



# MOHOKARE LOCAL MUNICIPALITY

## INTERGRATED DEVELOPMENT PLAN

FINAL 2018/2019

TABLED: 29 May 2018



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## ABBREVIATION

IDP:	INTEGRATED DEVELOPMENT PLAN
MOHOKARE LM:	MOHOKARE LOCAL MUNICIPALITY
ISO:	INTERNATIONAL STANDARDIZATION ORGANISATION
SABS:	SOUTH AFRICAN BUREAU OF STANDARDS
QMS:	QUALITY MANAGEMENT SYSTEM
MLM:	MOHOKARE LOCAL MUNICIPALITY
PMS:	PERFORMANCE MANAGEMENT SYSTEM
SO:	STRATEGIC OBJECTIVE
MIG:	MUNICIPAL INFRASTRUCTURE GRANT
RBIG:	REGIONAL BULK WATER INFRASTRUCTURE GRANT
RBEP:	RAPID BUCKET ERADICATION PROGRAMME
INEP:	INTEGRATED NATIONAL ELECTRICITY PROGRAMME
NDP:	NATIONAL DEVELOPMENT PLAN
MTSF:	MEDIUM TERM STRATEGIC FRAMEWORK

## MOHOKARE LOCAL MUNICIPALITY VISION

*“TO BE A COMMUNITY DRIVEN MUNICIPALITY THAT ENSURES SUSTAINABLE QUALITY SERVICE DELIVERY APPLYING PRINCIPLES OF GOOD GOVERNANCE”*

## MOHOKARE LOCAL MUNICIPALITY MISSION

*“A PERFORMANCE-DRIVEN MUNICIPALITY THAT UTILISES ITS RESOURCES EFFICIENTLY TO RESPOND TO COMMUNITY NEEDS”*

## MOHOKARE LOCAL MUNICIPALITY VALUES

▪ CONSULTATION	▪ CLEAN ADMINISTRATION
▪ SERVICE STANDARDS	▪ OPEN OPPORTUNITIES
▪ ACCESS	▪ GREENER GOVERNANCE, RESPECTFUL OF RESOURCE
▪ COURTESY	▪ TRANSFORMED, INCLUSIVE, CARING SOCIETY (CITIZENS, EMPLOYEES AND VISITORS)
▪ INFORMATION	▪ MOTIVATED AND SKILLED EMPLOYEES
▪ OPENNESS AND TRANSPARENCY	▪ COHESIVE TEAM WORK
▪ REDRESS	▪ INNOVATIONS
▪ VALUE FOR MONEY	▪ LEADERSHIP
▪ ACCOUNTABILITY	▪ TRUST
▪ EFFECTIVE GOVERNANCE	▪ CLIENT SATISFACTION
▪ SOUND FINANCIAL MANAGEMENT	▪ USER FRIENDLY SYSTEMS AND PROCESSES WHICH ARE CLIENT ORIENTED.



## 1. FOREWORD BY THE MAYOR



**Honourable Mayor, Cllr Irene**

The year under review marked a period of changes, specifically at an administrative level. Almost all contracts of Section 54 and Section 56 managers came to an end, leaving a void at senior management level. However, during the third quarter of the financial year; specifically during the month of March the Municipal Manager was appointed. In all other managerial positions especially those who report directly to the municipal manager, are temporarily occupied on acting capacities. The biggest challenge was to ensure stability in the institution during this transition phase, also to guarantee that service delivery is not thwarted in any way possible.

In an expression of commitment to public participation, service delivery and clean accountable government; the council presents this IDP document to its stakeholders and community of Mohokare at large because when we work together we can do so much more. People of South Africa fought very hard for many years at great cost to their lives and freedom of many of them; the price and the value of freedom cannot be more tangible than in the very municipality in which Ntatemoholo Albert Nzula was born. Indeed, Mohokare is a home of legends Ntatemoholo Lucas Majozi whom was an active participant in the Second World War as a stretch-bearer. In accordance with the provisions

of the laws that govern the affairs of the municipality we have embarked upon a process of consultation with the local community with a view to present the IDP and Budget for the 2018/19 Financial Year. Chapter 4 of the Municipal Systems Act 32 of 2000 makes community participation in the affairs, programmes and activities of the municipality a legal obligation. This IDP is therefore the culmination of a lengthy process of consultation with the local community. Accordingly, this IDP carries the aspirations of the masses of our community which the 2018/19 Budget must seek to finance. Therefore, this IDP must be seen as a beacon of hope that will continue to guide us over the next financial year in our collective endeavours of building a better life for all our communities. We further commit ourselves to continue to provide free basic services to our indigent households while at the same time plead for and encourage deserving households to register their indigent status at municipal offices.

We remain committed to the realization of the 5 National Key Performance Areas of municipalities, being the following:

- Good Governance and Public Participation
- Municipal Transformation and Organisational Development
- Basic Infrastructure and Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management

In the next financial year, we are going to embark on a number of measures to address the unemployment challenge by implementing Local Economic Development programs. Youth unemployment is a pressing challenge; it is therefore a matter of great urgency that we draw young people in great numbers into productive economic activity. Young local people will be moved to the centre of our economic agenda; it is within this spirit/background that the municipality through the Office of the Mayor and LED unit will be partnering with Free State Development Corporation and other relevant stakeholders to convene a Youth Entrepreneurs Lekgotla during the month of June 2018.

Agriculture presents one of the greatest opportunities to significantly grow the local economy and job creation. In realizing this dream, the DRDLR has been

allocated site to establish a farmer's support unit in Zastron. Tourism is another sector which provides our municipality with incredible opportunities. Given the municipality's financial challenges, the institution is unable to budget for tourism related projects but in one of its sittings council resolved to embark on a private-Public partnership to resuscitate and enhance the local tourism industry. The LED unit has started a project of compiling a local tourism brochure which will showcase our tourism destinations. The brochure will be used as a marketing tool to sell Mohokare to the outside world.

Our support to the local SMME's:

- Approval of commercial land applications by local SMMEs
- Lease of municipal buildings and coordinating funding from sector departments, private sector and donors.
- Encourage transition from informal to formal business.

Our course to job creation:

- Prioritize local suppliers when procuring for goods and services
- Successfully engaged with contractors to sub-contract 30% of the work to local contractors.

Our IDP and 2018/19 Budget will go a long way in improving the quality of life of our community by broadening accessibility and alleviating poverty.

**Clr Irene Mehlomakulu**

A handwritten signature in black ink, appearing to read 'Irene Mehlomakulu', written over a horizontal line.

**Honourable Mayor  
Mohokare Local Municipality**

## 2. INTRODUCTION BY THE MUNICIPAL MANAGER



The Integrated Development Plan (IDP) is an instrument that enables all spheres of government to plan in an encompassing manner. The drafting and approval process of the IDP is legislated and time bound as it guides the annual budget of Mohokare Local Municipality.

The process plan is drafted in August whereby the Speaker/Mayor tables before the Municipal Council a schedule of key deadlines outlining activities that have to be undertaken by the municipality prior to the approval of both the IDP and Budget.

The Municipality has over the financial year ending at June 2018 strived for improved services and promotion of good governance. In completing this function the Municipality is obliged to engage into public consultation sessions as the municipality reviews the 2017/18 Integrated Development plan.

Looking back over the previous year much has been initiated and achieved, this over and above includes the maintenance of the Auditor General's opinion which is Unqualified as opposed to the opinion that was received four years ago, that of a disclaimer. The 2017/2018 audit opinion will be released during December 2018 after all audit processes have been followed.

The Municipality offers services informed and structured by the organisation of the National government key performance areas, namely:

- Basic services
- Good governance and administration
- Public participation
- Financial viability
- Local Economic development

## Environmental Management

These in Mohokare Local Municipality have been structured in manner of the following directorates:

Technical Services

Community Services

Corporate Services

Financial Services

Office of the Municipal Manager, i.e. IDP, PMS, LED, Town Planning

This final reviewed 2018/2019 IDP seeks to be the bridge between what the Municipality has so far achieved, is planning to achieve and what the National and Provincial government targets are with regards to what directly affect municipality as a sphere of government also. This also extends entirely to community needs and taking into consideration available resources to the Municipality in order to discharge of mandate.

The strengthening of the Performance monitoring function of the Municipality, coupled with both the mandated service delivery and as dictated to by the **back to basics approach** introduced by the Minister as outlined in the Mayor's foreword of this reviewed IDP, the Municipality hopes to achieve the objectives of proper planning and service delivery; which among many other challenges facing the Municipality is the current revenue base or current income, which does not equate to the mandate that the Municipality is faced with. Strides will be made and have been introduced for public participation to ensure that the Mohokare Revenue Generation Strategy and plan are realised and all avenues of revenue base are explored and extensively utilised for the benefit of the Municipality.

Alignment with government programmes is highly key and is a requirement with regards to the final adoption of these draft IDPs, we have tried to outline and display how Mohokare Local Municipality is indeed contributing to the National development agenda for 2030.

Your input, critic and comments will be highly appreciated.



Mr. S.M. Selepe  
Municipal Manager

### 3. CHAPTER 1: LEGISLATIVE FRAMEWORK

The Integrated Development Plan is a principal strategic tool and framework that guides municipal planning, budgeting and resource allocation over the duration of a Council term and is reviewed annually.

This the municipality, its stakeholders and other spheres of government performs guided by legislation as outlined herein;

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objectives of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matters of local government.

The **Municipal Systems Act (MSA) Act 32 of 2000**, provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all and related matters. Chapter 5 of this act requires municipalities to develop the Integrated Development Plan and provides for its core components, guiding from the 5 year Council adoption to the annual review thereof.

#### The **Local Government: Municipal Planning and Performance Management Regulations of**

**2001** set out the following minimum requirements for an Integrated Development Plan:

*Regulation 2 (1)* states that the municipality's IDP must at least identify:

- The institutional framework, which **must include an organogram** required for the Implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality;
- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- All known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
- The key performance indicators set by the municipality.

*Regulation 2 (2)* states that an IDP **may**:

- Have attached to it maps, statistics and other appropriate documents; or
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

*Regulation 2 (3)* sets out matters/issues that must be reflected in the financial plan as outlined below, a financial plan must at least;

- Include the budget projection required by section 26(h) of the act, i.e. budget projection at least for the next three years;
- Indicate the financial resources that are available for capital project developments and operational expenditure; and
- Include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following;
  - Revenue raising strategies
  - Asset management strategies
  - Financial management strategies
  - Capital financing strategies
  - Operational financing strategies and;
  - strategies that would enhance cost-effectiveness

*Regulation 2 (4)* states that a spatial development framework reflected in the municipality's integrated development plan must:

- Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- Set out objectives that reflect the desired spatial form of the municipality;
- Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
  - Indicate desired pattern of land use within the municipality;
  - Address the spatial reconstruction of the municipality; and
  - Provide strategic guidance in respect of the location and nature of development within the municipality;
  - Set out basic guidelines for a land use management system;
  - Set out a capital investment framework for the development programme within a municipality;
  - Contain a strategic assessment of the environmental impact of the spatial development framework;
  - Identify programmes and projects for the development of land within the municipality;
  - Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;

- Must indicate where public and private land development and infrastructure investment should take place;
- May delineate the urban edge; and
- Must identify areas where strategic intervention is required, and must indicate areas where priority spending is required.

Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the Mayor of a municipality must:

- Take into account the municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;

Consult

- The relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
  - The relevant provincial treasury and when requested, National Treasury and
  - any National or Provincial organs of State, as may be prescribed and;
- Provide on request, any information relating to the budget
  - To the National Treasury, And;
  - Subject to any limitations that may be prescribed, to
    - The national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
    - Any other provincial organ of state, as may be prescribed, and;
    - Another municipality affected by the budget



### 3.1. POWERS AND FUNCTIONS

<b><u>Function</u></b>	<b><u>Authorizations</u></b>
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity reticulation	Yes
Fire Fighting	Yes, including DM function
Local tourism	Yes
Municipal airport	Yes
Municipal Planning	Yes
Municipal Health Services	No
Municipal public transport	Yes
Pontoons and ferries	Yes
Storm water	Yes
Trading regulations	Yes
Water (Potable)	Yes
Sanitation	Yes
Amusement facilities /Beaches	Yes
Billboards and the display of advertisements in public Places	Yes
Cemeteries, funeral parlours and crematoria	Yes, including DM function
Cleansing	Yes
Control of public nuisance	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of Animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes

Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes, including DM function
Municipal parks and recreation	Yes
Municipal roads	Yes, including DM function
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste Disposal	Yes, including DM function
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes
Municipal public works	Yes

## CHAPTER 2: SITUATIONAL ANALYSIS

Mohokare Local Municipality, in the Xhariep District is situated in the south-eastern Free State. The district is made up of (3) local municipalities, namely Letsemeng Local Municipality, Kopanong Local Municipality and Mohokare.

Mohokare Local Municipality is made up of three (3) towns in the municipal area, namely Zastron – Matlakeng, Rouxville – Roleleathunya and Smithfield – Mofulatsepe.

According to Census 2016, Mohokare Local Municipality has a total population of 35,840 people.

Mohokare's population growth rate according to Statistics South Africa, is **1.06%**, this is indicative of the fact that during the Census survey conducted in **2011**, the total estimated population was **± 34146**, which has now increased to **±35 840** according to **2016** Community Survey.

### KEY STATISTICS IN SUMMARY FOR MOHOKARE LOCAL MUNICIPALITY ARE AS FOLLOWS:

#### Distribution of population group and gender in Mohokare Local Municipality

Population group	Gender		Total
	Male	Female	
Black African	15015	17580	32595
Coloured	204	93	297
Indian/Asian	58	37	96
White	1245	1608	2853
<b>Total</b>	<b>16523</b>	<b>19317</b>	<b>35840</b>

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

#### Distribution of population by age group and gender in Mohokare Local Municipality

Age	Gender		Total
	Male	Female	
00-04	1523	1854	3377
05-09	1946	1863	3809
10-14	1650	1557	3207
15-19	2136	2349	4485
20-24	1164	1748	2912
25-29	1687	1815	3502
30-34	1269	1446	2715
35-39	996	1076	2071
40-44	930	1000	1931
45-49	711	937	1648
50-54	565	762	1327
55-59	561	707	1268
60-64	466	578	1044
65-69	387	732	1119
70-74	326	280	606
75-79	96	205	301
80-84	67	295	361
85+	44	114	158
<b>Total</b>	<b>16523</b>	<b>19317</b>	<b>35840</b>

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### Distribution of population aged 5 years and older by highest level of education and gender in Mohokare Local Municipality

Highest level of education	Gender		Total
	Male	Female	
No schooling	936	1075	2011
Grade 0	644	591	1235
Grade 1/Sub A/Class 1	601	620	1221
Grade 2/Sub B/Class 2	431	346	776
Grade 3/Standard 1/ABET 1	811	958	1769
Grade 4/Standard 2	807	1003	1810
Grade 5/Standard 3/ABET 2	855	924	1779
Grade 6/Standard 4	1080	1185	2265
Grade 7/Standard 5/ABET 3	908	1375	2283
Grade 8/Standard 6/Form 1	1241	1191	2431
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	1207	1260	2468
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	1120	1690	2810
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	659	1232	1891
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	3010	3115	6125
NTC I/N1	-	-	-
NTCII/N2	29	13	42
NTCIII/N3	20	-	20
N4/NTC 4/Occupational certificate NQF Level 5	47	69	116
N5/NTC 5/Occupational certificate NQF Level 5	14	116	129
N6/NTC 6/Occupational certificate NQF Level 5	13	40	53
Certificate with less than Grade 12/Std 10	16	-	16
Diploma with less than Grade 12/Std 10	-	19	19
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	51	69	120
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	109	122	231
Higher Diploma/Occupational certificate NQF Level 7	70	112	182
Post-Higher Diploma (Master's	45	38	83
Bachelor's degree/Occupational certificate NQF Level 7	66	75	141
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	-	72	72
Master's/Professional Master's at NQF Level 9 degree	32	-	32
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	-	55	55
Other	34	-	34

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### Distribution of households by population group of head of the house and gender of head of the house in Mohokare Local Municipality

Population group of the head	Gender of the head		Total
	Male	Female	
Black African	6024	5288	11312
Coloured	66	50	116
Indian/Asian	43	-	43
White	702	214	916
Other	-	-	-
<b>Total</b>	<b>6834</b>	<b>5552</b>	<b>12387</b>

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### Distribution of households by type of main dwelling in Mohokare Local Municipality

Type of main dwelling	Households
Formal dwelling	11592
Informal dwelling	771
Traditionall dwelling	13
Other	10

## Distribution of households by type of tenure status in Mohokare Local Municipality

Tenure Status	Households
Rented from private individual	1963
Rented from other (incl. municipality and social housing ins	278
Owned; but not yet paid off	289
Owned and fully paid off	6519
Occupied rent-free	2599
Other	667

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

## Households having access to piped (tap) water in Mohokare Local Municipality

Access to piped water	Households
Piped (tap) water inside the dwelling/yard	11385
Piped water on community stand	36
No access to piped water	966

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

	Households	Households receiving water	% of households receiving water	% of households not receiving water	Areas	Reasons for not receiving water
Zastron	4 649	4 184	90%	10%	1 .Phomolong 2 .Ezbeleni 3 .Itumeleng	Daily demand exceeding plant operating capacity
Rouxille	2 088	2 088	100%	0%	-	-
Smithfield	1 635	1 635	100%	0%	-	-
Total Households	8 372	7 907	94	6%	1 .Phomolong 2 .Ezbeleni 3 .Itumeleng	Daily demand exceeding plant operating capacity
Non- domestic (e.g. schools, clinics etc.)	2 411					
<b>Total supply to households</b>	<b>10 783</b>					

Municipal policy dictates that all water users enjoy a level of service higher than the RDP standard. This implies that all users have a water connection on their property. Furthermore, each household receives 6kl free water per month.

The three towns are reliant on a variety of groundwater and local surface water resources for bulk supply. However, both of these resources have proven to be unsustainable for the current and future water needs. Sustainable surface water resources are located between 15km and 30km from the towns. According to the report "Mohokare Local Municipality: Implementation Readiness Report: Mohokare Bulk Water Supply Scheme, 2009" the projected population to 2030 indicates that the peak demand for Smithfield, Rouxville and Zastron will exceed the available supply capacity from both surface and ground water.

## Distribution of households by type toilet facility in Mohokare Local Municipality

Main type of toilet facility	Households
Flush toilet connected to a public sewerage system	10989
Flush toilet connected to a septic tank or conservancy tank	251
Chemical toilet	20
Pit latrine/toilet with ventilation pipe	120
Pit latrine/toilet without ventilation pipe	356
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	-
Bucket toilet (collected by municipality)	30
Bucket toilet (emptied by household)	69
Other	170

None	381
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Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

## Types of sanitation systems

1. Full water borne systems - Entire Mohokare
2. VIP (Easy flush toilets) - 10 Ezbeleni  
-90 Refengkhotsa

## Areas with Intermediate level of service (Sanitation)

Refengkhotsa

## Distribution of households by type of refuse removal in Mohokare Local Municipality

Refuse removal	Households
Removed by local authority/private company/community members at least once a week	9335
Removed by local authority/private company/community members less often than once a week	178
Communal refuse dump	298
Communal container/central collection point	297
Own refuse dump	1923
Dump or leave rubbish anywhere (no rubbish disposal)	316
Other	39

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

## Households having access to electricity in Mohokare Local Municipality

Access to electricity	Households
In-house conventional meter	4806
In-house prepaid meter	6642
Connected to other source which household pays for (e.g. con	175
Connected to other source which household is not paying for	32
Generator	-
Solar home system	-
Battery	-
Other	97
No access to electricity	634

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

## Distribution of households by main source of energy for lightning in Mohokare Local Municipality

Main source of energy for lighting	Households
Electricity from mains	11441
Other source of electricity (e.g. generator; etc.)	-
Gas	41
Paraffin	255
Candles	566
Solar	31
Other	35
None	19

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

## Distribution of households by main source of energy for cooking in Mohokare Local Municipality

Main source of energy for cooking	Households
Electricity from mains	10674
Other source of electricity (e.g. generator; etc.)	-

Gas	513
Paraffin	959
Wood	214
Coal	-

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### **Distribution of households by main source of energy for water heating in Mohokare Local Municipality**

Main source of energy for water heating	Households
Electricity from mains	10739
Other source of electricity (e.g. generator; etc.)	28
Gas	152
Paraffin	989
Wood	217
Coal	19

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### **Distribution of households by main source of energy for space heating in Mohokare Local Municipality**

Main source of energy for space heating	Households
Electricity from mains	5075
Other source of electricity (e.g. generator; etc.)	-
Gas	299
Paraffin	4877
Wood	633
Coal	19
Animal dung	-
Solar	13
Other	41
None	1430

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### **Distribution of households with access to Satellite Decoder**

Satellite decoder	Households
Yes	3462
No	8481

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### **Distribution of households with access to Television**

Television	Households
Yes	9936
No	2330

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### **Distribution of household with access to Radio**

Radio	Households
Yes	9136
No	3187

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### **Distribution of household with access to Cell phone**

Cell phone	Households
Yes	10721
No	1564

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### Distribution of households with access to computer

Personal computer/DesktopLaptop	Households
Yes	1421
No	10309

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### Distribution of households with access to Internet

Access to internet	Households
Internet- Connection in the dwelling	585
Internet-Connection from a library	2067
Internet- At school/university/college	405
Internet-Connection at place of work	539
Internet-Inter cafe 2km or less from dwelling	194
Internet-Internet cafe > 2km from dwelling	175
Interne-Any place via cellphone	3735
Internet-Any place via other mobile access service	343
Internet-Other	117

Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

### Distribution of population by functional age group and gender per ward in Mohokare Local Municipality

Functional age group and gender	Ward						
	FS163 : Mohokare	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6
<b>0 - 14 (Children)</b>							
Male	5534	1226	1089	983	553	727	957
Female	5456	1100	1085	1068	551	699	953
<b>Total</b>	<b>10990</b>	<b>2326</b>	<b>2174</b>	<b>2050</b>	<b>1104</b>	<b>1426</b>	<b>1910</b>
<b>15 - 34 (Youth)</b>							
Male	5902	1002	1160	1123	653	742	1223
Female	5964	1138	1094	1097	623	814	1198
<b>Total</b>	<b>11866</b>	<b>2140</b>	<b>2254</b>	<b>2220</b>	<b>1275</b>	<b>1556</b>	<b>2421</b>
<b>35 - 64 (Adult)</b>							
Male	4068	540	868	752	442	598	866
Female	5027	805	1002	933	527	772	987
<b>Total</b>	<b>9095</b>	<b>1345</b>	<b>1871</b>	<b>1685</b>	<b>970</b>	<b>1370</b>	<b>1854</b>
<b>65 + (Elderly)</b>							
Male	810	103	229	123	85	140	130
Female	1385	267	255	229	135	270	228
<b>Total</b>	<b>2195</b>	<b>370</b>	<b>484</b>	<b>352</b>	<b>220</b>	<b>410</b>	<b>358</b>
<b>Total</b>							
Male	16314	2871	3346	2981	1733	2207	3177
Female	17831	3310	3437	3327	1836	2555	3367
<b>Total</b>	<b>34146</b>	<b>6181</b>	<b>6783</b>	<b>6307</b>	<b>3569</b>	<b>4762</b>	<b>6543</b>



## Distribution of population by gender and population group per ward in Mohokare Local Municipality

Ward and gender	Population group					Total
	Black African	Coloured	Indian or Asian	White	Other	
<b>FS163 : Mohokare</b>						
Male	14703	358	72	1138	43	16314
Female	16315	411	22	1067	18	17831
<b>Total</b>	<b>31018</b>	<b>769</b>	<b>93</b>	<b>2205</b>	<b>61</b>	<b>34146</b>
<b>Ward 1</b>						
Male	2860	2	4	-	5	2871
Female	3303	4	2	1	-	3310
<b>Total</b>	<b>6163</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>6181</b>
<b>Ward 2</b>						
Male	2804	95	16	414	17	3346
Female	2971	86	2	369	10	3437
<b>Total</b>	<b>5775</b>	<b>180</b>	<b>18</b>	<b>783</b>	<b>27</b>	<b>6783</b>
<b>Ward 3</b>						
Male	2797	17	8	156	3	2981
Female	3166	19	1	138	1	3327
<b>Total</b>	<b>5963</b>	<b>37</b>	<b>9</b>	<b>294</b>	<b>4</b>	<b>6307</b>
<b>Ward 4</b>						
Male	1562	97	6	63	5	1733
Female	1671	98	2	63	1	1836
<b>Total</b>	<b>3233</b>	<b>196</b>	<b>8</b>	<b>126</b>	<b>6</b>	<b>3569</b>
<b>Ward 5</b>						
Male	1844	24	29	308	2	2207
Female	2176	35	12	331	1	2555
<b>Total</b>	<b>4020</b>	<b>59</b>	<b>41</b>	<b>639</b>	<b>3</b>	<b>4762</b>
<b>Ward 6</b>						
Male	2837	123	9	196	11	3177
Female	3027	168	2	165	4	3367
<b>Total</b>	<b>5865</b>	<b>290</b>	<b>11</b>	<b>361</b>	<b>16</b>	<b>6543</b>

## Distribution of population aged 15-64 years by employment status and gender per ward in Mohokare Local Municipality

Ward	Employed			Unemployed			Not economically active		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>FS163 : Mohokare</b>	<b>4590</b>	<b>3082</b>	<b>7672</b>	<b>1398</b>	<b>2120</b>	<b>3518</b>	<b>3982</b>	<b>5788</b>	<b>9771</b>
Ward 1	397	299	696	331	462	792	814	1182	1996
Ward 2	1031	624	1654	122	238	360	875	1235	2110
Ward 3	917	578	1496	269	435	704	689	1016	1706
Ward 4	503	349	852	123	164	287	468	637	1105
Ward 5	602	559	1161	153	172	324	585	855	1440
Ward 6	1139	673	1812	400	650	1050	550	863	1413

## **SOCIO-ECONOMIC CONDITIONS**

### **DEMOGRAPHIC PROFILE**

- The population of the Mhokare Municipality is increasing by 4.96%. This could indicate that the municipality is not a desirable location for migrants due to a lack of employment opportunities and resultant poor social facilities (health care and education).
- Dedicated action is required to increase employment opportunities and the provision of social facilities.
- Upgrading of informal areas should be a priority as these areas are receiving the bulk of the population growth.
- The majority of the population is between 15 and 65 years of age, a relatively young population and a fairly large labour force. Education and employment should be geared towards accommodating the specific needs of this age group.
- Poverty alleviating initiatives are required to assist the large number of female headed households given the likelihood of these households being poorer than male headed households.
- The urban population in the municipality is growing. This necessitates careful planning to guide this growth in a sustainable and integrated manner.
- Zastron is the main administrative town, have the highest population and attracted the most growth; higher order services and facilities should be located here.

### **HEALTH**

- Ensure that new health facilities are erected in line with the NSDP principles, i.e. where there is economic growth potential and where people are located.
- The municipality's distribution of health facilities appear to be rationally located in relation to its population concentrations (Zastron, Rouxville and Smithfield). However the service that these facilities provide should be improved.
- The northern most parts of Roleleathunya in Rouxville and eastern most parts of Mofulatshepe in Smithfield and eastern parts of Matlakeng are the most in need of health facilities, given the distance that people have to walk.
- It appears based on the population thresholds that there are sufficient health facilities in all three settlements, ironically, there is an over provision at Zastron and Smithfield.
- There is a need to provide more facilities in Rouxville and Smithfield, given the distance to the existing facilities, i.e. more than 1km or improve transport access to the existing facilities, for example by providing cycling facilities.

### **EDUCATION**

- In 2011 only 39.81% of the population completed education at levels higher than primary school.
- Higher levels of education are required. Only 3.77% of population have a tertiary education.
- Ensure that new schools are erected in line with the NSDP principles, i.e. The Primary School is currently constructed in Matlakeng at Refengkhoto Location, but not completed.
- Transport opportunities, for example, cycleways, need to be provided to assist in providing leaner access to schools.
- Given the low education levels, skills development is needed to empower people to be employable and to generate their own income.
- There is an over provision of all types of educational facilities given the Education standards, in each of the settlements. However, this assessment is not based on walking distances but is purely based on population thresholds.
- Given the need to access facilities with 1km walking distance, the following educational facilities are required in the following areas:

⇒ Primary Schools:

- Zastron: south-east of Zastron (west of the railway line); and north of Matlakeng
  - Rouxville: none; and,
  - Smithfield: Smithfield town.
- ⇒ Secondary Schools:
- Zastron: between Zastron and Matlakeng; and south of Matlakeng;
  - Rouxville: none; and,
  - Smithfield: Mofulatshepe.

## **EMPLOYMENT, OCCUPATION AND INCOME LEVELS**

- About 73% of the population earn below R3200/month.
- Of the three main settlements, Zastron has the highest income levels.
- The highest unemployment rate is experienced in the three main settlements.
- The total economically active population declined between 2001 and 2011 by 8%.
- Initiatives should be created where manufacturing; wholesale and retail and community, social and personal services are grown as these are the sectors currently contributing the most to employment generation.
- The fastest growing sectors for GVA (average annual percentage growth) between 2001 and 2011 are:
  - Electricity gas and water (22.55%);
  - Manufacturing (10.39%); and,
  - Finance, insurance, real estate and business services (9.98%)
- Similarly, the following tertiary sectors should also be supported as they are the highest sector contributors to the GVA of the area:
  - Finance, insurance, real estate and business services (25.53%);
  - Government services (17.24%); and,
  - Community, social and personal services (15.23%).
- The GVA of the municipality is mostly generated by the tertiary sector. This sector contributes 75.73% to the GVA, is currently growing and should be encouraged to grow.
- Given the decline of the GVA contributions in primary sectors and a growth in the secondary and tertiary sectors, more emphasis from the former to the latter is observed in the economy. This has implications for the lower skill level employees who now need to improve their skills levels to stay competitive in the secondary and tertiary job markets, or look for work elsewhere.

