provide a formal and practical method of prioritizing housing projects and obtaining political consensus for the sequencing of their implementation.



- To facilitate greater spatial linkages between the Spatial Development Framework and physical implementation of projects on the ground.
- To deliberately place the housing sector imperatives in the municipal IDP.
- To ensure effective subsidy budgeting and cash-flows both at Municipal and Provincial levels.

**(iv) METHODOLOGY**

The municipality has used the desktop and public participatory prone methodology to develop this Housing Sector Plan. It has applied a three staged approach in develop this plan.

**PHASE 1: LOCAL PLANNING CONTEXT**

- (a) Municipal Spatial context,
- (b) Socio Economic Analysis,

**PHASE 2: HOUSING SITUATION**

- Housing backlog/demand,
- Legal status of land,
- Quantification of current projects,
- Identification of planned projects,
- Integration,

### **PHASE 3: HOUSING DELIVERY**

This phase projects annual delivery targets and cash flows to enable the Department of Human Settlements to budget for housing development. On the other this enables the municipality to gear up other resources and human capital in particular.

#### **(v) OVERVIEW OF THE PROJECT CONTEXT**

The municipality has distinct attributes and peculiarities that will inform any forward planning process. The distinct attribute and peculiarity approach acknowledges that settlements are dynamic presenting different opportunities and needs.

- (i) Analysis of the Spatial Context
- (ii) Spatial Location
- (iii) Settlement Patterns
  - (a) Peri-Urban and Semi- Urban Settlements
  - (b) Urban Settlements

#### **(vi) Major Roads and Economic Linkages**

#### **(vii) SOCIO-ECONOMIC ANALYSIS**

- (a) Demographic Analysis
- (b) Overall Population

## **B. LOCAL ECONOMIC DEVELOPMENT STRATEGY**

### **(i) SCOPE AND PURPOSE OF MAFUBE LM LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY**

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.

**Local Economic Development can be defined as an effort to:**

***“Ensure a system and locally relevant set of mechanisms and measures to stimulate the local economic activities which in turn should address employment creation, income redistribution and poverty alleviation”***

- LED is an outcome based on local initiative and driven by local stakeholders; it involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents.

### **(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 Local 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 Local 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.

The IDPs and broader restructuring plans of major centres highlight the issue of 'positioning the municipality in the global economy'. Refocusing Development on the Poor' argued a case for promoting 'pro-poor' LED which would explicitly target low income communities and the marginalised as the policy focus of government policy.

**(a) At least six "developmental" LED strategies are suggested for support, namely:**

- Community-based economic development;
- Linkage;
- Human Capital Development;
- Infrastructure and Municipal Services;
- Leak plugging in the local economy; and
- Retaining and expanding local economic activity.

**(b) Three critical policy areas are those which relate to:**

- Improving regulatory frameworks,
- Municipal services delivery, and
- Issues of employment creation through the stimulation of local economic activities.

In particular, the critical role of local governments in terms of the expansion of business infrastructure facilities, in the making of IDPs and in shaping local regulatory frameworks which directly affect the performance of small businesses, and especially of those working in the informal economy is now openly acknowledged. Pro-poor development/LED is encouraged through a range of key policies and laws as detailed below. The following sections will explore the policy background and key laws, and specific issues around planning for LED.

Policy interventions either take the form of direct intervention e.g. a specific economic strategy, or operate through the refocusing of municipal activity such that planning and service provision involves and prioritises the needs of the poorest sections of the community. In addition to the consideration of the key LED-related policy and laws, one also needs to consider a range of planning and operational procedures which give greater clarity and focus to the principles of pro-poor development.

© **Key amongst these are:**

- the linking of LED with the Integrated Development Planning process which all municipalities are obliged to engage in,
- the concept and application of popular participation in the development process, to ensure that the needs of all communities are met,
- the establishment of appropriate institutional/application mechanisms and
- the funding mechanisms put in place to help attain LED, many of which have an apparent pro-poor focus (i.e. job creation and poverty alleviation).

These factors parallel and support the overall pro-poor orientation and as such are critical to understanding how the whole pro-poor 'package' is formulated. Pro-poor policies and laws are, ideally, given endorsement through popular participation, are formally integrated within development planning and funded through unique, targeted funding channels.

**(d) In order to promote Developmental LED, the following broad interventions are advocated:**

- Foster Community Based Development;
- Promote links wealthy and poor redistribution areas;
- Human capital investment;
- Delivery of infrastructure and services to those most in need;
- Plug leaks in the local economy - i.e. buy-local and try and prevent money leaving the area;
- Retain and expand local economic activity;
- A 'lead' LED strategy is desirable in an area.

**(e) In order to achieve the above, local government will need to focus on the following instruments:**

- Capacity Improvement Instruments;
- Market Expansion Instruments;
- Cost Reduction Instruments.