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## GLOSSARY OF TERMS

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative of South Africa
CASP	Comprehensive Agriculture Support Programme
CBO	Community Based Organization

CPF	Community Policing Forum
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of South Africa
DEAT	Department of Tourism, Environment and Economic Affairs
DFA	Development Facilitation Act No 67 of 1995
DHS	District Health System
DLA	Department of Land Affairs
CGTA	Cooperative Governance and Traditional Affairs
DM	District Municipality
DME	Department of Mineral and Energy
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Health
DoSD	Department of Social Development
DoT	Department of Transport
DSAC	Department of Sport, Arts and Culture
DWA	Department of Water Affairs
ECA	Environmental Conservation Act
FSDC	Free State Development Corporation
FSPGDS	Free State Provincial Growth & Development Strategy
EIA	Environmental Impact Assessment
ES	Equitable Share (grant)
EXCO	Executive Committee
FBO	Faith Based Organizations
GGP	Gross Geographic Product
GIS	Geographical Information System
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
HoD	Head of department
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
ISRDS	Integrated Sustainable Rural Development Strategy
IT	Information Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
KPA	Key priority area
LED	Local Economic Development
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSIG	Municipal Support & Institutional Grant
NDC	National Development Corporation
NEMA	National Environmental Management Act
NER	National Electrification Regulator
NGO	Non Governmental Organizations
NSDP	National Spatial Development Perspective
NSS	National Sanitation Strategy
XDM	Xhariep District Municipality
PATA	Promotion of Administrative Justice Act
PMS	Performance Management System
PPP	Public Private Partnership
RDP	Reconstruction and Development Programme
REDs	Regional Electricity Distributors
RTP	Responsible Tourism Planning
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANDEF	South African National Defense Force
SAPS	South African Police Service
SDBIP	Service Delivery Implementation Budget Plan
SGB	School Governing Body
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SMME	Small Medium and Micron Enterprises
SOE	State Owned Enterprises
SoR	State of Environment Report
STDs	Sexual Transmitted Diseases
TB	Tuberculosis
TLC	Transitional Local Council
TRC	Transitional Rural Council

UYF	Umsobomvu Youth Fund
VAT	Value Added Tax
VIP	Ventilated Improved Pit (dry sanitation facility)
WSDP	Water Services Development Plan

## **CHAPTER 1: 2011 / 2012 IDP: MOHOKARE PROCESS**

### **1.1. INTRODUCTION**

In 2002 the first comprehensive Integrated Development Plan was adopted for the Mohokare Local Municipality in terms of the Municipal Systems Act, Act 32 of 2000. This IDP is annually reviewed and all these reviews focus on the appraisal of the 2002 IDP and continuously addressing the MECs comment(s).

In 2010, the re-assessment and re-evaluation of facts in the Municipality took into consideration the following critical issues:

- Changed local, regional and national circumstances.
- New and updated available data.
- Comments received from the MEC on IDP Reviews.
- The Xhariep District IDP framework

Mohokare Local Municipality faces a challenge of implementing a developmental agenda to meet the needs of the people within the framework of sustainable development, which aims to integrate the three pillars of Environment, Society and Economy. The term “sustainable development” can be defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

In this review document Mohokare is striving to address a sustainable development concept in the manner described above.

## **1.2. THE IDP PROCESS**

A Process Plan was prepared and submitted to Council for approval. The 2011/2012 IDP is prepared in accordance with the context of this Process Plan and specifically according to the new guidelines provided by the Corporate Governance and Traditional Affairs. The process followed is set out as stated below and is contained in the IDP guides:

- Analysis
- Strategies
- Projects
- Integration
- Approval

## **1.3. ORGANISATIONAL ARRANGEMENTS**

### **1.3.1. Municipal Council**

The Municipal Council is chaired by the mayor. Its role in the IDP formulation or review process shall include the following:

- Oversee the development and review of the IDP
- Adopt the Integrated Development Plan review and Budget

### **1.3.2. IDP Office**

The IDP Manager delegated by the Municipal Manager will manage and coordinate the municipal IDP process. In terms of the process the IDP manager is tasked to:

- Ensure that the Process Plan is drafted and adopted by the Municipal Council;
- Manage the local municipal IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources;

- Encourage an inclusive participatory planning process and compliance with programme of action.
- Facilitate the horizontal and vertical alignment of the various internal and external departmental programmes
- Ensure that the planning process outcomes are properly documented
- Manage service providers engaged in the municipal IDP process
- Chair the IDP Steering Committee
- Nominate persons in charge of different roles.
- Responds to comments on the draft reviewed IDP from the public.
- Adjusts the IDP in accordance with the comments of the MEC for Corporate Governance and Traditional Affairs.
- The Municipal IDP Office will engage with various government departments and other HoDs to ensure that all the projects, strategies and objectives of the local municipality are shared and distributed amongst government departments so that they must incorporate them in their planning process and vice versa

### **1.3.3. IDP Steering Committee**

The IDP steering committee comprising of internal senior management (extended to Councilors) will be tasked to:

- Provide technical and advisory support to the IDP Office
- Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the Municipal Council
- Commission feasibility studies and business plans for projects
- Commission in depth studies
- Prepare, facilitate and document meetings
- Act as the secretariat for the IDP Representative Forum.

Meetings shall be held as per the action programme or when considered necessary by the chairperson.

### **1.3.4. IDP Representative Forum**

The IDP representative forum will be chaired by the Mayor and will be composed of representatives from the following institutions or interest groups:

- Secretariat of IDP steering committee
- Councilors
- Ward Committees
- Traditional leaders
- Chamber of businesses
- Youth groups
- Rate payers
- Agricultural Union

- Members of Organised Women Groups
- HIV and AIDS council
- NGO's and CBOs
- Government Departments
- IDP Steering Committee
- Ward Committees
- Community Development Workers

The task of the representative forum shall be to:

- Represent the interest of various constituencies in the IDP process
- Provide an organizational platform and mechanism for discussion, negotiation and decision making between stakeholders
- Provide a communication mechanism for the exchange of ideas and opinions among the various stakeholder interest groups
- Participate in the setting up of key performance indicators including the monitoring thereof in line with the Performance Management Manual of the Municipality.
- Monitor the performance of the planning and implementation process.

### **1.3.5. Public participation**

In order to ensure effective public participation the following means will be utilized.

- Use of IDP Representative Forum to discuss and agree on strategic issues and priorities
- Use of ward committees to ensure that community priorities are adequately captured & reflected in the IDP.
- Provision for public comments on the reviewed draft IDP
- Newspaper advertisements to inform communities of the process

### **1.3.6. GENERAL DEVIATIONS**

The steering committee, whose work was to formulate the IDP, was hampered by various factors, which affected its effectiveness and ability to deliver a credible document by the tabling of the first (1<sup>st</sup> draft). Challenges that faced the committee include amongst others:

- Non-commitment to adherence on the set dates in the approved process plan by councilors and officials.
- Assumption by all Municipal Departments that the development & review of the IDP is the sole responsibility of the IDP Office.
- Lack of proper organized stakeholder mobilization for attendance to meetings
- The forth coming May 18 Local Government Elections bring a challenge of limited time to complete the review process.

In spite of the challenges the committee was faced with, a draft IDP has been tabled by the Mayor to Council in the set time-frames as per MFMA Circular 54, although there are certain public consultations outstanding that will take place during the 21 day advertisement period.

### 1.3.7. ALIGNMENT

The district framework was developed together with Local Municipalities in the District during the preparation phase was used as the basis for alignment during the IDP process, taking into consideration what the MFMA circular 54 (*budget circular for the 11/12 MTREF*) dictates that Council must choose one option for the purpose of the review, where which council has opted for option one; which states that Council will review and finalise the adoption prior to the local government elections being held. And the district IGR resolved that participation by Sector departments will take place via the district IGR forum, which did happen as planned.

### 1.3.8. LEGALLY BINDING DOCUMENTATION

Mohokare Municipal Council shall ensure that the IDP complies with the following normative frameworks / plans:

- Treasury Regulations and Guidelines
- National Environmental Management Act (NEMA) of 1998
- Development Facilitation Act (DFA) of 1995
- Housing Act
- Municipal Finance Management act
- Municipal Systems Act (MSA) of 2000
- Municipal Structures Act

It will also ensure that it is aligned with the following:

- National Spatial Development Perspective
- Free State Provincial Growth and Development Plan
- Development Plans of the Xhariep District Municipality
- Development Plans of adjacent Municipalities

The Municipality has the following plans that exist or do not exist AND have to be reviewed or developed

Sector Plan	Status: Yes / No	Comment(s) / Remark(s)
Spatial Development Plan	Yes	Updated in 2011. Assisted by DBSA& FS CGTA
Financial Planning Framework	No	
Performance Management Framework / Plan	No	Municipality has never had a performance management plan
Environmental Management Plan	Yes (district function)	Developed through the district
Integrated Waste Management Plan	No	
Human Settlement Plan	Yes	Developed in 2004 never reviewed ( <i>Housing Sector Plan</i> )
Local Economic and Tourism Development Plan	Yes	Developed in 2006 never reviewed
Integrated Public Transport plan	No	Never developed
Comprehensive Infrastructure Plan	No	

Storm Water Drainage Master Plan	No	
Water Safety and Security plan	Yes	In place
Drinking Water Quality programme / plan	Yes	In place
Sanitation Plan	No,	
Community Development Plan	No	
Municipal Extended Public Works Plan	No	
Human Resource Development Plan	Partially.	Only HR Manual Developed in 2010

#### 1.4. POWERS AND FUNCTIONS: FS 163; MOHOKARE LOCAL MUNICIPALITY

Function	Authorizations	Definition
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Yes	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.

Fire Fighting	Yes, including DM function	In relation to District Municipality “Fire fighting” means: Planning, co-ordination and regulation of fire services and specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardization of infrastructure
Local tourism	Yes	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and cont
Municipal airport	Yes	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and se
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes: Air poll
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:•Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area Scheduled ser
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	Yes	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply
Sanitation	Yes	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service
<b>Schedule 5</b>		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the seashore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in that Municipality
Cemeteries, funeral parlors	Yes, including DM function	The establishment, conduct and control of facilities

and crematoria		for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements in as f
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration require
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes, including DM function	The establishment, conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but excludes sport facilities.
Municipal roads	Yes, including DM function	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with,
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use
Refuse removal, refuse dumps and solid waste disposal	Yes, including DM function	the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the

		provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works	Yes	Any supporting infrastructure or services to empower a municipality to perform its functions

## CHAPTER 2: ANALYSIS

### 2. LOCALITY CONTEXT

Mohokare Local Municipality is situated in the Xhariep District (Free State Province), it measures 8 748, 53 km<sup>2</sup> and comprises of three main areas; Zastron, Rouxville, Smithfield and the surrounding farm areas. The new ward demarcation has allocated six (6) wards to Mohokare; previously there were only 5 wards.

## 2.1. CURRENT REALITIES

This Section involves an analysis of current conditions and circumstances prevalent and shaping the Mohokare Local Municipality. These are the issues and matters that the Mohokare deals with in order to meet their constitutional responsibilities, bring about change and a better life for all.

These current realities range from socio-economic aspects to engineering infrastructure and within each category of analysis the critical issues and challenges are identified together with possible ways of tackling and addressing them, i.e. solutions that could be taken forward in the Strategies Section of this document.

To analyse current realities various sources of information and data were used, such as:

- Census 2001 with 2003, 2006 and 2007 Community Survey projections by Stats SA and the Municipal Demarcation Board.
- Extrapolated data from the previous IDP documents
- The Xhariep District Potential Analysis report
- XDM latest data and information.
- Any other appropriate and relevant reports specific to the Mohokare Local Municipality within the public domain.

Important to take to consideration is that the Municipality in partnership with the Independent Development Trust (IDT), are in a process of completing the ward profiles for all 6 wards in the area, currently outstanding is ward 6 in Smithfield. This report can only be incorporated into this document once it has been tabled and adopted by council, in the interim, we use the statistics provided by stats SA and other sources.

## 2.2. Demographic Realities and Socio Economic dynamics

The community survey conducted in 2007, estimates the population of Mohokare to be at ±41 867 with 10 216 households.

Table A: Population distribution by gender and age

Age	0 – 6	7 – 13	14 - 18	19 – 25	26 – 35	36 - 45	46 - 60	61 – 80	81 - 120
<b>Male</b>									
Black	3228	3182	2354	2492	3005	2175	1848	742	120
Coloured	57	135	33	78	211	136	26	3	30
Indian or Asian	-	-	-	-	-	-	-	-	-
White	111	98	31	37	148	151	44	341	-

<b>Total Male</b>	<u>20816</u>								
<b>Female</b>									
Black	3016	2801	2073	2610	2768	2212	2298	1390	244
Coloured	137	61	61	29	180	89	-	61	-
Indian or Asian	-	-	-	-	-	-	-	-	-
White	57	142	57	108	70	85	141	271	92
<b>Total Female</b>	<u>20972</u>								
<i>Percentage of both female &amp; male age groups</i>	15,78	15,33	11,01	12,79	15,24	11,58	10,41	6,71	1,16

This section will focus on the measurement of households' living conditions at municipal level. It is hoped that this will make it possible to gauge municipal performance in terms of service delivery.