## **LAND REFORM**

The SDF should provide policy to ensure that land reform projects do not result in settlement in inappropriate places.

## **CRIME**

- More visible policing or more police stations closer to the concentrations of people are required, especially in Zastron.
- Satellite police stations could be established in an attempt to reduce crime levels in rural areas.
- The national standard for the provision of police stations is 5km walking distance. According to this standard, there is no need for more police stations in any of the settlements.
- There is a need for police stations (satellite or proper) at the following locations. This assessment is based on a 1km walking distance and not population threshold:
  - South of Zastron and in Matlakeng;
  - South of Smithfield and in Mofulatshepe; and,
  - In Uitkoms and Roleleathunya.

## **PROPERTY MARKET PATTERNS AND GROWTH PRESSURES**

- A decrease of 20,68% occurred in the number of new residential buildings over the period 2007 to 2008, after which activities decreased to zero in both 2009 and 2010. This is either due to no statistics reporting or a decline in economic activities.
- There are improving levels of operating income. An increase in operating expenditure has occurred as well as the emergence of declining (negative) trends related to non-payment of property rates and service charges. These must be addressed in a proactive manner and positive payment trends should be re-enforced (this is a critical point and of utmost importance);
- The reliance on grants and subsidies decreased from 64% in 2010/2011 to 54% in 2011/2012 while actual operating income (as defined) increased by 60,63% over the same period;
- A large number of illegally built buildings are not being recorded in the municipal system.

## **TOURISM**

- Develop a tourism strategy for the municipality centring around the development of the tourism potential of the resorts and lodges, heritage sites, nature reserves (Vulture Conservation Area, Tussen-die-Riviere and Oviston) and game lodges in the municipality.
- Encourage the development of the Maloti and Gariep tourism corridors and Friendly N6 Route and ensure that the municipality derive the maximum benefits from this route.

## CHAPTER 3: INSTUTIONAL ANALYSIS

### Introduction

Mohokare Local Municipality in its current context form is a local authority and represents a sub-division of the district municipality and as such, forms a third layer of government.

With South Africa having strived through the era of democracy, with just 17 years of the system of Local government, the limited funding available measured against the huge growing demands from communities, the demands most created from the apartheid legacy, which is further compounded inefficiencies in the system today have created a huge demand for municipalities to deliver.

### The Institution

This chapter aims to provide analysis of the institutional arrangements at Mohokare LM that will enable the achievement of the IDP Objectives, goals and targets.

This section focuses on the factors contributing to the sustainability of the municipality ranging from continuity of the prevailing political environment and the internal capacity of the municipality, particularly in relation to personnel and the systems used within the municipality. This section focuses on the following areas;

- Council
- Management
- Staff Complement
- Skills development
- Revenue enhancement
- Policies and Service delivery plans
- Summary audit outcome 2013/14

### Council

The council performs both legislative and oversight functions. They focus on legislative, oversight and participatory roles. Their role is to debate issues publicly and to facilitate political debate and discussion.

The council plays a very active role in the operations of the Municipality. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

The Speaker of the Municipality, **Councillor I N Mehlomakulu**, is the Mayor and thus the Chairperson of the Council; given that Mohokare is a plenary type Council.

Although accountable for the strategic direction and performance of the Municipality, the Council operates in concert with the Mayor.

The Mohokare Council holds its ordinary Council meetings once (1) per quarter constituted by the following Councillors as collective and their respective political parties they represent, And for the purpose of public participation, Good governance and administration every ward **Councillor chairs a ward committee** in their respective wards and Ward councillors convene general ward meetings every month

<u>Name of Councillor</u>	<u>Position in Council</u>	<u>Political Party</u>
Hon Clr I N Mehlomakulu	Mayor / Speaker; PR Councillor	ANC
Hon Clr Khasake	Ward Councillor: Ward 1	ANC
Hon Clr Mochechepa	Ward Councillor: Ward 2	ANC
Hon Clr Lekhula	Ward Councillor: Ward 3	ANC
Hon Clr Valashiya	Ward Councillor: Ward 4	ANC
Hon Clr Phatsoane	Ward Councillor: Ward 5	ANC
Hon Clr Morapela	Ward Councillor: 6	ANC
Hon Clr Lephuting	PR Councillor	DA
Hon Clr Riddle	PR Councillor	DA
Hon Clr Lipholo	PR Councillor	EFF
Hon Clr Lobi	PR Councilor	EFF

As mentioned for oversight purposes on operations of the Municipalities, one of the mechanisms utilised is the **portfolio committee system (Council committees)**, where which members of the Council are assigned to these committees that are also chaired by a nominated Councillor, the portfolio chairpersons are as outlined below:

<u>Name of Councillor</u>	<u>Capacity in Committee</u>
Hon Clr Valashiya	Chairperson: Finance
Hon Clr Lekhula	Chairperson: Planning and LED
Hon Clr Morapela	Chairperson: Corporate Services
Hon Clr Phatsoane	Chairperson: Community Services
Hon Clr B. Khasake	Chairperson: Technical Services

Mohokare Local Municipality has established a dedicated **Council Oversight Committee** that is **composed as follows**

**Chair : Councilor Lekhula**

**Councilor Khasake**

**Councillor Riddle**

**Councilor Morapela**

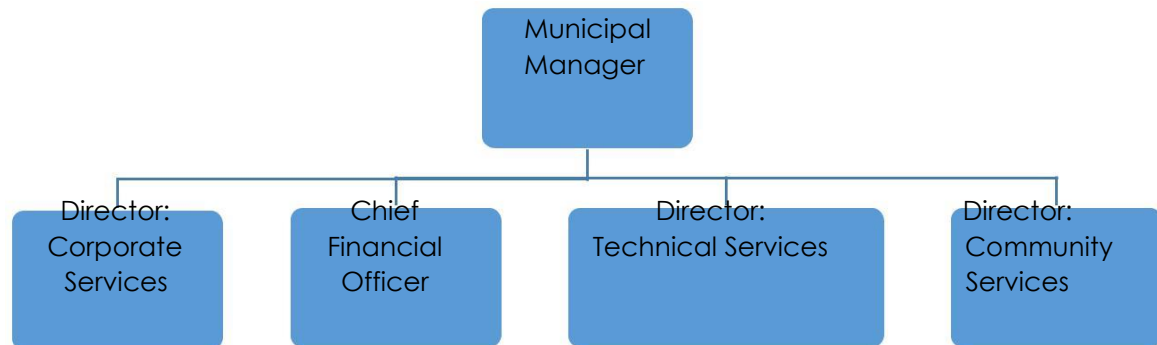
**Mrs Tuoane**

**Pastor**

**Thene**

## Management

The Accounting Officer of the Municipal management and held accountable by Council is the **Municipal Manager**. The Municipal Manager is assisted by Directors accounting directly to him and these directors are appointed by Council, this is regarded as the top management of the Municipality (Senior Management), as outline by the structure below:



The table below identifies the respective Directors and the Municipal Manager:

Designation	Name
Acting Municipal Manager (Accounting Officer)	Mr S.M. Selepe
Director: Corporate Services(Acting)	Mr N S Buyeye
Director: Technical Services(Acting)	Mr S L Shamaaz
Chief Financial Officer(Acting)	Mrs E Wilken
Community Services Director	Vacant

## Staff Compliment

The senior management team is supported by a municipal workforce of **278** permanent employees (**92.18%** of approved organogram) and **24 non-permanent (7.82 % - Senior Managers, PMU, Finance Interns, Political Office)** employees, which is structured in the various departments to implement the IDP strategic objectives.

Below is a table that indicate the number of employees within the specific occupational categories:

POSTS FILLED									
Occupational Category	MALES				FEMALES				TOTAL
	A	C	I	W	A	C	I	W	
Legislators, Senior Officials and Managers	19	0	0	1	6	0	0	2	28
Associate Professionals and Technicians	2	0	0	0	2	0	0	1	5
Accountants and Related Trades	17	0	0	2	11	1	0	1	32
Administrators and Clerks	10	0	0	0	13	2	0	0	25
Plant and Machine Operators	29	4	0	0	3	0	0	0	36
Craft and Related Trades	4	0	0	0	0	0	0	0	4
Elementary Occupations	99	3	0	0	44	2	0	0	148
Total Permanent	180	7	0	3	79	5	0	4	278
Non-Permanent	11	0	0	0	18	0	0	0	29
Grand	191	7	0	3	97	5	0	4	307

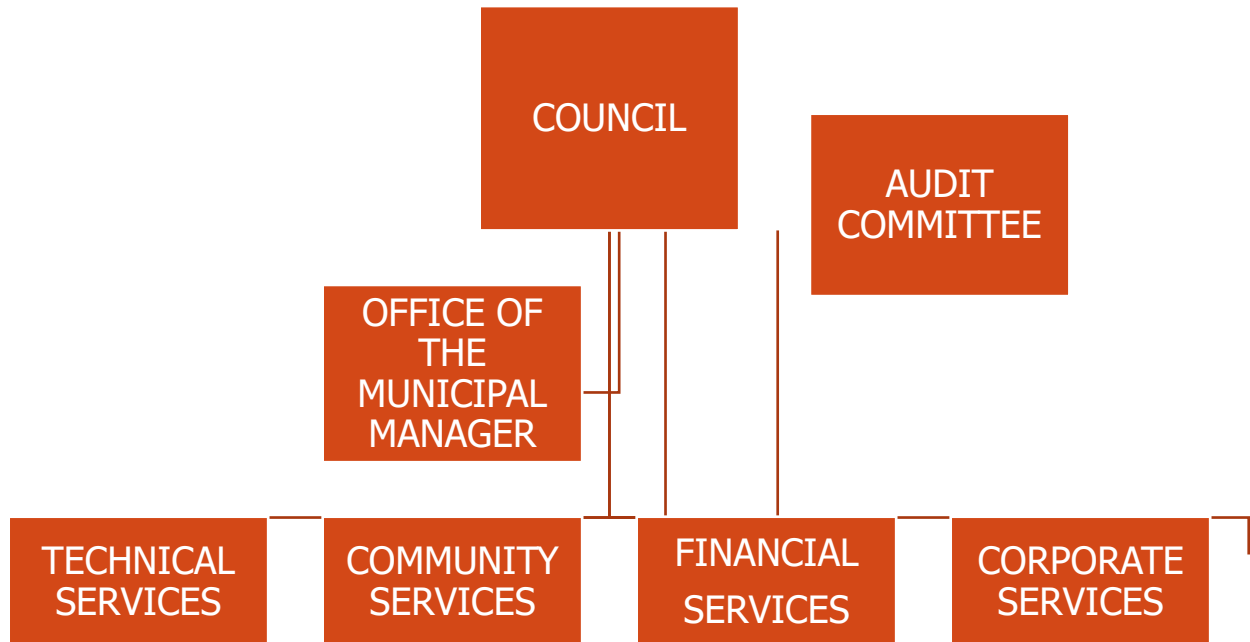
The municipality reviews its employment equity status annually and prepares a plan that the municipality seeks to implement and does report on an annual base. Council has set itself targets in term of this plan and to align the staff equity with the demographics of the community of Mohokare and to maintain this position.

<b><u>Post level</u></b>	<b><u>PER POST LEVEL</u></b>	<b><u>Vacant</u></b>
Senior Management	0	5
Middle Management	12	3
Junior Management (officer level)	24	11
Skilled	32	13
Semi-Skilled	29	2
Unskilled	147	70
<b>Total</b>	<b>278</b>	<b>104</b>
<b><u>PER FUNCTIONAL LEVEL</u></b>		
<b>Functional area</b>	<b>Filled</b>	<b>Vacant</b>
Office of the Municipal Manager	15	12
Financial Services	38	09
Corporate Services	30	12
Community Services	55	40
Technical Services	106	44
<b>Total</b>	<b>244</b>	<b>117</b>

<b>Functional area</b>	<b>Filled</b>	<b>Vacant</b>
Office of the Municipal Manager	15	12
Financial Services	38	09
Corporate Services	30	12
Community Services	55	40
Technical Services	106	44
<b>Total</b>	<b>244</b>	<b>117</b>



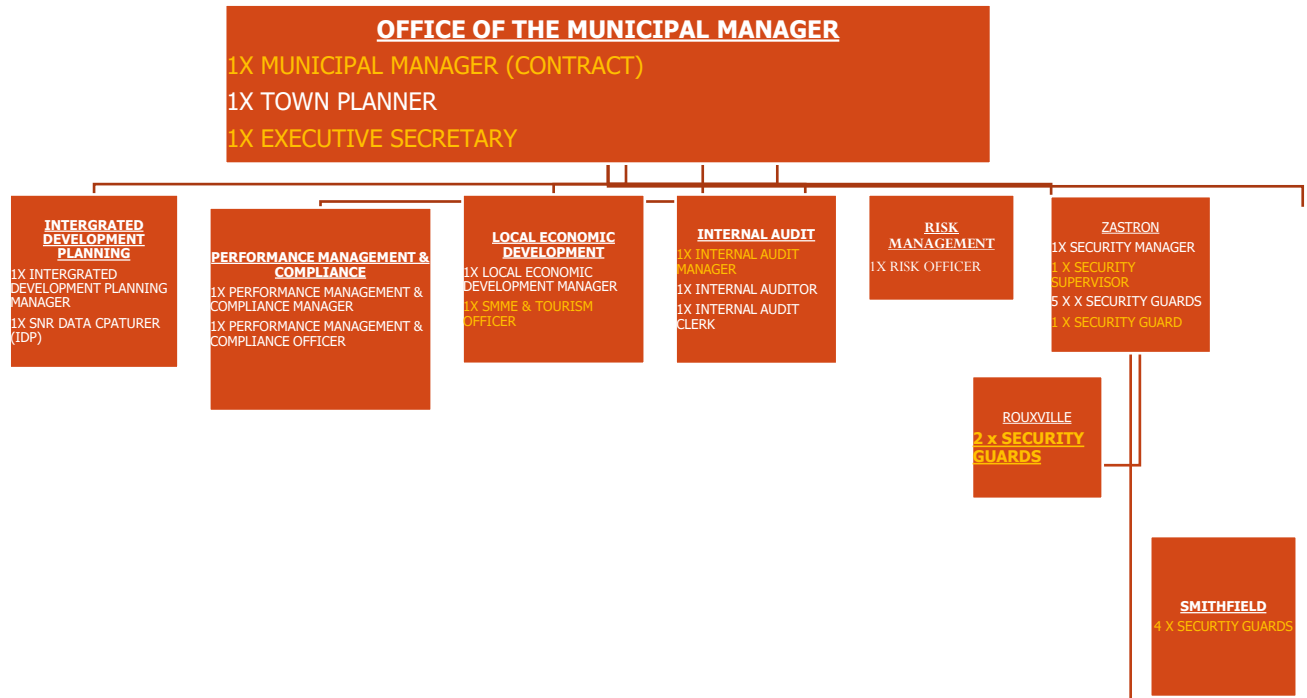
# ORGANIZATIONAL OVERVIEW



# OFFICE OF THE MAYOR



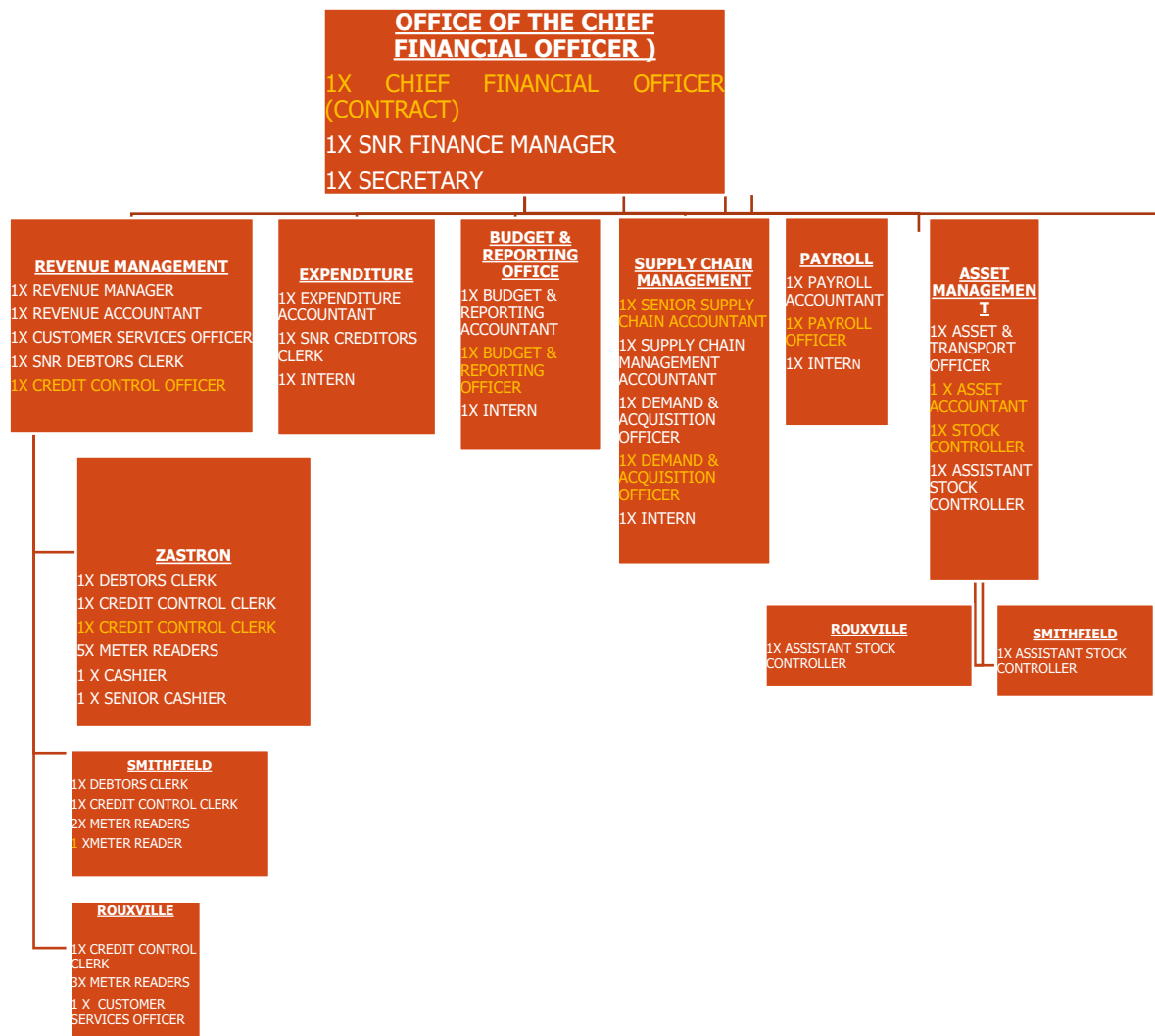
# OFFICE OF THE MUNICIPAL MANAGER



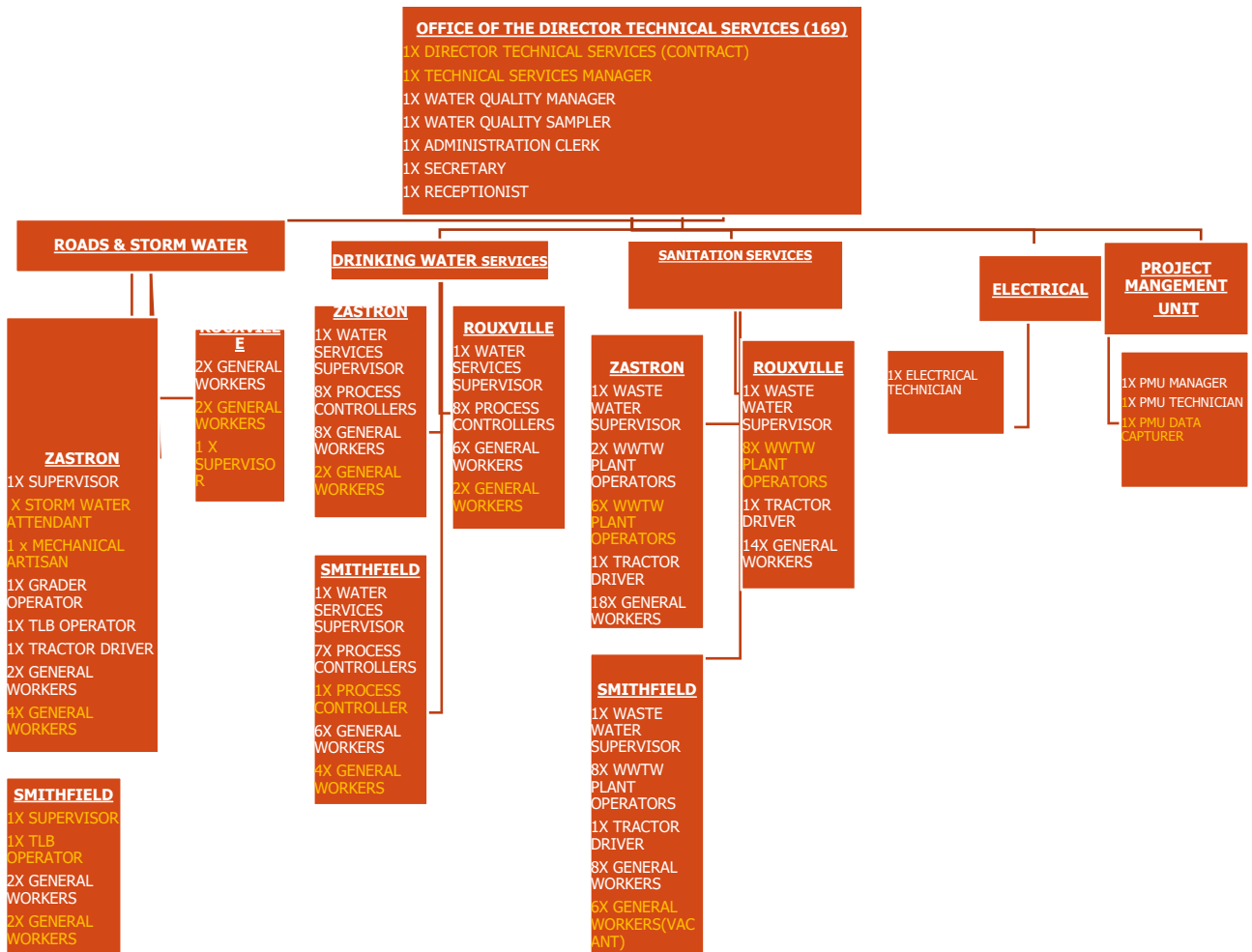
# CORPORATE SERVICES DEPARTMENT



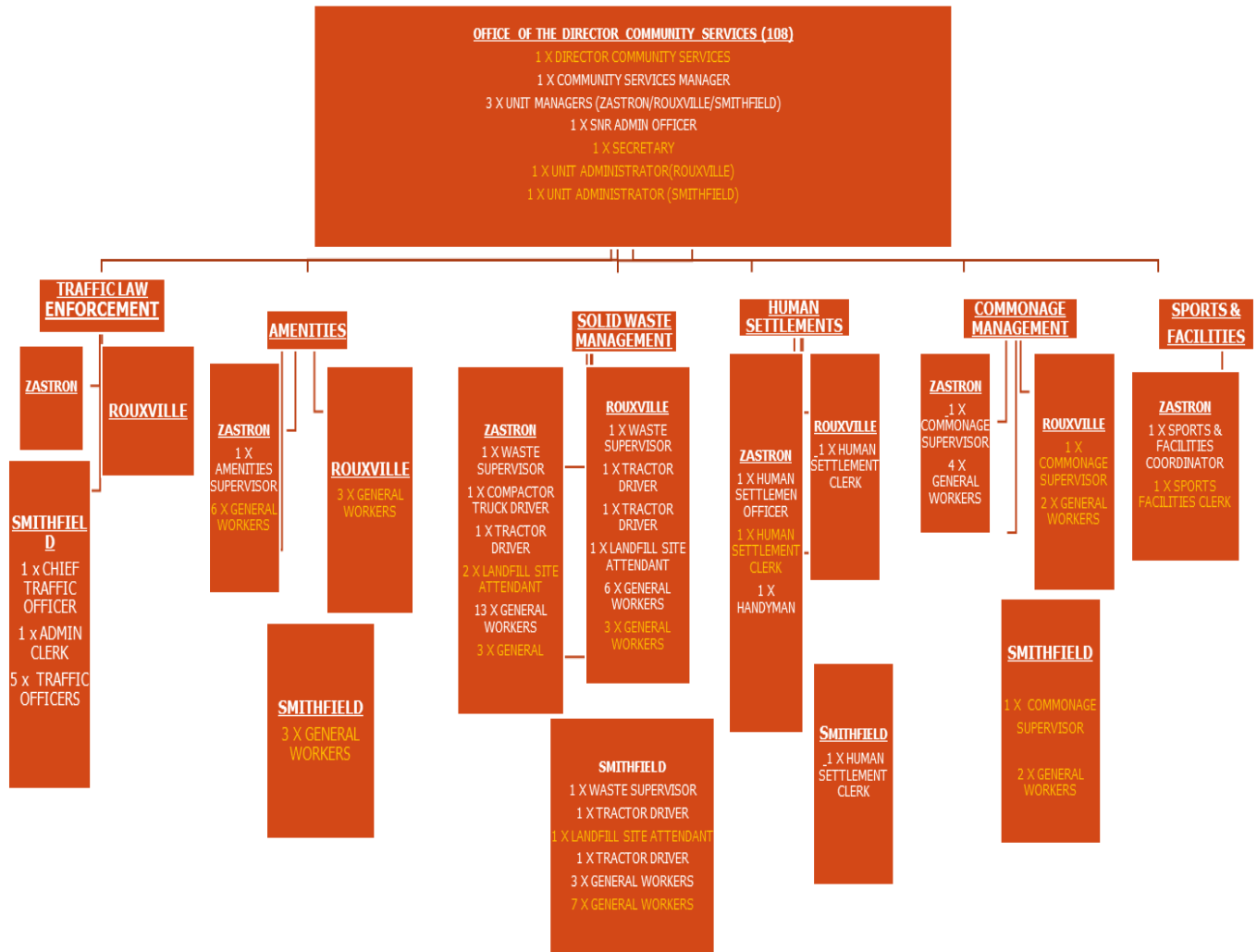
# FINANCIAL SERVICES DEPARTMENT



# TECHNICAL SERVICES DEPARTMENT



# COMMUNITY SERVICES DEPARTMENT



## **Skills Development**

Mohokare is committed to developing the skills of its human resource (capital) capacity and therefore annually as legislatively required labour legislations and guidelines, the municipality has prepared and submitted the 2017/18 Work place skills plan and Annual Training Report.

The municipality will completely introduce the staff performance management system for all the Directors, Middle Managers, Officers, clerks and supervisors have signed performance agreements and plans that are aligned to their Job Descriptions and this process facilitates for the skills provision and identification of gaps to ensure that employees perform as expected to achieve the overall strategic aim of Council. The performance management process will be guided by the Municipal performance management policy.

Training and skills development gaps will be identified and the training plans will be focusing on the needs identified.

Own resource funding still continues to be a great challenge in the area of training provision, the municipality currently utilises the mandatory grants offered, some programmes offered through the LGSETA. We still continue to utilise the Financial Management Grant for the internship program for the Finance department, and some programmes are still funded by the Municipality out of its own revenue.

## **Revenue enhancement**

The development of the Mohokare revenue enhancement strategy has been seen as a milestone with regards to having and putting systems in place for a conducive environment for revenue collection and enhancement.

### **Introduction**

The municipality is experiencing challenges that are inherent in the Local Government Sector (municipalities) in that the level of municipal generated revenue is not at the level where the municipality would like it to be.

As a result, the municipality is embarking on a conscious revenue enhancement strategy. This revenue enhancement strategy is a combination of bringing about additional revenue streams and also increasing revenue within existing revenue streams. It includes revenue categories not ordinarily expected to derive substantial revenue in rand value terms and equally revenue categories where substantial revenue is expected, in other words it looks at actual and potential municipal revenue across the spectrum.

The revenue enhancement strategy may require annual adjustment based on changing socio-economic and political environment. Such adjustment may be minimal unless the current national funding formula changes. In terms of the local government financial reforms as led by the introduction of the Municipal Financial Management Act (MFMA) 56 of 2003, municipalities are expected to be financially sustainable in the foreseeable future. This suggest a scenario in which the equitable share is reduced and or is expected to be used solely to provide for free basic services than for operational budget.

The document (**Revenue enhancement strategy**) prefers to look within the current financial funding and seeks to increase own revenue with additional sources of revenue identified during Revenue Enhancement Sessions.



## Background

The development of this revenue enhancement strategy is a response to turn around the collection rate of the municipality in as far as payment of rates and services is concerned. This strategy is therefore prioritised for implementation with immediate effect after council approval.

Developing such a strategy generally requires the following four phased approach, to ensure that the desired revenue enhancement outcomes are achieved and sustained in the long term. The four phases are as follows:

- a) Phase 1 : Status quo Analysis
- b) Phase 2 : Problem identification
- c) Phase 3 : Project implementation
- d) Phase 4 : Operational phase

### **A. Status Quo Analysis**

#### **Current revenue base:**

- ☐ Grants 61%
- ☐ Interest 2%
- ☐ Own revenue 37%

The municipality currently relies almost entirely on grants. Shortfall in revenue collection or over expenditures may exacerbate the situation.

Own revenue is made of income from rates and services (**water, sanitation, refuse removal and rental from municipal properties**). The revenue enhancement sessions highlighted the following to be short, medium and long term revenue sources that should be implemented fully;

- ☐ Deductions from employees who are renting municipal properties
- ☐ Deductions from employees and councillors who own properties
- ☐ Renew/review of all municipal contracts with market related tariffs
- ☐ Restriction of water consumption
- ☐ Billing for billboards
- ☐ Enhancement of indigent registration and ward profiling
- ☐ Assistance in traffic laws enforcement
- ☐ Data management - verification of all data on the financial system and ensuring that all properties and services are billed.