Table B: Percentage distribution of households by type of main dwelling;

	Census 2001	CS 2007
House or brick structure on a separate stand or yard	74,9	67,3
Traditional dwelling/hut/structure made of traditional materials	4,2	0,2
Flat in block of flats	1,0	1,0
Town/cluster/semi-detached house (simplex: duplex: triplex)	0,5	-
House/flat/room in back yard	0,7	1,1
Informal dwelling / shack		
▪ In backyard	2,9	7,7
▪ Not in backyard e.g. in an informal/squatter settlement	14,7	21,5
Room/flatlet not in backyard but on shared property	0,8	0,3
Caravan or tent	0,3	-
Private ship/boat	-	-
Worker's hostel (bed/room)	-	0,9
Other	-	0,0
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table C: % distribution of households by type of water source;

	Census 2001	CS 2007
Piped water		
▪ Inside dwelling	16,5	20,0
▪ Inside yard	63,0	68,8
From access point outside the yard	18,4	4,7
Borehole	0,6	3,5
Spring	0,2	0,7
Dam/pool	0,5	0,5
River/Stream	0,1	0,2
Water vendor	0,0	0,3
Rainwater tank	0,2	1,2
Other	0,4	-
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table D: % distribution of households by tenure status;

	Census 2001	CS 2007
Owned and fully paid off	44,7	47,3
Owned but not yet paid off	8,3	2,4
Rented	13,2	18,4
Occupied rent free	33,8	31,6

Other	-	0,3
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table E: % distribution by type of toilet facilities;

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	53,7	57,1
Flush toilet (with septic tank)	3,5	3,3
Dry toilet facility	-	0,5
Chemical toilet	0,3	0,7
Pit latrine with ventilation (VIP)	5,5	4,2
Pit latrine without ventilation	7,5	-
Bucket latrine	17,8	11,7
None	17,8	11,7
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table F: % distribution of households by type of energy/fuel used for lighting;

	Census 2001	CS 2007
Electricity	72,6	80,3
Gas	0,2	0,3
Paraffin	7,1	4,7
Candles	18,9	13,9
Solar	0,8	0,5
Other	0,3	0,3
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table G: % distribution of households by type of refuse disposal;

	Census 2001	CS 2007
Removed by local authority		
▪ At least once a week	60,1	67,0
▪ Less often	2,1	12,3
Communal refuse dump	3,8	0,8
Own refuse dump	29,6	14,8
No rubbish disposal	4,4	4,3
Other	-	0,8
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table H: % distribution of households by type of energy/fuel used for heating;

	Census 2001	CS 2007
Electricity	19,2	28,5
Gas	1,4	1,0
Paraffin	31,7	43,9
Wood	35,9	21,4
Coal	6,7	3,0
Animal dung	3,7	1,3
Solar	0,2	-
Other	1,2	0,8
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

Table I: %distribution of households by type of energy/fuel used for cooking;

	Census 2001	CS 2007
Electricity	23,9	49,8
Gas	4,4	4,2
Paraffin	43,3	36,6
Wood	24,0	8,1
Coal	0,6	-
Animal dung	3,3	1,0
Solar	0,4	0,3
Other	0,2	-
<b>Total</b>	<b>100,0</b>	<b>100,0</b>

## Level of education

It should be noted that the Municipality engages in the process of awarding certain amount of money to learners who achieve best at their respective high schools.

Group of education level	Numbers
Grade 0 - Grade 7/standard 5	15999
Grade 8/standard 6/form 1 - Grade 12/Std 10 (with university exemption)	11947
Certificate with grade 12	136
Diploma with grade 12	405
Bachelor's degree	176
B Tech	-
Post graduate diploma	193
Honour's degree	214
Higher degree (masters/PhD)	95
No schooling	4629

Source: Stats SA, CS 2007

## 2.3. Safety & Security

Please see annexure **A1** for crime statistics

## 2.4. Health

Mohokare has 2 hospitals, each in Zastron and Smithfield. Up to now all clinics have operated only from 7:00 to 15:00 making it less accessible for people employed during the day. However there are mobile clinics that are available for areas that are far from the clinics located in Matlakeng, Mofultsepe and Roleleathunya, farm areas also are serviced through the mobile clinic facility. There is a shortage of staff at clinics, which hampers the extension of operating hours. Doctors are also not available full time at clinics.

More people are infected with HIV/Aids and this put a lot of strain on the existing health resources and facilities. There are no HIV and AIDS care centers in Mohokare, other than NGOs assisting in this regard, e.g. the Home-based care givers and the Tshepanang HIV and AIDS group in Smithfield.

Emergency services: Ambulances are under the control of the Free State Provincial Government, Department of Health. The perception of the community is that emergency services are under

capacitated in terms of human resources and equipment, And a service delivery challenge with regards to EMS is that some internal Municipal roads are not trafficable, this hampers the effectiveness of this critical service.

The following table gives an overview of the current situation with regard to health facilities. Health Facilities in Mohokare

TOWN / AREA	HOSPITALS	CLINICS
Zastron	1	0
Matlakeng	0	1
Rouxville	0	0
Roleleathunya	0	1
Smithfield	1	0
Mofulatsepe	0	1

Source: Department of Health

## 2.5.MOHOKARE HUMAN SETTLEMENT (Housing)

The Municipality has an adopted Housing sector plan that was developed in 2003 and has never been reviewed; however the Municipality has requested assistance from CGTA for the purpose of the plan review

The allocations for the previous and current financial years are as stipulated below;

### **Financial year 2009/2010**      **Complete**      **Incomplete**      **Not built**      **Wrongly built**

Housing allocations                      400 houses and 10 Sixteen days of activism

Smithfield (100)	100	0	0	0
Rouxville (100)	100	0	0	0
Zastron (200)	152	20	19	5
Sixteen days of activism (10)	8	0	2	0

Backlog report on housing problems, e.g. doors, roofing finish and others = 154

**Total cost of allocations = R64 000\*410 = R26.24m**

### **Financial year 2010/2011**

Housing allocations	400 houses	foundations	wall plate
Smithfield (100)	100	50	0

Rouxville (100)	100	0	0
Zastron (200)	200	160	0

These Projects are due to be completed by June 03, 2011.

**Total cost of allocation = R72 000\*400 = R28.8m**

### **Financial year 2011/2012**

The Municipality has purchased the Mooifontein farm in Zastron through the assistance of CGTA, this cost the department an amount of R6.7m and the transfer fee of R48 000. This farm land is now owned by the Municipality.

Housing allocations	<u>750 + 1000</u> sites <i>estimation</i> - not yet confirmed Zastron in Mooifontein farm <u>874</u> sites in Rouxville <u>466</u> sites in Smithfield
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Estimated Housing backlog is 2340 for Mohokare Local Municipality

## **2.6. Disaster Management and Fire Emergency Services**

Mohokare does not have the capacity for disaster management, however municipal supervisors have been taken for training in this field to assist the district as this is its core function. There is a disaster management plan within the Municipality and it was reviewed during 2011; this was developed through the assistance by the Xhariep District Municipality and Corporate Governance and Traditional Leadership. The plan is herein attached as annexure **A**.

## **2.7. Economic and Environment**

Data provided in the Municipal LED strategy is regarded as outdated and needs to be reviewed in order to reflect current realities and challenges for a good turnaround strategy, the LED strategy that was previously adopted does not reflect the economic realities in Mohokare attached as annexure **B**, and this review has identified tasks that the Municipality will undertake in the 2011/12 financial year, an action plan will be drawn and financial assistance will be accessed through the Provincial Government and institutions such as the Independent Development Trust.

The Local Economic and Tourism development action plan will include among other activities the following;

<b>Activity</b>	<b>Time Frame</b>	<b>Objective(s)</b>
	<b><u>Phase 1</u></b>	
1. Establishment of ward based data business / economic collection centers / units	June 2011	Inception of economic needs analysis
2. Data collection: employment and unemployment figures per ward	June 2011	Data collection
3. Identification of Mohokare economic role players / drivers per ward (economic sectors)	July 2011	Economic situational analysis

4. Identification of economic sectors per town	July 2011	Economic analysis
5. Establishment of Local Economic Development Forums per town	July 2011	Bottom – up approach
6. Tourism related data collection	July 2011	Tourism profile
7. Roads infrastructure status quo report for every town	July 2011	Mobile access to the local economy
8. Economic profiling of every town	August 2011	Status quo of Mohokare’s economy
9. Competitive assessment of Mohokare, comparison to economies surrounding the area of Mohokare.	August 2011	Competitive assessment
10. Corrective economic practices documented	September 2011	LED& Tourism development corrective practices
<b>Phase 2</b>		
11. Formulation of the LED and tourism development strategy (through partnership with communities, provincial government and other business partners)	October 2011	Local Economic development
<b>Phase 3</b>		
12. Implementation of LED and Tourism development strategy	November 2011	Sustainable local economy and livelihoods
13. Review of LED strategy	August 2012	Ensuring sustainability through changing needs

The guiding documents used by the Municipality are the District development plans.

The municipality together with the District is in the process of finalising the environmental management plan that will be informed by the Xhariep District environmental management plan. It is very important that the municipality practices and implements issues pertaining environmental preservation and conservation as it strives for economic development; the environment should not be rendered ineffective due to developmental goals, the National Environmental Management Act is key in this instance.

## 2.8. Institution and Finance realities

Mohokare has managed to review its organisational structure that was approved in 2010, and is currently engaging in the exercise of the annual review of the structure. The top management of the municipality is tabled below:



The current organizational structure is attached as annexure **C**.  
 The current challenge is the 44% salary bill in the total budget of the municipality.

The Municipality is still faced with a challenge of acquiring skilled and competent staff in order to yield favorable output in terms of service delivery, the Workplace Skills Plan is attached as annexure **D** and we are also still faced with poor revenue base to fund our operations, therefore rendering us as a grant-dependent Municipality / Institution. There is currently no Human Resource Development Policy in place but there is a Human Resource Manual adopted by the Municipality, attached as Annexure **E**. There is also an Employment Equity Plan in place adopted in 2011, which is attached as annexure **F**.

The Municipality is currently functioning without an appointed Chief Financial Officer, which makes the MFMA compliance a challenge;

However the municipality has the following policies

1. Indigent Policy, attached as annexure **G**.
2. Supply chain management policy, attached as annexure **H**.
3. Procurement policy, attached as annexure **I**.
4. Budget policy not attached.
5. Banking Policy and Investment policy, not attached.

The Municipality managed to review its draft budget and is attached as annexure J, which will be aligned to the IDP after the consultations and comments submission by the community.

## **INTERNAL AUDIT**

Mohokare Local Municipality has an Internal audit unit that is currently staffed by 1 Internal Auditor, which is not sufficient for the Audit challenges that face Mohokare. Hence the proposal has been made and tabled to management that the unit needs to be increase in order to deal with the

capacity of queries already that have to be resolved, and at the same time be proactive enough to prevent future queries from happening.

Mohokare was given a disclaimer in the previous financial year, action plan has been drawn and finalized for resolving the queries raised from 10/11 the financial year.

Below is the Action Plan:

## **ACTION PLAN OF MOHOKARE LOCAL MUNICIPALITY ON THE 2009/10 AUDIT REPORT BASED ON MANAGEMENT REPORT QUALIFICATION FINDINGS**

### **INTRODUCTION**

Section 131 of the MFMA prescribes that: *“A Municipality must address any issue raised by the Auditor-General in an audit report. The Mayor of a Municipality must ensure compliance by the Municipality with this subsection”.*

### **PURPOSE**

The purpose of this document is to prepare an action as prescribed by MFMA section 131.

### **BACKGROUND**

The 2009/10 audit of Mohokare Local Municipality was conducted by the Auditor-General South Africa in terms of the Public Audit Act. The audit outcome for the Municipality is a disclaimer of audit opinion. The Municipality had received a disclaimer of audit opinion for the 2008/09 financial year. There were not action plan compiled for the 2008/09 financial year.

### **ACTION PLAN:**

<b>Management report paragraph</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Target date</b>	<b>Root cause</b>	<b>Comments on corrective actions</b>	<b>Follow up Comments</b>
1 (Ex. 253)	High	Chief Financial Officer	On-going: Monthly	Reconciliations between the payroll system and the general ledger are not prepared or are not accurate.	Budget officer is tasked by the acting CFO to reconcile payroll transactions to general ledger transactions on a monthly basis starting from 1 July 2011.	Monthly reconciliations are being of the payroll system to the general ledger are performed.
2 (Ex. 121)	High	Chief Financial Officer	25 February 2011	The 2009/10 deficit for the year amounting to R6 447 399 was not yet transferred to the accumulated	The financial management system employed by the Municipality did not at the date of submitting the financial statements allow final posting of the actual	2009/10 deficit has been posted to the accumulated deficit account. Although the

				deficit account.	deficit to the accumulated deficit account. This action could only be done by the Service provider responsible for the financial system	amount would differ as a result of correcting journals passed before the audit report was issued.  These journals were not audited because the auditors rejected corrected version of the financial statements.
3. (Ex.124)	High	Chief Financial Officer and; Manger: Technical Services	31 May 2011	Lack of monitoring of the relationship between CENTLEC and the Municipality.	Acting CFO and acting Direct: Technical Services are tasked by the acting Municipal Manager to conclude a loan agreement with CENTLEC	No action has been taken
4. (Ex. 225)	High	Chief Financial Officer/AFS Service provider	31 August 2011	Supporting documentation or management explanations were not provided for an amount disclosed as CENTLEC in note 13.	The service provider appointed to compile the 2009/10 financial statements did not provide working papers to support this amount. Therefore, this matter should be treated as "a prior year error" in the 2010/11 financial statements as it is not clear what the amount represents.	AFS service provider to correct whiles preparing 2010/11 financial statements.
5. (Ex. 229)	High	Chief Financial Officer	31 August 2011	Financial statements were not adequately reviewed before being submitted to the AGSA.	Amounts that were incorrectly reported under Appendix A will be corrected when preparing the 2010/11 financial statements.	AFS service provider to correct whiles preparing 2010/11 financial statements.
6. (Ex. 181)	High	Chief Financial Officer	31 May 2011	Adequate supporting documentation was not attached to journals.	Each journal will be tracked to the capturer and the responsible official shall account for each journal processed.  If after the above mentioned investigation, said journals cannot be found, disciplinary action should be taken against responsible officials and advice shall be sought from the external auditors on how best this matter can be resolved.	None
7. (Ex. 99)	High	Chief Financial Officer	30 June 2011	Not all transactions are adequately reviewed for correctness.	Correcting journal already posted. Awaiting the AGSA to test corrections made.	None
8. (Ex. 74)	High	Chief Financial Officer/AFS Service Provider	31 May 2011	Inadequate review of financial statements.	Bids have been invited for appointment of a service provider who will compile 2010/11 financial	Appointment of service provider to be made by end of May 2011

					statements.	
9. (Ex. 246)	High	Chief Financial Officer, Chair: FINCOM, Oversight Committee and Council	10 June 2011	Non compliance with SCM processes	The section head of SCM has been tasked by the acting CFO to investigate and report on these matters.	No action has been taken yet.
10. (Ex. 226)	High	Chief Financial Officer and Manager Corporate Services	31 August 2011	Failure to keep register of contingent liabilities leads to understatement of contingent liabilities in the financial statements.	A register of contingent liabilities is kept by acting manager corporate services in order to ensure completeness of contingent liabilities to be reported for the 2010/11 financial year.	A register is updated each time legal correspondence is received. Correspondence received is used as supporting documentation.
11. (Ex. 101)	High	Manager: Human Resources	20 May 2011	Not all employment contracts and other supporting documentation were submitted	All outstanding documents have been obtained and placed on file for the auditors to review during the 2010/11 audit.  We however disagree with the auditors on this matter.	None.
12. (Ex. 150)	High	Chief Financial Officer	31 August 2011	Changes in the prior year closing balance due to first time GRAP implementation were not adequately documented/ or explained by the service provider when compiling the annual financial statements.	Movement in the opening balance will be treated as a "prior year error" and should be reported as such in the 2010/11 financial statements.	AFS service provider to correct whiles preparing 2010/11 financial statements.
13. (Ex. 155)	High	Manager: Human Resources	Monthly	Poor leave records management	2010/11 attendance registers are reconciled monthly to leave records/registers.	
14. (Ex. 178)	High	Chief Financial Officer	30 June 2011	Disagreement between the Auditors and the Municipality. All journals and supporting documents were submitted to the AGSA, as well, as proof of approval.	Matter to be resolved during the 2010/11 audit. Evidence that journals were approved by a senior person will be presented to the Auditors during the 2010/11 audit.	To be followed up during the 2010/11 audit.
15. (Ex. 230)	High	Chief Financial Officer	30 June 2011	Disagreement with Auditor's	All required documents were submitted for audit and the Municipality was made to believe that this matter has been resolved. However, it was reported. Clarity is to be sought when Auditors get back on site for the 201/11 audit.	To be followed up during the 2010/11 audit.
16. (Ex. 235)	Low	Manager: Human Resources	30 June 2011	Disagreement with the Auditors. The findings are based	This matter will be followed up during the 2010/11 audit.	To be followed up during the 2010/11 audit.

				<p>on a follow up of the 2008/09 qualification whereby some employees did not have employment contracts with the Municipality and that there were no supporting documentation for allowances received by some employees.</p> <p>Throughout the 2009/10 it was explained to the Auditors that this situation was resolved in the 2009/10 financial year through a Municipality wide placement process. This was even discussed at weekly audit steering committee meetings.</p> <p>It is not clear to us why the Auditors have rejected our Management comments and insists that the 2008/09 finding that has been resolved in the 2009/10 financial year should be carried forward to the 2010/11 financial year.</p> <p>Moving forward, We hereby suggest that the once management comments have been evaluated by the AGSA, All comments that were rejected by the AGSA should be tabled in the next audit steering committee for engagement in order to afford management the opportunity to further explain</p>	
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				themselves.		
17. (Ex. 63)	Low	Manager: Human Resources	30 June 201	Disagreements and misunderstandings between the Auditors and the Municipality on submission of documentation.  This occurred mainly due to failure by the Auditors to give management feedback on whether management comments are acted or not.	The matter is to be followed up during the 2010/11 audit.	To be followed up during the 2010/11 audit.
18. (Ex. 15)	Medium	Chief Risk Officer Internal Auditor	30 September 2010	The entity does not identify risks relating to the achievement of financial and performance reporting objectives.	A risk assessment for the 2010/11 financial year was conducted in September 2010.	
19. (Ex. 2)	High	Audit Committee, Accounting Officer and Internal Auditor	On going	Ongoing monitoring and supervision are not undertaken to enable an assessment of the effectiveness of internal control over financial and performance reporting (Internal audit unit did not function effectively).	The current structure of internal audit unit consists of the Internal Auditor and Audit Clerk (vacant).  A proposed structure has been discussed with the accounting officer. Once approved, It is expected that the unit will be fully staffed by 1 July 2011.	Structure under review, awaiting approval.
20. (Ex. 3)	High	Oversight committee, Council and Internal Auditor	Quarterly	The audit committee did not fulfil its responsibilities as set out in legislation and in accordance with accepted best practice.	The Mayor should ensure that the audit committee functions as prescribed by law.	None.
21. (Ex.68)	Low	Internal Auditor	31 March 2010	2008/09 annual report was not tabled and published as prescribed.	Oversight committee's minutes of the 2008/09 annual report were adopted by Council on 30 March 2011.	Finalised.
22. (Ex.70)	Low	Chief Financial Officer	30 June 2011	2008/09 electricity purchases and sales amounts were not considered by the service provider when the 2009/10	Correcting journals were passed during the audit. Correcting entries are to be tested by the AGSA during the 2010/11 audit.	To be followed up during the 2010/11 audit.

				financial statements were compiled.		
23. (Ex. 72)	High	Chief Financial Officer & AFS service provider	30 June 2011	The appointed service provider did not make clear and appropriate disclosure of financial instruments, when compiling the annual financial statements.	Complete and appropriate disclosures are to be made in preparing the 2010/11 annual financial statements.	AFS service provider to correct whiles preparing 2010/11 financial statements.
24. (Ex. 162)	High	Chief Financial Officer	30 June 2011	Journals submitted were not appropriately supported by relevant documentation and evidence of approval.	The process has been initiated to gather supporting documentation to be submitted together with duly approved journals. These documents will be submitted to the auditors.	Evidence to be provided during the 2010/11 audit.
25. (Ex. 164)	High	Chief Financial Officer	30 June 2011	Journals were not approved by an independent delegated official. Journals have no sequence numbers and cut-off could not be tested.	Evidence of review of journals by senior independent official will be obtained and provided to the auditors. It should be clearly stated that approval is obtained on an <i>ex post facto</i> basis.	On going
26. (Ex. 165)	High	Chief Financial Officer	30 June 2011	2008/09 expenditure was incorrectly journalized instead of being reported as prior year error in the 2009/10 financial year.	Journals are to be reversed and correct disclosures made to the 2010/11 financial statements. This will be done during preparation of the 2010/11 financial statements.	AFS service provider to correct whiles preparing 2010/11 financial statements.
27. (Ex.167)	High	Chief Financial Officer	30 June 2011	2008/09 journals submitted to the AGSA did not contain sufficient and appropriate evidence to support the journal or to provide evidence of approval.	Processes are underway to ensure that appropriate supporting documentation is obtained for submission to the AGSA during the 2010/11 audit.	
28. (Ex.172)	High	Chief Financial Officer and AFS service provider	30 June 2011	The service provider appointed to compile 2009/10 annual financial statements did not provide supporting documentation for the prior year error disclosed under notes 24.5 and 24.6 to the financial statements.	Supporting documentation for the prior year error will be obtained and kept on file for the AGSA to follow up during the 2010/11 audit.	AFS service provider to correct whiles preparing 2010/11 financial statements.
29. (Ex.29)	High	Chief Financial Officer and AFS service provider	30 June 2011	Information disclosed by the service provider in the statement of	Corrections to the statement of changes in net assets will be made during preparations of the 2010/11 annual	AFS service provider to correct whiles preparing

				changes in net assets is inaccurate and unreliable	financial statements.	2010/11 financial statements.
30. (Ex. 175)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	A service provider was appointed for a contract value of R443 216 without following SCM processes resulting in irregular expenditure.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
31.a (Ex.175)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Goods and services with an individual transaction value of R9 938 784 were procured without following SCM processes resulting in irregular expenditure.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
31.b (Ex.175)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Preference point system was not used to award appointment of a service provider who received payments of R2 250 424 during the financial year resulting in irregular expenditure.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
32.a (Ex.19)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Goods and service with a price range of between R10 000 and R200 000 were procured without inviting at least three written price quotations resulting in irregular expenditure.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
32.b (Ex.19)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Goods and services amounting to R851 299 were acquired from service providers who did not submit evidence from SARS that their tax affairs are in order. This resulted in irregular expenditure.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
32.c (Ex.19)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Goods and services of a transaction value between R2 000 and R10 000 were acquired without obtaining three price quotations.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	

33. (Ex. 242)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Fruitless and wasteful expenditure of R207 430 was reported as condoned in 38 of the annual financial statements. However, no proof of such was submitted for audit.	Fruitless and wasteful expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
34. (Ex. 247)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Interest and penalties amounting to R188 815 were incurred during the financial year.	Fruitless and wasteful expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
35 (Ex.159)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	During the 2009/10 financial year, the Municipality did not implement a policy for management of irregular, unauthorised and fruitless and wasteful expenditure.	Necessary policies to be adopted during the 2012 financial year.	
36. (Ex. 215)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Bids for goods and services with a total value of R2 250 424 were evaluated by a bid committee that was not properly constituted.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
37. (Ex.214)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Irregular expenditure from the 2008/09 financial year was not disclosed in the 2009/10 financial statements.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
38. (Ex. 216)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	2008/09 fruitless and wasteful expenditure was not disclosed in the 2009/10 financial statements.	Fruitless and wasteful expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
39. (Ex. 218)	High	Chief Financial Officer	31 May 2011	2008/09 limitation of scope due to payment vouchers (R1 518 887) and journals (R163 240) that could not be submitted for audit.	All supporting documentation will be obtained, kept on file and submitted to the AGSA during the 2010/11 audit.	
40. (Ex. 119)	High	Chief Financial Officer	31 May 2011	2008/09 supporting	All supporting documentation will be	

				documentations to journals in relation to fixed assets amounting to R797 307 could not be submitted for audit.	obtained, kept on file and submitted to the AGSA during the 2010/11 audit.	
41. (Ex. 130)	High	Chief Financial Officer	31 May 2011	Infrastructure expenditure amounting to R11 773 849 was not capitalized	All infrastructure expenditure to be capitalized by means of sufficiently documented journals.	
42. (Ex.169)	High	Chief Financial Officer	31 May 2011	Capitals expenditure amounting to R152 869 was incorrectly journalized against the creditors control account	The incorrect journal is to be reversed.	
43. (Ex. 94)	High	Chief Financial Officer	31 May 2011	The municipality did not keep a register of all contracts entered into	A contracts register is has been developed and is being updated monthly	On going
44. (Ex.80)	High	Chief Financial Officer	31 May 2011	An amount of R564 900 for livestock was incorrectly disclosed as inventory instead of biological assets.	Corrective measures will be implemented when compiling the 2010/11 financial statements.	
46. (Ex. 96)	High	Chief Financial Officer	31 August 2011	The service provider appointed to compile annual financial statements did not correctly provisions of GRAP 13.	Corrective action to be implemented during preparation of 2010/11 annual financial statements.	
47. (Ex.106)	High	Chief Financial Officer	31 August 2011	Incorrect recording of acquired assets as expenditure occurred due lack of proper review and supervision.	Correcting journals should be prepared. Affected assets to be capitalized.	
48. (Ex. 236)	High	Chief Financial Officer	31 May 2011	47 vehicles delivered before 30 June 2010 by the service provider were not capitalized.	The asset register will be updated with all vehicles received.	Not applicable as all vehicles were returned back to the supplier.
49. (Ex.85)	High	Chief Financial Officer	31 August 2011	The municipality's asset register was not GRAP compliant	An asset management implementation plan with clear objectives, indicators and targets including a monitoring tool should be developed, as soon as possible in order to ensure that the Municipality has and maintains a GRAP compliant asset register.	A service provider is to be appointed by 31 May 2011 to compile a GRAP compliant asset register.
50. (Ex. 95)	High	Chief Financial Officer	31 may 2011	Asset register is not always updated with movement of assets	A complete asset count is planned to be conducted for the period 1 June 2011 to 29 July 2011 outcomes of	None

					which will be used to update the asset register.	
51. (Ex.103)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	30 June 2011	Irregular expenditure of R48 290 was incurred as a result of S&T payments that were not approved by the delegated official.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
52. (Ex. 129)	High	Chief Financial Officer	31 May 2011	Current year expenditure allocated in full against the creditor's control account without subsequent re-allocation to the correct vote and VAT apportionment.	This is a disagreement with the auditors. This matter will be settled during the 2010/11 audit.	
53. (Ex. 131)	High	Chief Financial Officer	31 May 2011	Invoices for which partial payments were made, were incorrectly captured in general ledger, thus overstating expenditure and understating a creditor's balance.	This is a disagreement with the auditors. This matter will be settled during the 2010/11 audit.	SEEK ADVICE FROM FAITH
54. (Ex.145)	High	Chief Financial Officer	31 May 2011	Lease agreements for electronic equipment rental could not be obtained. Evidence of compliance with acquisition procedures or deviation there from could not be obtained.	Affected lease agreements are subject to independent investigation. Necessary action to be taken after finalization of the investigation.	
55. (Ex. 152)	High	Chief Financial Officer	31 May 2011	Fruitless and wasteful expenditure incurred was not disclosed in the financial statements.	Fruitless and wasteful expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
56. (Ex. 153)	High	Chief Financial Officer	31 May 2011	Payments made to suppliers were not authorised by a delegated official.	Irregular expenditure register must be updated. Expenditure is to be reported and treated according to MFMA sections 32 and 102(1) and 125(2)(d).	
57. (Ex. 154)	High	Chief Financial Officer, FINCOM, Oversight Committee and Council.	31 May 2011	No proof could be obtained that goods were received in good order or that services received	The receiving department should certify on the face of the invoices or by any other means that goods/services were received in good order.	

				were of acceptable standard.		
58. (Ex. 158)	High	Chief Financial Officer	30 June 2011	Limitation of scope – Some expenditure vouchers could not be submitted for audit.	All outstanding documentation will be obtained and submitted to the auditors during the 2010/11 audit.	
59. (Ex. 166)	High	Chief Financial Officer	31 March 2011	Prior year balances as reported in the financial statements do not agree to the 2008/09 financial statements.	Appropriate and sufficient documentation explaining the differences will be submitted to the auditors during the 2010/11 audit.	
60. (Ex. 170)	High	Chief Financial Officer	30 June 2011	Overstatement of expenditure due to incorrect recording of a journal	A journal should be prepared in order to correct the error.	
61. (Ex. 196)	High	Chief Financial Officer	31 August 2011	Electricity bulk purchases understated by R508 541.83 due to incorrect interpretation of CENTLEC's records.	Correct documentation should be obtained from CENTLEC and corrections be effected.	To be corrected when preparing 2010/11 financial statements.
62. (Ex.197)	High	Chief Financial Officer and Manager: Technical Services	Monthly	Electricity distribution losses are not effectively managed thus resulting in fruitless and wasteful expenditure.	Distribution losses should be monitored monthly and follow up action be taken by both the Municipality and CENTLEC.	
63. (Ex. 228)	High	Chief Financial Officer and Manager: Corporate Services	60 June 2011	Possible fraud: Leases: Double payments were made during the financial year for the same items of equipment that appear to have being rented from two different service providers.	This matter is subject to an independent investigation. Investigation not yet finalised.	
64. (Ex. 252)	High	Chief Financial Officer	30 June 2011	Incorrect allocation of input VAT which resulted in understatement of expenditure and overstatement of input VAT.	The whole population should be investigated and incorrect allocations should be corrected. Preventative and detective control measures should also be implemented.	
65. (Ex. 86)	High	Chief Financial Officer	31 May 2011	Limitation of scope. Some of the supporting documentation for expenditure journals could not be submitted for audit.	Journals, as well as, sufficient and appropriate supporting documentation should be obtained and submitted to the auditors during the 2010/11 audit.	
66. (Ex. 21)	Medium	Chief Financial Officer	30 June 2011	Payments for goods and services were not always made within 30	Cash flow management controls should be introduced or improved to ensure that financial	