Revenue that may be collected from the sources above may still be low and largely insignificant to radically change the revenue profile of the municipality.

Council has adopted various policies including the Credit Control and Debt Collection Policy. The policy has not yet been tested due to the fact that the municipality never restricted the consumption of water. The only part of the policy that is currently being implemented is the hand-over of debtors with accounts due for a period longer than ninety (90) days.

### **B. Problem identification**

Revenue from the above sources may come in handy to change the revenue profile of the municipality. It must however, be understood that revenue collected, especially from the restriction of water may come with serious conditions that may be difficult to fulfil from the current budget.

When residence starts to feel the restrictions, they will start to realize that they are entitled to services. The inability of the municipality to provide such services as a result of either shortage of vehicles will possibly prove disastrous.

Mohokare Local Municipality has a huge infrastructure backlog. This demand more investment at the early stages while returns may come very late. The other challenge relate to the socio-economic profile of the municipality.

### **C. Project Implementation**

- Implementation of deductions from both officials and councillors in terms of rates and services (Corporate services)
- Renew/review of all municipal contracts with market related tariffs (Community services)
- Restriction of water consumption (Finance & Technical)
- Appointment of a service provider to enforce traffic laws (Finance)
- Implementation of tariffs for billboards/signage in the 2015/16 financial year (Community Services)
- Appointment of a service provider (at risk) to verify all data on our systems. (Finance)
- Regular handing over of debtors older than 90 days. (Finance)
- Writing off of debts that cannot be collected in terms of our policies. (Finance)

### **D. Operational phase**

All departments of the municipality must own this strategy.

This phase would speak to the capacity of the municipality to implement all the revenue enhancement projects as set out above.

Monthly reports to be submitted setting out the progress on the implementation of all projects.

This proposed strategy will go a long way in contributing to remedy the financial situation of Mohokare Local Municipality. This revenue enhancement strategy will be reviewed annually as the municipal and socio-economic conditions change continuously.

### **Policies**

The following policies are in place and have been adopted by Council:

- Employment Policy
- Acting Policy
- Overtime Policy
- Placement Policy
- Training and Development Policy
- Scarce Skills and Staff Retention Policy
- Experiential Policy
- Internal Bursary Policy
- Personal Protective Equipment Policy
- Motor Vehicle Policy
- Outdoor advertising By-law
- Water and Sanitation Bylaw
- Roles and responsibilities
- Delegation of power
- Tariff
- Property Rates
- Indigent
- Customer care
- Credit Control

## Summary of Audit outcomes 2015/16

Year	2014/15	2015/16	2016/17
Outcome	Unqualified	Unqualified	

## Financial performance against the budget

	2017/18	2018/19	2019/20
	R'000	R'000	
Revenue	R 239,358 000		
Operating expenditure	R76 623 000		
Capital expenditure	R 68 671 700		
	<b>FUNDING OF CAPITAL</b>	<b>EXPENDITURE</b>	
External loans	0	0	
Government grants subsidies and transfers	68 6 MILLION		
Own funding	1,348 Million		
Other	0	0	

## CHAPTER 4: SUMMARY OF PERFORMANCE AGAINST IDP OBJECTIVES

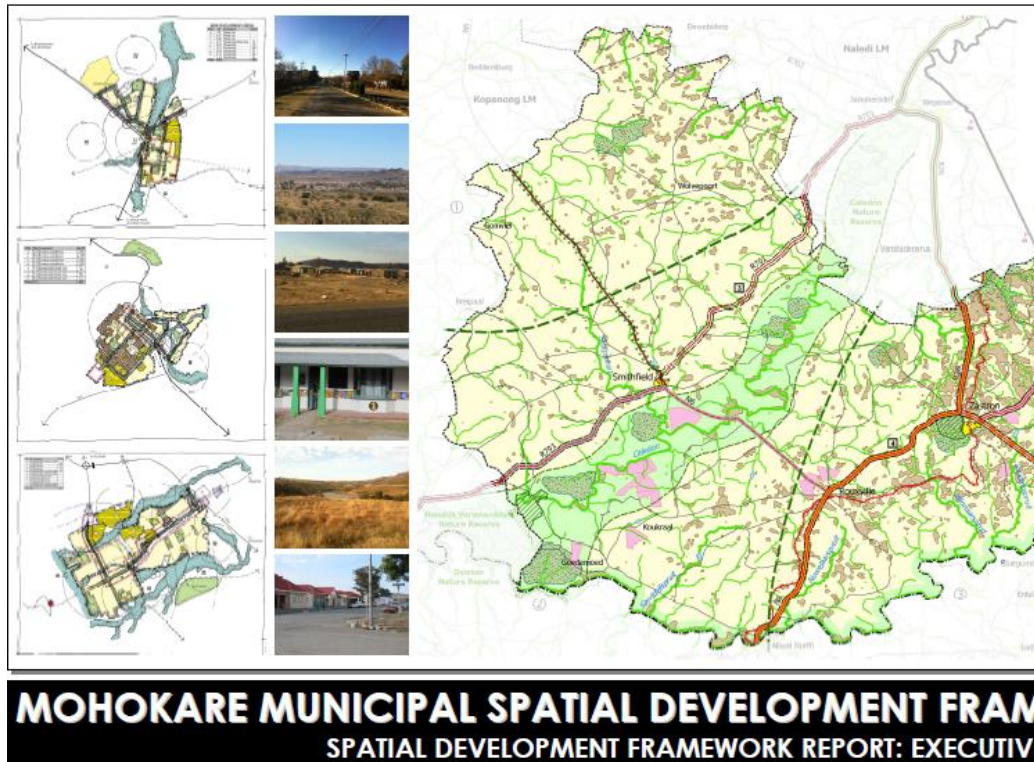
The performance against the IDP objectives has been summarised per national key performance area. The highlights indicated the achievements of the municipality whilst the challenges summarise the challenges that the municipality experience in achieving the objectives and delivering the required services

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
Good Governance and Public Participation	Good governance and Administration in Mohokare	Increased public meetings and compliance reports published	Adherence to set dates Budget constraints
Municipal Financial Viability And Management	To grow Mohokare: Municipal Financial Viability	Continuation Of the Municipal Finance Management Programme for the finance internship intake  Revenue enhancement plan Developed and will be effected pending Consultation with directly and indirectly affected stakeholders  Establishment of the debt collection And credit control unit  All staff are paid salaries each month timeously	The growing inability of the municipality to collect sufficient revenue & the high indigent rate has led to most municipal programmes not being implemented Availability of capital and other resources are fundamental to the functioning of the organisation in delivering Services.  Availability of funds for Operations.

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
Basic Service Delivery	Basic service delivery	<p>On-going maintenance of roads, storm water given the little capital available is a move in the right direction</p> <p>Upgrading of most of our purification facilities,</p> <p>Continuous Implementation of the Regional Bulk Water Scheme In Rouxville, and Roleleathunya</p> <p>Provision Of basic services, i.e. Sanitation and portable water to all households in mohokare.</p> <p>The completion of the Mohokare regaveling of roads</p>	<p>Alternative for full landfill sites and ensure compliance</p> <p>Scarcity of Water Resources</p> <p>Community demand might grow impatient and a risk of protests in Rouxville and Smithfield.</p> <p>Maintenance of the water network remains to be the key challenge</p> <p>Equipment for service delivery is still a challenge Due to budget constraints.</p>
Local Economic Development	Grow LM: Local Economic development	<p>Mohokare Through The partnership with SALGA an LED plan has been developed and tabled in Council for adoption</p> <p>Adhoc programmes by assisting agencies related to LED assist local SMMEs, including FS CoGTA are being undertaken.</p>	<p>Funding for the LED programmes identified in the plan</p> <p>Only one official, a Manager is responsible for the unit, accounting to the Municipal Manager, however plans are underway to come up with strategies of partnering with an implementing agency to ensure economic growth and Sustainability in Mohokare.</p>

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
Environmental Management	Keep Mohokare safe and clean	<p>Intense programmes carried out through the EPWP programme that relate to environmental management programmes have been undertaken.</p> <p>Partnerships with schools, clinics on implementing the environmental health management programmes have and are continuing to be undertaken, this is through a concerted effort between the Xhariep district Municipality and Mohokare.</p>	<p>Budget constraints for the implementation of local municipal activities relating to environmental health management i.e. recycling initiatives from the Municipality.</p> <p>Sustainability and maintenance on improvement of registered land fill sites.</p>

## CHAPTER 5: SPATIAL DEVELOPMENT FRAMEWORK



The District Rural Development plan and the District Rural Development Implementation Plan as Developed by the Department of Rural Development and Land Reform and the Department of Agriculture and Rural Development has been considered and serves this IDP as a separate Rural development Sector Plan for our Municipality.

# 1. BACKGROUND

Mohokare Local Municipality is the southernmost municipality within the district and borders Naledi Local Municipality towards the north, Lesotho towards the east, the Eastern Cape towards the south and Kopanong Local Municipality towards the west.

**Zastron** is perhaps the best known of the three towns in this area. At the foot of the Aasvoëlberg with the famous Eye of Zastron, a nine meter wide hole through a sandstone rock. Very nice examples of bushman art can be found on the various farms in the area. Zastron is very close to Lesotho and a great place to start exploring.

**Smithfield** is a small town in the Free State Province of South Africa. It was founded in 1848 after Sir Harry Smith, the Cape Colony governor, needed a town north of the Orange River. General Christiaan de Wet was born on the farm Leeukop near the town. Peaceful, splendidly vast, unpolluted countryside abounds around historic Smithfield, tucked neatly into a horseshoe of hills. Established in 1848 and named after Sir Harry Smith, then Governor of the Cape, Smithfield is the third oldest town in the Free State Province.

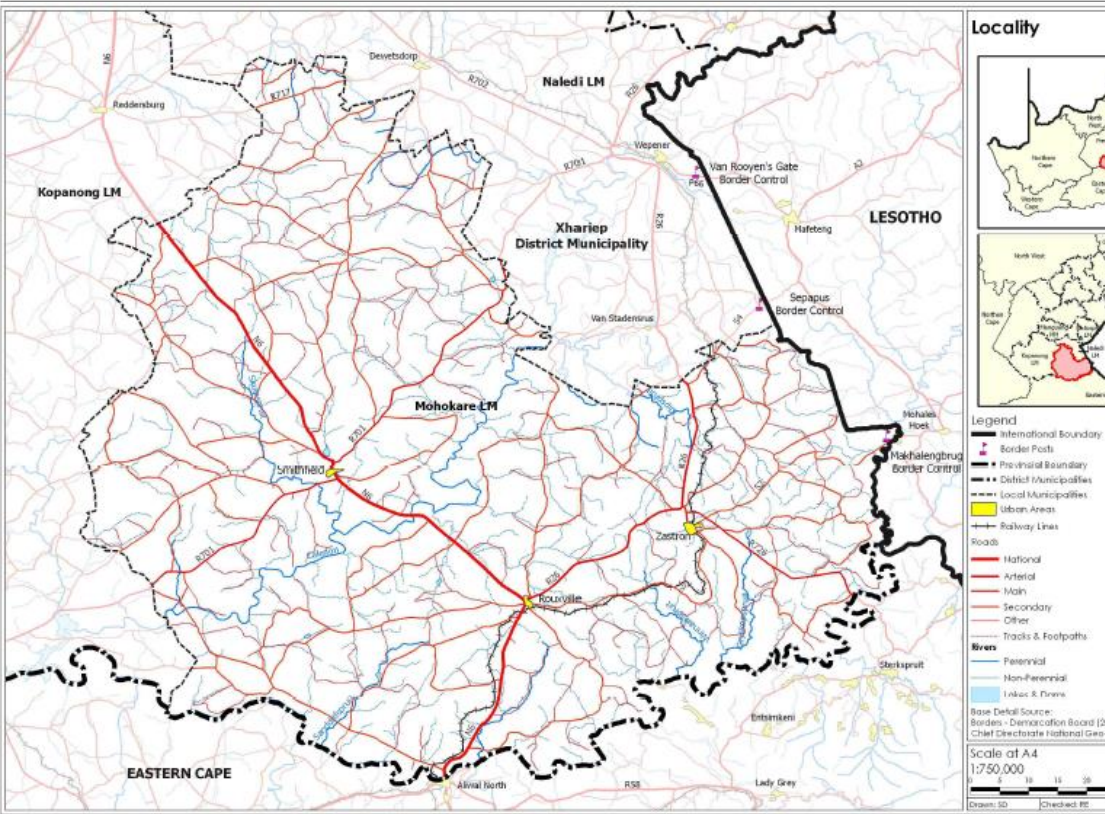
**Rouxville** is in the middle of a number of other interesting places such as Smithfield, Aliwal, Xhariep and Zastron and with the impressive Maluti Mountains in the back drop it is perfect for enjoying the views. Situated on the N6 Rouxville was founded by Petrus Wepenaar, in 1863 on the farm Zuurbult. It was named after Rev. Pieter Roux, who travelled throughout the Eastern Free State for many years holding church services for local communities. During the Anglo-Boer war all of its citizens were called up and the town was completely deserted for two years.

The SPATIAL VISION for the Municipality according to their Spatial Development Framework is as follows:

To optimize the municipality's various attributes, including its access to passing traffic on the N6 between Gauteng and the Eastern Cape and on the Maloti Tourism route along the western border with Lesotho, as well as its

own inherent advantages in its agricultural and scenic resources, for the benefit of its communities.

The municipality experienced a structural change in its socioeconomic structure over the decade from 2001 to 2010 where it went from being predominantly rural and agricultural to predominantly urban with GVA concentrated in the tertiary sector; sectors where GVA increased significantly include Manufacturing, Financial, insurance and real estate as well as Government services. (Source: Xhariep SDF, December 2015)





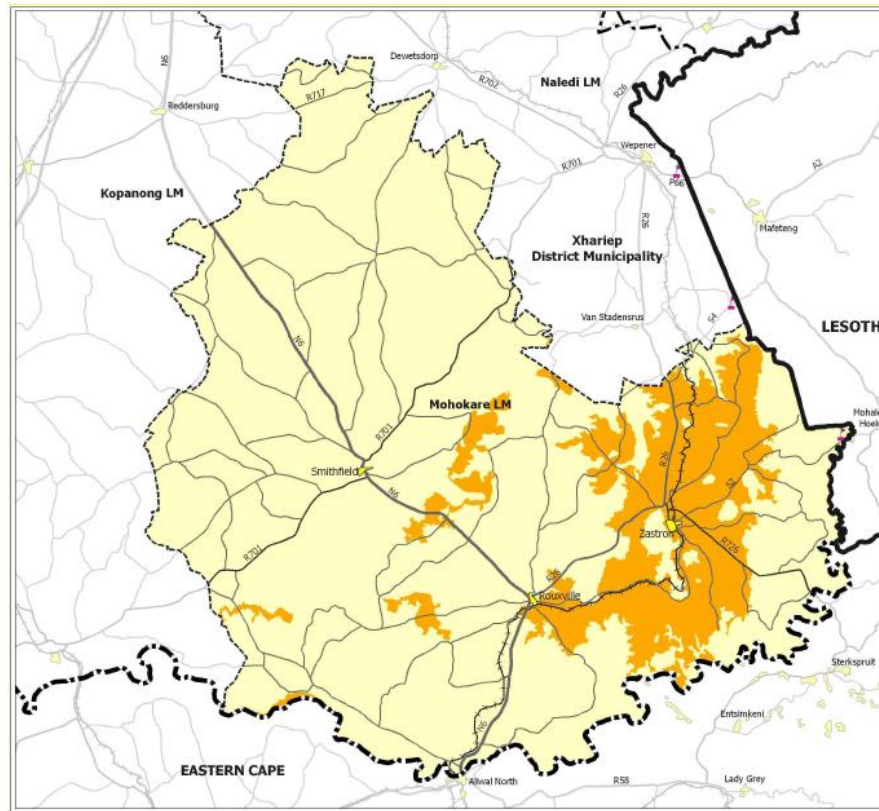
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## Map 2: Xhariep District Municipality SDF

## 2. THE CURRENT STATE OF THE MUNICIPALITY

## 2.1 LAND

- The deeper soils, located around Zastron and Rouxville, are potentially good for arable agriculture or intensive grazing.
- Clay content in soils of the municipality is generally low and will not affect urban development.
- The identified Dolerite areas should be treated with special care and detailed geotechnical investigations are required if urban development is intended in these areas. Dolerite formations hamper urban development. The areas south of Zastron and north of Rouxville are mostly affected in this regard.



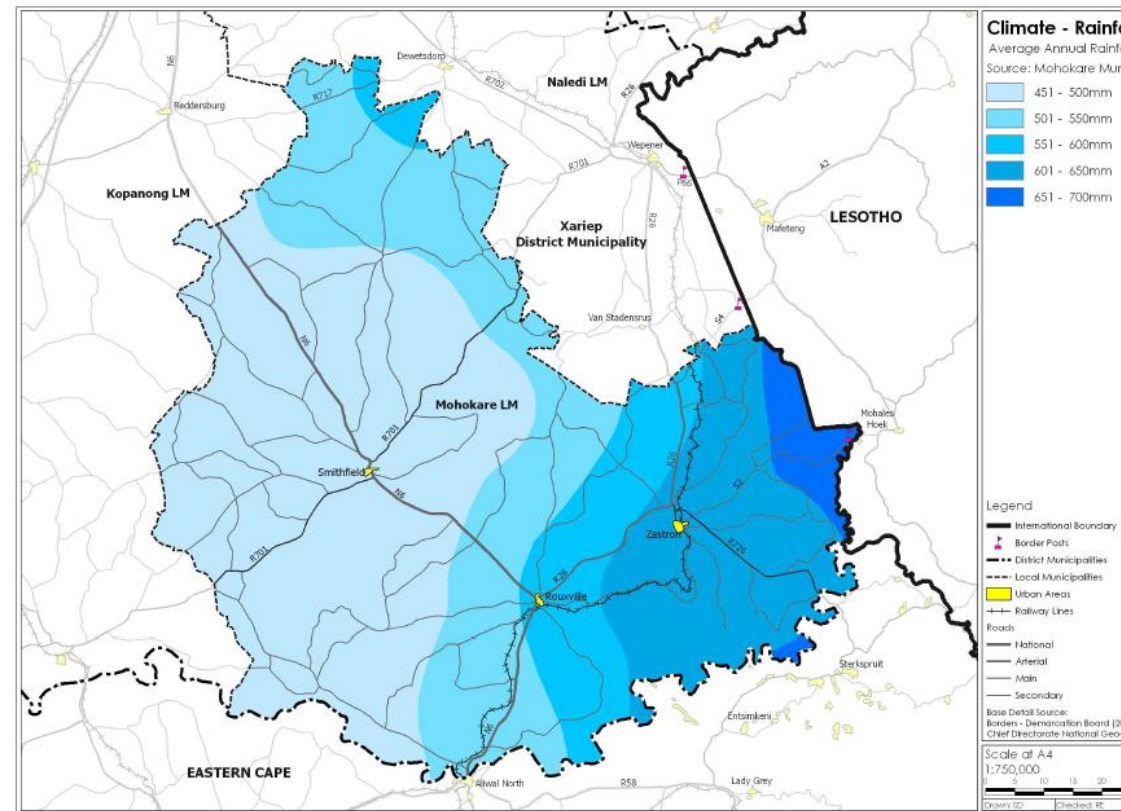
**Map 3: Soil Depth**

## 2.2 CLIMATE

- The area generally has a medium average temperature of 14°C -15°C.
- The winter months reach below freeze point.
- Given the above temperature, the design of buildings needs to carefully consider insulation, orientation, materials and environmentally sensitive designs linked to thermal characteristics and considerations.

- The Mohokare Municipality falls in a summer rainfall regime with July recorded as the lowest, and December and January the highest rainfall months.
- Given the above, substantial efforts should be made to implement rainwater harvesting not only in new developments but also in existing buildings. This could help to reduce the water demand.
- Agricultural practices should take advantage of the higher rainfall patterns in the eastern region of the municipality.
- Appropriate provision should be made for storm water management in the three main towns, especially in Zastron where the highest average annual rainfall is experienced.
- The area does not generally experience strong winds, but sporadic incidents have shown that the construction and orientation of buildings need to take the strength and predominant NNW wind direction into account.
- Potential for wind energy generation exists within the municipality.
- Cognisance needs to be taken of the dominant wind direction generally between north and east in the low and varying rainfall and the potential impact of climate change.
- Building orientations, architecture and materials need to sensitively respond to the aspects, below, relating to the climate in the Municipality.
- Department of Science and Technology (DS&T) in its "South African Risk and Vulnerability Atlas" notes the following:
  - the eastern South Africa, that includes Naledi, is projected to experience summers with more intense rainfall;
  - emerging small-scale and resource-poor farmers are very funeral to climate change because they do not have the resources and management technologies to mitigate against climate change impacts such as floods, droughts, fires, etc.
  - the average temperature will increase between 2,5°C and 5°C
  - the average seasonal rainfall change will be between 10 and 30mm.
- (Schultze, 2007) notes the following predicted changes to the climate:
  - modified agricultural productivity;
  - changes to the spatial distribution of the climatically suitable growing areas;
  - shift in the agricultural trade patterns;
  - change in the crop opportunities.
- A 10% decrease in run-off could be expected by 2050.

- It is therefore important that the municipality contributes to the efforts to reduce the emission of greenhouse gasses and thereby delay the impact of climate change.
- Climate change refuge areas (i.e. areas with moderate climates that provide cooler habitats where species under threat from changing climates can colonise) are:
  - Mountain Kloofs, which provide important connectivity and provide both temperature and moisture refuges.
  - Topographically diverse areas, which contain important altitudinal and climatic gradients which are important for climate change adaptation as well as ensuring a range of micro-climates are protected.
  - Riverine corridors, which provide important connectivity in extensive arid environments.
  - South facing mountain slopes, which, similar to kloofs, provide refuge habitats against the impacts of climate change. (BOTSOC, 2008).



**Map 4: Rainfall**

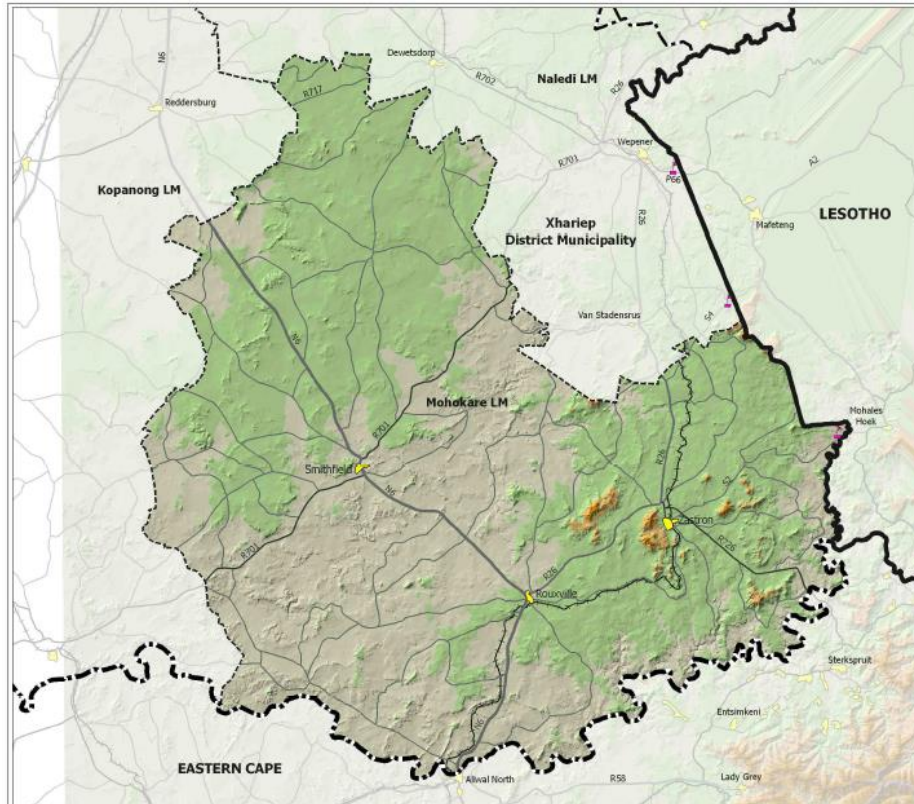
## 2.3 TOPOGRAPHY, SLOPES AND ASPECT

The entire municipality generally has a flat topography (1:20) which poses no constraints in terms of urban and agricultural development.

- The south facing mountain slopes are climate change refuge areas and should be targeted for the protection of habitats given the expectation of increasingly hotter temperatures.



- The areas east of Smithfield and Zastron are very steep and may not be suitable for conventional urban expansion.



Map 5: Topography

## 2.4 WATER RESOURCES (HYDROLOGY)

- A concerted effort is required to improve the quality and status of all rivers and their tributaries in the municipality, particularly the Caledon and Klipspruit that are largely modified rivers.
- Aspects such as current farming practices and urban effluent management need to be specifically addressed.

- Special policy is required to protect the river network in the municipality.
- The WMP noted the following:
  - Rouxville is in a water deficit;
  - Smithfield and Zastron will be in a deficit in the next 5 years (August 2011 study).
- The Department of Water Affairs noted the following:
  - Water Conservation and Demand Management Strategies must be implemented by the Municipality in for all future developments.
  - DWA will conduct a water risk assessment of the Montagu Dam near Smithfield which will include a water quality assessment for the water
  - Sand Mining within the 1:100 year flood line or the riparian habitat of any water course requires water use authorization for 21(c) impending
  - or diverting the flow of water in a watercourse; 21(c) altering the bed, banks, course or characteristics of a watercourse;
  - Developments should not be planned within the 1:100 flood lines or the riparian habitat of any watercourse;
  - Wastewater storage dams and wastewater disposal sites must be above the 100 year flood line, or alternatively, more than 100 meters, whichever is further.

## 2.5 BIODIVERSITY (full biodiversity Plan available on Municipal website) [www.mohokare.gov.za](http://www.mohokare.gov.za)

- This biome is expected to be heavily impacted given the current rate of climate change. See section 3.2.2.4. Ways to reduce the climate change and mitigate its impact on this biome should be proposed in the SDF.
  - This mapping should be read in conjunction with the SANBII biodiversity assessment for the Municipality.
  - Strategies are required to ensure that the areas of high significance are not negatively or impacted upon in an unsustainable manner.
  - Strategies are required to improved the status of the Endangered Eastern Free State Grassland and the Vulnerable Zastron Moist Grassland; and the Drakensberg Montane Shrubland and Upper Xhariep Alluvial vegetation.
  - Grassland conservancies need to be promoted wherever possible
  - Recommended actions to reduce the risk of fires include (DAFF, 2013):
    - Investigate the use of the N6 and R 701, R 702 and R 702 as buffer zones (either burnt or grass cutting on the verges).
    - Prescribed burning to reduce the fuel load on the Aasvoelkopberg west of Zastron.
    - Increase police patrols at the Lesotho border regions east of Zastron.
    - Investigate the use of the railway line at Zastron as a buffer zone.
    - Localized awareness campaigns in the area. (Working on fire Team)
    - Encourage at least 80% of landowners to have radios.
    - Encourage the use of a burning permit system.
    - Promote hazard and vulnerability mapping.
    - Identify and map fires not picked up by MODIS (Moderate Resolution Imaging Spectroradiometer), a key instrument aboard the Terra (EOS am) and Aqua (EOS pm) satellites.
    - Incorporate the business plan of the Fire Protection Association (FPA) of the region into the Local Municipality Disaster management plans.
    - Incorporate the Rules and regulations of FPA's into local By-laws.
  - Ensure the protection of the formally conserved areas and ensure other sensitive areas are protected.
- Promote the conservation areas as part of a tourism strategy to increase the economic benefits of these conservancies

## **.Free State Biodiversity Plan.**

### **Alignment with the FS PSDF**

A main objective of the biodiversity plan and its implementation is for it to be aligned with other spatial planning policies and guidelines, specifically the Free State Provincial Spatial Development Framework (FS PSDF) (DCGTA, 2014). The purpose of the latter, in conjunction with the Free State Growth and Development Strategy (FS GDS), is to facilitate application of the National Development Plan Vision 2030 in the Free State by defining a place-specific spatial vision and direction around which to align the Provincial Strategic Growth and Development Pillars of the FS GDS. This is given effect by illustrating the desired future spatial patterns that provide for integrated, efficient and sustainable land-use throughout the province based upon the development of priorities as set in the FS GDS. In practical land-use terms, the FS PSDF provides guidance amongst others pertaining to what type of land use should be undertaken at any particular location.






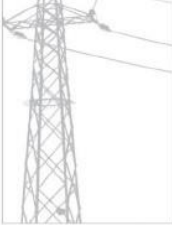
The FS PSDF is to serve as a framework and manual for integrated spatial planning and land-use management in accordance with the principles of sustainability and sustainable development. To this end, the FS PSDF focuses on amongst others on the following:

- Supporting the district and local municipalities in the preparation of their SDFs in terms of the Local Government: Municipal Systems Act 32 of 2000. Such support and guidance include the following:
  - o Providing a standard spatial format for giving effect to, among others, the FS GDS and the associated development programmes and projects throughout the province.
- economic growth;
- social inclusion;
- efficient land development; and
- minimal impact on public health,
- the environment and natural resources.

Importantly the SPLUMA requires land use schemes to include amongst others a map indicating the zoning of the municipal area into land use zones. The SPLUMA further stipulates that land use schemes adopted in terms of the Act must include appropriate categories of land use zoning and regulations for the entire municipal area, including areas not previously subject to a land use scheme. To this extent the FS PSDF developed Spatial Planning Categories (SPCs; Figure 22) which are the

land use categories that will show on the zoning map of a land use scheme. Development of the SPCs took cognisance of the SPLUMA requirement that a land use scheme must amongst others take cognisance of any environmental management instrument adopted by the relevant environmental management authority (e.g. a biodiversity plan).

Of relevance is the SPCs 'Statutory Conservation Areas (Core Areas): SPC A' and 'Non-Statutory Conservation Areas (Buffer Areas): SPC B' as these represent areas where according to the FS PSDF land use within these areas need to proceed with caution. The same, to some extent, may also apply to areas categorized as SPC C.a (extensive agricultural areas). Although the FS PSDF recognizes that land use within these areas need to be managed, it does not provide detailed guidelines on land uses which are considered to be compatible or not with these categories. This is provided by the land use guidelines provided herein.

SPATIAL PLANNING CATEGORIES		
	<b>A</b> CORE	A.a Statutory Protected Areas
	<b>B</b> BUFFER	B.a Non-Statutory Conservation Areas B.b Ecological Corridors B.c Urban Green Areas
	<b>C</b> AGRICULTURAL AREAS	C.a Extensive agricultural areas C.b Intensive agricultural areas
	<b>D</b> URBAN RELATED	D.a Main Towns D.b Local Towns D.c Rural Settlements D.d Tribal Authority Settlements D.e Communal Settlements D.f Institutional Areas D.g Authority Areas D.h Residential Areas D.i Business Areas D.j Service Related Business D.k Special Business D.l SMME Incubators D.m Mixed Use Development Areas D.n Cemeteries D.o Sports fields & Infrastructure D.p Airport and Infrastructure D.q Resorts & Tourism Related Areas D.r Farmsteads & Outbuildings
	<b>E</b> INDUSTRIAL AREAS	E.a Agricultural industry E.b Industrial Development Zone E.c Light industry E.d Heavy industry E.e Extractive industry
	<b>F</b> SURFACE INFRASTRUCTURE & BUILDINGS	F.a National roads F.b Main roads F.c Minor roads F.d Public Streets F.e Heavy Vehicle Overnight Facilities F.f Railway lines F.g Power lines F.h Telecommunication Infrastructure F.i Renewable Energy Structures F.j Dams & Reservoirs F.k Canals F.l Sewerage Plants and Refuse Areas

Land use guidelines are developed for each of the biodiversity planning categories indicated in Figure 20. The land use guidelines provide guidance as to which types of development are compatible with the desired state/management objectives of the different categories (SANBI, 2017).

For the biodiversity planning categories to inform spatial planning it is necessary that they are related to the SPCs of the FS PSDF. Table 42 provides a description of the landscape-level purpose and the desirable condition of land associated with the different CBA map categories as well as their desired state and/or management objectives to ensure that they continue to afford the protections and/or ecological services on account of which they were selected in the first place. The last column of Table 42 (Recommended SDF category) indicated the SPCs that are associated with the different CBA map categories and therefore also the land uses that are considered to be compatible with the different SPCs. As a collective Table 42 and Table 43 can therefore inform the process of implementing a system of land-use schemes as required by the SPLUMA.

Figure 22: Spatial Planning Categories (SPCs) as contained in the Free State Provincial Spatial Development Framework (FS PSDF). The SPCs represent the defined categories of land-use which in turn are displayed on the zoning map of a land use scheme.

Table 42. Description of and explanation of the landscape-level purpose and the desired state of the land associated with the different CBA map categories and alignment of the CBA map categories with the Spatial Planning Categories (SPCs) of the FS PSDF.

CBA Map Category	Description	Landscape-level purpose	Desired state management objective	Recommended SPC category
Protected Areas	<ul style="list-style-type: none"> <li>• Areas that are formally protected in terms of the following acts: <ul style="list-style-type: none"> <li>– Protected Areas Act</li> <li>– Marine Living Resources Act</li> <li>– Section 8[1] of National Forests Act 84 of 1998</li> <li>– World Heritage Convention Act 49 of 1999</li> </ul> </li> <li>18</li> <li>• Excluding the following: <ul style="list-style-type: none"> <li>- Mountain catchment areas</li> </ul> </li> </ul>	Formal long-term protection for important biodiversity and landscape features. Together with CBAs, ensures that a viable representative sample of all ecosystem types and species can persist.	As per Protected Area Management Plan	<ul style="list-style-type: none"> <li>• All SPCs of Category A (Core Areas), excluding: <ul style="list-style-type: none"> <li>- A.a.9 (Mountain Catchment Area)</li> </ul> </li> </ul>
CBA	Areas that must remain in good ecological condition to meet biodiversity targets	Together with protected areas, ensures that a viable representative sample of all ecosystem types and species can persist.	Maintain in natural or near-natural ecological condition	<ul style="list-style-type: none"> <li>• SPCs of Category B (Buffer Areas): <ul style="list-style-type: none"> <li>- B.b.1 (Freshwater Ecosystem Priority Areas; FEPA)</li> </ul> </li> </ul>
ESA 1	Areas that must remain in at least fair ecological condition to meet biodiversity targets, support ecological functioning, or deliver ecosystem services.	Ensures the long-term ecological functioning of the landscape as a whole.	Maintain in at least semi-natural ecological condition	<ul style="list-style-type: none"> <li>• SPCs of Category A (Core Areas): <ul style="list-style-type: none"> <li>- A.a.9 (Mountain Catchment Area)</li> </ul> </li> <li>• SPCs of Category B (Buffer Areas): <ul style="list-style-type: none"> <li>- B.b.3 (Rivers or riverbeds, incl. 32 m buffer in terms of NEMA)</li> </ul> </li> </ul>
ESA 2	Areas in which further deterioration in ecological condition must be avoided to meet biodiversity targets, support ecological functioning, or deliver ecosystem services		Maintain current land use with no intensification	<ul style="list-style-type: none"> <li>• SPCs of Category B (Buffer Areas): <ul style="list-style-type: none"> <li>- B.b.3 (Other Natural Areas)</li> </ul> </li> </ul>

18 Applies to the core area only. The equivalent CBA map category for the buffer area is CBA.



CBA Map Category	Description	Landscape-level purpose	Desired state management objective	Recommended SPC category
Other Natural Areas	Natural or semi-natural areas that are not required to meet biodiversity targets, support ecological functioning, or deliver ecosystem services (provided that protected areas, CBAs, and ESAs remain intact)	Allows for range of other land uses, including intensive land uses.		<ul style="list-style-type: none"> <li>• SPCs of Category B (Buffer Areas): <ul style="list-style-type: none"> <li>- B.c.1 (Public Park)</li> <li>- B.c.2 (Landscaped areas)</li> </ul> </li> <li>• SPCs of Category C (Agricultural areas): <ul style="list-style-type: none"> <li>- C.a.1 (Bona-fide game farms)</li> <li>- C.a.2 (Extensive stock farms)</li> </ul> </li> <li>• SPCs of Category F (Surface Infrastructure &amp; Buildings): <ul style="list-style-type: none"> <li>- F.m (Science and Technology Structures)</li> </ul> </li> </ul>
No Natural Remaining	Areas in which no natural habitat remain	Areas already severely or irreversibly modified by intensive land uses.		All SPCs not listed for the other CBA map categories

Table 43: Alignment of Spatial Planning Categories (SPCs) with the CBA map categories. The second column (Associated SPC category) provides the link with the last column (Recommended SPC category) of Table 42. Y (yes) = The land use or activity is compatible with the management objective of the CBA/ESA; N (no) = The land use or activity is not compatible with the management objective of the CBA/ESA, even with restrictions; na (not applicable) = The associated land use activities are not applicable to the Free State; R (restricted) = the land use or activity is compatible only if undertaken subject to the following restrictions:

- R for Protected

The envisaged land use must be per the Protected Area Management Plan and must not compromise the 'Landscape-level purpose' and/or the 'Desired state/management objective' of the CBA map category per Table 42.

- R for CBAs & ESAs

The envisaged land use must not compromise the 'Landscape-level purpose' and/or the 'Desired state/management objective' of the CBA map category per Table 42.

- R for ESAs

The ability of the ESA cluster to support the associated ecological services must not be diminished because of the proposed land use. The 'ESA cluster' is the localised area of combined planning units categorized as ESA.

Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR
CATEGORY A: CORE AREAS									
A.a		<u>Statutory Protected Areas</u> <ul style="list-style-type: none"> <li>• Areas designated in terms of legislation for biodiversity conservation, defined categories of outdoor recreation and non-consumptive resource use.</li> <li>• Conservation purposes are purposes normally or reasonably associated with, the use of land for the protection of the natural and/or built environment, including the protection of the physical, ecological, cultural and historical characteristics of land against undesirable change (adapted from Spatial Planning and Land-use Management Bill, 2011).</li> </ul>							
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR

	A.a.1	<u>Wilderness Areas (declared in terms of NEMPA 57 of 2003)</u> • Areas characterised by their intrinsically wild and pristine appearance and character, or that are capable of being restored to such, and which are undeveloped, without permanent improvements or human habitation. Such areas are declared to: <ul style="list-style-type: none"> <li>a) protect and maintain the natural character of the environment, biodiversity resources, associated natural and cultural resources ;</li> <li>b) provide environmental goods and services;</li> <li>c) provide outstanding opportunities for solitude and primitive outdoor experiences; and</li> <li>d) provide controlled access to those who understand and appreciate wilderness, and those who wish to develop such an understanding.</li> </ul>	Y	Y	Y	Y	Y	Y	Y
	A.a.2	<u>Special Nature Reserves (declared in terms of NEMPA 57 of 2003)</u> Areas characterized by sensitive, ecologically outstanding ecosystems or natural habitats, natural communities, populations or species, or unique geological or biophysical features conserved primarily for scientific research, educational and limited nature-based recreational purposes.	Y	Y	Y	Y	Y	Y	Y
	A.a.3	<u>National Parks (declared in terms of NEMPA 57 of 2003)</u> Designated to protect areas of national or international biodiversity importance; or containing a representative sample of South Africa's natural systems, scenic areas or cultural heritage sites; or the ecological integrity of one or more ecosystems. National parks provide spiritual, scientific, educational, recreational and tourism-related opportunities which are mutually and environmentally compatible and can contribute to local and regional economic development.	Y	Y	Y	Y	Y	Y	Y
	A.a.4	<u>Nature Reserves, including provincial, local authority and registered private nature reserves (declared in terms of NEMPA 57 of 2003)</u> • Areas of significant ecological, biophysical, historical, or archaeological interest or that are in need of long-term protection for the maintenance of its biodiversity or for the provision of environmental goods and services. Nature reserves are declared to: <ul style="list-style-type: none"> <li>a) supplement the systems of wilderness areas and national parks in South Africa;</li> <li>b) sustainably provide natural products and services to local communities;</li> <li>c) enable the continuation of traditional resource uses; and</li> <li>d) provide nature-based recreational and tourism opportunities.</li> </ul>	Y	Y	Y	Y	Y	Y	Y
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR

	A.a.5	<u>Protected Environments (declared in terms of NEMPA 57 of 2003)</u> • Areas may be declared as a protected environment to: <ul style="list-style-type: none"> <li>a) Conserve the area as a buffer zone for the protection of a wilderness area, special natural reserve, national park, world heritage site or nature reserve.</li> <li>b) Enable owners of land to take collective action to conserve biodiversity on their land and to seek legal recognition for such actions.</li> <li>c) Protect the area if it is sensitive to development due to its: <ul style="list-style-type: none"> <li>- Biological diversity;</li> <li>- Natural, cultural, historical, archaeological or geological value;</li> <li>- Scenic and landscape value; or</li> <li>- Provision of environmental goods and services.</li> </ul> </li> <li>d) Protect a specific ecosystem outside of a wilderness area, special nature reserve, national park, world heritage site.</li> <li>e) Ensure that the use of natural resources is sustainable.</li> <li>f) Control change in land-use if the area is earmarked for declaration as, or inclusion in, a wilderness area, national park or nature reserve.</li> </ul>	Y	Y	Y	Y	Y	Y	Y
	A.a.6	<u>Forest Wilderness Areas / Forest Nature Reserves (in terms of Section 8[1] of National Forests Act 84 of 1998)</u> • Declared forest wilderness areas and forest nature reserves include: <ul style="list-style-type: none"> <li>a) natural forests, i.e. tract of indigenous trees whose crowns are largely contiguous and which comprise all other floral and faunal forest elements;</li> <li>b) woodlands, i.e. a group of indigenous trees which are not a natural forest, but whose crowns cover more than 5% of the area bounded by the trees forming the perimeter of the group; and</li> <li>c) natural habitats or ecosystem components.</li> </ul>	Y	Y	Y	Y	Y	Y	Y
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR

	A.a.7	<u>Marine Protected Areas (declared in terms of Marine Living Resources Act 18 of 1998)</u> Areas declared as a marine protected area: a) For the protection of communities, populations or species of fauna and the biophysical features on which they depend; b) To facilitate fishery management by protecting spawning stock, allowing stock recovery, enhancing stock abundance in adjacent areas, and providing pristine communities for research; or c) To mitigate any conflict that may arise from competing uses in that area.	na	na	na	na	na	na	na
	A.a.8	<u>World Heritage Sites (declared in terms of the World Heritage Convention Act 49 of 1999)</u> Cultural or natural areas that has been: a) Included on the World Heritage List, or the tentative list of the Republic, and has been proclaimed as a World Heritage Site, or b) Proclaimed to be a special heritage site for management in accordance with the Act (such areas cannot be referred to as a World Heritage Site).	Y	Y	Y	Y	Y	Y	Y
	A.a.9	<u>Mountain Catchment Areas (declared in terms of the Mountain Catchment Areas Act 63 of 1970)</u> Areas declared as mountain catchment areas that provide for the conservation, use, management and control of such land.	Y	Y	Y	Y	Y	Y	Y
CATEGORY B: BUFFER AREAS									
B.a		<u>Non-Statutory Conservation Areas</u> Areas voluntarily set aside by land owners and managed for conservation purposes in terms of the legislation applicable to the current zoning of such land and not in terms of dedicated conservation legislation.	Y	Y	Y	Y	Y	Y	Y
	B.a.1	<u>Contractual Conservation Areas</u> Areas designated for conservation purposes in terms of an agreement with a conservation agency, or between landowners, a lease agreement, or a servitude. This category includes conservancies and biodiversity stewardship sites.	Y	Y	Y	Y	Y	Y	Y
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR

	B.a.2	<u>Private conservation areas</u> Areas zoned as private open space <sup>1</sup> for the primary use of conservation. Also areas unofficially designated and managed for conservation purposes by the relevant land owner.	Y	Y	Y	Y	Y	Y	Y
B.b		<u>Ecological Corridors</u> Linkages between natural habitats or ecosystems that contribute to the connectivity of the latter and to the maintenance of associated natural processes.							
	B.b.1	<u>Freshwater Ecosystem Priority Areas (FEPA) (in terms of National Freshwater Ecosystem Priority Areas Project)</u> Identified river and wetland FEPAs and fish support areas, including a generic buffer of 100m, measured from the top of bank of the river or the delineated riparian areas, whichever is larger, and measured from the outside edge of the wetland (Implementation Manual for Freshwater Ecosystem Priority Areas, Aug 2011).	Y	Y	Y	Y	Y	Y	Y
	B.b.2	<u>Rivers or riverbeds (incl. 32 m buffer) (in terms of NEMA)</u> All other perennial and non-perennial rivers and wetlands, including a buffer of 32m based on the generic buffer width used for aquatic features in the Listing Notices of the Environmental Impact Assessment Regulations, 2010 (GN R544, GN R545 and GN R546).	Y	Y	Y	Y	Y	Y	Y
	B.b.3	<u>Other Natural Areas</u> a) Sensitive Coastal Areas. b) Tracts of natural vegetation that form part of, or link ecosystem components (i.e. tracts of natural vegetation acting as a buffer zone between rivers located in FEPA Fish Support Areas and Fish Sanctuaries, and Category C and D areas). c) Any other natural areas that are conservation-worthy and which form linkages to natural areas within Category C and D areas.	Y	Y	Y	Y	Y	Y	Y
B.c		<u>Urban Green Areas</u> Municipal open spaces that form in integral part of the urban structure.							
	B.c.1	Public Park	N	N	N	R	R	Y	Y
	B.c.2	Landscaped Areas	N	N	N	R	R	Y	Y

Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR
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<sup>1</sup> Private Open Space refers to any land which has been set aside for utilisation primarily as a private site for sports, play, rest or recreational facilities or as an ornamental garden or pleasure garden and includes public land which is or will be leased on a long-term basis and a cemetery, whether public or private.

CATEGORY C: AGRICULTURAL AREAS									
C.a		<u>Extensive agricultural areas</u> Agricultural areas covered with natural vegetation, used for extensive agricultural enterprises, e.g. indigenous plant harvesting, extensive stock-farming, game-farming, eco-tourism							
	C.a.1	Bona-fide Game Farms <sup>2</sup>	Y	Y	Y	Y	Y	Y	Y
	C.a.2	Extensive Stock Farms	N	R	R	R	R	Y	Y
C.b		<u>Intensive agricultural areas</u> Agricultural areas used for intensive agricultural practices, e.g. crop cultivation, citrus, lucern, dates, vineyards, intensive stock farming on pastures.							
	C.b.1	Cultivated Areas	N	N	N	R	R	Y	Y
	C.b.2	<u>Plantations and Woodlots.</u> Plantations, i.e. group of trees cultivated for exploitation of the wood, bark, leaves or essential oils in the trees; forest produce, i.e. anything which appears or grows in such plantation including any living organisms and any product of it.	N	N	N	R	R	Y	Y
CATEGORY D: URBAN-RELATED AREAS									
D.a		<u>Main Town</u> Towns accommodating Category A Municipalities (i.e. metropolitan areas) and the seat (capital town) of Category C Municipalities (District Municipalities).	N	N	N	R	R	Y	Y
D.b		<u>Local Town</u> Towns accommodating the seat (capital town) of Category B Municipalities (Local Municipalities).	N	N	N	R	R	Y	Y
D.c		<u>Rural Settlements</u> Smaller towns and rural settlements that fall under the jurisdiction of Category B Municipalities (i.e. towns and rural settlements forming part of a Local Municipality).	N	N	N	R	R	Y	Y
D.d		<u>Tribal Authority Settlements</u> Formal and informal residential areas under the ownership of tribal authorities.	N	N	N	R	R	Y	Y
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR

<sup>2</sup> Not including intensive breeding

D.e		<u>Communal Settlements</u> Settlements that have been planned, classified and subdivided in terms of the former Rural Areas Act 9 of 1987 and which, in terms of the Transformation of Certain Rural Areas Act 94 of 1998, can be transferred to a legal entity of the community's choice.	N	N	N	R	R	Y	Y
D.f		<u>Institutional Areas</u> Areas designated for schools, colleges, churches and mosques and other institutional purposes.							
	D.f.1	Place of Instruction	N	N	N	R	R	Y	Y
	D.f.2	Place of Worship	N	N	N	R	R	Y	Y
	D.f.3	Institution	N	N	N	R	R	Y	Y
D.g		<u>Authority Areas</u> Areas designated for governmental purposes and other official uses, e.g. municipal offices, offices of parastatals (Telkom, Eskom) (areas zoned for authority purposes).							
	D.g.1	Government Uses	N	N	N	R	R	Y	Y
	D.g.2	Municipal Uses	N	N	N	R	R	Y	Y
D.h		<u>Residential Areas</u> Areas designated for residential purposes, e.g. single title erven, group housing, estates, 'GAP housing' <sup>3</sup> and residential smallholdings							
	D.h.1	Single Residential House	N	N	N	R	R	Y	Y
	D.h.2	Group Housing	N	N	N	R	R	Y	Y
	D.h.3	Guest House	N	N	N	R	R	Y	Y
	D.h.4	Flats/Residential Building	N	N	N	R	R	Y	Y
	D.h.5	Mixed Density Residential Area	N	N	N	R	R	Y	Y
	D.h.6	GAP Housing	N	N	N	R	R	Y	Y
	D.h.7	Subsidized Housing	N	N	N	R	R	Y	Y
	D.h.8	Informal Housing	N	N	N	R	R	Y	Y

<sup>3</sup> 'GAP housing' refers to a category of residential units that falls between the housing units provided by the state (< R100 000) and those provided by the private sector (>R250 000). The GAP housing market typically caters for people earning between R3 500 and R10 000 per month, which is too little to enable them to enter the private property market, yet too much to qualify for state assistance.



Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR
	D.h.9	Small Holdings	N	N	N	R	R	Y	Y
	D.h.10	Residential Estate	N	N	N	R	R	Y	Y
D.i		<u>Business Areas</u> Areas designated for activities associated with retail and service industries, e.g. shops, restaurants, professional offices (areas zoned for business purposes).							
	D.i.1	Business Premise	N	N	N	R	R	Y	Y
	D.i.2	Shop	N	N	N	R	R	Y	Y
D.j		<u>Service-Related Business</u> Areas designated for other business activities associated with service trade industries, e.g. laundrettes and light manufacturing industries; and industries associated with motor vehicle sales and repairs.							
	D.j.1	Service Trade Industry	N	N	N	R	R	Y	Y
	D.j.2	Service Station	N	N	N	R	R	Y	Y
D.k		<u>Special Business</u> Areas designated for special business activities associated with casinos and gambling houses and areas identified for adult entertainment.							
	D.k.1	Casino	N	N	N	R	R	Y	Y
	D.k.2	Adult Entertainment	N	N	N	R	R	Y	Y
D.l		<u>SMME Incubators</u> Areas designated for Small Medium and Micro Enterprises (SMMEs) and associated infrastructure and services focused on community-based service trade and retail.	N	N	N	R	R	Y	Y
D.m		<u>Mixed-Use Development Areas</u> Areas designated for innovative combinations of land-use, e.g. residential/light business; light industry/light business (in terms of various municipal zonings).	N	N	N	R	R	Y	Y
D.n		<u>Cemeteries</u> Cemeteries and formal burial parks, excluding crematoriums.	N	N	N	R	R	Y	Y
D.o		<u>Sports fields &amp; Infrastructure</u> Dedicated sports fields together with the associated infrastructure, parking areas, and services.	N	N	N	R	R	Y	Y

Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR
D.p		<u>Airport and Infrastructure</u> Area designated as airport together with the infrastructure and services associated with the airport and its activities	N	N	N	R	R	Y	Y
D.q		<u>Resorts &amp; Tourism Related Areas</u> Resorts and tourism-related nodes and amenities that form part of a designated Hospitality Corridor.	R	R	R	R	R	Y	Y
D.r		<u>Farmsteads &amp; Outbuildings</u> Main farmsteads, including on-farm infrastructure required for farm logistics, e.g. houses, sheds, packing facilities, etc.	N	R	R	R	R	Y	Y
CATEGORY E: INDUSTRIAL AREAS									
E.a		<u>Agricultural industry</u> Agriculture-related industrial development, e.g. silos, wine cellars, packing facilities, excluding abattoirs.	N	N	N	R	R	Y	Y
E.b		<u>Industrial Development Zone</u> Dedicated industrial estate ideally linked to an international, or national, port that leverages fixed direct investments in value-added and export-orientated manufacturing industries.	N	N	N	R	R	Y	Y
E.c		<u>Light industry</u> Areas designated for light industrial activities associated with the service industry (e.g. repair of motor vehicles) including warehouses and service stations.	N	N	N	R	R	Y	Y
E.d		<u>Heavy industry</u> Areas designated for robust industrial activities, e.g. chemical works, brewery, processing of hides, abattoirs, stone crushing, crematoriums	N	N	N	R	R	Y	Y
E.e		<u>Extractive industry</u> Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.	N	N	N	R	R	Y	Y
CATEGORY F: SURFACE INFRASTRUCTURE & BUILDINGS									
F.a		<u>National roads</u> National roads proclaimed in terms of the National Roads Act 7 of 1998.	N	R	R	R	R	Y	Y

F.b		<u>Main roads</u> Provincial and regional roads proclaimed in terms of the Roads Ordinance 19 of 1976.	N	R	R	R	R	Y	Y
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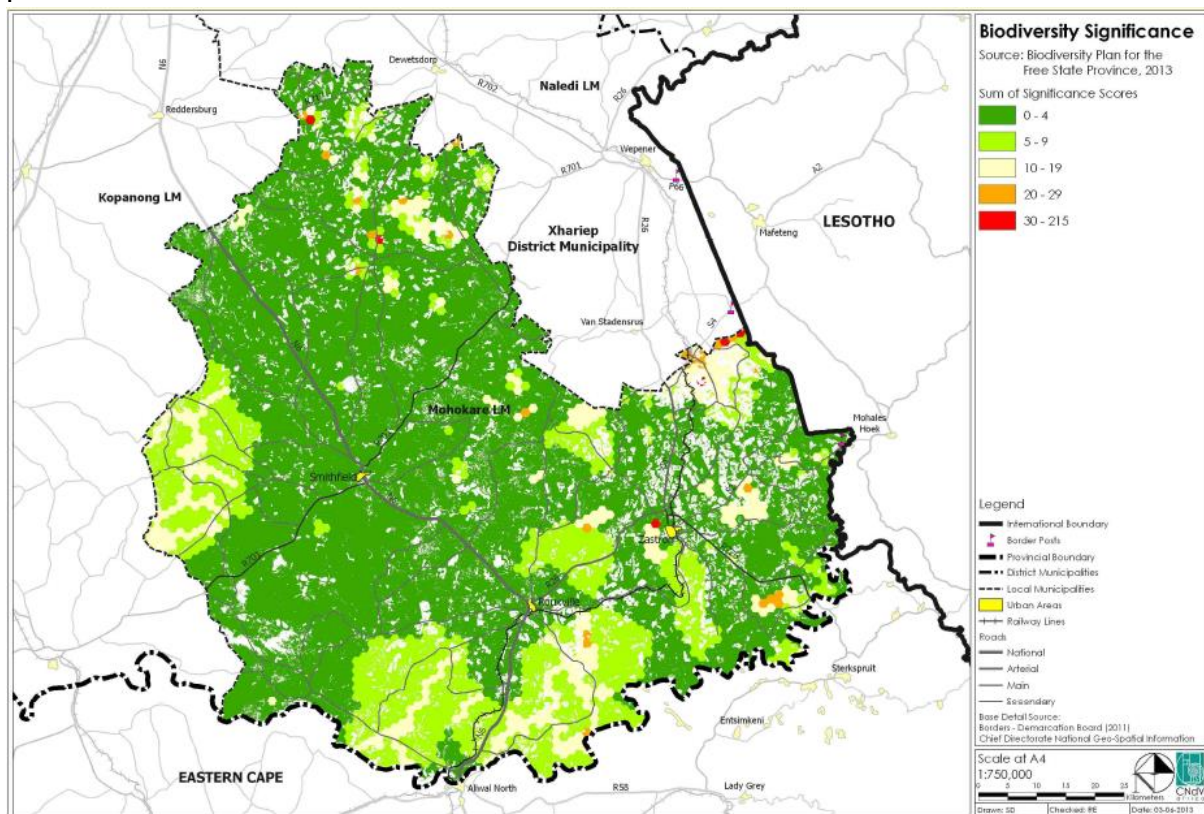
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR
F.c		<u>Minor roads</u> Regional and local roads proclaimed in terms of the Roads Ordinance 19 of 1976.	N	R	R	R	R	Y	Y
F.d		<u>Public Streets</u> Public streets and parking areas within main town and rural settlements.	N	R	R	R	R	Y	Y
F.e		<u>Heavy Vehicle Overnight Facilities</u> Areas designated for heavy vehicle parking and overnight facilities.	N	R	R	R	R	Y	Y
F.f		<u>Railway lines</u> Railway lines and associated infrastructure.	N	R	R	R	R	Y	Y
F.g		<u>Power lines</u> Power lines and associated sub-stations and infrastructure.	N	R	R	R	R	Y	Y
F.h		<u>Tele-communication infrastructure</u> Any part of the infrastructure of a telecommunication network for radio/wireless communication including, voice, data and video telecommunications, which may include antennae, any support structure, equipment room, radio equipment and optical communications equipment provided by cellular network operators, or any other telecommunication providers, and all ancillary structures needed for the operation of telecommunication infrastructure.	N	R	R	R	R	Y	Y
F.i		<u>Renewable energy structures</u> Any wind turbine or solar voltaic apparatus, or grouping thereof, which captures and converts wind or solar radiation into energy for commercial gain irrespective of whether it feeds onto an electricity grid or not. It includes any appurtenant <sup>4</sup> structure or any test facility which may lead to the generation of energy on a commercial basis.	N	R	R	R	R	Y	Y
F.j		<u>Dams &amp; Reservoirs</u> Major dams and reservoirs	N	N	N	R	R	Y	Y
F.k		<u>Canals</u> Constructed permanent waterways, e.g. irrigation canals and stormwater trenches	N	R	R	R	R	Y	Y

<sup>4</sup> Appurtenant structure means any structure or accessory necessary for, or directly associated with generation of renewable energy.