				days of receipt of the invoice.	commitments are met as prescribed.	
67. (Ex. 125)	High	Chief Financial Officer and Manager Technical Services	30 June 2011	Incorrect configuration of the system by CENTLEC.	CENTLEC should be encouraged to take corrective action.	
68. (Ex. 185)	High	Chief Financial Officer	30 June 2011	Journal supporting documentation with regards to consumer deposits journals could not be submitted for audit.	Journals with sufficient and appropriate audit evidence should be obtained and submitted for audit during the 2010/11 audit.	
69. (Ex. 255)	High	Chief Financial Officer	30 June 2011	2008/09 Journals could not be submitted for audit in the 2009/10 audit.	Journals, as well as, supporting appropriate supporting documentation should be obtained and submitted for audit during the 2010/11 audit.	
70. (Ex. 81)	High	Chief Financial Officer	30 June 2011	No proper records are kept to clearly reconcile unspent grants.	Implement registers/reconciliations per grant to fully monitor expenditure per grant.	
71. (Ex. 87)	High	Chief Financial Officer and AFS service provider	30 June 2011	Included in the payables at year end were payables with debit balances (receivables).	Corrections need to be made on the face of the financial statements and on applicable notes. Corrective action to be implemented when preparing 2010/11 financial statements.	
72. (Ex. 93)	High	Chief Financial Officer and AFS service provider	30 June 2011	Extended credit terms on payables were not reported in accordance with IAS 39 (AC 133: Recognition and measurement)	Corrections to be effected during preparations of the 2010/11 financial statements.	
73. (Ex. 249)	High	IDP Manager and Chief Financial Officer	14 January 2011	Achievements on Performance indicators as reported in the draft 2009/10 annual report could not be supported by appropriate evidence.	Evaluation reports, as well as, a portfolio of evidence file should be kept and such information be used to compile the annual report.	
74. (Ex. 250)	Low	IDP Manager And Internal Auditor	30 Nov 2010	Weakness with regard to the 2008/09 annual report.	All matters raised by the Auditor's were addressed and the 2008/09 annual report has been adopted by Council.	Finalised
75. (Ex. 25)	High	IDP Manager	30 June 2011	No key performance indicators were included in the IDP.	Annual IDP needs to be improved in order to clearly reflect key performance indicators.	
76. (Ex. 112)	High	Chief Financial Officer	30 June 2011	An asset list that was submitted for audit purposes did not have asset values.	A complete and GRAP compliant asset register will be submitted with 2010/11 financial statements.	
77. (Ex.98)	High	Chief Financial	30 June	No support for	Depreciation was incorrectly	Correcting

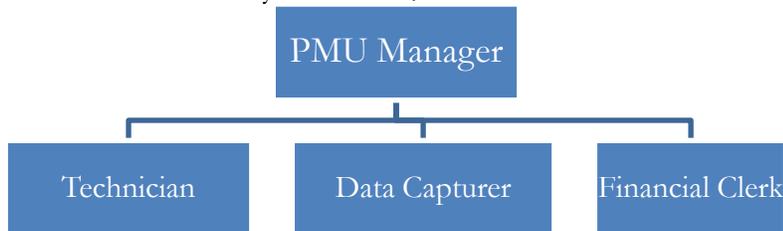
		Officer	2011	accumulated depreciation.	calculated during the financial year. "Accumulated depreciation" as calculated should have been credited against the accumulated deficit account. <b>(Correcting journal was passed during the audit but not audited)</b>	journal to be audited during the 2010/11 audit.
78. (Ex.179)	High	Chief Financial Officer	30 June 2011	Consumer debtors were not assessed individually or by category for any indication of impairment. Thus provision for doubtful debts of R450661 073 could not be audited.	2010/11 doubtful debtors should be assessed individually or by category for impairment.	To be conducted when preparing 2010/11 financial statements
79. (Ex. 233)	High	Manager Corporate Services	Monthly	Provision for leave could not be relied upon due to unreliable leave records.	Leave records should be updated monthly and be reconciled to attendance registers on a monthly basis in other to enhance reliability of leave provision.	
80. (Ex. 180)	Medium	Chief Financial Officer	30 June 2011	Debtors amounting to R2 035 004.78 did not show movement for the past 3 years.	Irrecoverable debtor's accounts should be written off.	Long outstanding debtors to be written off as part of preparing the 2010/11 financial statements.
81. (Ex. 187)	High	Chief Financial Officer	30 June 2011	General ledger information with regards to debtors does not agree to the debtors' sub ledger.	CENTLEC should be encouraged to take appropriate corrective measures.	
82. (Ex. 188)	Medium	Chief Financial Officer	30 June 2011	Recovery of a long outstanding grant from the Department of Minerals and energy by CENTLEC seems doubtful.	CENTLEC should be encouraged write the grant off as irrecoverable.	
83. (Ex. 217)	High	Chief Financial Officer	30 June 2011	Supporting documentation for some indigents could not be submitted for audit.	Indigent documentation should be kept at a safe and central place. Outstanding documents will be retrieved and submitted to auditors during the 2010/11 audit.	
84. (Ex. 243)	High	Chief Financial Officer	30 June 2011	Debtor's accounts amounting to R537 207.24 did not show any movement and no payment was received 3 months after the financial year. Therefore, existence of these debtors' could not be confirmed.	Compliance with the credit control policy will be enforced to ensure that long outstanding debtors' accounts are followed up.	

85. (Ex. 184)	Low	Chief Financial Officer	30 June 2011	Proof that long outstanding government debt was reported to the National Treasury could not be obtained.	Government debt is reported to the provincial treasury through section 71 reports.	
86. (Ex.192)	High	Chief Financial Officer	30 June 2011	Debtors with credit balances were not recorded in the books of CENTLEC but in the books of Mangaung Local Municipality as creditors.	CENTLEC should be encouraged to take appropriate corrective measures.	
87. (Ex. 52)	High	Manager: Corporate Services	1 April 2011	Not all declaration of interest from all Councilors were received.	All employees should complete declarations of interest and copies thereof be kept on file.	
88. (Ex. 123)	High	Chief Financial Officer and Manager: Technical Services	30 June 2011	A list of rotating electrical meters could not be obtained from CENTLEC.	CENTLEC should be encouraged to take appropriate corrective action.	
89. (Ex. 168)	High	Chief Financial Officer	30 June 2011	Limitation of scope due to journals that could not be submitted for audit.	Journals should be obtained and submitted to auditors during the 2010/11 audit.	
90. (Ex.183)	High	Chief Financial Officer	30 June 2011	Limitation of scope due to supporting documents (other income) that could not be submitted.	Supporting documentation/explanations will be provided to auditors during the 2010/11 audit.	
91. (Ex. 186)	High	Chief Financial Officer	30 June 2011	Prepaid electricity data for the period 1 April 2010 – 30 June 2010 could not be obtained from CENTLEC.	CENTLEC should be encouraged to take appropriate corrective measures.	
92. (Ex. 198)	High	Chief Financial Officer	30 June 2011	Supporting documentation for direct income in the records of CENTLEC could not be obtained resulting in a limitation of scope.	CENTLEC should be encouraged to take appropriate corrective measures.	
93. (Ex. 221)	High	Chief Financial Officer	30 June 2011	No supporting documentation could be submitted for prior year journals.	Supporting documentation will be obtained and submitted to auditors during the 2010/11 audit.	
94. (Ex. 237)	High	Chief Financial Officer	30 June 2011	A difference of R4 253 711 exists between the valuation roll and the financial system	Services of a professional company are being sourced in order to reconcile the manual and the electronic valuation rolls. This would include training of relevant officials to ensure that reconciliation of two valuations rolls on a monthly basis.	

95. (Ex. 32)	High	Chief Financial Officer	30 June 2011	Meter readings are not correctly captured in the billing system	The use of modern technology is being explored in order to improve the accuracy of meter readings. This is expected to be finalised by 30 June 2011.	
96. (Ex. 57)	High	Chief Financial Officer	30 June 2011	Traffic fines income of R576 152.33 could not be verified due to lack of appropriate supporting documentation.	All required documentation will be obtained and available to the Auditors.	
97. (Ex. 69)	High	Chief Financial Officer	30 June 2011	A difference of R3 302 837 exists between the amount in the financial statements and the amount as per general ledger with regard to equitable share.	The difference was identified and corrected by means of a journal.	
98. (Ex. 248)	High	Chief Financial Officer	30 June 2011	Supporting documentation could not be submitted for VAT account 7700/9490/000 with a balance of R5 135 150. This account did not show movement	Supporting documentation will be submitted to the auditors during the 2010/11 audit.	
99. (Ex.89)	High	Chief Financial Officer	30 June 2011	VAT is not disclosed as a separate line item on the face of the statement of financial position.	Corrective action to be implemented during preparation of the 2010/11 financial statements.	

## 2.9.INFRASTRUCTURE INVESTMENT

The technical department has been operating for the past 5 years without an appointed Head of department, part of what has had influence to this situation was financial constraints; however the department has managed to establish a Project Management Unit section as tabled below with the following positions that have already been filled;



The department is also responsible for the following;

1. Civil & Mechanical Works
2. Parks, Cemeteries and Recreation
3. Electricity
4. Water and sewerage services
5. Waste Management
6. PMU

The municipality had procured fleet for the purpose of service delivery and machinery; but financial constraints could not permit the Municipality to continue with the payment of this fleet, and took a decision to relinquish the fleet through a court of law because the municipality could not sustain the financial commitments of fleet purchase due to cash-flow challenges. And therefore other avenues are being sought to allow the municipality to have machinery yet not burdening the financial coffers.

Vehicles have been purchased so as to allow operations to continue without any hamper as alternative plans are being drawn to increase the equipment and fleet for intense service delivery.

Summary of status quo of some services provided are stated in the table below;

Area	Comment
------	---------

Drinking Water	Well maintained service, drinking water quality monitoring programme attached as <b>annexure K</b>
Water safety & security	Well maintained service attached as annexure <b>L</b> Is the water safety & security plan
Water Conservation and Water Demand Management plan	Fairly managed process and the plan is attached as annexure <b>M</b>
Roads	The state of Roads generally are in a bad state, municipality will strive to develop and implement a Roads& storm Water drainage Master plan in the 11/12 MTEIF period
Infrastructure Network	Some of the Infrastructure network of the municipality is old and non-responsive to capacity needs.

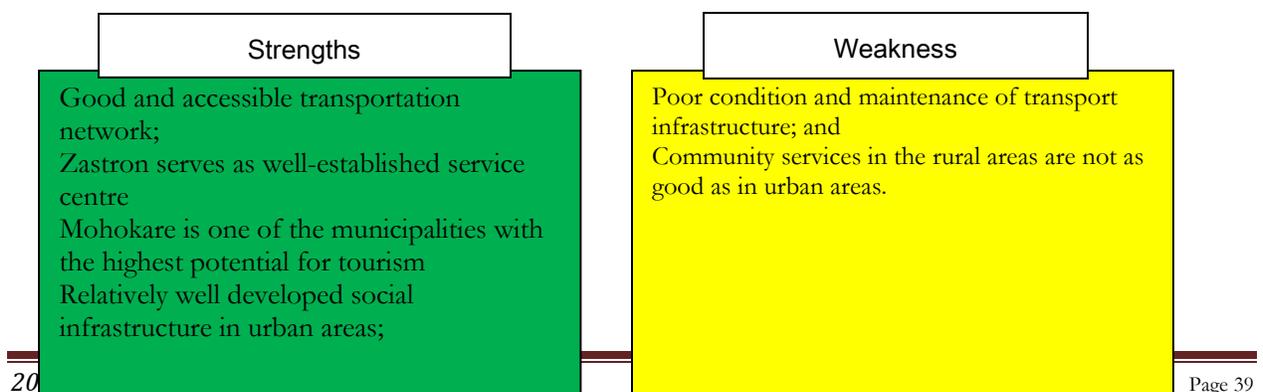
## OVERVIEW: INSTITUTIONAL ANALYSIS

<b>Strengths</b>			
<b><u>Structure</u></b>	<b><u>Systems</u></b>	<b><u>People</u></b>	<b><u>Strategy</u></b>
Stability – core systems and institutional memory intact	Strong budget control system	HR policies generally in place including issues of racial discrimination in the workplace, sexual harassment, recruitment and selection.	<b>The Municipality is now strategy – led</b>
	Service delivery continuity maintained	Skills development and employment equity; Skills Development Committees operating	
	Functioning management and control system	Internal HIV/AIDS policy in place	
		Occupational Health and Safety Committee operating;	
<b>Weaknesses</b>			
<b><u>Structure</u></b>	<b><u>Systems</u></b>	<b><u>People</u></b>	<b><u>Strategy</u></b>
Lack of support for political governance structures and processes;	Weak internal audit and asset management capability;	Lack of comprehensive Employment Equity Plan;	No strategy and operations of the municipality were previously strategy – led.
Weak and under-capacitated corporate Centre;	Cost control and efficiency levels need improvement;	Approach to skills development not strategic and does not fulfill full requirements of Skills Development Act;	
		No career planning policies in place	
Functional “silos”; · Roles and responsibilities within the body politic, at the political/administrative interface and within the broader organisation need further concretization;	No proper performance management system in place;	Investment in and access to training needs to be improved;	
Current structures and operations of Council are unable to meet new service delivery challenges.	Lack of indicator-based performance measurement;	Current conditions of service and remuneration structure are inflexible;	
There is a need to look at new ways of delivering services and managing service delivery; · Very little organisational flexibility; · Weak customer care infrastructure.	Lack of an integrated information management system that supports strategic decision making;	Lack of workplace justice;	
	IT division under-capacitated and function not strategically positioned.	Need to consider streamlining disciplinary procedure	
	The Municipality is not client & employee – focused; there is no reward for excellence, encourages innovation, promote accountability or adequately champion equity.		

### **CHAPTER 3: SPATIAL ANALYSIS**

The Municipality managed to update the current Spatial Development Plan with the assistance of FS CGTA and DBSA, this plan is herein attached as Annexure **N**.

## CHAPTER 4: SWOT ANALYSIS, DEVELOPMENT NEEDS AND STRATEGIES



### Opportunities

Sufficient resources and space to economically develop the area;  
Agri-processing is seen as a great opportunity to add value to the agricultural sector; and  
Several tourism destinations offer great opportunity to generate income and create employment.  
Proximity to Lesotho has potential for cross-border tourism networks.  
Friendly N6 Route  
Rail network between Zastron & Bloemfontein

### Threats

Apathy – Youth  
Impractical Planning

## 4.1. OVERALL CLUSTER SWOT ANALYSIS: MOHOKARE LM

### ECONOMIC DEVELOPMENT CLUSTER

#### STRENGTHS

The Municipality has dedicated LED Office in place.  
  