F.l		<u>Sewerage Plants and Refuse Areas</u> Areas designated as municipal and private sewerage treatment plants and refuse areas	N	N	N	R	R	Y	Y
Broad land use	Associated SPC category	Associated land use activities as per the FS PSDF Spatial Planning Categories (SPCs)	Protected	CBA1	CBA2	ESA1	ESA2	ONA	NNR
F.m		<u>Science and Technology Structures</u> Any areas associated with the science and technology sector, with specific reference to the SKA and the designated astronomy reserve	N	R	R	R	R	Y	Y

## DIVERSIFICATION REGION SWOT ANALYSIS

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Natural endowment</li> <li>• Rivers (e.g. Rietrivier &amp; Modder) dams (e.g. Kalkfontein)</li> <li>• Nature reserves (e.g. Kalkfontein; Rietrivier catchment)</li> <li>• Historical &amp; cultural endowments</li> <li>• Irrigable land</li> <li>• Existing irrigation infrastructure</li> <li>• Potential for variety of crops</li> <li>• Potential for variety of livestock</li> <li>• Diversity in terms of agricultural activities</li> <li>• Intra and inter-regional connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty</li> <li>• Human resource capacities</li> <li>• Declining populations (out migration)</li> <li>• Orientation towards Kimberley</li> <li>• Administrative structure to drive functional regions</li> <li>• Champions (political &amp; administrative)</li> </ul>
Opportunity	Threat
<ul style="list-style-type: none"> <li>• Diversification in terms of linkages</li> <li>• Opportunities for innovation in farming with the aid of technology</li> <li>• Accessible niche mini markets</li> <li>• Twinning big farmers &amp; emerging farmers</li> <li>• Possibility of artisanal mining</li> <li>• Opportunities for adding value to diamonds e.g. polishing, cutting, etc.</li> <li>• Land reform projects including game farms</li> <li>• Community linkages to the tourism sector</li> <li>• Community provisioning for the tourism sector</li> <li>• Green energy (solar)</li> <li>• Economies of scope largely emanating from the diverse opportunities</li> <li>• Region could be a hub for job creation, innovation, economic growth &amp; human settlements development</li> </ul>	<ul style="list-style-type: none"> <li>• Uncoordinated approach to Project implementation</li> <li>• Adequate public &amp; private investment</li> <li>• Investment climate</li> <li>• Incentivization</li> <li>• Pipeline of shovel ready projects</li> </ul>



**Map 6: Biodiversity Significance**

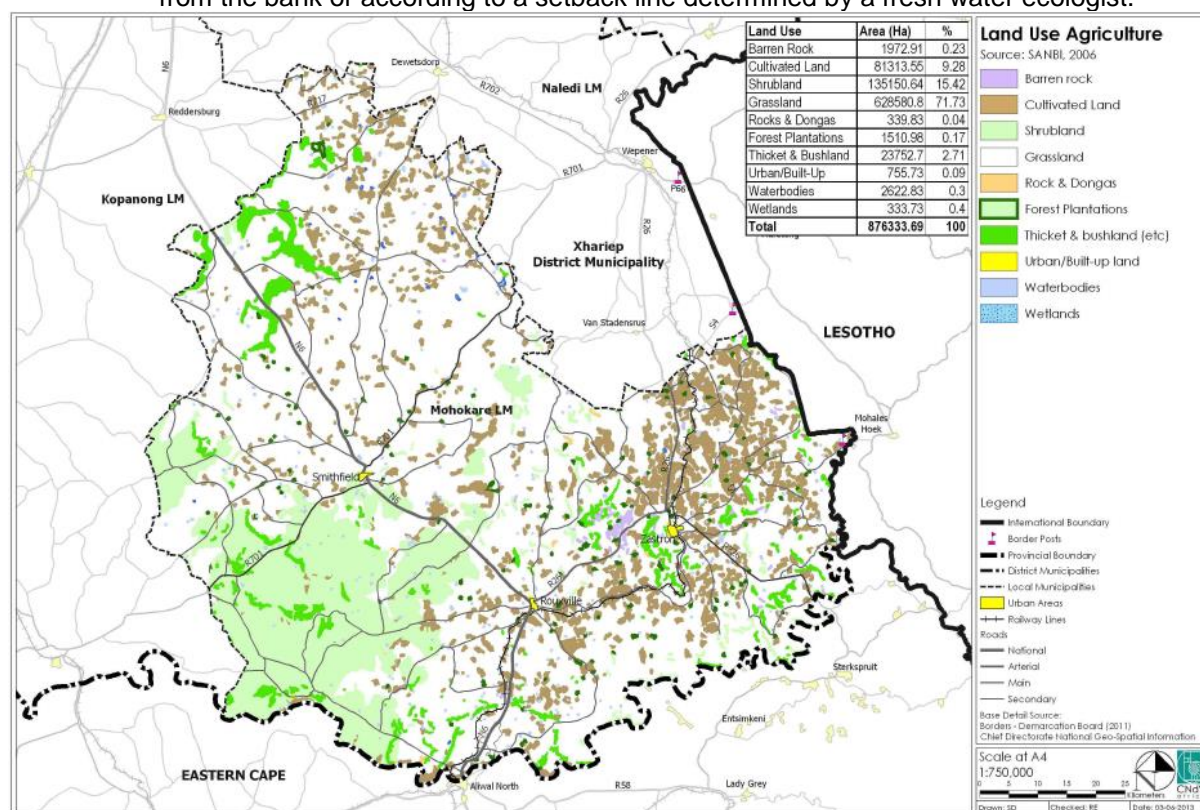
## 2.6 AGRICULTURE

- A total area of 81313.55ha is being cultivated.
- The following crops can be considered well adapted (with a comparative advantage) for the Mohokare Municipality:
  - Sheep farming (wool and mutton),
  - beef cattle farming,
  - potatoes (limited area), and
  - lucerne (limited area)
- With reference to the agricultural sector, general factors underlying the comparative advantage for Mohokare Municipality agriculture include, amongst others:
  - livestock farming tends to be relative “stable” in terms of income
  - favourable current wool prices
  - farmers next to Orange and Caledon rivers can irrigate which compliment and stabilise income
- The unique combination of the above factors put the Mohokare agricultural region in the position to produce high quality wool, mutton and beef, potatoes and lucerne.
- Furthermore the agri-tourism industry in the Mohokare Municipality is well developed with a wide variety of offerings to tourists.

There is a need to:

- Regulating water demand especially for agricultural purposes.
- Protect ecological water reserves.
- Monitor biodiversity closely and eradicating alien vegetation.
- Evaluate livelihoods based on threatened resources.

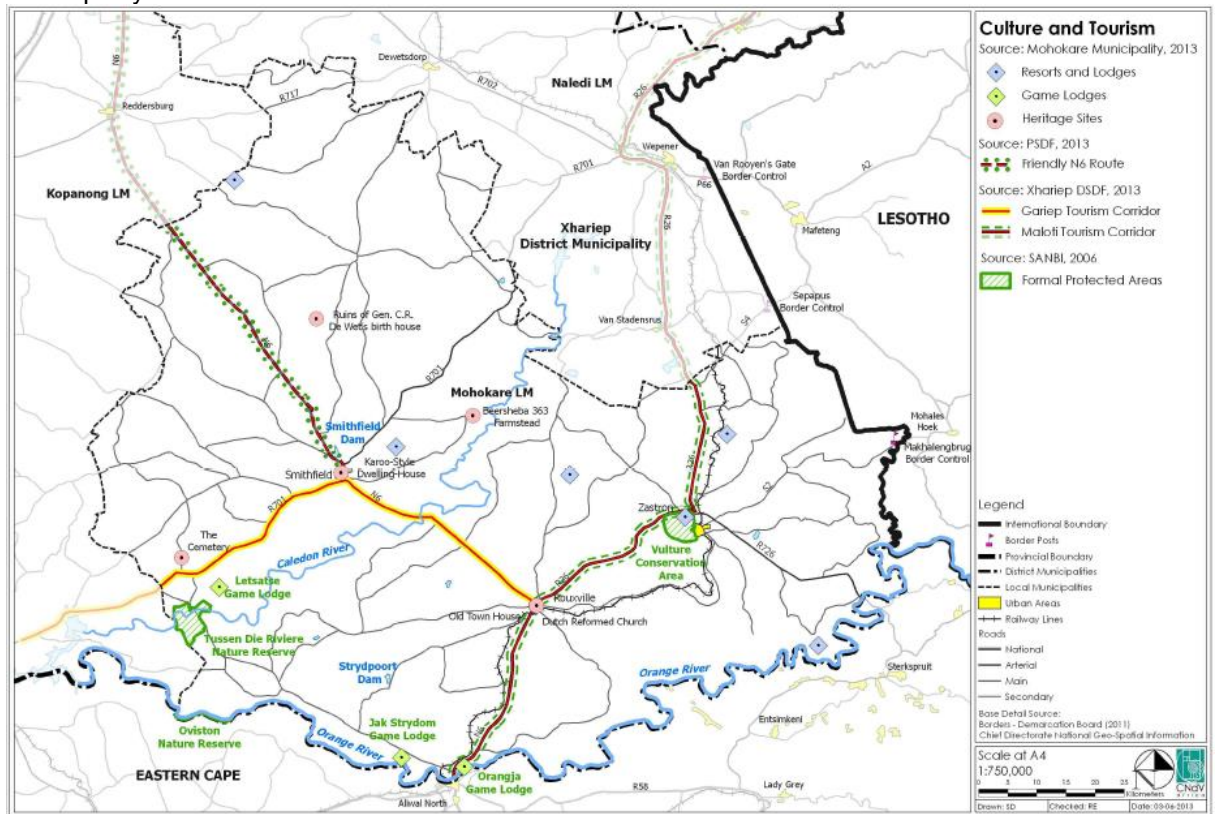
- Ensure that all land capable of crop farming has sufficient water and arable land is protected from other uses.
- Develop the agricultural sector in order to increase employment generation in this sector.
- Establish ecological corridors where grazing, crop farming and buildings are prohibited should be declared along river banks. Their boundaries should be a minimum of 32m from the bank or according to a setback line determined by a fresh water ecologist.



**Map 7: Agriculture Land Use**



- Harness the tourism potential of the Orange River along the southern boundary of the municipality.



**Map 8: Culture and Tourism**



### 3.1 TRANSPORTATION

An efficient road network is crucial in promoting the economy of a municipality. The required upgrades to roads and the construction of new roads, as per the IDP (2017/18), should be undertaken to not stifle ongoing economic growth.

- The main roads between the settlements will be upgraded:
  - Zastron to Wepener (R26)
- The prohibitions of the movement of goods for commercial purposes between Free State and Lesotho resulted in the closing down of a number of big retailers in Zastron and the loss of a number of jobs.
- The discontinuation of the use of the railway line had a similar effect on jobs in Zastron.
- It was noted that while there are railway line tracks there may be stability problems on the line between Zastron and Wepener, some people have settled in the reserve.
- A public transport and non-motorised transport system should be implemented throughout the municipality..
- The municipality should aim to achieve the identified roads and storm water projects. Funding to achieve the identified projects should receive priority.
- The location of any additional erven within flood routes and main water courses should not be permitted.
- Residents should be educated on the negative effects of dumping and littering in and around storm water systems.
- The railway line is not being utilised. The line along with the station in each of the towns can be upgraded and utilised. About 6-8 trains per day used to stop in Zastron.
- The use of the railway line will help with public transport between the settlements and will take some of the heavy goods off the roads.
- Capitalise on the opportunities as a result of the Cape Town-Johannesburg Rapid Rail line upgrading. This is especially important for Rouxville.

### 3.2 SOLID WASTE MANAGEMENT

- Waste management strategies should be implemented throughout the municipality.
- Opportunities for waste separation and recycling at the existing land fill sites should be investigated. These can also assist with low skilled job creation.
- The officials reported the following:
  - The new landfill site close to Matlakeng was permitted and has a life span of 20 years;
  - The older site in Zastron has a remaining lifespan of 9 years and is not permitted;
  - Waste recycling is taking place at the Zastron (paper, glass and plastic), Rouxville (plastic) and Smithfield (glass).
  - All landfill sites are permitted but are not compliant.
  - Given the development setback (buffer) of at least 500m that should be observed next to landfill sites, problems in this regard is noted at Mofutsanyane (Smithfield), Matlakeng and Zastron. Where residential units are laid out in these buffer areas.

### 3.3 WATER INFRASTRUCTURE

- The WMP notes the following:
  - Rouxville is in a water deficit;
  - Smithfield and Zastron will be in a deficit in the next 5 years (August 2011 study).
- A range of water demand management strategies, e.g. recycling, rainwater harvesting, water demand management, etc. needs to be developed for all sectors.
- Educating consumers on water wise initiatives including gardening should be implemented across the municipality.
- The officials reported the following:

- Bulk water is a major concern in the Municipality;
- A 20 year horizon is in the process of being planned for;
- The municipality requires R143 million from DWAF over the next 6 years to complete all the bulk water infrastructure requirements;
- R23 million has been funded by DWAF for 2013 financial year (Rouxville). This funding will be used to complete the Rouxville bulk water implementation.
- The municipality is in the process of replacing all the galvanised and asbestos water pipes; and,
- The Rouxville works, costing R63m will be completed by July 2014.

### **3.4 WASTE WATER TREATMENT (SANITATION)**

- Eradicate the bucket system as far as possible.
- Off-grid, small bore, dry and alternative technologies such as bio-gas (permanent occupation) or envoi-loos/ biolytics/ ventilated improved pit latrines (VIPL) (also suitable for periodic occupation) should be used.

### **3.5 ENERGY**

- The use of renewable energy sources, i.e. Solar hot water cylinders and photovoltaic systems should be encouraged and implemented in all new developments.
- The backlog of households in Rouxville / Roleleathunya that do not have access to electricity should be eradicated.

### 3.6 HOUSING

The officials noted the following:

- 480 units are being planned in Smithfield;
- 850 sites are being planned in Rouxville;
- 1000 units are being planned in Zastron and 750 units in Extension 10;
- The Census (2011) records 1321 households in informal structures; Using a plot size of about 200m<sup>2</sup> will represent a need of about 44ha of land at a 60% efficiency ratio.
- The housing backlog in Zastron is estimated at 5000 units. This does not correlate to the Census figures. The Department of Human Settlements will only fund 1000 units. Mooifontein (Zastron) has the potential to provide 3000 sites of a mixed use nature;
- Suitable land should be allocated for the provision of housing for the people on the housing waiting list. The greatest need is in Zastron with an estimated backlog of 5000 units.
- A need of 5000 units translates to a land need of • } 167ha. The exact housing need should be confirmed by means of an accurate housing waiting list.
- Additional funding for housing provision should be established as it was indicated that there are not sufficient funds available (the Department of Human Settlements will only fund 1000 of the 5000 units needed in Zastron).

### 3.7 HERITAGE

- The nature reserves and historical sites in the municipality have a significant role to play in preserving the history of South Africa. Every effort should be made to protect and promote these to the maximum benefit of the Mohokare Municipality and the Xhariep District.
- The nature reserves and historical sites should be harnessed to drive tourism in the municipality.
- Specific land use protection needs to be formulated to protect the heritage structures in the municipality from undesirable urban development and deterioration of their heritage character.

## 4.1 MUNICIPAL SDF POLICY/ PROJECT LIST

As per the IDP 2017/18:

### 4.2 NEWLY IDENTIFIED LED PROJECTS 2017/18

#### LED PROJECT LIST – DRAFT

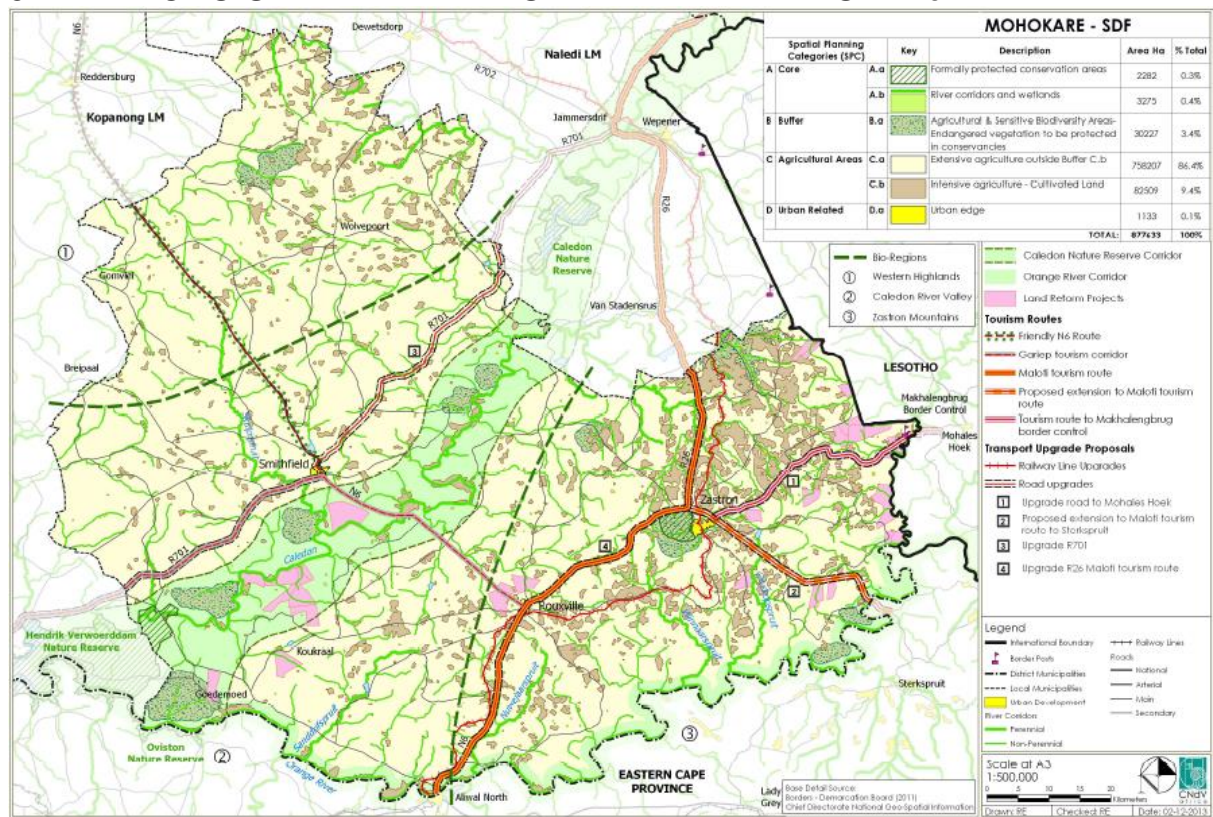
ROUXVILLE	
Possible agave project	Old Golfclub
Tyre recycling	Next to landfill site
Clay Brick making	Next to Rolelelathunya

SMITHFIELD	
Recycling project	At landfill site
Chicken project	Old abattoir site
Possible game farming	Game camp

ZASTRON	
Sandstone mining	Open municipal land next to landfill site
Chicken project	Mooifontein farm outbuildings
Chicken project	Next to handling facility
Upholstery project	Rommelkas
Lifestyle empowerment and development services	Rommelkas

# MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

## 5.1 MACRO SPATIAL DEVELOPMENT FRAMEWORK



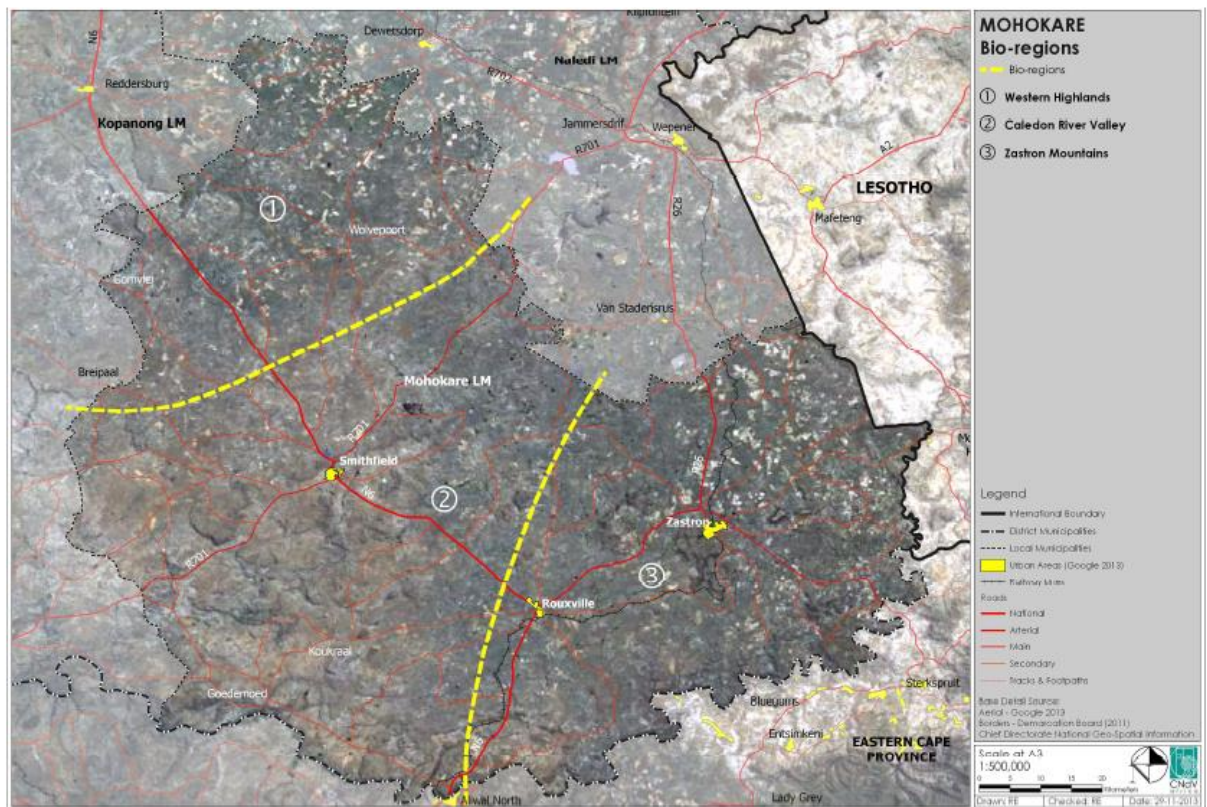
**Map 9: Mohokare Macro Spatial Development Framework**

Map 9 indicates the Spatial Development Framework for the municipality as a whole.

It comprises the following elements:

- Bio-regions;
- Spatial Planning Categories (SPCs) for Land Use Management;
- Sustaining the Economy;
- Major Infrastructure Projects;
- Major Tourism Destinations;
- Urban Related Development;
- Climate Change;
- Urban Design Guidelines;
- Potential Rural Nodes and Periodic Rural Markets; and,
- Settlement Hierarchy and Structure.

## 5.1.1 BIO-REGIONS



Map 10: Mohokare Bio- regions

### NORTHERN WATERSHED

High lying ground with some patchy areas of cultivated land similar to that found around Dewetsdorp in neighbouring Naledi municipality which grain silos service this region.

- Watershed between Vaal and Orange catchments forms spine to bioregion;
- The topography comprises rolling plains with isolated inselbergs;
- Land-uses pattern, - extensive agriculture (livestock grazing interspersed with patches of dry land crop farming;
- This is a similar pattern to that found around Dewetsdorp in abutting Naledi municipality;
- Natural vegetation is Aliwal North Dry Grassland with Xhariep Karoid Grassland along western municipal boundary;
- These vegetation types are considered Least Threatened although there is a conservancy along the Ruitespruit river protecting some of the former vegetation;
- No settlements – forms part of Dewetsdorp hinterland to north or Reddersburg to west; and,
- Major river, Riet, in highly modified state.

### CALEDON RIVER VALLEY

The Caledon valley is low lying with a switch to extensive farming occurring on the lower and further south terrain. There are also a number of conservancies in the river corridor itself which is to be encouraged from both a tourism point of view but also with regards to water quality and quantity as this major river has been severely modified in its upper reaches.

- Comprises lower lying rolling plains without the isolated inselbergs found to the north or the mountain complexes around Zastron;
- It has the least dry land farming found in isolated patches to the north which disappear completely in the lower reaches of the Caledon valley as it approaches the Orange River and Gariep dam;



- The only settlement is Smithfield which would appear to owe its existence more to its strategic location on the N6 between East London and Bloemfontein than to the economic strength of its agricultural hinterland;
- The Caledon river is in a highly modified state and there should be strict observance of a 32m riparian asset back line from the river and water body banks in which no buildings nor ploughing is permitted;
- Further formal and informal conservation areas along its banks should be promoted; and,
- The tourism potential of these conservation areas should be maximized.

## **ZASTRON MOUNTAINS**







Although the coldest and highest part of the municipality it is also the most agriculturally productive due to its deep soils. A number of major tributaries of the Orange River which flows along the municipality's southern boundary also rise here and the effective management of riparian corridors is important to water quality and quantity. This is especially important for the Orange River, which appears to be in a better state than some of its tributaries, because of the enormous use made of this water in downstream irrigation schemes.

- The watershed between the Orange and Caledon sub-catchment, on which Zastron is located, cuts through this bio-region;
- The Aasvoëlberg overlooking Zastron is the highest point in the municipality ( >2000m);
- The Orange river forms the southern boundary of the bio-region and is in a good condition compared to other major rivers in the municipality classified as "largely natural with few modifications";
- Although the coldest part of the municipality this bio-region also has the highest rainfall and deepest soils and most of the dry land agriculture is found here;
- This higher economic carrying capacity has also led to the highest rural and urban populations, in Zastron and Rouxville; and,
- Rouxville is on the N6 and Zastron is at the southern end of the Maloti tourism route.

	<b>Northern watershed</b>	<b>Caledon valley</b>	<b>Zastron Highland</b>
<b>Altitude (m)</b>	1000 - 1500	400 - 1000	1000 - 2000
<b>Population distribution</b>	± 1100	± 6 700	± 26 500
<b>Agriculture</b>	Grain and stock	Stock farming	More grain than stock
<b>Mining</b>	n/a	n/a	n/a
<b>Tertiary</b>	limited	Tourism + agri- services	Government services, tourism agri-services
<b>Renewable energy potential</b>	Solar – intermediate Wind – Below average	Solar – intermediate Wind – above average	Solar – intermediate Wind – above average
<b>Hydrology</b>	Watershed between Vaal and Orange rivers	Caledon river and tributaries	Orange river and tributaries

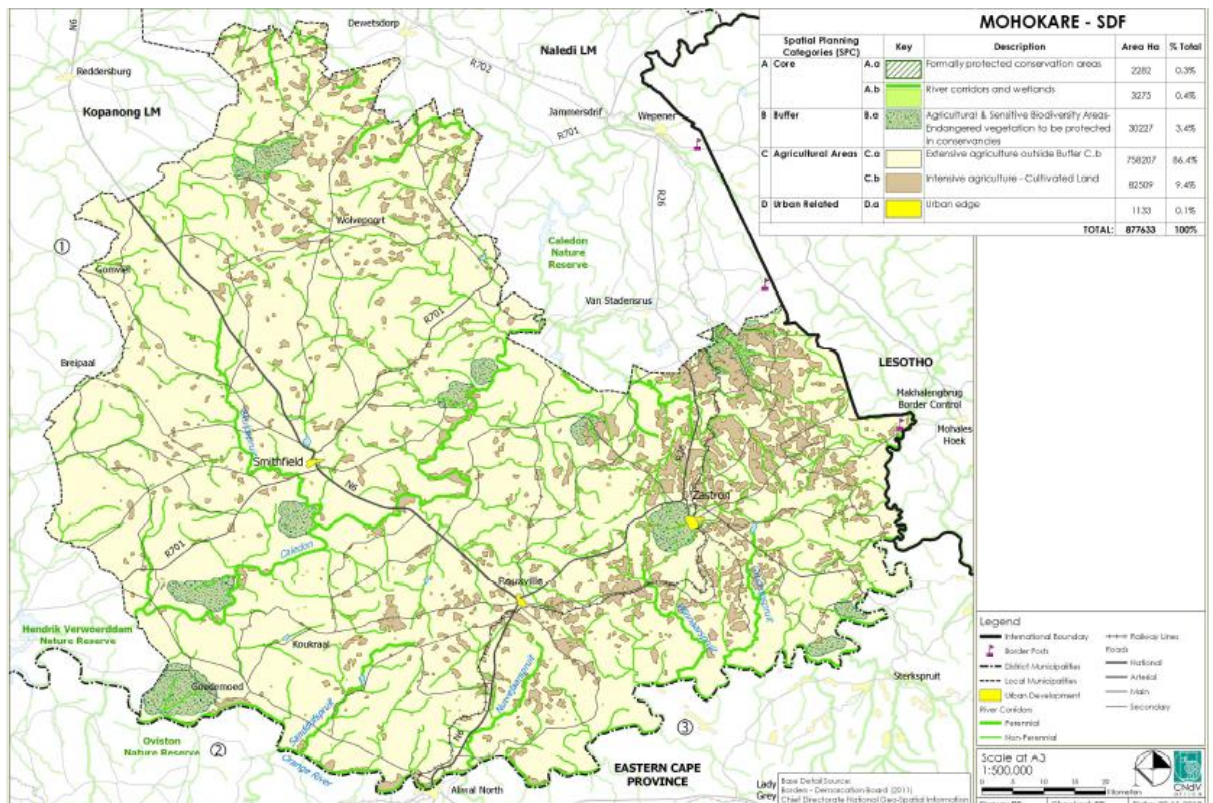
### **Sub-regions and characteristics**

## 6.1 SPATIAL PLANNING CATEGORIES FOR LAND USE MANAGEMENT

	<b>A</b> CORE	A.a Statutory Protected Areas
	<b>B</b> BUFFER	B.a Non-Statutory Conservation Areas B.b Ecological Corridors B.c Urban Green Areas
	<b>C</b> AGRICULTURAL AREAS	C.a Extensive agricultural areas C.b Intensive agricultural areas
	<b>D</b> URBAN RELATED	D.a Main Towns D.b Local Towns D.c Rural Settlements D.d Tribal Authority Settlements D.e Communal Settlements D.f Institutional Areas D.g Authority Areas D.h Residential Areas D.i Business Areas D.j Service Related Business D.k Special Business D.l SMME Incubators D.m Mixed Use Development Areas D.n Cemeteries D.o Sports fields & Infrastructure D.p Airport and Infrastructure D.q Resorts & Tourism Related Areas D.r Farmsteads & Outbuildings
	<b>E</b> INDUSTRIAL AREAS	E.a Agricultural industry E.b Industrial Development Zone E.c Light industry E.d Heavy industry E.e Extractive industry
	<b>F</b> SURFACE INFRASTRUCTURE & BUILDINGS	F.a National roads F.b Main roads F.c Minor roads F.d Public Streets F.e Heavy Vehicle Overnight Facilities F.f Railway lines F.g Power lines F.h Telecommunication Infrastructure F.i Renewable Energy Structures F.j Dams & Reservoirs F.k Canals F.l Sewerage Plants and Refuse Areas

(Source: Free State Provincial Spatial Development Framework)





**Map 11: Mohokare Macro SDF per SPCs**

The Spatial Planning Categories (SPCs) provide the basis for managing rural land uses. The general conditions guiding what activities may occur within each category are generally in accordance with those set out in Table 8.2.

#### 6.2.1 CORE 1 (A.a): FORMALLY PROTECTED AREAS (STATUTORY CONSERVATION AREAS)

- Hendrik Verwoerddam Nature Reserve and its extensions along Orange River boundary of municipality;
- Future public or private reserves along Caledon River; and,
- Aasvoëlberg Nature Reserve around Zastron including upgrading and concession of resort opportunities.

#### 6.2.2 CORE 2 (A.b): ECOLOGICAL/ RIVER CORRIDORS AND WETLANDS

- Major river corridors including:
  - Skuipspruit
  - Caledon
  - Klipspruit
  - Caledon
  - Sandrifstprui
  - Nuwejaarspruit
  - Winnaarspruit
  - Grysboekspruit
  - Orange
- All minor river corridors

### **6.2.3 BUFFER AREAS (B): AGRICULTURE AND SENSITIVE BIODIVERSITY AREAS/ CRITICAL BIODIVERSITY AREAS (CBAs) OUTSIDE OF CORE 1 AREAS**

These are areas where there is Endangered Vegetation, commonly called Sensitive Biodiversity Areas.

B1 All land within the conservation corridors outside of the formally protected nature areas, see Core 1 above;

- Land owners should be encouraged to give their land in this category conservation status which may include tourism activities to provide income to manage the land.

Note: When a property is proclaimed as a Conservancy or Stewardship area those portions to be used purely for conservation purposes should be proclaimed Core 1 (A.a) and those portions containing accommodation or buildings should remain Buffer 1 (B.a).

B2 Extensive Agriculture Areas outside of Critical Biodiversity Areas should still be managed to improve their biodiversity and veld carrying capacity through rotational grazing methods such as Acocks or Savoury.

### **6.2.4 INTENSIVE AGRICULTURE AREAS (C.a) IRRIGATION FARMING AREAS**

These include irrigation farming areas which are the most productive and have received the highest infrastructure investment. They should be protected from urban development to the greatest degree possible.

### **6.2.5 INTENSIVE AGRICULTURAL AREAS (C.b) DRYLAND FARMING AREAS**

Although these areas have not received the high level of investment of irrigation farming areas they still represent an important agricultural resource that should be strongly protected.

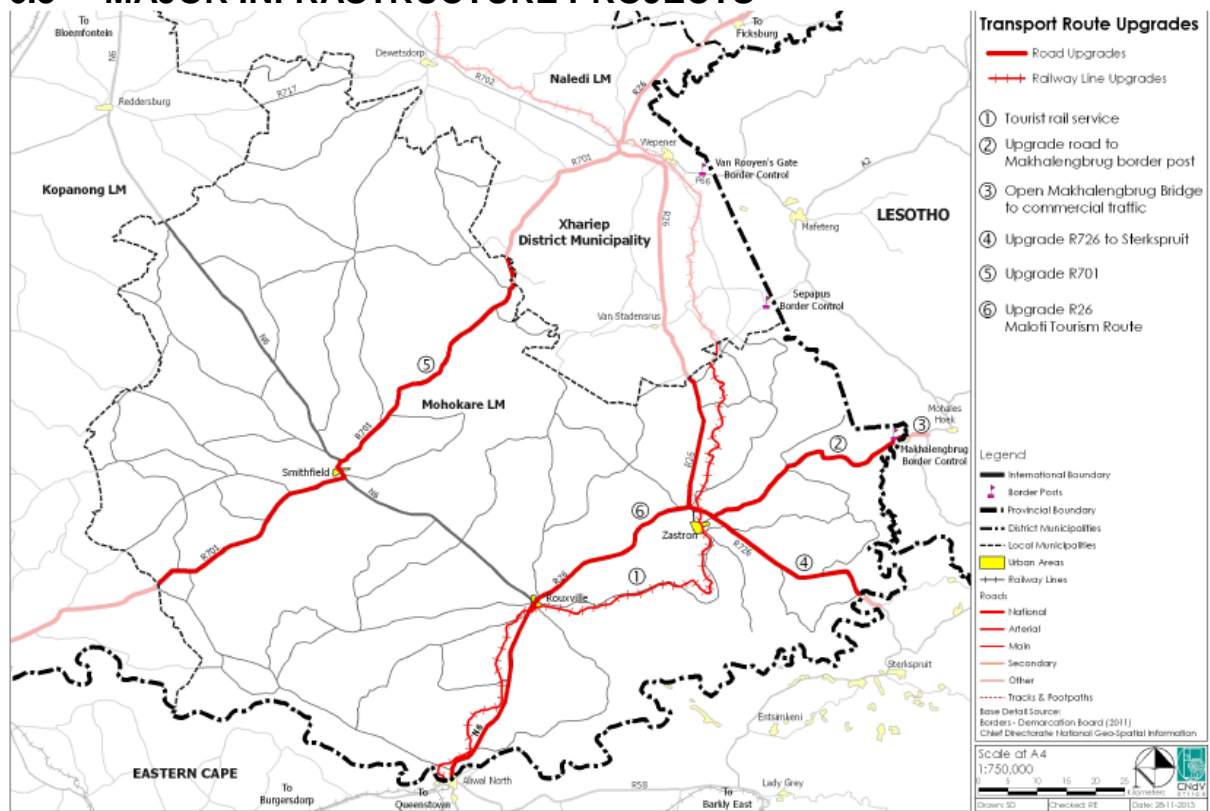
### **6.2.6 URBAN AREAS (D.a)**

This includes the areas that are or will be used for urban related activities. All these areas should be included in a defined Urban Edge.

These include the settlements of:

- Zastron
- Rouxville
- Smithfield

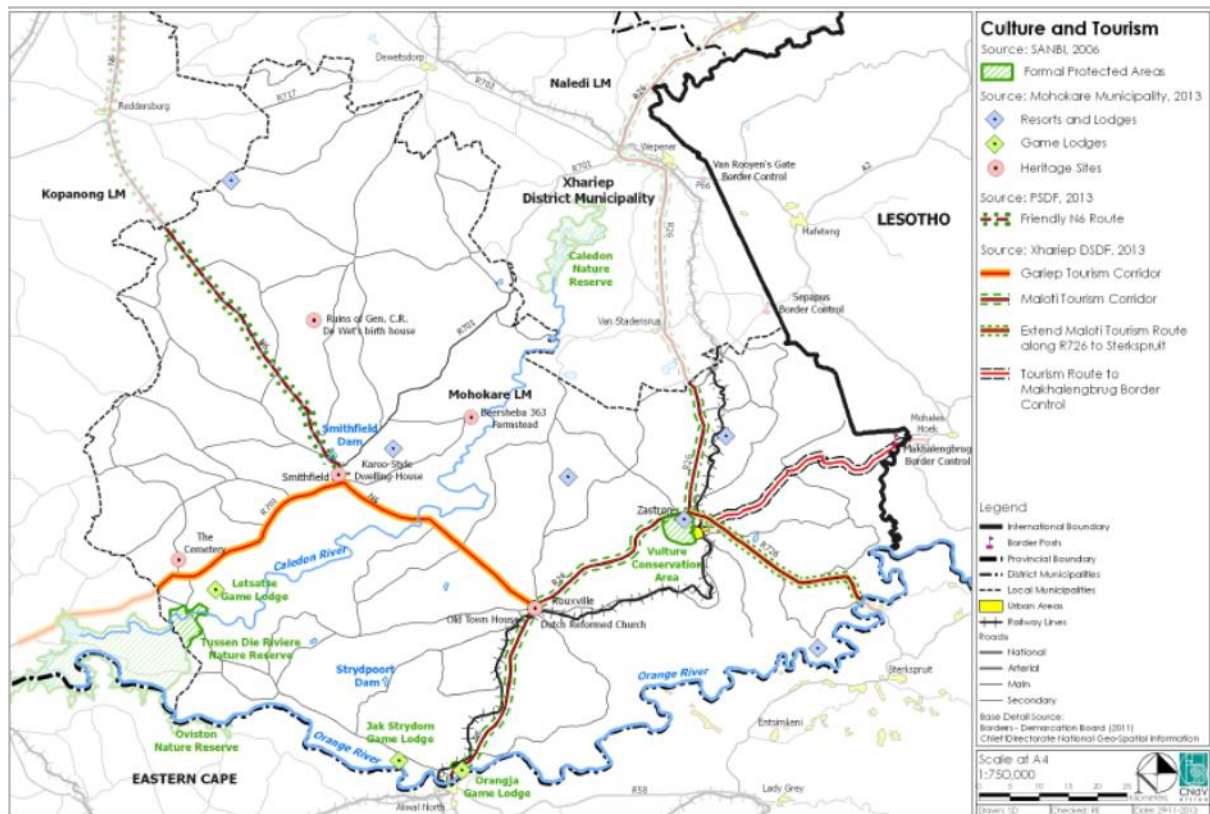
## 6.3 MAJOR INFRASTRUCTURE PROJECTS



These include the following:

- Upgrade the Makaleng Bridge road to improve access to Mofales Hoek in Lesotho.
- Investigate reopening Makaleng Bridge border post to commercial traffic, especially once road upgraded.
- Upgrade the R726 to Sterkspruit. – potholes filled (2017)
- Upgrade the R26 Maloti Tourism Route. – current upgrade between Wepener and Dewetsdorp
- Upgrade the R701.
- Upgrade road to Makhaleng Bridge Border.
- Investigate into restarting a train service, even if just a tourist tram to begin with.
- All roads should be upgraded with shoulders suitable as cycle lanes to facilitate recreational and commuter cycling between settlements through the Municipality.
- Development of a Farmer Production Support Unit by the Dept. of Rural Development and Land Reform

## 6.4 MAJOR TOURISM DESTINATIONS



Map 11: Culture and Tourism

The municipality does not have major tourism destinations but rather offers a series of attractions along tourist routes including restaurants, local site seeing and accommodation.

Smithfield and Rouxville are on the N6 “Friendly” route between Johannesburg, Bloemfontein and Eastern London and already offer some stop over opportunities which could be increased if the attraction of these settlements is improved as proposed in this SDF.

Rouxville is at the junction of the current Maloti tourism route and the N6 Friendly route. The Maloti route then travels north through Zastron and then onto Vanstadensrus and Wepener in Naledi Municipality before continuing onto Ladybrand, Ficksburg and Clarens.

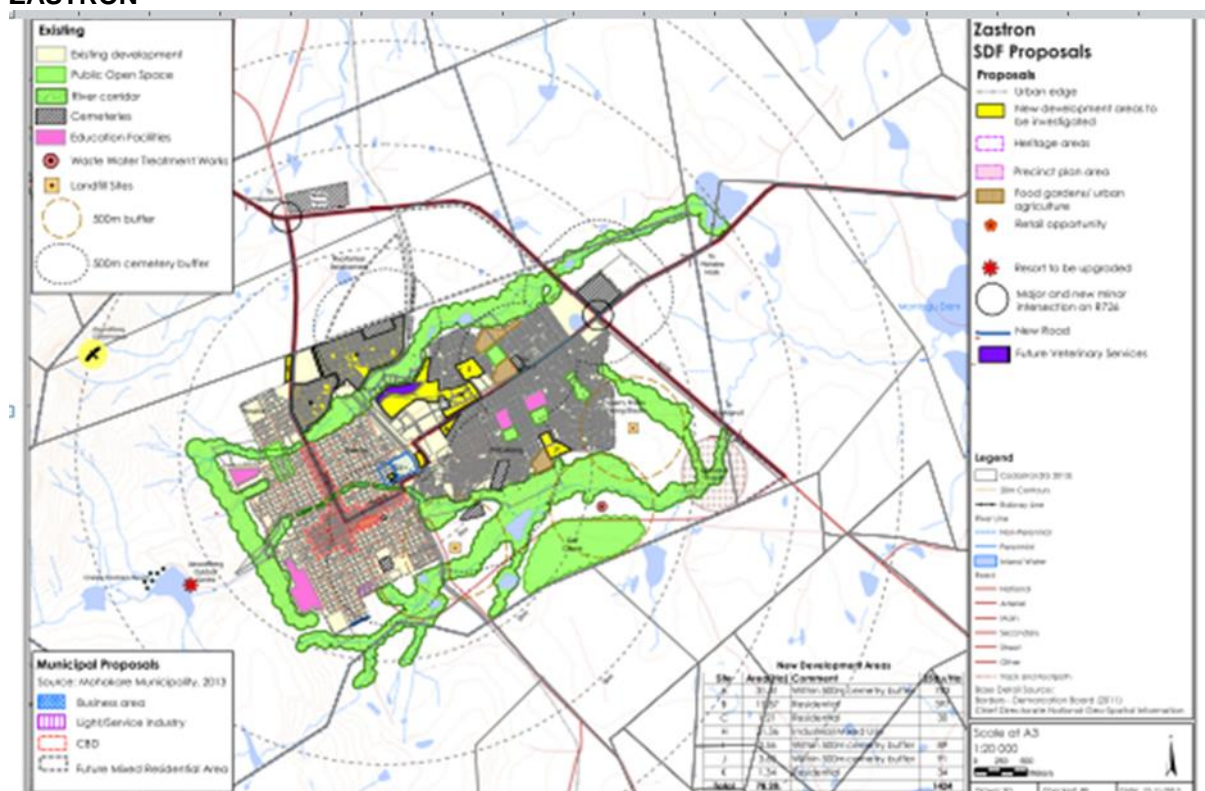
This route offers links into Lesotho and it is proposed that the Makhaleng bridge road between Zastron and Makhale Hoek in Lesotho be upgraded not only for commercial traffic but also for tourist traffic.

Although currently not officially part of the Maloti route the need to incorporate the R726 from Zastron to Sterkspruit has been identified because this alignment, in fact, much more closely follows the Maloti mountains along the border with Lesotho and there are many tourists who use this to reach the Eastern Cape Drakensberg around Rhodes, than does the route through Rouxville and Aliwal-North.



## 6.5 MICRO SPATIAL DEVELOPMENT FRAMEWORK

### 6.5.1 ZASTRON

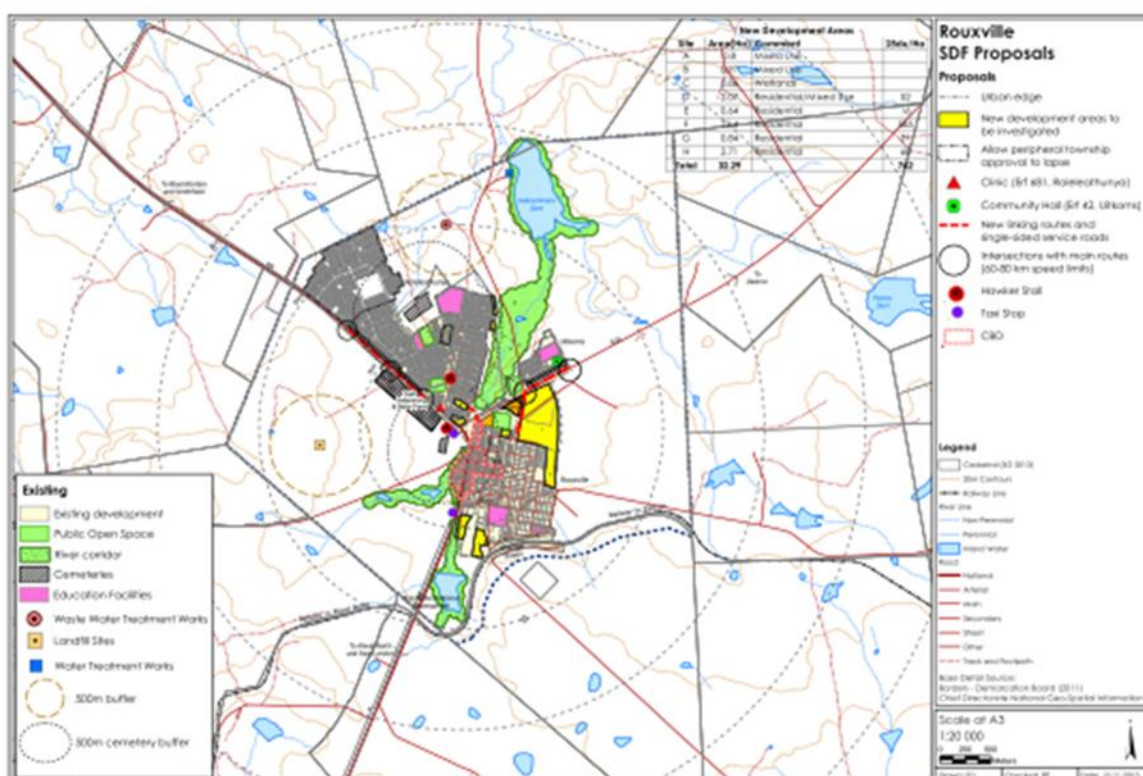


Map 12: Zastron Micro Spatial Development Framework

A.	CORE:	A.a	<b>Statutory Protected Areas:</b> <ul style="list-style-type: none"> <li>Aasvoëlberg Concervancy</li> </ul>
B.	BUFFER	B.c	<b>Urban Green Areas:</b> <ul style="list-style-type: none"> <li>River Corridors</li> </ul>
C	AGRICULTURAL AREAS	C.c	<b>Urban Agriculture:</b> <ul style="list-style-type: none"> <li>Agricultural Projects on Townlands</li> <li>Food Gardens</li> <li>FPSU</li> </ul>
D	URBAN RELATED	D.f	<b>Institutional Areas:</b> <ul style="list-style-type: none"> <li>Hospital</li> <li>Education Facilities- Mooifontein School development on Erf 3675 Refeng Khotso</li> </ul>
		D.h	<b>Residential Areas:</b> <ul style="list-style-type: none"> <li>New development areas to be investigated</li> <li>Future Mixed Residential Areas</li> <li>Re outlay/design of portion of Extention 10</li> </ul>
		D.i	<b>Business Areas:</b> <ul style="list-style-type: none"> <li>CBD</li> <li>Proposed Business Area</li> </ul>
		D.n	<b>Cemeteries – fencing projects</b>
		D.o	<b>Sports Fields and Infrastructure -</b>
		D.q	<b>Resorts &amp; Tourism Related Areas:</b> <ul style="list-style-type: none"> <li>Aasvoëlberg Outdoor Centre – burned down</li> <li>Kloofdam Resort (chalets) - derelict</li> </ul>
E	INDUSTRIAL AREAS	E.c	<b>Light Industry:</b> <ul style="list-style-type: none"> <li>Light/Service Industry</li> <li>Future Veterinary Services</li> </ul>
F	SURFACE INFRASTRUCTURE	F.b	<b>Main Roads</b>

	<b>&amp; BUILDINGS</b>		<ul style="list-style-type: none"> <li>Major and new minor intersection on R726</li> </ul>
		<b>F.f</b>	<b>Railway Lines</b>
		<b>F.i</b>	<b>Renewable Energy Structures:</b> <ul style="list-style-type: none"> <li>Solar Farm</li> </ul>
		<b>F.j</b>	<b>Dams and Reservoirs:</b> <ul style="list-style-type: none"> <li>Montagu Dam – outlay plan for sites</li> </ul>
		<b>F.l</b>	<b>Sewerage Plants and Refuse Areas</b>

## 6.5.2



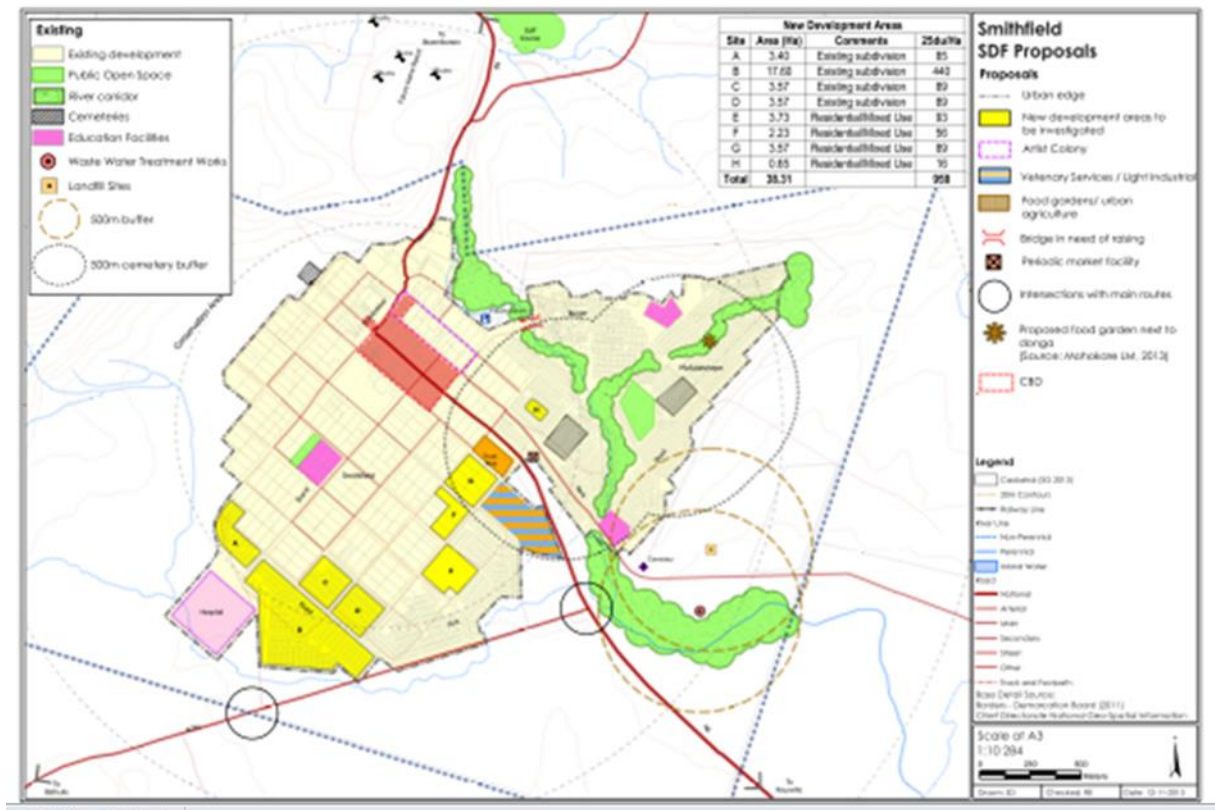
**Map 13: Rouxville Micro Spatial Development Framework**

<b>B.</b>	<b>BUFFER</b>	<b>B.c</b>	<b>Urban Green Areas:</b> <ul style="list-style-type: none"> <li>River Corridors</li> </ul>
<b>D</b>	<b>URBAN RELATED</b>	<b>D.f</b>	<b>Institutional Areas:</b> <ul style="list-style-type: none"> <li>Education Facilities</li> <li>Community Hall (Uitkoms)</li> <li>Clinic (Roleleathunya – clinic building process started 2016)</li> </ul>
		<b>D.h</b>	<b>Residential Areas:</b> <ul style="list-style-type: none"> <li>New development areas to be investigated</li> <li>Medium Residential Areas</li> <li>Allow Peripheral Township approval to lapse</li> </ul>
		<b>D.i</b>	<b>Business Areas:</b> <ul style="list-style-type: none"> <li>CBD</li> <li>Hawkers Stalls</li> <li>Taxi Stop</li> </ul>
		<b>D.n</b>	<b>Cemeteries</b>
		<b>D.o</b>	<b>Sports Fields and Infrastructure</b> Agave(Garing boom )processing plant at old golf course
		<b>D.q</b>	<b>Resorts &amp; Tourism Related Areas:</b> <ul style="list-style-type: none"> <li>Future Recreational Development</li> </ul>
<b>E</b>	<b>INDUSTRIAL AREAS</b>	<b>E.c</b>	<b>Light Industry:</b> <ul style="list-style-type: none"> <li>Light/Service Industry one site available belonging to National Government</li> </ul>
<b>F</b>	<b>SURFACE INFRASTRUCTURE &amp; BUILDINGS</b>	<b>F.b</b>	<b>Main Roads</b> <ul style="list-style-type: none"> <li>Intersections with main roads</li> </ul>
		<b>F.f</b>	<b>Railway Lines</b> <ul style="list-style-type: none"> <li>Future Development Proposal at Station</li> </ul>
		<b>F.i</b>	<b>Renewable Energy Structures:</b> <ul style="list-style-type: none"> <li>Solar Farm</li> </ul>
		<b>F.j</b>	<b>Dams and Reservoirs:</b>

			<ul style="list-style-type: none"> <li>Kalkoenkrans Dam</li> <li>Paisley Dam</li> </ul>
		F.I	<b>Sewerage Plants and Refuse Areas</b>

### 6.5.3 SMITHFIELD

**Map 14: Smithfield Micro Spatial Development Framework**



<b>B</b>	<b>BUFFER</b>	<b>B.a</b>	<b>Non-Statutory Conservation Areas:</b> <ul style="list-style-type: none"> <li>Future Game Resort – Game camp</li> </ul>
		<b>B.c</b>	<b>Urban Green Areas:</b> <ul style="list-style-type: none"> <li>River Corridors</li> </ul>
<b>C</b>	<b>AGRICULTURAL AREAS</b>	<b>C.c</b>	<b>Urban Agriculture:</b> <ul style="list-style-type: none"> <li>Proposed Food Garden next to donga</li> </ul>
<b>D</b>	<b>URBAN RELATED</b>	<b>D.f</b>	<b>Institutional Areas:</b> <ul style="list-style-type: none"> <li>Hospital</li> <li>Education Facilities</li> <li>Future Library- in process</li> </ul>
		<b>D.h</b>	<b>Residential Areas:</b> <ul style="list-style-type: none"> <li>New development areas to be investigated</li> <li>Sites identified. Process started for subdivision</li> </ul>
		<b>D.i</b>	<b>Business Areas:</b> <ul style="list-style-type: none"> <li>CBD</li> <li>Periodic Market Facility</li> <li>Artist Colony</li> </ul>
		<b>D.n</b>	<b>Cemeteries</b>
		<b>D.o</b>	<b>Sports Fields and Infrastructure</b>
		<b>D.q</b>	<b>Resorts &amp; Tourism Related Areas:</b> <ul style="list-style-type: none"> <li>Future Recreational Development at Smithfield Dam</li> </ul>
<b>E</b>	<b>INDUSTRIAL AREAS</b>	<b>E.c</b>	<b>Light Industry:</b> <ul style="list-style-type: none"> <li>Veterinary services / Light Industrial</li> </ul>
<b>F</b>	<b>SURFACE INFRASTRUCTURE</b>	<b>F.b</b>	<b>Main Roads</b>



	<b>&amp; BUILDINGS</b>		<ul style="list-style-type: none"> <li>• Intersections with main roads</li> </ul>
		<b>F.d</b>	<b>Public Streets:</b> <ul style="list-style-type: none"> <li>• Bridge in need of raising</li> </ul>
		<b>F.e</b>	<b>Heavy Vehicle Overnight Facilities:</b> <ul style="list-style-type: none"> <li>• Truck Stop</li> </ul>
		<b>F.j</b>	<b>Dams and Reservoirs:</b> <ul style="list-style-type: none"> <li>• Smithfield Dam</li> </ul>
		<b>F.l</b>	<b>Sewerage Plants and Refuse Areas</b>

## CHAPTER 6: SWOT ANALYSIS, PESTLE ANALYSIS, DEVELOPMENT STRATEGIES & STRATEGIC GOALS

### 6.1. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Geographic location – surrounded by rivers- serves as a half- way stop between Cape Town & Johannesburg	High level of indigence, relating to challenges such as unemployment, revenue collections
Political stability- leadership and council	Lack of resources i.e. service delivery; roads & street lights
Human Capital – High skills amongst current staff & management	Aging infrastructure such as roads & equipment & Machinery
Heritage sites - Tourism	Negative audit opinion - disclaimer
Improved Audit opinion - Unqualified	Certain IT & building systems need improved Security
OPPORTUNITIES	THREATS
Economic Investments	Financial constraints
National and Provincial Support	Community uprising & violent protests
Natural Resources	Illegal immigrants utilising business opportunities
Tourism	Illegal cross border such as Liphiring
Public Private Partnership - form partnerships with local businesses	Unemployment
Municipality running accredited training and learnerships	Political situation which in certain cases can become unstable

### 6.2. PESTLE ANALYSIS

Detail	Description	Integrated PESTLE Analysis
Political	Non compliance	
	Political uprising	
	Political stability	
	National government	
Economic	Unemployment	
	Declining revenue	
	Loss of revenue	
	Taxes	
Social	Number of pensioners	
	High prevalence of HIV&AIDS	
	Teenage pregnancy & woman abuse	
	Teenage crime& violence	
	Child headed families	
	High rate of matriculation	
Technological	IT system not reliable	
	Limited television signal – SABC 3	
	Need for automated billing system	
	system	