Locally developed though not integrated tourism area  
  
Strong Agricultural and Tourism sectors  
  
An already existing rail road to Bleamfontein (also from East London - Zastron - Bloemfontein)

#### WEAKNESSES

There is lack of understanding of the local context and the potential positioning of development potential for Mohokare  
  
Lack of exploitation of opportunities in tourism and agricultural development  
  
Lack of a structured way to address enterprise development (SMME, BBBEE)  
  
Inability to explore external capacity  
  
No proper alignment to other spheres of government

Lack of internal capacity to deal with LED

Lack of programmatic, aligned activity implementation aligned to other development authorities or sectors

Lack of knowledge and skills in the municipality to develop LED plans, strategies and initiatives

Lack of interest in the Rail related economic development

No Public Transport Plan to facilitate economic growth in this sector.

### **OPPORTUNITIES**

Large number of SMEs and SMMEs registering their businesses.

Friendly N6 and the Maluti Tourism route

Potential of the Smithfield Activity Centre (Truck Stop)

Potential of the already existing rail road from East London to Bloemfontein.

Potential economic activity due to the makgaleng road and border post.

Proximity to Lesotho (demand for services from the South African economic sector e.g. agriculturally related business)

Agricultural expansion and capacity

Zastron Mountain and its tourism potential

Existence of Heritage and natural attractions

Sports and leisure events (4x4 Trails)

Proximity to other provinces

### **THREATS**

Lack of exploitation of potential catchments from the main routes and gateways to other provinces and Lesotho

Poor roads infrastructure

Lack of skills

Lack of focus on development and implementation of LED in the Municipality

Lack of Practical Implementation of SMME development

### **LED: DEVELOPMENT NEEDS AND STRATEGIES 2011 – 2013**

1. Proper Local Economic Development planning aligned to Growth programmes offered by both the Provincial and National government
2. Strategic partnerships with government, business, stakeholders and the community
3. Expansion of agriculture as key economic sector
4. Fully develop the Smithfield Activity Centre for economic growth and Tourism
5. Fully develop Montagu tourism spot in Zastron, through PPP
6. Fully develop the Kloof Dam Tourism and the Heritage Area in Zastron, through PPP
7. Managing all the Municipal Cattle through PPP, targeting youth development
8. Outsourcing of Municipal Rental Housing, for Job creation and SMME development

9. Development of agro-industries in terms of manufacturing and processing
10. Develop strategies to allow for healthy trade and mobility between Lesotho and Mophokare i.e. tarring of the Makgaleng road and commercialising the Makgaleng border post.
11. Resuscitate the rail road from Zastron to Bloemfontein
12. Development of a Public Transport Plan
13. Exploit irrigation opportunities
14. Capacity Building initiatives for the unit
15. Capacity Building for already established SMEs and SMMEs
16. Implementation of the Meat processing factory project.
17. Profiling of the Tourism potential of the three towns.

## INFRASTRUCTURE INVESTMENT CLUSTER

STRENGTHS	WEAKNESSES
<p>Ongoing commitment of funds to addressing infrastructure issues.</p> <p>Established Project Management Unit</p>	<p>Aging Infrastructure</p> <p>Aging Machinery and Vehicles for Service Delivery</p> <p>Insufficient Area Lighting</p> <p>Scarcity of Bulk water Supply to the Municipality</p> <p>Poor roads Infrastructure</p> <p>No storm Water network in new and other settlements.</p> <p>Poor Storm Water Networks</p> <p>Insufficient supply of bulk water,</p> <p>Limited capacity of reservoirs.</p> <p>Dilapidated, infrastructure (old houses in old suburbs and townships)</p> <p>Unreliable Electricity Supply (ESKOM)</p>
OPPORTUNITIES	THREATS
<p>Availability of funding</p> <p>Potential provincial development corridor</p>	<p>Aging of infrastructure</p> <p>Poor roads infrastructure</p>

### INFRASTRUCTURE: DEVELOPMENT NEEDS AND STRATEGIES 2011 - 2013

1. Proper infrastructure development and planning
2. Bulk water supply
3. Proper planning on water resources
4. Development of an Infrastructure development and investment plan
5. Proper electricity planning to align with REDS
6. Provision of proper area lighting
7. Uniform Electricity service delivery
8. Update assets register for networks
9. Development of a Storm Water Drainage Master Plan for the three towns.

## **COMMUNITY SERVICES AND SOCIAL DEVELOPMENT**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Plenty of Municipal land in Rouxville	Insufficient Budget for Environmental Management
Built houses in Mohokare	No Environmental Management Plan in place
Fairly Good Strategic working Relations the Sector Department (Health)	Illegal Dumping areas
Existence of Sports and Recreation infrastructure for development.	(Night Soil) Unfriendly waste collection system, bad smell.
	Lack of up to date Infrastructure and reliable Human Resource to handle Waste Collection.
	Lack of Focus on Bio – diversity matters.
	No proper Environmental programmes / campaigns in place to ensure public knowledge and participation.
	Non availability of Municipal land for Human Settlement
	Zastron surrounded by private land owned farms
	Huge housing backlog
	Insufficient land for commonage purpose and farming.
	Poor Customer Care and Batho Pele Principles Best Practice at our Primary Health Care centres.
	Lack of Confidence in the Health System by the Community
	Poorly performing HIV and AIDS council
	Poor health facilities such as the Rouxville clinic
	Lack of Community Involvement / participation in health related issues, i.e. active and visible participation in Health Structures e.g. Clinic committees
	No direct and synergised link between Municipal Structures and Health Structures

Lack of Community Driven Campaigns related to Prevention of mother to child transfusion and HIV and AIDS

No proper records management system at cemeteries

Lack of Community mobilisation in terms of crime combating

Poor service provided to victims of crime

No continuous follow up assistance to victims of crime

No partnered Crime Prevention Strategy between the Municipality, SAPS, Department of Justice, Sector departments, Stakeholders and the Community.

Law enforcement facilities are a vast distance from Communities, i.e. Police Stations

Poor maintenance of Parks and Recreation Facilities.

Insufficient sports, arts, culture and recreational programmes

Poor maintenance of existing sports infrastructure

#### OPPORTUNITIES

#### THREATS

ARV roll out programmes in Smithfield

Government focus on Housing delivery

Growing number of alien plants

Low number of PHC Centres versus the Continuousl escalating population figure.

Poor health infrastructure and facilities

Increasing HIV&AIDS infections

Apathy by Youth towards sports and recreational programmes

Apathy by youth towards Anti – Crime programmes and Moral Regeneration.

Continued and unabated spread of HIV/AIDS

#### COMMUNITY SERVICES AND SOCIAL DEVELOPMENT: DEVELOPMENT NEEDS AND PRIORITIES 2011 – 2013

1. Development of a Five Year Campaign / Programme for Environmental Management
2. Improvement of waste collection systems
3. Provision of a sufficient budget for the maintenance and upgrading of our Parks and Recreation facilities.
4. Development and Implementation of the Environmental Management Plan
5. Development of a Strategy that will ensure that the Municipality acquires more land to sustain the 5 year Housing backlog
6. Review and Implement a Community Driven Communication Strategy
7. Develop a Community Development facilitators Outreach programme, to help facilitate the establishment of identified Structures and also help sustain their existence.

8. Establishment of a Structured and Strategic partnership with the Department of Health at all necessary levels.
9. Building / Erection of a New Clinic in Rouxville
10. Continuous Awareness programmes on HIV and AIDS; and Health related matters
11. HIV/AIDS strategy implementation
12. Resuscitation and intensive training of the AIDS Council
13. Facilitate the information dissemination function on ARV rollout campaigns
14. Eradication of alien plants
15. Community greening programmes
16. Upgrade of oxidation ponds
17. Development of relevant by-laws
18. Information dissemination to communities on Housing provision
19. Planning and development of parks per ward
20. Resource mobilisation (public and private sector investment in Housing]
21. Review the Human Settlement Plan
22. Acquire more land for cemeteries.
23. Acquire more land for commonage and farming purpose
24. Upgrade to a proper records management system for cemeteries.
25. Development of a Crime prevention strategy
26. Establishment of Victim empowerment centres
27. Strengthening the support services offered to victims of crime (affected and afflicted)
28. Implementation of the disaster management plan
29. Strengthen and allocate resources to the Incident Management Committee
30. Structured Strategic Partnership Between the Municipality and SAPS.
31. Establish Mobile and Pilot Police stations with in the Communities
32. Development of a 5 year Sports, arts and recreational programme.

### **Institutional Development and Finance Cluster**

STRENGTHS	WEAKNESSES
Commitment from Councillors	<ul style="list-style-type: none"> <li>• Lack of public participation</li> <li>• Lack of integrated government services provided at the Thusong Service Centre, e.g. Birth certificates / ID applications, forms are filled at the TSC but for affidavits a person must walk a huge distance to a Police station or a Magistrate court.</li> <li>• Lack of clarity on the functioning and regulation of Community Development Workers</li> </ul>
Youthful administrators	
Deployed and trained Community Development workers in all Wards	
Fully Established Thusong Service Centre (Multi-Purpose Community Centre).	

An Objective, United Council	<ul style="list-style-type: none"> <li>• Lack active community participation in the implementation of service delivery initiatives</li> </ul>
Availability of municipal facilities for ward functioning	<ul style="list-style-type: none"> <li>• Poor-functional ward committees</li> </ul>
Trained ward committees	<ul style="list-style-type: none"> <li>• Insufficient by-laws</li> <li>• Insufficient Policies and procedures</li> </ul>
Growing capacity in terms of staffing	<ul style="list-style-type: none"> <li>• Poor Implementation of existing Policies and procedures</li> <li>• Poor information communication and education about public participation</li> <li>• Unappealing reception area <ul style="list-style-type: none"> <li>▪ Poor telephone etiquette</li> <li>▪ Prolonged complaints cycle.</li> <li>▪ Poor Internal and External communication</li> <li>▪ Underutilisation of communication systems</li> <li>▪ No classification of complaints.</li> <li>▪ Poor switchboard operation.</li> <li>▪ Uncoordinated reception visitor's calls.</li> <li>▪ Lack of customer care skills.</li> </ul> </li> <li>• Unstructured way of determining Salaries, incentives and benefits</li> <li>• Lack of Skills and Knowledge to perform tasks</li> <li>• Unappealing office equipment</li> <li>• Non-compliance to equity requirements</li> <li>• Non-compliance with standard format for record keeping</li> <li>• Lack of confidentiality of records</li> </ul>

OPPORTUNITIES	THREATS
Development potential for the municipality	<ul style="list-style-type: none"> <li>• Wave of public protests around the country on service delivery</li> </ul>
District and provincial development structures	<ul style="list-style-type: none"> <li>• Government intervention on non-functional municipalities</li> </ul>
Positioning of the municipality	<ul style="list-style-type: none"> <li>• Poverty levels and a growing HIV/AIDS pandemic</li> </ul>
Size and manageability of the municipality	<ul style="list-style-type: none"> <li>• Lack of economic opportunity investment</li> <li>• Lack of skills and experienced administrators</li> <li>• Inability to attract qualified personnel</li> <li>• Lack of institutional capacity to carry out functions</li> </ul>

**GOOD GOVERNANCE AND ADMINISTRATION: DEVELOPMENT NEEDS AND PRIORTIES: 2011 – 2013**

1. Review the capacity needs of ward committees
2. Improve the functioning of ward committees
3. Develop and publicise council meetings programme to the community
4. Develop channels for community communication and participation
5. Implementation of the Skills Development plan
6. Implementation of the Employment Equity Plan
7. Strengthen integration between Information technology and communication

8. Intensify Thusong Service Centre as a one stop shop for all Government services
9. Development of all outstanding necessary by – laws
10. Implementation and Monitor all HR Policies
11. Reception Re – design.
12. Provision of accredited training in Customer care
13. Review, Implement a Communication Strategy and Policy
14. Proper implementation of HR procedures and procedures
15. Continuous training on the Free State archives standard of filling.
16. Proper Corporate Culture Practice

## **FINANCIAL SERVICES AND INVESTMENT**

STRENGTHS	WEAKNESSES
<p>In place Financial Management Grant Internship programme</p> <p>Income base: most people with property / sites are municipal employees and councillors</p> <p>Growing capacity in terms of staffing</p>	<ul style="list-style-type: none"> <li>• Lack of capacity</li> <li>• Lack of compliance with MFMA Cash flow problems</li> <li>• Lack of financial strategy</li> <li>• No asset management plan</li> <li>• Internal controls not monitored</li> <li>• No investment strategy in place</li> </ul>
OPPORTUNITIES	THREATS
<p>Development potential for the municipality</p> <p>Potential new revenue streams</p> <p>Size and manageability of the municipality</p> <p>Continuous funding, e.g. MSIG, MIS and other Government Grants to the Municipality</p>	<ul style="list-style-type: none"> <li>• No Chief Financial Officer</li> <li>• Government intervention on non-functional municipalities</li> <li>• Lack of revenue sources</li> <li>• Non-payment for services</li> <li>• Lack of economic opportunity investment</li> <li>• Lack of skills and experienced administrators</li> <li>• Inability to attract qualified personnel</li> <li>• Lack of institutional capacity to carry out functions</li> </ul>
FINANCIAL SERVICES AND INVESTMENT: DEVELOPMENT NEEDS AND STRATEGIS 2011 – 2013	

1. Full compliance with the MFMA, esp appointment of CFO
2. Development of a financial Investment strategy
3. Appointment of a Risk Officer

4. Adoption and Implementation of the draft the Risk Assessment Plan
5. Revenue generation and debt collection
6. Ensure payment of long term creditors
7. Develop an investment plan
8. Develop an asset management plan
9. Improve payment records
10. Upgrade and update of municipal finance systems to link properly with the HR system.
11. Capacity building plan and programme
12. Need to intensify, and give clear roles and responsibilities in the internship programme& retaining plans thereof
13. Establishment of a fully capacitated Budget& Treasury Office.