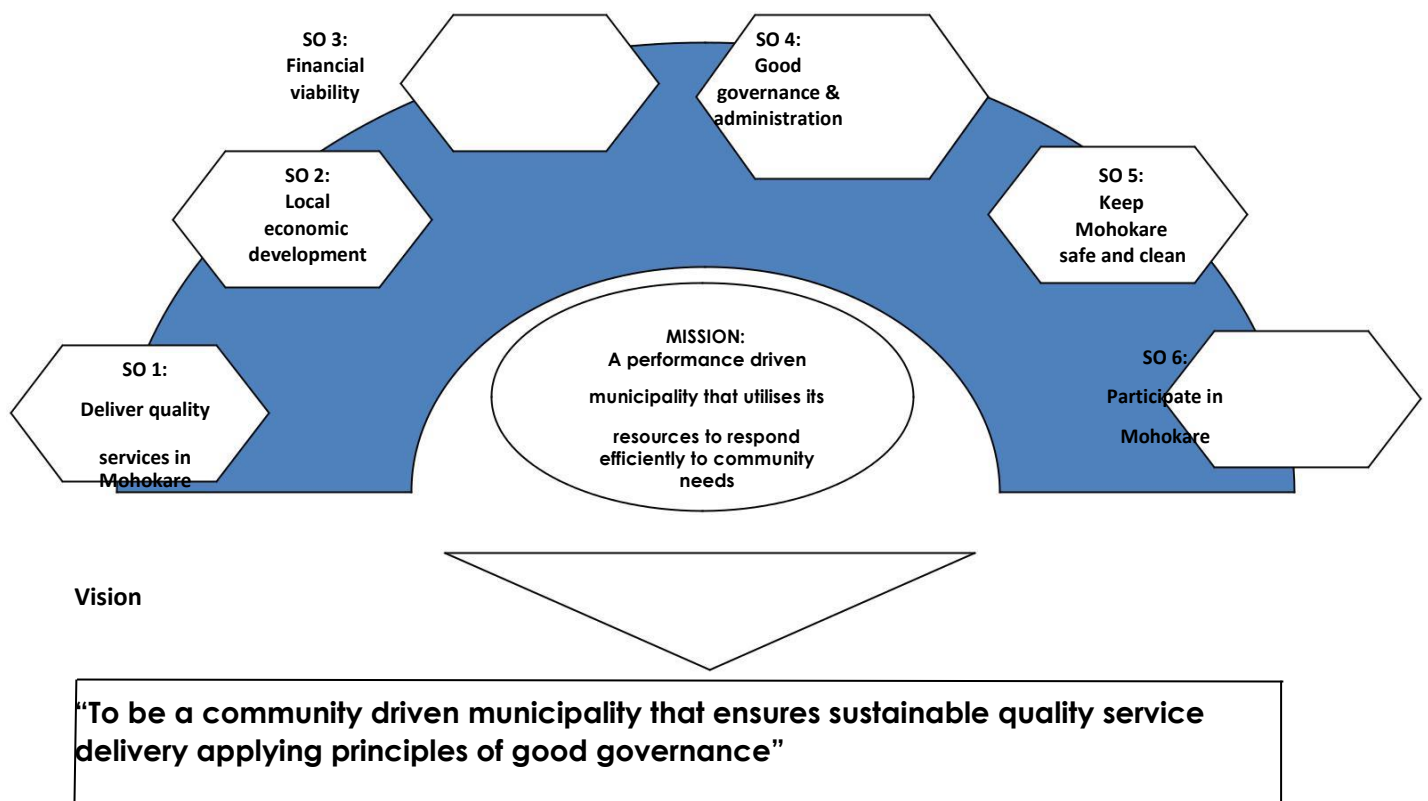
Detail	Description	PESTLE Analysis
Legal	Regulations and guidelines	
	NEMA (National environmental management act)	
	Housing act	
	MFMA	
	Municipal structures act	
	Municipal systems act	
	National spatial Development perspective	
	Development plans Of Xhariep & Adjacent municipalities	
Detail	Description	Integrated
Environmental	Pollution	
	Non-compliance to by - laws	
	Illegal dumping sites	
	Registered non-compliant landfill sites	
	Unregistered landfill sites	

### 6.3. MOHOKARE STRATEGIC OBJECTIVES AND GOALS; ALIGNMENT TO MDGs, NDP, MTSF, NATIONAL OUTCOMES, FSGDS AND XHARIEP KEY PERFORMANCE PLANS

The Mohokare LM strategic objectives and goals are informed by the following integrated Government vision:

INTEGRATION OF GOVERNMENT VISIONS		
National Development Plan	Free State Growth and Development Strategy	Mohokare Local Municipal Vision 5 year vision
Our Future, Make it work	By 2030, the Free State shall have a resilient, thriving and competitive economy that is inclusive, with immense prospects for human development anchored on principles of unity, dignity, diversity, equality and prosperity for all	To be a community driven municipality that ensures sustainable quality service delivery applying principles of good governance

Emanating from the Mohokare local municipal vision& mission the following strategic goals were set and adopted, together with the mission and vision



# **ALIGNMENT: NATIONAL DEVELOPMENT PLAN, MEDIUM TERM STRATEGIC FRAMEWORK, PROVINCIAL AND MUNICIPAL OBJECTIVES**

National Development Plan Vision 2030	Medium term strategic framework	National Outcome	Free State Growth Development Strategy	Xhariep District Municipal Key Performance Area (KPA)	Mohokare Local Municipality Strategic Objective(s)
Inclusive rural economy	A long and healthy life for all South Africans.  Vibrant, equitable, sustainable rural communities contributing towards food security for all.	<b>Outcome 4:</b> Decent employment through economic growth <b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Pillar 1:</b> Inclusive economic growth and sustainable job creation	Local Economic Development Deliver quality services in the district	Local economic Development
Social protection			<b>Pillar 4:</b> Sustainable rural development		Provide quality basic services
Economic Infrastructure			<b>Pillar 3:</b> Improved quality of life		Environmental Management
Transition to a low carbon economy					
Improving education, innovation and training	Quality basic education	<b>Outcome 1:</b> Improve quality of basic education	<b>Pillar 2:</b> Education, innovation and skills development	Good governance and Administration	Good governance And Administration (Special Programmes)
Promoting accountability and fighting corruption Transforming society and uniting the country Building a capable state	Responsive, accountable, effective and efficient local government  An efficient, effective and development oriented – oriented public service	<b>Outcome 9:</b> A responsive, accountable, effective and efficient local government <b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship <b>Outcome 4:</b> Decent employment opportunities through inclusive economic growth	<b>Pillar 6:</b> Good governance	Good governance and Administration	Good governance And Administration

National Development Plan Vision 2030	Medium term strategic framework	National Outcome	Free State Growth Development Strategy	Xhariep District Municipal Key Performance Area (KPA)	Mohokare Local Municipality Strategic Objective(s)
Promoting health Social protection	A long and healthy life for all South Africans	<b>Outcome 2:</b> A long and healthy life for all South Africans <b>Outcome 11:</b> Create a better South Africa and contribute to a better and safer Africa and the World	<b>Pillar 3:</b> Improves quality of life <b>Pillar 5:</b> Build social cohesion	Environmental Management Environmental Health Management promotion of good governance	Environmental Management Environmental Health Management Promotion of good governance And Administration
Promoting health Social protection	A long and healthy life for all South Africans	<b>Outcome 2:</b> A long and healthy life for all South Africans <b>Outcome 11:</b> Create a better South Africa and contribute to a better and safer Africa and the World	<b>Pillar 3:</b> Improves quality of life	Environmental Management Environmental Health Management	Promotion of Sustainable Environmental Management (Primary health care)
Promoting health Social protection	A long and healthy life for all South Africans	<b>Outcome 2:</b> A long and healthy life for all South Africans <b>Outcome 11:</b> Create a better South Africa and contribute to a better and safer Africa and the World	<b>Pillar 3:</b> Improves quality of life	Environmental Management (safe communities)	Good governance And Administration
Transitioning to a low carbon economy Economic Infrastructure Building safer communities	Protect and enhance our environmental assets and natural resources	<b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced	<b>Pillar 3:</b> Improves quality of life	Environmental Management (safe communities)	Environmental Management

National Development Plan Vision 2030	Medium term strategic framework	National Outcome	Free State Growth Development Strategy	Xhariep District Municipal Key Performance Area (KPA)	Mohokare Local Municipality Strategic Objective(s)
Economic Infrastructure Economy and Employment Positioning South Africa in the World	Create a better South Africa and contribute to a better South Africa and the World An efficient, competitive and responsive economic infrastructure network	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure	<b>Pillar 1:</b> Inclusive economic growth and sustainable job creation	Local Economic Development and Tourism promotion	Local Economic Development and Tourism Promotion

## DEVELOPMENT STRATEGIES AND STRATEGIC GOALS

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	SO Number	Key performance indicator(s)
1	Basic Service Delivery and Infrastructure Development	To improve access to portable water to households in Mohokare	SO 1	<p>Construction of the 27km raw bulk water pipeline from the Orange River to Paisley dam in Rouxville</p> <p>Upgrading of the Rouxville / Roleleathunya Water Treatment Works (WTW)</p> <p>Borehole refurbishment &amp; development</p> <p>Installation of drinking water reticulation system</p> <p>Upgrading of the Water Treatment Works (WTW)</p> <p>Equipping of the 2 raw water pump stations</p> <p>Construction of the 15km raw water pipeline from Montague dam to Kloof dam and the Water Treatment Works (WTW)</p> <p>Refurbishment &amp; development of Boreholes</p> <p>Installation of drinking water reticulation system in Mooifontein</p> <p>Construction of the Smithfield Regional Bulk Water Scheme (Scope yet to be confirmed)</p> <p>Makeneng: Installation of Steel elevated steel tank and equipping of borehole with solar driven pump to feed water network</p>
1	Basic Service Delivery and Infrastructure Development	Provision of Dignified Sanitation	SO1	<p>Upgrading of outfall sewerline &amp; pumpstations to meet the daily demand by increasing the diameter to a 315mm uPVC</p> <p>Upgrading of the Waste Water Treatment Works (WWTW)</p> <p>Installation of drinking water reticulation system in Mooifontein</p> <p>Upgrading of sewer mainlines as a result of collapsed &amp; under capacitated infrastructure</p> <p>Upgrading of the Waste Water Treatment Works (WWTW)</p> <p>Upgrading of the Waste Water Pump stations</p> <p>Installation of sewer reticulation system</p>



1	Basic Service Delivery and Infrastructure Development	Provision of Trafficable Roads	SO1	Phase 1: Upgrading of 1.7km access roads from gravel to block paving (ward 2)
				Phase 2: Upgrading of 1.7km access roads from gravel to block paving (ward 4)
				Upgrading of 2km access road in Uitkoms
				Phase 1: Construction of stormwater channels for 1.7km access roads (ward 2)
				Phase 2: Construction of stormwater channels for 2km access roads (ward 4)
				Construction of stormwater channels for 2km in Uitkoms
				Upgrading of 0.6km Zama Access road to block paving
				Upgrading of the Refengkhotoso access road to block paving (km TBC)
				Construction of stormwater channels for 0.6km Zama Access road
				Construction of stormwater channels for Refengkhotoso access road (km TBC)
				Upgrading of 2km access road in Greenfield
				Construction of stormwater channels for 2km access roads in Greenfields
1	Basic Service Delivery and Infrastructure Development	Electricity Provision	SO1	Extension of 22kV overhead line feeder from ERF 993 to ERF 164 in Roleleathunya
				Establishing of a new 22kV ring feeder
				Replacement of existing Primary 22kV switchgear
				Replacement of existing primary 22kV cables and OHL
				Phase 1: Refurbishment of Montagu Dam 11kV Feeder
				Establishing of a new 11kV ring feeder
				Replacement of existing 11kV switchgear
				Construction of the primary substation building next to Ou Kragstasie Substation
				Installation of the primary substation switchgear- Ou Kragstasie
				Replacement of Existing 11kV Switchgear

			Establishing of a new 11kV Ring Feeder
			Replacement of Main Incomer From Eskom
			Replacement of 11kV Cables and OHL
			Establishment of the primary substation building next to the Eskom Metering Point
			Installation of the primary substation switchgear - Eskom Metering Point
			Installation of the primary cable – Eskom Metering Point
			Extension of 22kV overhead line feeder from ERF 993 to ERF 164 in Roleleathunya
			Establishing of a new 22kV ring feeder

KPA NO	Key Performance Area	Municipal Strategic Objectives	SO Number	Key performance indicators
2	Public Participation	Participate in Mohokare	SO6	1 Monthly ward committee meetings held per month in 2018/19 1 General monthly ward meetings implemented by June 2019 Public participation plan reviewed and implemented by June 2019 Implemented complaints management system by March 2019 1 Community satisfaction survey conducted by June 2019 Developed, adopt and implemented an annual <b>Mayoral Imbizo</b> programme by March 2019 Resuscitated <b>stakeholder's forum</b> (Chaired by the Mayor) ( <i>public participation forum</i> ) by August 2018 Integrated Interactive municipal website by December 2018 Publication of the ordinary council meeting annual schedule by July 2018

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	SO Number	Key performance indicator(s)
3	Good governance & Administration	Good governance in Mohokare	SO 4	<p>4 ordinary Council sittings held annually as legislated (1 per quarter) in 2018/19</p> <p>Annual Reviewed delegation system adopted by Council by June 2019</p> <p>Annual review of the Human Resource Development strategy by June 2019</p> <p>All section 56 positions filled by July 2018</p> <p>Organisational performance management system reviewed by May 2019</p> <p>Development, adoption, submission and implementation of the 2018/19 workplace skills plan by June 2019</p> <p>1 notice monthly of local labour forum distributed</p> <p>Enforced existing organisational rights procedure for 2018/19 by June 2019</p> <p>Functional Municipal website by August 2018</p> <p>Improved Audit opinion June 2019</p> <p>1 Council or portfolio committees sitting bi-monthly as per Council recommendation by June 2019</p> <p>Submission of the Annual report and the annual performance report for 2017/18 to the Auditor General by 31 August 2018</p> <p>Submission of the Annual Financial Statements of 2017/18 to the Auditor General by 31 August 2018</p> <p>Developed Enterprise Risk Management Policy by July 2018</p> <p>Developed Risk Assessment (municipal risk register) for 2018/19 by July 2018</p>

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	SO Number	Key performance indicator(s)
4	Financial Management	Financial Viability	SO 3	<p>Revenue enhancement strategy implementation report by December 2018</p> <p>Development and implementation of a debt management strategy by June 2019</p> <p>Developed expenditure management plan by February 2019</p> <p>3 year cash flow management model developed by July 2019</p> <p>Complete compliant assets management register by June 2019</p> <p>Annual Reviewed Supply chain management policy by March 2019</p> <p>Annual Implemented MFMA internship programme by June 2019</p>

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	SO Number	Key performance indicator(s)
5	Local Economic Development	Local Economic development	SO 2	<p>Reviewed Local Economic Development Strategy by June 2019</p> <p>Develop Tourism development plan by June 2019</p> <p>Source funding/ support for 6 Co-operatives (<b>2 per town</b>) June 2019</p> <p>Co-operatives / SMME assistance programme developed by May 2018 for 2018/19</p>

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	SO Number	Key performance indicator(s)
6	Environmental Management	Keep Mohokare Safe & Clean	SO 5	<p>Reviewed Human Settlements Sector Plan by June 2019</p> <p>Submit a register of Low cost Housing backlog to Provincial Department of Human Settlements</p> <p>Reviewed &amp; Implemented local disaster management plan by June 2019</p> <p>Reviewed Cemetery Management Policy by June 2019</p> <p>Reviewed Municipal Initiation Policy by June 2019</p> <p>Reviewed Commonage Management Plan by June 2019</p> <p>Reviewed Land Disposal Policy by June 2019</p> <p>Reviewed Use of Sports Facilities and Management Policy by June 2019</p> <p>Reviewed Bid Specification document for Sale of Sites by June 2019</p> <p>Reviewed Extended Public Works Policy by June 2019</p>

## Chapter 7: DRAFT MOHOKARE LM SOCRECARD

### LOCAL ECONOMIC DEVELOPMENT

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
5	Local Economic Development	Local Economic development	Enhancement of the municipality's local economy	SO 2	Reviewed Local Economic Development Strategy by June 2018	Reviewed LED Strategy by June 2018	2016/17 LED Strategy	Reviewed LED Strategy	-	-	Submit the reviewed draft Strategy to Council by March 2018	Submit the final strategy by May 2018	Council Resolution and copy of the adopted strategy
					12 Business expos conducted to assist cooperatives and SMMEs per town	12 Business expos conducted to assist cooperatives and SMMEs per town	2 Business expos conducted	Invites and attendance registers	Conduct 1 business expo per town	Conduct 1 business expo per town	Conduct 1 business expo per town	Conduct 1 business expo per town	Invites and attendance registers
					Reviewed SMME support Policy by June 2018	Reviewed SMME support Policy by June 2018	SMME Policy 2015/16 reviewed	Reviewed and adopted Policy	-	-	Submit the developed draft Policy to Council by March 2018	Submit the developed final Policy to Council by May 2018	Council Resolution and copy of the Policy
					Reviewed the Agricultural Strategy by June 2018	Reviewed Agricultural Strategy by June 2018	2016/17 Strategy	Developed and adopted Strategy	-	-	Submit the reviewed strategy to Council by March 2018	Submit the reviewed strategy to council by May 2018	Council resolution and copy of the strategy

## INFORMATION TECHNOLOGY

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good Governance and administration	Good Governance in Mohokare	Ensure 100% development of ICT Strategy	4	Reviewed ICT Strategy by June 2018	Reviewed ICT Strategy by June 2018	2015/2016 ICT Strategy	Reviewed ICT Strategy by May 2018	-	-	Submit the draft ICT Strategy to Council by March 2018	Submit the final ICT Strategy to Council by May 2018	Council Resolution and copy of Strategy
					Reviewed ICT Policies June 2017	9 reviewed ICT Strategies adopted by May 2016. 1.IT Security policy 2.IT Assets Control & Disposal Policy 3.Internet Usage Policy 4.Change management policy 5.Password policy 6.IT Backup Policy 7 Disaster Recovery policy 8 Network Policy 9 Email Usage Policy	7 reviewed and adopted Policies 2016/17	9 Policies Reviewed by June 2018	-	-	Submit the 9 draft reviewed ICT Policies to Council by March 2018	Submit the 9 Final ICT Policies to Council by March 2018	Council Resolution and copies of the adopted Policies

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good Governance and administration	Good Governance in Mohokare	Ensure 100% development of ICT Strategy		Review of the Disaster recovery and Business Continuity Plan by May 2018	Reviewed Disaster Recovery and Business Continuity Plan for the 2017/18 financial year.	New KPI	Approved plan	-	-	Submit draft Disaster Recovery and Business Continuity Plan to Council by March 2018	Disaster Recovery and Business Plan to Council by May 2018 for review.	Council resolution and copy of the approved plan

## TOWN PLANNING

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good governance & Administration	Good governance in Mohokare	100% compliance to SPLUMA		Development of SPLUM Policy by June 2018	Developed SPLUM Policy by June 2018	New KPI	Developed Policy	-	-	Submit the draft Policy to Section 79 and Council by March 2018	Submit the final Policy to Council by May 2018	Council Resolution and copy of the policy
					Reviewed Spatial Development Framework by June 2018	Reviewed SDF by June 2018	2015/2016 SDF	Reviewed SDF	-	-	Submit the draft SDF to Council by March 2018	Submit the final SDF to Council by May 2018	Council Resolution and Copy of the Policy



## RISK MANAGEMENT DEPARTMENT

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good governance and administration	Good governance in Mohokare	To evaluate the effectiveness of Risk management, control and governance processes and develop actions to address key risks identified		Reviewed Enterprise Risk Management Policies (Risk Management Strategy and Framework, Fraud and Anticorruption Strategy, Risk Management Committee Charter	Reviewed Enterprise Risk Management Policies	Reviewed Enterprise Risk Management Policies	Reviewed and adopted policies	Submission of 2016/2017 Policies to RMC & AC for approval & Council takes note by July 2017	-	Submission of 2016/2017 Policies to RMC & AC for approval & Council takes note by March 2018	Submission of 2016/2017 Policies to RMC & AC for approval & Council takes note by June 2018	Attendance register and minutes from RMC and AC Council resolution and copy of the adopted policies
					Reviewed Risk Register by June 2018	Approved Risk Register by RMC	2016/17 Risk Register	Approved Risk Register by RMC	-	-	Assessment of Municipal Risk Appetite and Risk Tolerance by March 2018	Approval of Risk Register by RMC by June 2018	Attendance register, Minutes, Acknowledgement of receipts and the approved risk register and report
			To instil good governance in all Municipal operations, ensure public participation and provide critical strategic support to the Municipality		Identified and monitored top 10 high municipal risks by June 2018	10 high municipal risks identified and monitored for each Department	-	Risk register	Strategic risks identified by August 2018	Top 5 high risks identified by October 2018	Top 10 high risks monitored	Top 10 high risks monitored	Risk register and risk report

## INTERNAL AUDIT

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
			Maintaining and improving the Municipal Audit Opinion		Review Internal Audit Charter and Manual for approval by March 2018	Review Internal Audit Charter by March 2018	Adopted and reviewed 2014/2015 Internal Audit Plan	Approved Internal Audit Charter	Review of Internal Charter and Manual by July 2017	-	Review of Internal Charter and Manual	-	Approved Internal Audit Charter, and Manual Attendance register and minutes
					Reviewed and approved Audit Committee Charter by March 2018	Reviewed and approved Audit Committee Charter by March 2018	2015/2016 Audit Committee Charter	Approved Audit Committee Charter	Submission of the reviewed Audit Committee Charter to Council for Approval by July 2017	-	Submission of the reviewed Audit Committee Charter to Council for Approval	-	Approved Audit Committee Charter
					Develop and submit Internal Audit Coverage Plan by June 2018	Approved Internal Audit Coverage Plan by June 2018	Adopted 2015/2016 Internal Audit Coverage Plan	Approved Internal Audit Coverage Plan	Approved Internal Audit Coverage Plan by August 2017	-	-	Approved Internal Audit Coverage Plan	Approved Internal Audit Coverage Plan, Attendance register & minutes.
3	Good governance and public participation	Good Governance and public participation	To instil good governance in all Municipal operations, ensure public participation and provide critical strategic		Summary of 62 AG action plans resolved and implemented	Resolve 62 queries to achieve clean audit on previous years queries	New KPI	AG findings in the current year	Aggregate municipal Summary of action plan queries	Aggregate municipal Summary of action plan queries	Aggregate municipal Summary of 31 (50%) action plan queries	Aggregate municipal Summary of 31 (50%) action plan queries	Quarterly Action plan reports submitted

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
			support to the Municipality										

## HUMAN RESOURCES DEPARTMENT

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
	Good Governance and Administration	Good Governance in Mohokare	Annual review and implementation of the Human Resource Development Strategy by June 2017		Reviewed HRD Strategy by June 2018	Reviewed HRD Strategy by June 2018	Adopted 2015/2016 HRD Strategy	Reviewed Strategy	-	-	Submit draft 2017/2018 Strategy to Sec 79 and Council by March 2018	Final reviewed 2016/2017 HRD Strategy submitted to Council by May 2018	Council resolution and copy of adopted reviewed strategy
					Implementation of the HRD Strategy	12 Quarterly Recruitment and selection, leave management, benefits and claims, vacancy rate, wellness report and overtime report	New KPI	Quarterly Reports	-	-	6 Quarterly reports	6 Quarterly reports	Quarterly reports

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
					100% filled vacant sec 56 posts	100% filled vacant sec 56 posts	4 positions filled and 1 vacant	performance contract, agreement and plan of the sec 57 manager appointed	-	-	Advertising of Sec 54A	Appointment of Sec 54A and 56 by 30 June 2018	Advertisement Recruitment processes  Appointment letter  contracts
	Good Governance and Administration	Good Governance in Mohokare	Annual review and implementation of the Human Resource Development Strategy by June 2018		Vacant posts identified in the EE Plan filled	Appointment of: Five (5) Unskilled employees by December 2017	New KPI	Appointment letters and Contracts	-	Appointment of: One(1) Senior Finance Manager Five (5) Unskilled employees by December 2017	Five (5) Unskilled employees	Five (5) Unskilled employees	Appointment letters and Contracts
	Good Governance and Administration	Good Governance in Mohokare	Annual review and implementation of the Human Resource Development Strategy by June 2018		8 Human Resources Policy reviewed and approved by June 2018	8 Human Resources Policy reviewed and approved by June 2018	8 Reviewed HR policies  Councilor remuneration, leave policy, organizational design, relocation, employment policy, overtime, staff	Reviewed 8 HR Policies	-	-	Submit drafts (8) to Section 79 and Council by March 2018	Submit (8) reviewed HR Policies to Council by May 2018	Council Resolution and electronic copies of HR Policies

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
							retention, OHS Policy						
					Reviewed Organogram by June 2018 in line with the EE Plan	Reviewed Organogram by June 2018	2016/17 reviewed Organogram	Reviewed Organogram	-	-	Submit reviewed Organogram to Section 79 by March 2018	Submit reviewed Organogram to Council by May 2018	Council resolution and electronic copy of the reviewed organogram

# PERFORMANCE MANAGEMENT SYSTEMS DEPARTMENT

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good governance & Administration	Good governance in Mohokare	100% monitoring and evaluation of the municipality's Performance		2016/2017 Organisational performance management system reviewed by May 2018	Review PMS policy framework	Approved PMS policy Framework	Reviewed PMS Policy	-	-	Submit the draft 2017/2018 PMS Policy to Council by March 2018	Submit the draft 2016/2017 PMS Policy to Council by May 2018	Council resolution and electronic copy of the reviewed policy
				SO 4	Submission of the draft Annual report and the annual performance report for 2015/16 to the Auditor General by 31 August 2017	Submitted draft Annual report, annual performance report by 31st of August 2017	Annual report, annual performance report submitted on the 31 August 2015	Developed AR and APR	Submit draft Annual report, annual performance report on 31st of August 2017	-	-	-	Acknowledgement of receipt
3	Good governance & Administration	Good governance in Mohokare	100% monitoring and evaluation of the municipality's Performance	4	Developed 2017/2018 SDBIP by June 7	Developed 2017/2018 SDBIP by June 2017	2016/2017 SDBIP	Developed and approved SDBIP	-	-	Draft 2017/2018 SDBIP submitted to Council by March 2018	Submit developed 2017/2018 SDBIP to Mayor WITHIN 28 days after the approval of the Budget	Approved SDBIP
					Developed Mid-year report submitted to Council by 25	Mid-year report submitted to Council by 25 January	2015/2016 Mid-year report	Developed and submitted Mid-year report	-	-	Mid-year report developed and submitted	-	Adopted Mid-year report

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
					January 2018	2018					to Council by 25 Jan '18		
			Ensuring 100% compliance to MFMA, MSA and Circular 63 & 32		Developed and adopted adjustment SDBIP and submitted to Council by 28 Feb 2018	Adjusted SDBIP and adopted by Council in Feb 2018	2015/2016 Adjusted SDBIP	Developed and approved adjusted SDBIP	-	-	Developed and approved Adjusted SDBIP by Council by 28 Feb 2018	-	Approved Adjusted SDBIP
					Tabled AR and APR to Council by 25 January 2018	Tabled Annual Report and Annual Performance Report by the 25 January 2018	Annual report, annual performance Report tabled on the 29 January 2017	Adopted AR	-	-	Table Annual Report and Annual Performance Report by the 25 January 2018	-	Council resolution and electronic copy of AR & APR
	Good Governance and public participation	Good Governance and public participation			Review of 2017/18 Suppliers and Service Providers monitoring Policy by March 2018	Review of 2017/18 Suppliers and Service Providers monitoring Policy by March 2018	New KPI	Service Providers Policy	-	-	Review of 2017/18 Suppliers and Service Providers monitoring Policy by March 2018	-	Adopted policy, and Council resolution

### INTERGRATED DEVELOPMENT PLAN (IDP)

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good governance & Administration	Good governance in Mohokare	To implement a ranking and rating system for all new capital projects to support the strategic objectives and priorities of Council and Community		Reviewed and approved IDP by May 2018	Reviewed and approved IDP	Approved 2016/17 IDP	Approved IDP Plan	Approved IDP Process plan by August 2018	Establishment of Rep Forum	Submit draft IDP to Council by March 2018 for 2018/19 FY	Submit final IDP to Council for adoption by May 2018	Council resolution And electronic copy of the IDP.