## **CHAPTER 5: VISION AND DEVELOPMENTAL OBJECTIVES**

### **5.1. Vision**

*“We shall be a consistent Municipality, offering quality services and a better life for all”*

## 5.2. Mission

Improved, accountable and public driven Municipality

### 5.2.1. Mission Statement

*“To reduce queues that relate to service delivery through sound administrative & financial management”*

With the following **Values**

- Batho Pele Principles
- Good governance
- Community Based Planning
- Integrity
- Social Cohesion
- Accountability
- Customer / Client Centered Approach

## 5.3. Development Objectives

Mohokare has adopted to approach the challenge of service delivery by retaining the clusters of Government approach:

1. Institution and Finance Cluster
2. Planning, Economic Development & Environmental management cluster
3. Social Development Cluster;
4. Infrastructure Investment Cluster

The policy proposition to be submitted to council for budget purposes will also be retained:

	Adopted policy for budgeting by IDP clusters	
	OPEX	CAPEX
Institutional & Finance cluster	80%	3%
Planning & Economic development cluster	1%	17%
Social Development cluster	9%	30%
Infrastructure cluster	10%	50%

### Key performance area: Institutional Development and Financial Viability

Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
Key Performance Area: Institutional Development and Financial Viability									
Subprogramme 1: Strategic Human Resource									
Develop internal human capital	Transformation of human resource development function	Implementation of a phased transformation plan for Human Resource function	100%	I&F 01	Inputs on draft policy framework solicited.	Policy framework redrafted & forwarded to council for adoption.	Policy implementation plan developed	Project implemented	100%
		Implementation of the Work Place Skills plan	100%	I&F 02	Review and submission of a practical achievable WSP	Roll-out of Skills Audit to all municipal departments, for recommendation of training by HODs	Implementation	Implementation	100%
		Implementation of the institutional employment equity plan	100%	I&F 03	Review off EE plan; Establishment of the EE forum and implementation of EE plan.	Implementation & monitoring by EE forum	Implementation & monitoring by EE forum	Implementation & monitoring by EE forum	100%
	Capacity building in support of the IDP& Batho-Pele principles	Functional Human Resource Management training	100% committed requests fulfilled.	I&F 04	Establish needs	Design course	Delivering course	Delivering course and evaluation	100% of committed requests fulfilled
	Render strategic labor relations services.	Convened annual employment workshop	1 workshop convened attended by 57 managers, middle management and Officers	I&F 05	Project plan finalized and approved	Appointment of accredited service provider and logistical arrangement.	Workshop convened	Procedures drawn and enforced.	1 Workshop convened
	Introduction and maintenance of a formal Knowledge management system	Established and operationalised central knowledge resource for the municipality.	100% completed	I&F 06	Project plan approved	IT systems in place	Data & systems feeding	Resource centre operational	Operational and updated.

	Render proper strategic legal service	Established legal office.. Reduction of legal related queries. & enforced compliance	100% legal compliance by the municipality	I&F 07	Review of all legal issues				
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Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
Key Performance Area: Institutional Development and Financial Viability									
Subprogramme 2: Performance Management									
Performance Management	Developed Municipal performance management system and reviews undertaken	Complete assessment and compile reports	4 Quarterly performance reports per municipal department	I&F 08	1 quarterly performance review per department	1 quarterly performance review per department	1 quarterly performance review per department	1 quarterly performance review per department	4 quarterly performance reports per department.
	Development and review the SDBIP aligned to the IDP	Departmental monthly progress reports	12 monthly departmental reports informed by the SDBIP& the IDP	I&F 09	Facilitate the development and management adoption of the SDIP.  5 Departmental progress reports	5 Departmental progress reports	5 Departmental progress reports	5 Departmental progress reports.  Draft annual report generation	5 Departmental progress reports
	Performance management contracts of section 57 employees aligned to the SDBIP, informed by the IDP.	Performance agreements signing and review	100% (5 performance agreements signed & reviewed)	I&F 10	5 signed performance agreements	100% performance review (5 agreements)			100% performance review (5 agreements)
	Developed framework for performance review of middle managers	Adopted performance framework and plans for middle managers	100% developed performance contracts for middle managers	I & F 11	Completed framework and performance plans (middle managers)				100 complete performance framework and performance plans for middle

	Performance management for middle management	Signed performance agreements and 100% performance reviews conducted	100% signed performance agreements & 4 quarterly reviews of middle managers performance	I & F 12	100% signed performance agreements for middle managers	Quarterly review of all middle managers performance	Quarterly review of all middle managers performance	Quarterly review of all middle managers performance	managers. All middle managers signed performance contract and quarterly reviews conducted
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Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
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**Key Performance Area: Institutional Development and Financial Viability**

**Subprogramme 3: Good Governance & Administration**

Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
Functional Administration	Accountable administration	Improved response time	90% queries responded to	I&F 13	Status quo report; Continuous intervention measures.	Implementation of intervention measure	Implementation of intervention measures.	Review & implementation of intervention measures	100% response to queries, reasonably accepted time
		Improved IT systems	Upgraded telephonic & switchboard system	I&F 14	Upgrading system			Review system in place	Obstacles free system
			Upgraded to intranet	I&F 15	Upgrade to system			Review system	100% improved electronic communication system
		Communications plan in place	12 Regular ward meetings	I&F 16	3 ward meetings (per ward)	3 ward meetings (per ward)	3 ward meetings (per ward)	3 ward meetings (per ward)	12 ward meetings (per ward)
			(4) Quarterly Newsletters	I&F 17	Quarterly newsletter	Quarterly newsletter	Quarterly newsletter	Quarterly newsletter	Quarterly newsletter
			Interactive & monthly updated website	I&F 18	3 monthly updates	3 monthly updates	3 monthly updates	3 monthly updates	Interactive & monthly updated website
		Management systems / processes	Institutional development policies in place	I&F 19	Status quo report	Outstanding reports developed & Adopted	Outstanding reports developed & Adopted	Outstanding reports developed & Adopted	100% institutional reports developed
			100% compilation & implementation	I&F 20					

			of compliance by – laws.						
			Delegation system for all section 57 and other employees	I&F 21	Project plan implemented	Systems in place & implemented	Systems in place & implemented	Systems in place & implemented	Clear roles, responsibilities & delegation for all employees
Intergovernmental relations	Level of improvement of relations with the District and other government spheres	Schedule of meetings / attendance register	100% attendance to all IGR forums	I&F 22	100% attendance	100% attendance	100% attendance	100% attendance	100% attendance to all IGR forums
Public participation	80% public participation in the process of decision making & service delivery	Level of participation by stakeholders & the community in decision making processes	80% participation by stakeholders & the community	I&F 23	80% participation by stakeholders	90% participation	90% participation	90% participation	100% participation by stakeholders and the community

Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
<b>Key Performance Area: Institutional Development and Financial Viability</b>									
<b>Subprogramme 4: Financial services</b>									
Budget & Expenditure	Development a compliant municipal budget	Timeframes met, i.t.o. MFMA guidelines	100% compliant municipal budget	I&F 24		Preparations for the adjustment budget	Tabling of draft Budget 31 March 10		100% compliant municipal budget
	Capacitated non-financial managers and officials	4 quarterly Workshops held	100% Compliant municipal departments and officials	I&F 25	Workshop on MFMA regulations	Workshop on MFMA regulations	Workshop on MFMA regulations	Workshop on MFMA regulations	100% Compliant municipal departments and officials
Report	Regular	12 regular	100%	I&F 26	3 monthly	3 monthly reports	3 monthly	3 monthly	100%

	financial reporting&	monthly reports to council	submission		reports submitted	submitted	reports submitted	reports submitted	submission
	effective credit control system	Reviewed credit control policy	By 30 September 2010	I&F 27	Review and adopt	Implementation of policy	Implementation of policy	Implementation of policy	Review of credit control policy
		Increased debt re-payment rate by consumers	60% debt re-payment	I&F 28	Data purification. Recommend write-offs.	Debt collection	Debt collection	Debt collection	70% debt repayment rate
Revenue & Billing	Growth in revenue & the Billing system	Accurate monthly bills issued before the 25 <sup>th</sup> of every month	100% accurate billing	I&F 29	Data purification. Accurate billing of HH	Accurate billing	Accurate billing	Accurate billing	100% accurate billing
		Increased current accounts payment by consumers	100% servicing of current accounts	I&F 30	Awareness to consumers on the payment of services.	Awareness to consumers on the payment of services.	Awareness to consumers on the payment of services.	Awareness to consumers on the payment of services.	100% servicing of current accounts
Asset management	Efficient management of municipal assets	Asset register in place	100% complete	I&F 31	Asset management policy		Complete asset register		100% complete
Risk management	Identification, assessment and management of municipal risk	Municipal risk assessment performed	100% complete	I&F 32	Status quo report generated	Complete risk assessment report			100% complete
		Strategic risk assessment plan in place	100% complete	I&F 33			Risk assessment plan implemented		100% complete
Internal audit	Ensure compliance to all municipal legislation	Reduced number of queries	80% compliance	I&F 34	Risk based operational plan	Implementation of internal audits (corporate, governance & performance management)			80% compliance

**Key performance area: Economic Development, Planning and Environmental cluster**

Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
<b>Key Performance Area: Economic Development, Planning and Environmental Cluster</b>									
<b>Subprogramme 1: Planning</b>									
Municipal Planning	Proper planning for all municipal development	Reviewed Spatial development plan	100% reviewed & Implemented SDF	EP&E 01	Spatial analysis	Draft SDF; Adoption by council	Implementation	Implementation	100% reviewed & implemented SDF
		Reviewed IDP	Compliant reviewed IDP	EP&E 02	Gather data	Analysis Strategies	Integration Projects	Approval	Compliant reviewed IDP
		Reviewed LED strategy	Reviewed LED strategy	EP&E 03					Reviewed LED strategy
		Enforced by – laws (economic growth related)	Implementation of by-laws	EP&E 04					Implementation of by-laws
Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
<b>Key Performance Area: Economic Development, Planning and Environmental Cluster</b>									
<b>Subprogramme 2: Local Economic development</b>									
Local Economic	Promotion	Secured land for	50% land secured for	EP&E 05					60% secured land for

		development	economic development						economic development
		Economic hubs	Three towns promoted as economic hubs	EP&E 06					Economic hubs in 3 towns
		Tourist destination	Tourism development plan in place	EP&E 07					Implementation of tourism plan
		Partnerships with SMMEs & Co-ops for development	Economic activity	EP&E 08					Partnership with SMMEs & Co-ops for development
		Economic development initiatives	LED Projects implementation	EP&E 09					Support& implementation of LED projects
<b>Strategic objective</b>	<b>Measurable objective</b>	<b>Performance measure (KPI)</b>	<b>2011/12 Target</b>	<b>Strategy Code / IDP No:</b>	<b>Quarter1</b>	<b>Quarter2</b>	<b>Quarter3</b>	<b>Quarter4</b>	<b>2012/13 Target</b>
<b>Key Performance Area: Economic Development, Planning and Environmental Cluster</b>									
<b>Subprogramme 3: Environmental Management</b>									
Environmental Management	Protection of natural resources through management& conservation environment	Environmental management and conservation plan in place	By September 2010	EP&E 10					Implementation of the EMP
		Conducted awareness campaigns	Quarterly awareness campaigns	EP&E 11	1 Campaign	1 Campaign	1 Campaign	1 Campaign	Quarterly awareness camoaigns
		Sustainable funding for environmental management	Funding proposal submitted	EP&E 12					Funding proposal submitted

### Key performance area: Social development cluster

Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
<b>Key Performance Area: Social development Cluster</b>									
<b>Subprogramme 1: Facilities</b>									
Facilities maintenance	Properly maintained municipal properties	Facilities conducive to human development and safety	100% maintained	SDC 01	100%	100%	100%	100%	100%
		Implemented maintenance programme	100%	SDC 02	100%	100%	100%	100%	100%
Strategic objective	Measurable objective	Performance measure (KPI)	2011/12 Target	Strategy Code / IDP No:	Quarter1	Quarter2	Quarter3	Quarter4	2012/13 Target
<b>Key Performance Area: Social development Cluster</b>									
<b>Subprogramme 2: Safety&amp; Security</b>									
Traffic Management	Provision of safety of our roads	90% reduction of traffic offenses	90%	SDC 03	90%	90%	90%	90%	100%
	Sustainable management of the Incident management	Integrated incident management	100% attendance	SDC 04	100%	100%	100%	100%	100%
		Implemented programme of action	100% implementation of programme	SDC 05	100%	100%	100%	100%	100%
Disaster Management	Sustainable disaster management	Compliance of the disaster management	100% compliance	SDC 06	70%	90%	100%	100%	100%

		plan (XDM)							
<b>Strategic objective</b>	<b>Measurable objective</b>	<b>Performance measure (KPI)</b>	<b>2011/12 Target</b>	<b>Strategy Code / IDP No:</b>	<b>Quarter1</b>	<b>Quarter2</b>	<b>Quarter3</b>	<b>Quarter4</b>	<b>2012/13 Target</b>
<b>Key Performance Area: Social development Cluster</b>									
<b>Subprogramme 3: Early Childhood development</b>									
Developmental ECD centers	Ensuring facilitated support by sector departments	Current & accredited learning approach	Annual Review of existing approach	SDC 07	Review	Review	-	-	Annual review
	Conducive environment for child learning	Maintained facilities	100% maintenance	SDC 08	100% maintenance	100%	100%	100%	100% maintenance
		Lessons learning from best practices	ECD centre's Forum	SDC 09	Forum est	Forum est	Forum est	Forum est	Forum est
<b>Strategic objective</b>	<b>Measurable objective</b>	<b>Performance measure (KPI)</b>	<b>2011/12 Target</b>	<b>Strategy Code / IDP No:</b>	<b>Quarter1</b>	<b>Quarter2</b>	<b>Quarter3</b>	<b>Quarter4</b>	<b>2012/13 Target</b>
<b>Key Performance Area: Social development Cluster</b>									
<b>Subprogramme 4: Special programs; Youth, Women&amp; Disable</b>									
Community development	Self-sustainable target communities	Development and implementation of integrated development plan for target communities	Development & 100% implementation	SDC 10	100%	100%	100%	100%	100%
<b>Strategic objective</b>	<b>Measurable objective</b>	<b>Performance measure (KPI)</b>	<b>2011/12 Target</b>	<b>Strategy Code / IDP No:</b>	<b>Quarter1</b>	<b>Quarter2</b>	<b>Quarter3</b>	<b>Quarter4</b>	<b>2012/13 Target</b>
<b>Key Performance Area: Social development Cluster</b>									
<b>Subprogramme 5: Housing / Human settlement</b>									
Human Settlement	Sustainable human settlements	Reviewed housing sector plan	100% review	SDC 11	50%	100%			
		Adequate Provision of	100% allocation	SDC 12	-	-	100%	100%	100% allocation

		human settlements	informed by Housing sector plan.						informed by housing sector plan
		Effective contract management (for contractors)	100% effective	SDC 13	100%	100%	100%	100%	100% effective

**Key performance area: Infrastructure Investment**

KPA	OBJECTIVE	STRATEGY
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<b>KPA</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>
Water supply	To provide sustainable and quality water supply	By utilising existing major water supplies in our areas
		By managing water demand
		By investigating ground water sources
		By exploring recycling of water options
		By expand catchments areas
Sanitation	To provide healthy and safe sanitation services	By implementing household reticulation
		By coordinating and planning properly
		By providing adequate sanitation services
Electricity	To facilitate provision of uniform and uninterrupted electricity service	By eradicating backlogs and buckets
		By lobbying DE to fund of local electrification projects
		Electrification for all three towns
Street lighting	To provide street lights to urban and farm areas	By standardizing the electricity service
		By identifying priority areas and creating infrastructure using MIG funds
Access Roads	To provide trafficable and safe access road network	By creating new access roads in priority areas
		By maintaining existing access roads
Stormwater	To provide storm water infrastructure	By creating new storm water channels and supporting infrastructure in priority areas
	To facilitate implementation of road and stormwater construction projects by Public Works and Roads & Transport departments in terms of their commitments for 2011/12	By lobbying Police, Roads and Transport to implement committed projects for 2011/12 in Mokohare
Road Maintenance	To facilitate maintenance of access road network and stormwater in our areas	By using our own machinery to carryout routine access road and stormwater maintenance works
		By lobbying the District Municipality, Police, Roads & Transport to fund maintenance of key access roads and stormwater infrastructure
Telecommunication & ICT	To facilitate provision of telecommunication network and signal coverage in all our areas	By promoting partnerships with relevant stakeholders and network operators
Municipal Public Works & EPWP	To create municipal infrastructure using our own machinery	By utilising our plant and machinery to build and construct small municipal civil works
	To maintain public infrastructure	By upgrading and improving accessibility of public facilities

KPA	OBJECTIVE	STRATEGY
	To facilitate delivery of EPWP labour intensive projects in our areas	By co-operating with district Municipality to coordinate the resuscitation of the EPWP in our region

## CHAPTER 6: MUNICIPAL TURNAROUND STRATEGY

The Municipality adopted a Turn-Around Strategy and is herein attached as annexure **O**.

**INTERGRATION**

<b>SPHERE</b>	<b>PROGRAMMES &amp; GUIDELINES</b>	<b>MOKOHARE RESPONSES</b>
National	Legislation & Policies	Process Plan recognizes the list that informs our IDP approach
	National Spatial Development Perspective	Resolved to revise its SDF to incorporate objectives of NSDP

	Millennium Development Goals	Have set target for water & sanitation backlogs – which must be facilitated with Xhariep DM
	National LED Framework	Will utilise the framework as guide in its current process of formulating LED Strategy
	National KPAs	Incorporated and mainstreamed into adopted KPAs that will form part of PMS
Province	Provincial Growth & Development Strategy	Have identified key strategic localised projects in response to the Free State Provincial
	Provincial Spatial Development Framework	Have adopted the hierarchy principle in determination of nodal areas
Sector Departments	5 Year plans	Have acknowledged all key projects that are budgeted and conformed for implementation in 2011/12 within Mokohare areas.
		Formal letters of confirmation of commitments to be issued by Mayor as part of lobbying departments to act on their commitments - 2011/12
District	IDP Framework	Informs our Process Plan activity schedule
	Water services Development Plan	Informed by our target priorities for meeting millennium goals - lobby DM to implement
	Disaster Management Plan	Informs our localised firefighting responses - work closely at operational level
	Waste Management Plan	Informs our localised refuse collection strategies - work closely at operational level
	LED Strategy	Key district commitments relating to the District Economic summit to be reinforced

## CHAPTER 7: PROJECTS and PROPOSED FUNDING

### Infrastructure and Investment

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Infrastructure and Investment	Water Supply	Rouxville Bulk Water supply, inclusive of Smithfield & Zastron	IFC 01	2&4	48M	MIG	R10 894M	R13M	R25M
		Smithfield: Upgrading of the Caledon Water Scheme phase 2: 14km supply lines	IFC 02	6	R10.6875.00	MIG	R7 399 384.50	R1 684 990.5	R0 000
		Mohokare replacement of worn out pipes	IFC 03	All	R1.8M	OPEX	R600 000	R600 000	R600 000
		Rouxville Water Treatment plant upgrade	IFC 04	2&4	R2M	MIG	R0 000	R2M	R0 000
		Upgrading of reservoir in Zastron	IFC 05	1,3&5	R2M	MIG	R1.828m	R172 000	R0 000
		Upgrading of Pump station in Rouxville	IFC 06	4&2	R5M	MIG	R5M	R0 000	R0 000
		4 Water awareness campaigns annually	IFC 07	All	R720 000	DWA / OPEX / District	R240 000	R240 000	R240 000
		Water provision for new settlements in Zastron = 1750 sites	IFC 08	5	R4M	CGTA / MIG /	R4M	R0 000	R0 000
		Water provision for new settlements in Rouxville = 874 sites	IFC 09		R2.2M	CGTA / MIG	R2.2M	R0 000	R0 000
		Water provision in new settlements in Smithfield = 466 sites	IFC 10	Selective	R1.2M	CGTA / MIG	R1.2M	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Sanitation	Quality of health & acceptable Sanitation Standards	BEP Phase 1 for 777 sites in Rouxville (Sewer Networks)	IFC 11		R11.378m: Construction @ 25%	MIG	R0 000	R7 070 256.90	R0 000
		Completion of Bucket eradication 777 in Rouxville	IFC 12	2&4	R4M	MIG	R4M	R0 000	R0 000
		Upgrading of Waste water treatment works in Zastron	IFC 13	5,3&1	R11M, project started in 10/11	MIG	R6.7M	R0 000	R0 000
		Health and Hygiene campaign	IFC 14	All wards	R120 000	DWA / HEALTH / MIG / OPEX	R40 000	R40 000	R40 000
		Upgrading of Oxidation pond in Smithfield project is 90% complete, outstanding mechanical & electrical works	IFC 15	6	R3M for the outstanding 10%	MIG / OPEX, MIG funds for the project have been exhausted	R3M	R0 000	R0 000
Electricity	Sustainable livelihoods	Electrification of outstanding 15 Households in Zastron, with unstable structures	IFC 16	3	R82 500	DME funded	R82 000	R0 000	R0 000
		Electrification of outstanding 190 Households in Smithfield	IFC 17	6	R1.01M	DME, municipality exhausted funds.	R1.01M	R0 000	R0 000
		Maintenance & repair of existing high mass lights	IFC 18	All	R200 000	ESKOM / CENTLEC	R200 000	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
		Provision of 20 High Mass lights	IFC 19	All	R35K each; R700 000	MOHOKARE/ DME	R700 000	R0 000	R0 000
Roads & Storm Water	Promoting trafficable streets that promote safety for all	Construction of an access road in Zastron, phomlong	IFC 20	1	R15.16M	MIG	R3.18m	R10 128 752.60	R0 000
		Construction of an access road in Rouxville	IFC 21	2&4	R22M	MIG	R17.1M	R0 000	R0 000
		Roads & Storm Water Master Plan	IFC 22	All	R250 000	OPEX / CGTA	R250 000	R0 000	R0 000
		Facilitate installation of road signs, markings & speed delay humps	IFC 23	All	R100 000	OPEX / Police, Roads Public works	R0 000	R0 000	R0 000
		Create & maintain stormwater channels for access roads	IFC 24	All	R150 000	OPEX /	R50 000	R50 000	R50 000
		Maintenance of internal municipal roads	IFC 25	All	R300 000	OPEX /	R100 000	R100 000	R100 000
		Maintain existing access roads	IFC 26	All	R50 000	OPEX	R25 000	R25 000	R0 000
		Upgrading of the Rouxville – Zastron road	IFC 27	All	R59 286 987 (m)	PR&T	R59 286 987 (m)		
		Upgrading of the Zastron – Rouxville road	IFC 28	All	R137 793 935 (m)	PR&T	R137 793 935 (m)		
		Development Municipal Extended Public Works Plan	IFC 29	All	R0 000	OPEX	R0 000	R0 000	R0 000
		Parks & Cemeteries	Promotion of	Improved Record keeping at cemeteries	IFC 30	All	R0 000	OPEX	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
		Facilitate building ramps in all public buildings for accessibility	IFC 31	All Facilities	R200 000	OPEX / Public Works	R100 000	R50 000	R50 000
		Development of acceptable parks in all 6 wards	IFC 32	All	R700 000	OPEX / DEAT	R700 000	R0 000	R0 000
		Fencing of old cemeteries in Zastron, Rouxville & Smithfield	IFC 33	All	R300 000	OPEX	R300 000	R0 000	R0 000
Council Buildings	More space for efficiency	Build more offices in Smithfield	IFC 34		R10M	Public Works	R10M	R0 000	R0 000
		Build more office in Zastron	IFC 35	-	R20M	Public Works	R10M	R10M	R0 000
		Build more office in Rouxville	IFC 36		R10	Public Works	R10M	R0 000	R0 000

## COMMUNITY SERVICES

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Human Settlement	Sustainable livelihoods	Human Settlement Sector plan review	SDC 01	All	R190 000	CGTA	R190 000	R0 000	R0 000
		Provision of 1900 Housing subsidies	SDC 02	All	R180m	CGTA	R28m	R0 000	R0 000
		Provision of more land for human settlement	SDC 04	All	R6M	CGTA	R6M	R0 000	R0 000
Library Services	Promotion of literacy	Provision of a new library in Smithfield	SDC 05	6	R3M	Sports, Arts, Culture & recreation	R3M	R0 000	R0 000
Public Safety, road safety & security	Road safety	Traffic enforcement	SDC 06	All	R0 000	OPEX	R0 000	R0 000	R0 000
		Road safety awareness campaigns	SDC 07	All	R60 000	OPEX	R20 000	R20 000	R20 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
	Community Safety	Facilitate the strengthening of CPFs	SDC 08	All	R0 000	OPEX	R0 000	R0 000	R0 000
	Incident Management	Incident Management Strengthening	SDC 09	All	R0 000	OPEX	R0 000	R0 000	R0 000
Sports Facilities Management	Sport and Recreation	Upgrading of the Matlakeng sports Stadium	SDC 10	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Zastron Sports stadium	SDC 11	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Roleathunya Sports stadium	SDC 12	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Rouxville Sports Ground	SDC 13	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Smithfield Sports Stadium	SDC 14	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Mofulatsepe Sports Stadium	SDC 15	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Zastron Golf Course	SDC 16	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Rouxville Golf Course	SDC 17	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000
		Upgrading of the Smithfield Golf Course	SDC 18	-	R300 000	SAC / OPEX	R300 000	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Recreation Facilities	Promotion of recreation	Upgrading of Recreational hall in Matlakeng	SDC 19	-	R4M	SAC / OPEX	R4M	R0 000	R0 000
		Upgrading of Recreational hall in Mofulatsepe	SDC 20	-	R4M	SAC / OPEX	R4M	R0 000	R0 000
		Upgrading of the Roleleathunya Recreation Hall	SDC 21	2&4	R10m	SAC	R10m	R0 000	R0 000
Disaster Management	Safe communities	Purchase of Firefighting equipment	SDC 21	-	R400 000	District / OPEX / CGTA	R400 000	R0 000	R0 000
		Training of volunterrs and Municipal workers for fire fighting	SDC 22		R90 000	CGTA / OPEX	R90 000	R0 000	R0 000
		Explore Partnership with Working for Fire group	SDC 23		R0 000	DWA / CGTA / Moh	R0 000	R0 000	R0 000

**PLANNING & ECONOMIC DEVELOPMENT CLUSTER (incl ENVIRONMENTAL MANAGEMENT)**

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Municipal Planning	Integrated Development	IDP review	E&E 01	All	R0 000	OPEX	R0 000	R0 000	R0 000
		LED plan	E&E 02	All	R190 000	CGTA / OPEX	R190 000	R0 000	R0 000
		SDF review	E&E 03	All	R150 000	CGTA / OPEX	R150 000	R0 000	R0 000
Tourism and Development	Sustainable Development	Tourism Development plan	E&E 04	All	R100 000	CGTA	R100 000	R0 000	R0 000
		Cultural Village	E&E 05	5	R1M	CGTA / DEAT	R500 000	R500 000	R0 000
		Promotion of the Friendly Maluti Route	E&E 06	-	R510 000	OPEX / partnership	R170 000	R170 000	R170 000
		Tourism Facility, Lodge in Smithfield	E&E 07	-	R2M	DEAT / CGTA / NYDA	R2M	R0 000	R0 000
SM E & SM ME Development	SM E & SM ME	SME& SMME assistance programe	E&E 08	-	R360 000	OPEX / DEAT / NYDA	R120 000	R120 000	R120 000
Sustainable Employment	Promotion of better livelihoods	Development of the Kloof Dam area in Zastron	E&E 09	-	R2M	DEAT / SAC / OPEX	R2M	R0 000	R0 000
		Development of the Montigu Tourism Spot	E&E 10	-	R3M	DEAT / OPEX	R3M	R0 000	R0 000
		Fully developed Smithfield Truck Stop	E&E 11	-	R1.5M	DEAT / Partners	R1M	R500 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
		Waste recycling project	E&E 12	All	R3M	DEAT / Partners / NYDA	R1M	R1M	R1M
		Fresh Water Farming in Zastron	E&E 13	All	R2M	DEAT / IDT	R1M	R1M	R0 000
		Mohokare Meat processing factory	E&E 14	All	R15M	DEAT / IDT / Partners	R4M	R7M	R4M
		Leather turning project in Rouxville	E&E 15	-	R1M	DEAT / IDT / NYDA	R500 000	R500 000	R0 000
		Bakeries in All 3 Towns	E&E 16	-	R300 000	DEAT / IDT / NYDA	R300 000	R0 000	R0 000
		Toilet making factory	E&E 17		R400 000	NYDA / IDT / DEAT	R400 000	R0 000	R0 000
		Charcoal Project	E&E 18		R250 000	DEAT / OPEX / IDT / NYDA	R250 000	R0 000	R0 000
		Nursery In Smithfield	E&E 19		R100 000	DEAT / OPEX / IDT	R100 000	R0 000	R0 000
		Carpentry project	E&E 20		R300 000	DEAT / OPEX / IDT / NYDA	R200 000	R100 000	R0 000
		Upgrading of the Makhaleng road	E&E 17	-	R100M	PR&T / IDT	R50M	R25M	R25M

### Institutional Development & Financial Viability

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Human Resource Development	Transformation of HR function	Development of Work Place Skills Plan	I&F 02	-	R0 000	Mohokare	R0 000	R0 000	R0 000
		Implementation of WPSP	I&F 03	-	R400 000	Mohokare / LGSETA	R400 000	R0 000	R0 000
		Implementation of the Employment Equity Plan	I&F 04	-	R2m	CGTA / Mohokare	R1m	R1m	R0 000
		Establishing a legal & Compliance office	I&F 05	-	R500 000	Mohokare	R300 000	R200 000	R0 000
	Capacity Building	Annual Employment workshop	I&F 06	-	R150 000	CGTA / Labor	R50 000	R50 000	R50 000
		Customer Care ethics & training	I&F 07	-	R150 000	CGTA / LG SETA	R150 000	R0 00	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
		Provision and training of Financial Interns	I&F 08	-	R600 000	Treasury	R500 000	R0 000	R0 000
Information Technology & systems	Functional & responsiveness	Improve Municipal IT system	I&F 08	-	R300 000	CGTA / Treasury	R300 000	R0 000	R0 000
		Interactive website	I&F 09	-	R100 000	CGTA / Treasury	R100 000	R0 000	R0 000
		Switch board upgrade	I&F 10	-	R150 000	CGTA	R100 000	R50 000	R0 000
Performance Management	Evaluation & monitoring	Development of a performance management system, (Complete)	I&F 11	-	R600 000	CGTA / MohLM	R300 000	R200 000	R100 000
Functional Administration	Management processes	Development of outstanding by-laws	I&F 12	-	R100 000	CGTA	R100 000	R0 000	R0 000
Delegation system	Improved implementation of strategies and role clarification	Review system of delegation	I&C 13	-	R80 000	CGTA	R80 000	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Budget & Expenditure	Budgeting	Compliant Municipal Budget	I&F 14	-	R540 000	Treasury / CGTA / Mohokare	R180 000	R180 000	R180 000
	Capacitate non-financial officials	Programmes for non-financial officials	I&F 15	-	R300 000	CGTA / Treasury / Mohokare / LGSETA	R100 000	R100 000	R100 000
Reporting	Submission of monthly reports to the Mayor	Monthly reports	I&F 16	-	R0 000	Mohokare	R0 000	R0 000	R0 000
Revenue & Billing	Credit control	Review of credit control policy	I&F 17	-	R50 000	Mohokare	R50 000	R0 000	R0 000
Asset Management	Efficient Management of Assets	Complete the asset register	I&F 18	-	R80 000	CGTA / Treasury	R80 000	R0 000	R0 000
Risk Management	Strategic risk Management	Development of Risk Management plan	I&F 19	-	R0 000	-	R0 000	R0 000	R0 000
Internal Audit	Compliance	Development of a 3 year strategic Audit plan	I&F 20	-	R0 000	-	R0 000	R0 000	R0 000

## **CHAPTER 8: CAPITAL INVESTMENT PLAN**

The aim of the Capital Investment Plan is to review the capital projects in the IDP taking into account activities which have already been undertaken by the municipality and service providers aiming at delivery in the municipal area of jurisdiction. Central to this process is the completed review of the objectives, strategies and proposed projects of the 2009-2014 periods. The objectives of the Capital Investment Plan can be summarized as follows:

- To link capital projects with potential sources of funding;
- To strive to ensure appropriate budget - IDP linkages; and
- To provide practical and appropriate service provider and IDP alignment regarding capital investment, sources of funding, operational and capital budgets and factors supporting capital investment planning and delivery.

### **8.1 APPROACH, METHODOLOGY & OUTPUT**

The primary aim of the IDP and the capital investment aspect of the Review are not to rewrite the IDP but to focus on the capital investment aspects of the IDP and to indicate gaps and make recommendations where appropriate.

The capital investment approach and procedures should not take the form of comprehensive and detailed planning, but rather take a strategic form focusing on procedures which will achieve the intent of a strategic focus including investment reform in keeping with the development priorities and capacity of the Municipality. Integration is important and therefore the links between the strategies, resources,

proposed projects and the available institutional capabilities need to be carefully considered; there should be close links between planning and the operational and capital budgeting process.

The approach to the review is based on the new principles underlying strategic, “credible” IDP processes and the guidelines to local level planning entails:

- A strong focus on the sustainable delivery programmes that have been agreed to in the consultation process undertaken thus far, where appropriate the gaps in this element need to be attended to and unrealistic elements need to be tailored to suite the capacity and focus of the Municipality.
- The focus needs to be on sustainable programmes

Given that Mohokare is a much grant “dependent” municipality, the capital investment plan focuses more on Municipal Infrastructure Grant related projects than other source of revenues apart from contributions by other government Sector departments.

The total capital requirements of the reviewed IDP for a three year projection, amounts to **R748m** and there is a shortfall of an amount of **R367m** that the Municipality has to source for the intended projects identified with communities during all the phases of the review.

The table below shows a summary of capital investment;

KPA	Estimated cost	2011/12	2012/13	2013/14	Funding		
					Available	External	Internal
Infrastructure Investment	<b>R385.4m</b>	R241.7	R45.2m	R26.03m	R336.1m	R332.1m	R4.03m
Social development (Community Services)	R223.7m	58.6m	R20 000	R20 000	R41.7m	R41.2m	R500 000
Planning & Economic Development	R133.2m	R67m	R35.9m	R30.3m	R700 000	R300 000	R360 000
Finance & Institutional Development	R6.1m	R3.9m	R1.78m	R430 000	R2.8m	R600 000	R2.2m
<b>Total</b>	<b><u>R748m</u></b>	<b><u>R371.2m</u></b>	<b><u>R82.9</u></b>	<b><u>R56.8m</u></b>	<b><u>R381.3m</u></b>	<b><u>R374.2</u></b>	<b><u>R7.1</u></b>

Projects that funding has been secured for by adoption of this document;

### Infrastructure and Investment

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Infrastructure and Investment	Water Supply	Rouxville Bulk Water supply, inclusive of Smithfield & Zastron	IFC 01	2&4	48M	MIG	R10 894M	R13M	R25M
		Smithfield: Upgrading of the Caledon Water Scheme phase 2: 14km supply lines	IFC 02	6	R10.6875.00	MIG	R7 399 384.50	R1 684 990.5	R0 000
		Mohokare replacement of worn out pipes	IFC 03	All	R1.8M	OPEX	R600 000	R600 000	R600 000
		Rouxville Water Treatment plant upgrade	IFC 04	2&4	R2M	MIG	R0 000	R2M	R0 000
		Upgrading of reservoir in Zastron	IFC 05	1,3&5	R2M	MIG	R1.828m	R172 000	R0 000
		Upgrading of Pump station in Rouxville	IFC 06	4&2	R5M	MIG	R5M	R0 000	R0 000
		4 Water awareness campaigns annually	IFC 07	All	R720 000	DWA / OPEX / District	R240 000	R240 000	R240 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Sanitation	Quality of health & acceptable Sanitation Standards	BEP Phase 1 for 777 sites in Rouxville (Sewer Networks)	IFC 11		R11.378m: Construction @ 25%	MIG	R0 000	R7 070 256.90	R0 000
		Completion of Bucket eradication 777 in Rouxville	IFC 12	2&4	R4M	MIG	R4M	R0 000	R0 000
		Upgrading of Waste water treatment works in Zastron	IFC 13	5,3&1	R11M, project started in 10/11	MIG	R6.7M	R0 000	R0 000
		Upgrading of Oxidation pond in Smithfield project is 90% complete, outstanding mechanical & electrical works	IFC 15	6	R3M for the outstanding 10%	MIG / OPEX, MIG funds for the project have been exhausted	R3M	R0 000	R0 000
Electricity	Sustainable livelihoods	Electrification of outstanding 15 Households in Zastron, with unstable structures	IFC 16	3	R82 500	DME funded	R82 000	R0 000	R0 000
		Maintenance & repair of existing high mass lights	IFC 18	All	R200 000	ESKOM / CENTLEC	R200 000	R0 000	R0 000
Roads & Storm Water	Promoting trafficable streets that promote	Construction of an access road in Zastron, phomlong	IFC 20	1	R15.16M	MIG	R3.18m	R10 128 752.60	R0 000
		Construction of an access road in Rouxville	IFC 21	2&4	R22M	MIG	R17.1M	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
		Facilitate installation of road signs, markings & speed delay humps	IFC 23	All	R100 000	OPEX / Police, Roads Public works	R0 000	R0 000	R0 000
		Create & maintain stormwater channels for access roads	IFC 24	All	R150 000	OPEX /	R50 000	R50 000	R50 000
		Maintenance of internal municipal roads	IFC 25	All	R300 000	OPEX /	R100 000	R100 000	R100 000
		Maintain existing access roads	IFC 26	All	R50 000	OPEX	R25 000	R25 000	R0 000
		Upgrading of the Rouxville – Zastron road	IFC 27	All	R59 286 987 (m)	PR&T	R59 286 987 (m)		
		Upgrading of the Zastron – Rouxville road	IFC 28	All	R137 793 935 (m)	PR&T	R137 793 935 (m)		
		Development Municipal Extended Public Works Plan	IFC 29	All	R0 000	OPEX	R0 000	R0 000	R0 000

## COMMUNITY SERVICES

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Human Settlement	Sustainable livelihoods	Human Settlement Sector plan review	SDC 01	All	R190 000	CGTA	R190 000	R0 000	R0 000
		Provision of 1900 Housing subsidies	SDC 02	All	R180m	CGTA	R28m	R0 000	R0 000
Library Services	Promotion of literacy	Provision of a new library in Smithfield	SDC 05	6	R3M	Sports, Arts, Culture & recreation	R3M	R0 000	R0 000
Public Safety, road safety & security	Road safety	Traffic enforcement	SDC 06	All	R0 000	OPEX	R0 000	R0 000	R0 000
		Road safety awareness campaigns	SDC 07	All	R60 000	OPEX	R20 000	R20 000	R20 000
	Community Safety	Facilitate the strengthening of CPFs	SDC 08	All	R0 000	OPEX	R0 000	R0 000	R0 000
		Incident Management	SDC 09	All	R0 000	OPEX	R0 000	R0 000	R0 000
Recreation Facilities	Promotion of recreation	Upgrading of the Roleleathunya Recreation Hall	SDC 21	2&4	R10m	SAC	R10m	R0 000	R0 000
Disaster Management	Safe communities	Purchase of Firefighting equipment	SDC 21	-	R400 000	District / OPEX / CGTA	R400 000	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
		Training of volunteers and Municipal workers for fire fighting	SDC 22		R90 000	CGTA / OPEX	R90 000	R0 000	R0 000
		Explore Partnership with Working for Fire group	SDC 23		R0 000	DWA / CGTA / Moh	R0 000	R0 000	R0 000

### PLANNING & ECONOMIC DEVELOPMENT CLUSTER (incl ENVIRONMENTAL MANAGEMENT)

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Municipal Planning	Integrated Development	IDP review	E&E 01	All	R0 000	OPEX	R0 000	R0 000	R0 000
		LED plan	E&E 02	All	R190 000	CGTA / OPEX	R190 000	R0 000	R0 000
		SDF review	E&E 03	All	R150 000	CGTA / OPEX	R150 000	R0 000	R0 000
SME & SMME Development	SME & SMME Development	SME& SMME assistance programe	E&E 08	-	R360 000	OPEX / DEAT / NYDA	R120 000	R120 000	R120 000

### Institutional Development & Financial Viability

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Human Resource Development	Transformation of HR function	Development of Work Place Skills Plan	I&F 02	-	R0 000	Mohokare	R0 000	R0 000	R0 000
		Implementation of WSP	I&F 03	-	R400 000	Mohokare / LGSETA	R400 000	R0 000	R0 000
		Establishing a legal & Compliance office	I&F 05	-	R500 000	Mohokare	R300 000	R200 000	R0 000
	Capacity Building	Annual Employment workshop	I&F 06	-	R150 000	CGTA / Labor	R50 000	R50 000	R50 000
		Customer Care ethics & training	I&F 07	-	R150 000	CGTA / LG SETA	R150 000	R0 00	R0 000
			Provision and training of Financial Interns	I&F 08	-	R600 000	Treasury	R500 000	R0 000
Information Technology	Functional & responsive	Interactive website	I&F 09	-	R100 000	CGTA / Treasury	R100 000	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Performance Management	Evaluation & monitoring	Development of a performance management system, (Complete)	I&F 11	-	R600 000	CGTA / MohLM	R300 000	R200 000	R100 000
Delegation system	Improved implementation of strategies and role clarification	Review system of delegation	I&C 13	-	R80 000	CGTA	R80 000	R0 000	R0 000
Budget & Expenditure	Budgeting	Compliant Municipal Budget	I&F 14	-	R540 000	Treasury / CGTA / Mohokare	R180 000	R180 000	R180 000
	Capacitate non-financial officials	Programmes for non-financial officials	I&F 15	-	R300 000	CGTA / Treasury / Mohokare / LGSETA	R100 000	R100 000	R100 000
Reporting	Submission of monthly reports to the Mayor	Monthly reports	I&F 16	-	R0 000	Mohokare	R0 000	R0 000	R0 000
Revenue & Billing	Credit control	Review of credit control policy	I&F 17	-	R50 000	Mohokare	R50 000	R0 000	R0 000

KPA	Objective	PROJECT DESCRIPTION	IDP No:	Ward No:	Budget	FUND SOURCE	FUNDING YEAR		
							2011/12	2012/13	2013/14
Asset Management	Efficient Management of Assets	Complete the asset register	I&F 18	-	R80 000	CGTA / Treasury	R80 000	R0 000	R0 000
Risk Management	Strategic risk Management	Development of Risk Management plan	I&F 19	-	R0 000	-	R0 000	R0 000	R0 000
Internal Audit	Compliance	Development of a 3 year strategic Audit plan	I&F 20	-	R0 000	-	R0 000	R0 000	R0 000

## CHAPTER 11: Approval

This document will be tabled for as a draft document to the Council and thereafter, an advert on local paper will be placed to invite comments on the 2011 / 12 draft IDP Review. A period of 21 days has been allocated in the process plan for this exercise.

After allowing for and receiving the comments the document will be amended in line with the comments received and then submitted along with budget 2011/12 as final IDP Review 2011 for adoption by council and implementation.

The adopted IDP document and budget 2011/12 will be summarised and taken on a road show to all our wards by the mayor via the scheduled mayoral Imbizo programme. The main aim of this exercise will be to ensure continuous buy-in and support for IDP Review 2011 implementation.

The municipal manager (IDP Manager) will reproduce copies for distribution to relevant authorities such as MEC for CGTA in the province, the District and other development agencies that will be lobbied to contribute to the development agenda of municipality.

**DECLARATION OF ADOPTION**

COUNCIL RESOLUTION DATE FOR 1<sup>st</sup> draft IDP ADOPTION: .....

**SIGNATURES**

.....  
**Mr. T. C. Panyani**  
**Acting MUNICIPAL MANANGER**

.....  
**DATE**

.....  
**Ms M. J. Sehanka**  
**MAYOR / SPEAKER**

.....  
**DATE**