# TECHNICAL SERVICES DEPARTMENT

KPA NO.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
1	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provision of Project Management services to the Municipality 2016/17		To execute work amounting to R20 million on RBIG (Regional Bulk Infrastructure Grant) by 31 March 2018 (100% expenditure)	100% expenditure	92% expenditure	Expenditure report	44 % work executed	72 % work executed	100 % work executed	-	Invoices from service providers
					To execute work amounting to R30 million on MWIG (Municipal Water Infrastructure Grant) by 30 June 2018	100% expenditure	27% expenditure	Expenditure report	30 % work executed	44 % work executed	55 % work executed	100% work executed	Invoices from service providers  Payment certificates

KPA NO.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provision of Project Management services to the Municipality 2017/18		To execute work amounting to R18,236 million 100% expenditure of Municipal Infrastructure Grant by 30 June 2018	100% expenditure	110% expenditure	Expenditure report	30 % work executed	44 % work executed	55 % work executed	100% work executed	Invoices from service providers

KPA No.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	Key performance indicator(s)	Annual Target	Baseline	Unit of measure	Q1	Q2	Q3	Q4	POE
	<b>Basic Service Delivery and Infrastructure development</b>	<b>Deliver sustainable services that are on or above RDP Level</b>	<b>To provide dignified cemeteries</b>	Upgrading of the cemeteries in Zastron by December 2017	100% progress on the project by December 2017	New kpi	Progress report on project	60% progress on project	100 % progress on project	-	-	Completion certificate
				Upgrading of the cemeteries in Rouxville by December 2017	100% progress on the project by December 2017	New kpi	Progress report on project	60% progress on project	100 % progress on project	-	-	Completion certificate
				Upgrading of the cemeteries in Smithfield by June 2018	100% progress on the project by June 2018	New KPI	Progress on project	-	Appointment of a service provider	30% progress on the project	Completion of the project	Completion certificate
			<b>To provide trafficable road</b>	Upgrading of the 1.7 km access road in Roleleathunya	Site establishment	NEW KPI	Progress on project	-	-	Appointment of Consultant	Site establishment	Progress report

KPA No.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	Key performance indicator(s)	Annual Target	Baseline	Unit of measure	Q1	Q2	Q3	Q4	POE
				Upgrading of 0.6 km access road along Zama primary school	designs	New kpi	Progress on project	-	-	Appointment of consultant	Completion of designs	Appointment letter Approved designs
			<b>Provide dignified sanitation services</b>	Upgrading of the Rouxville Waste Water Treatment works	20% progress on the project	New kpi	Progress on project	Appointment of Consultant	Completion of designs	Appointment of contractor	20% progress on project	Appointment letter Approved designs
			<b>Provide aerial lighting</b>	Installation of 5 high mast lights in Sommerset in Zastron	Completion of project	New kpi	Progress on project	Appointment of professional services	Site establishment	Completion of the project		Completion certificate
			<b>Provision of bulk water supply</b>	Smithfield bulk water supply	Completion of feasibility study	New kpi	Progress on project	-	-	Appointment of professional services	Completion of feasibility report	Feasibility study report

KPA No.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	Key performance indicator(s)	Annual Target	Baseline	Unit of measure	Q1	Q2	Q3	Q4	POE
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP Level	To provide basic services to community (water)	Construction of the two pump station in Zastron by June 2018	Site establishment of electrical and mechanical contractor by June 2018	Completed 15km pipeline	Progress report	100% progress in installation of mechanical and electrical components	-	-	-	Completion certificate
				Construction of the 27 km raw water pipeline in Rouxville by June 2018	Practical completion on contract no. SCM/MOH/10/2015	25km of pipeline completed	Progress report	Practical completion on contract no. SCM/MOH/10/2015			-	Completion certificate Appointment letter
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP Level	Provision of basic services to community	Upgrading of the Water Treatment works in Zastron by June 2018	Completion of the works by June 2018	20% construction	% Progress report	60% progress	100 % completion			Progress report
			Provision of sustainable portable water in all 3 Towns by June 2017	Development and approval of WSDP	Final WSDP approved by Council by June 2018	Draft WSDP	Council approved document	-Submit the final WSDP to Council by Dec 2017	-	-	-	Council Resolution and Approved WSDP

KPA No.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	Key performance indicator(s)	Annual Target	Baseline	Unit of measure	Q1	Q2	Q3	Q4	POE
1	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provision of Aerial lighting and electrification	Provision of Aerial lighting and electrification of household by 30 June 2018	Provide quarterly report on the status of the aerial lighting to Council	New kKPI	Quarterly report	1 report	1 report	1 report	1 report	Quarterly reports
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provide clean and portable drinking water	All occupied households with tap in yard	All occupied households with tap in yard	All households have tap in yard.	Number of connection	-	-	All applications for new water connection to be addressed as per the register book	All applications for new water connection to be addressed as per the register book	List of households and the register
			Refuse removal	Frequency of removal of household refuse	Household refuse to be removed once a week	No proper records on collection of refuse	Frequency of removal of refuse	10 793 HH refuse to be removed once a week	10 793 HH refuse to be removed once a week	Household refuse to be removed once a week	10 793 HH refuse to be removed once a week	Signed report from Unit Managers
			Electricity	Number of new connections	Connection of electricity to all qualifying applicants	No proper record on connection of electricity	Number of connection against application made	-	-	All qualifying applicant on the register to be connected	All qualifying applicant on the register to be connected	List of connected household and the register

KPA No.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	Key performance indicator(s)	Annual Target	Baseline	Unit of measure	Q1	Q2	Q3	Q4	POE
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provide clean and portable drinking water	Water resources management and Risk management	Implementation of dam safety Recommendations as per dams safety reports	Dam safety report of Rouxville , Smithfield and Zastron	Number of recommendations per reports	-	-	Preparation of advert and appointment of the services provider	100% implementation of dam safety reports	Report from services provider
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provide clean and portable drinking water	Quantity of purified water versus daily demand	1635 ML of purified water	Inflow and outflow meters	Million liters	246,375,102,2 Purified water for Zastron ,Smithfield	246,375,102,2 and 118,625 Purified water for Zastron ,Smithfield respectively	246,375,102,2 and 118,625 Purified water for Zastron ,Smithfield respectively	246,375,102,2 and 118,625 Purified water for Zastron ,Smithfield respectively	Water mass balance report and water meters readings
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provide clean and portable drinking water	Drinking water quality Management	100% compliance of physical , chemical and biological water quality	Monthly water quality tests results	Tested results vs Drinking water quality standards	100% of clean ware compliance and data submission at blue drop system	100% of clean ware compliance and data submission at blue drop system	100% of clean ware compliance and data submission at blue drop system	100% of clean ware compliance and data submission at blue drop system	Records of water quality results and proof of data submitted on BDS
	Basic Service Delivery and Infrastructure development	Deliver sustainable services that are on or above RDP level	Provide clean and portable drinking water	No drop compliance	10% reduction of water loss to entire systems	Inflow and outflow meters	Million liters	Less than 10% reduction of water loss at water treatment plant	Less than 10% reduction of water loss at water treatment plant	Less than 10% reduction of water loss at water treatment plant	Less than 10% reduction of water loss at water treatment plant	Reports and water Nass respire

KPA No.	Key Performance Area	Municipal Strategic KPA	Municipal Strategic Objective(S Os)	Key performance indicator(s)	Annual Target	Baseline	Unit of measure	Q1	Q2	Q3	Q4	POE
	<b>Basic Service Delivery and Infrastructure development</b>	<b>Deliver sustainable services that are on or above RDP level</b>	Provide dignified sanitation	Wastewater Quality Risk Management	100% implementation of wastewater risk abatement plans	Wastewater risk abatement per supply system	Fully compliance of wastewater risk abatement plans to enable dignified environment	Review of risk abatement plans	Sign off acceptance of the RAP	50 % implementation of risk matrix reduction	50 % implementation of risk matrix reduction	RAP registers per supply system and reports
	<b>Basic Service Delivery and Infrastructure development</b>	<b>Deliver sustainable services that are on or above RDP level</b>	Provide dignified sanitation	Effluent Wastewater Quality	Submission of 24 wastewater effluent samples	Two samples per month against wastewater quality standards	As per wastewater quality standard	Two(2) set of samples submitted laboratory and data to be loaded on GDS	Two(2) set of samples submitted laboratory and data to be loaded on GDS	Two(2) set of samples submitted laboratory and data to be loaded on GDS	Two(2) set of samples submitted laboratory and data to be loaded on GDS	Evidence from GDS system and



# CORPORATE SERVICES DEPARTMENT

KP A No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good governance & Administration	Good governance in Mohokare	To instil good governance in all Municipal operations, ensure public participation and provide critical strategic support to the Municipality	Coordination of ordinary council meetings	4 Ordinary Council meeting	4 distributed notices and agenda for 4 ordinary meetings	Signed distributed acknowledgement of receipt	Distribution of 1 notice and agenda by Aug 17	Distribution of 1 notice and agenda by Nov 17	Distribution of 1 notice and agenda by Feb 18	Distribution of 1 notice and agenda by May 18	Copy of notices and agendas distributed and acknowledgement of receipts
				Coordination of LLF meetings	12 LLF notices and agenda distributed	12 LLF notices and agenda distributed	Signed distributed acknowledgement of receipt	Distribution of 3 notices and agendas	Distribution of 3 notices and agendas	Distribution of 3 notices and agendas	Distribution of 3 notices and agendas	Copy of notices and agendas distributed and acknowledgement of receipts
3				Reviewed and adopted Employment Equity Policy by June 2018	Reviewed and adopted EE Policy	15/16 EE Policy	Approved policy	-	-	-	Submit final policy to Council for adoption by June 2018	Council resolution and adopted policy

KP A No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
3	Good Governance and public participation	Good Governance and public participation	To instil good governance in all Municipal operations, ensure public participation and provide critical strategic support to the Municipality	Agenda and notices of section 79 committees distributed quarterly	20 notices and agenda of Section 79 distributed quarterly	15/16 Sec 79 notices and agenda	Notices and agendas	5 notices and agendas distributed by July 2017	5 notices and agendas distributed by Nov 2017	5 notices and agendas distributed by Feb 2018	5 notices and agendas distributed by May 2018	Notices and agenda
	Good Governance and public participation	Good Governance and public participation	Mitigating of departmental risk register	3 risks identified and mitigated by June 2018	3 risks mitigated by June 2018	15/16 Risks register report	Notices and agendas	-	-	1 risk mitigated by March 2018	2 risk mitigated by June 2018	Risk report on the updated risk register (Acknowledgment of receipt)
3	Good Governance and public participation	Good Governance and public participation	To instil good governance in all Municipal operations, ensure public participation and provide critical strategic support to the Municipality	Monitoring B2B Report quarterly	12 monthly reports Updated B2B quarterly report	15/16 B2B Report	3 Monthly Reports	Quarterly updated B2B Diagnostic Report submitted to the IDP Manager by Sept 2017	Quarterly updated B2B Diagnostic Report submitted to the IDP Manager by Dec 2017	Quarterly updated B2B Diagnostic Report submitted to the IDP Manager by March 2018	Quarterly updated B2B Diagnostic Report submitted to the IDP Manager by June 2018	Proof of submission of the updated B2B report to IDP Unit (Acknowledgment of receipt)

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of Measurement	Q1	Q2	Q3	Q4	POE
3	Municipal Transformation and Development	Municipal Transformation and Development	Review, and implement all relevant departmental policies		5 reviewed policies by June 2018 (Public participation, Communication, HR and Training, Social media policies)	5 reviewed policies by June 2018 (Public participation, Communication, HR and Training, Social media policies)	5 reviewed policies	5 approved policies	-	-	-	5 reviewed policies by June 2018	Policies Council resolution
	Municipal Transformation and Development	Municipal Transformation and Development	Strategies developed and reviewed		Annual Reviewed delegation system adopted by Council by June 2018	Annual Reviewed delegation system adopted by Council by June 2018	2015/2016 reviewed delegation system	Reviewed delegated system by June 2018	-	-	-	Reviewed and adopted Delegation System by June 18	Council Resolution and Adopted Delegation System
3	Municipal Transformation and Development	To build capacity and maximise utilization of human capital	Organizational development		10 officials capacitated in terms of the workplace skills	10 officials capacitated by June 2018	New KPI	10 Officials capacitated	-	-	5 officials capacitated	5 officials capacitated	Skills development report
			Councillor development		2 councillors capacitated in terms of skills	2 councillors capacitated	New KPI	2 councillors	-	-	-	2 councillors	Skills development Report

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of Measurement	Q1	Q2	Q3	Q4	POE
		Facilitate filling of prioritized funded posts	Recruitment and selection		1 filled budgeted post	1 filled budgeted post	New KPI	1 post filled		1 official appointed	-	-	Appointment letter
3	Municipal Transformation and Development	Municipal Transformation and Development	Enhance institutional development and good governance		Development and submission of the (17/18) workplace skills plan by 30 April 2018 to LGSETA	15/16 WSP submitted by April 18	14/15 submitted WSP	Developed and submitted WSP BY 30 April 2018	-	-	-	Developed and submitted WSP to LGSETA by April 2018	Acknowledgement of receipt from LGSETA and WSP Document
	Municipal Transformation and Development	Municipal Transformation and Development	Enhance institutional development and good governance		3% of budget actually spent on implementing WSP bi-annually	3% of budget actually spent on implementing WSP	New KPI		-	1% of budget actually spent on implementing WSP	-	2% of budget actually spent on implementing WSP	Proof of amounts spent
3	Municipal Transformation and Development	Municipal Transformation and Development	To ensure provision of secretaries support to council		Quarterly updated resolution register	Updated resolution register by June 2018	Register updated		Resolution register updated by Sept 2017	Resolution register updated Dec 2017	Resolution register updated by Mar 2018	Resolution register updated by June 2018	Updated register

## FINANCE DEPARTMENT

PA N o	Key Performa nce Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Department al)	SO Numb er	Key performa nce indicator( s)	Annual Target	Baseline	Unit of measur ment	Q1	Q2	Q3	Q4	POE
4	Financial Manage ment	Financial Viability	Review, and implement all relevant departmental policies	SO 3	6 budget related policies reviewed by June 2018 (Assets, SCM, Revenue, bank and investme nt, Credit Control and Expenditu re)	6 budget related policies reviewed by June 2018 (Assets, SCM, Revenue, bank and investme nt, Credit Control and Expenditu re)	2015/16 Reviewed budget related policies	Policies	-	-	To submit 6 draft policies to Section 79 and Council for adoption by March 2018	To submit 6 Final policies to Section 79 and Council for adoption by March 2018	Policies Council resolutions Attendance register
4	Financial Manage ment	Financial Viability	Implementati on of Mohokare Financial Management Plan	SO 3	Develope d Complan t municipal budget by June 2018	Develope d Complan t municipal budget by June 2018	2015/2016 adopted budget	Adopted Compliant Municipal Budget by May 2018	-	-	Submit the draft compliant budget to Budget Steering Committee and Council by March 2018	Submit the Final budget to Budget Steering Committee and Council for adoption by May 2018	Compliant budget

PA N o	Key Performa nce Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Department al)	SO Numb er	Key performa nce indicator( s)	Annual Target	Baseline	Unit of measur ement	Q1	Q2	Q3	Q4	POE
4	Financial Manage ment	Financial Viability	Implementati on of Mohokare Financial Management Plan	SO 3	Develope d adjustme nt budget by Feb 2018	Adopted adjustme nt budget by Feb 2018	Adopted adjustment budget in by Feb 2016	Adopted 2016/ 17 adjustment budget	-	-	Submit the adjusted budget to Budget Steering Committee and Council for Adoption by Feb 2018	-	Adjusted Budget Council Resolution
4	Financial Manage ment	Financial Viability	Implementati on of the Procurement Plan	3	Develop ment of Procurem ent Manage ment Plan by August 2017	Develope d and adopted Procurem ent Manage ment Plan by August 2017	New KPI	Developed and adopted Procurem ent Managem ent Plan by August 2017	Submit developed Plan to Council by August 2016 for adoption	-	-	-	Council Resolution and adopted copy
4	Financial Manage ment	Financial Viability	Development of operationaliz ation of SCM Plans		Impleme ntation and monitor of the procurem ent plan	Procurem ent Plan impleme nted by June 2018	New KPI	Progress report	Progress report on the procurem ent plan	Progress report on the procurement plan	Progress report on the procurement plan	Progress report on the procurement plan	Progress report
4	Financial Manage ment	Financial Viability	Promotion and maintenance SCM		Irregular, fruitless and wasteful expendit ure reduced by June 2018	Irregular, fruitless and wasteful expendit ure reduced by June 2018	New KPI	Progress report	Progress report on irregular, fruitless and wasteful expendit ure	Progress report on irregular, fruitless and wasteful expenditure	Progress report on irregular, fruitless and wasteful expenditure	Progress report on irregular, fruitless and wasteful expenditure	Progress report

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PA N o	Key Performa nce Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Department al)	SO Numb er	Key performa nce indicator( s)	Annual Target	Baseline	Unit of measur em ent	Q1	Q2	Q3	Q4	POE
4	Financial viability	Become financially viable			Quarterly SCM reports submitted to the Mayor and Accounti ng Officer	Quarterly SCM reports submitted to the Mayor and Accounti ng Officer	New KPI	Quarterly report	Quarterly SCM report	Quarterly SCM report	Quarterly SCM report	Quarterly SCM report	Quarterly SCM report
2	Local Economic Develop ment	Local Economic developm ent	Grow Mohokare		12 local businesse s awarded by June 2018	12 local businesse s awarded by June 2018	New KPI	Report	3 local businesses awarded	3 local businesses awarded	3 local businesses awarded	3 local businesses awarded	Report on LED
4	Municipal Financial Viability	Become financially viable	Grow Mohokare		80 % creditors paid within 30 days	80 % creditors paid within 30 days	New KPI	Invoices and expenditur e forms	20 % of creditors paid within 30 days	20 % of creditors paid within 30 days	20 % of creditors paid within 30 days	20 % of creditors paid within 30 days	Invoices and expenditure forms
	Municipal Financial Viability	Become financially viable	Grow Mohokare		30% of outstandi ng debt collected over 90 days by June 2018	30% of outstandi ng debt collected over 90 days by June 2018	New KPI	Quarterly report	7.5 % of debt collected	7.5 % of debt collected	7.5 % of debt collected	7.5 % of debt collected	Quarterly revenue report
	Municipal Financial Viability	Become financially viable	Ensure sound financial managemen t and financial sustainability of MLM		Prepare a MSCOA complan t budget by 30 June 2018	100% MSCOA Budget compiled by June 2018	New KPI	level of complianc e	-	-	-	MSCOA compliant budget	Copy of approved Budget
	Municipal Financial	To ensure that	Fully effective		Quarterly verifying	Updated GRAP	New KPI	Quarterly reports	Quarterly report on	Quarterly report on	Quarterly report on	Quarterly report on	Assets register

PANo	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO Number	Key performance indicator(s)	Annual Target	Baseline	Unit of measurement	Q1	Q2	Q3	Q4	POE
	Viability	municipal assets are adequately managed and monitored	asset management unit		physical assets against assets register by June 2018	compliant assets register by June 2018			verification of physical assets	verification of physical assets	verification of physical assets	verification of physical assets	Quarterly report on verification of physical assets
	Municipal Financial Viability	To ensure sound financial management, compliance and regular reporting	Implementing effective internal controls and monitoring compliance		Timely submission of compliance reports to Council, NT and PT (Section 71, 52, and 72)	Compliance reports as per MFMA	New KPI	Quarterly reports	Quarterly budget statement (Section 52 & 71)	Quarterly budget statement	Quarterly budget statement	Quarterly budget statement	Quarterly reports
4	Financial Management	Financial Viability	Compilation of compliant AFS		Submission of Draft compliance Financial Statements to AG, National and Provincial Treasury by 31 <sup>st</sup> August 2017	Submitted AFS by 31 <sup>st</sup> August 2017	Submitted AFS by Aug 2015	Compliant AFS to AG, NAT,PT by 31 Aug 2017	Submission of compliant Draft Financial Statements to AG and National and Provincial Treasury by 31 <sup>st</sup> August 2017	-	-	-	Proof of submission to AG, NT and PT
4	Financial Management	Financial Viability	Submission of Compliant AFS	SO3	Submission of Final compliance	Submitted final AFS to Council	AFS submitted to Council by 25 Jan	Submitted final AFS	-	-	Submission of Final compliant Financial	-	Proof of submission to AG, NT and PT



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PA N o	Key Performa nce Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Department al)	SO Numb er	Key performa nce indicator( s)	Annual Target	Baseline	Unit of measurem ent	Q1	Q2	Q3	Q4	POE
					Financial Statemen ts to Council, NT and PT by 25 January 2018		2018				Statements to Council, NT and PT by 25 January 2017		

## COMMUNITY SERVICES DEPARTMENT

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of Measurement	Q1	Q2	Q3	Q4	POE
1	Basic Service Delivery	Keep Mohokare Safe & Clean	Provision of sustainable Human Settlements in all the three towns by 30 June 2017	SO 5	Review of Human Settlement Sector Plan by June 2018	Review of Human Settlement Sector Plan by June 2018	Human Settlement Sector Plan 2015/16	Council adopted policy	-	-	Submission of draft plan to Council by March 2018	Submit the final reviewed Plan to Council by May 2018	Council resolution and Copy of the Plan
					Developed Land Disposal Policy by June 2018	Land Disposal Policy developed by June 2018	New KPI	Council adopted policy	-	-	Submission of draft policy to council by march 2018	Submission of final policy to Council for approval by June 2018	Council resolution copy of the plan
					Reviewed of Municipal Housing Rental Policy by June 2018	Reviewed of Municipal Housing Rental Policy by June 2018	Municipal rental housing policy in place by 2015/16	Council adopted policy	-	-	Submission of draft policy to council by march 2018	Submission of final policy to Council for approval by June 2018	Council resolution copy of the plan
					Reviewed Municipal sites allocation Policy by June 2018	Reviewed Municipal sites allocation Policy by June 2018	2015/2016 Policy	Council adopted policy	-	-	Submission of draft Policy to Council by March 2018	Submission of final Policy to Council for approval by June 2018	Council resolution Copy of the Policy
			Management of Local Disaster as per incident		Review of local disaster management plan by June 2018	Reviewed Disaster Management Plan by June 2018	Local Disaster Management Plan in place 2015/16	Council adopted policy	-	-	Submission of draft plan to Council by March 2018	Submit the final reviewed Plan to Council by May 2018	Council resolution and Copy of the Plan
	Basic Service Delivery	Keep Mohokare	Management of Local Disaster as		Management of Local Disaster as	No of disaster incident	New KPI	Quarterly report	-	-	2 disaster incidents attended	2 disaster incidents attended	Quarterly report

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of Measurement	Q1	Q2	Q3	Q4	POE
		<b>Safe &amp; Clean</b>	per incident		per incident	attended							
	<b>Basic Service Delivery</b>		Management of Extended Public Works	5	Reviewed Extended Public Works Policy by August 2017	Reviewed Extended Public Works Policy by August 2017	EPWP in place	Council adopted policy	Submit the final reviewed Plan to Council by August 2017	-	-	Submit the final reviewed Plan to Council by May 2018	Council resolution and Copy of the Policy
1	<b>Basic Service Delivery</b>	<b>Keep Mohokare Safe &amp; Clean</b>	Provision of sustainable Commonage Management	5	Reviewed Commonage Management plan by June 2018	Reviewed Commonage Management Plan by June 2018	Commonage management plan in place	Council adopted policy	-	-	Submission of draft plan to Council by March 2018	Submit final plan to Council by May 2018	Council resolution and Copy of the Plan
			Management of Sports and Facilities	5	Developed Sports and Facilities Management policy by June 2018	Developed Sports and Facilities Management policy by June 2018	New KPI	Council adopted policy	-	-	Submission of draft plan to Council by March 2018	Submit final draft to Council by May 2018	Council resolution and Copy of the Policy
			Management of Municipal Amenities	5	Reviewed Cemetery Management Policy by June 2018	Review of Cemetery management Policy by June 2018	Cemetery Management policy in place	Council adopted policy	-	-	Submission of draft policy to council by March 2018	Submission of final policy to Council for approval by June 2018	Council resolution copy of the plan
	<b>Basic Service Delivery</b>	<b>Keep Mohokare Safe &amp; Clean</b>	Operations and maintenance		Develop the draft operations and maintenance Plan	Developed draft operations and maintenance Plan by May 2018	New KPI	Approved Plan	-	-	-	Draft Operations and Maintenance Plan approved by Council by May 2018	Council resolution Approved draft plan

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of Measurement	Q1	Q2	Q3	Q4	POE
	Basic Service Delivery	Keep Mohokare Safe & Clean	Operations and maintenance		Implementation of the Operations and Maintenance Plan	Maintained Council buildings	New KPI	Quarterly maintenance report	-	-	Quarterly maintenance report of the municipal council buildings	Quarterly maintenance report of the municipal council buildings	Quarterly maintenance report
	Basic Service Delivery	Keep Mohokare Safe & Clean	Traffic Management		Develop draft traffic Operations Plan	Developed draft traffic operations Plan by May 2018	New KPI	Approved Plan	-	-	-	Draft traffic operations plan approved by Council by May 2018	Council Resolution  Approved plan
	Basic Service Delivery	Keep Mohokare Safe & Clean	Traffic Management		Implementation of traffic management plan	2 quarterly consolidate municipal vehicle inspections report	New KPI	Quarterly reports	-	-	1 quarterly report	1 quarterly report	Quarterly report
	Basic Service Delivery	Keep Mohokare Safe & Clean	Traffic management		Traffic accidents attended	2 quarterly report on Traffic accidents attended by June 2017	New KPI	Quarterly reports	-	-	Quarterly Report on the number of traffic accidents attended	Quarterly Report on the number of traffic accidents attended	Quarterly report
3	Good Governance and public participation	Good Governance and public participation	To instil good governance in all Municipal operations, ensure public participation and provide critical strategic support to the		13 risks identified and mitigated quarterly	13 risks identified and mitigated quarterly by June 2018	New KPI	Proof of submission	Identification of risks and submission of the report to the risk register by Sept 2017	Risk report on the updated risk register (Mitigation of risk) submitted to the Risk Officer by Dec 2017	6 risks identified and mitigated quarterly	7 risks identified and mitigated quarterly	Proof of submission of the updated risk register (Acknowledgment of receipt)

KPA No	Key Performance Area	Municipal Strategic Objective (SOs)	Municipal Strategic Objective (Departmental)	SO No.	Key performance indicator(s)	Annual Target	Baseline	Unit of Measurement	Q1	Q2	Q3	Q4	POE
			Municipality										

**CHAPTER 8: PROJECTS AS PER BUDGET AND MSCOA****WATER****Legislative requirement**

<b>Plan</b>	<b>Status</b>	<b>Period</b>	<b>Review date</b>
Master plan	In place	2013/14	Once every five years
WSDP	Draft	June 2017	Once every five years
Operation and maintenance plan	In place	2010/14	Once a year
Water Safety & Security Plan	In place	2010/11	Once a year
Drinking Water Quality Monitoring plan	In place	2010/11	Once every five years

**SANITATION****Legislative requirement**

<b>Plan</b>	<b>Status</b>	<b>Period</b>	<b>Review date</b>
Master plan	In place	2013/14	Once every five years
WSDP	Draft	June 2017	Once every five years
Operation and maintenance plan	In place	2010/2011	Once a year
Wastewater risk Abatement plans	In place	2010/2011	Once a year
Wastewater Quality monitoring plan	In place	2010/2011	Once every five years

**ROADS AND STORM WATER**

<b>Plan</b>	<b>Status</b>	<b>Period</b>	<b>Review date</b>
Master plan	In place	2013/14	Once every five years
Road and Transport plan	Not yet in place	June 2017	Once every five years
Maintenance Plan	Not yet in place	June 2017	Once a year

## Corporate Services

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (If capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period (Current year or 2017/2018 2018/2019 2019/2020 2020/2021 )
Governance and administration	Governance and administration	Advertising	Operational	N/A	Existing	230,000	Internal	2018/2019
Governance and administration	Governance and administration	Printing and Stationery	Operational	N/A	Existing	270,000	Internal	2018/2019
Governance and administration	Governance and administration	Postage	Operational	N/A	Existing	2000	Internal	2018/2019
Governance and administration	Governance and administration	Membership fees	Operational	N/A	Existing	100,000	Internal	2018/2019
Governance and administration	Governance and administration	Entertainment	Operational	N/A	Existing	10,000	Internal	2018/2019
Governance and administration	Governance and administration	Cleaning Materials	Operational	N/A	Existing	120,000	Internal	2018/2019
Governance and administration	Governance and administration	Consumables	Operational	N/A	Existing	20,000	Internal	2018/2019
Governance and administration	Governance and administration	Professional Fees (Metro File)	Operational	N/A	Existing	100,000	Internal	2018/2019
Governance and administration	Governance and administration	Newsletter	Operational	N/A	Existing	38,000	Internal	2018/2019
Governance and administration	Governance and administration	Training	Operational	N/A	Existing	500,000	Internal	2018/2019
Governance and administration	Governance and administration	Uniform and protective clothing	Operational	N/A	Existing	15,000	Internal	2018/2019
Governance and administration	Governance and administration	Office Equipment Officials councillors	Operational	N/A	Existing	45000 240 000	Internal	2018/2019
Governance and administration	Governance and administration	Town Hall equipment	Operational	N/A	Existing	30,000	Internal	2018/2019
Governance and administration	Governance and administration	Town Hall Buildings R/M	Operational	N/A	Existing	30,000	Internal	2018/2019
Governance and administration	Governance and administration	Membership Fees (SALGA)	Operational	N/A	Existing	500 000	Internal	2018/2019

Public Participation	Public Participation	Special Programmes	Operational	N/A	Existing	270,000	Internal	2018/2019
Public Participation	Public Participation	Public Participation	Operational	N/A	Existing	28000	Internal	2018/2019
Public Participation	Public Participation	Youth Development Programmes	Operational	N/A	Existing	200 000	Internal	2018/2019
Public Participation	Public Participation	Mayoral Programmes	Operational	N/A	Existing	80000	Internal	2018/2019
Public Participation	Public Participation	Disaster fund	Operational	N/A	Existing	80,000	Internal	2018/2019
Public Participation	Public Participation	Mayoral Entertainment	Operational	N/A	Existing	20,000	Internal	2018/2019
Governance and administration	Governance and administration	EE Legislation booklets for councillors	Operational	N/A	Existing	9000	Internal	2018/2019



## Community Service Department

Strategic Objective	Key Performance Area	Project Name (Description)	Capital / Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period (Current year or 2017/2018 2018/2019 2019/2020 2020/2021)
E.g Basic Services	Human Settlements	Filling of vacant Human settlements Clerk post in Zastron	Operational		Existing	Monthly Salary	Operational	2017/2018
		Car allowance for travelling between the three towns: H/S Officer	Operational		New	R 5,000	Operational	2017/2018
		Car allowance for travelling between the three towns: Handyman	Operational		New	R 5,000	Operational	2017/2018
		2 x distance measuring wheels	Operational		New	R 1,000	Operational	2017/2018
		Repairs and maintenance of Municipal Council building	Capital		Existing	R3million	Capital	2017/2020
		3 x 100 meter x measuring tape	Operational		New	R 500	Operational	2017/2018
	Departmental policies and plans	Review and or development of Housing sector plan, Disaster Management plan, Commonage Management plan, Cemeteries Management policy, Land disposal policy	Operational		New	Operational	Operational	2017/2018
	Sports and Facilities	Opening of a new post for a Clerk	Operational		New	Monthly Salary	Operational	2017/2018
		Car allowance for travelling between the three towns: Sports Facilities Coordinator	Operational		New	R 5,000	Operational	2017/2018
	Amenities Rouxville	5 x General worker , 1 x Tractor driver, 5 x General worker for refuse removal	Operational		New	Monthly Salary	Operational	2017/2018
	Amenities Smithfield	1x Admin Clerk, 3 x Parks Cleaners , 1 x Tractor driver, 1 x Land fill site, 1 x Grave general worker, 3 x Garden removal, 1 x handy man, 1x Office cleaner, 2 xSports ground general worker , 2x Streets sweepers,	Operational		New	Monthly Salary	Operational	2017/2018
	Amenities	2 x Supervisors Amenities 1 Rouxville and 1 Smithfield	Operational		New	Monthly Salary	Operational	2017/2018
	Solid Waste Management	request for 2 x a new vehicle for Supervisors for Refuse removal and Amenities	Operational		New	R 500, 000	Operational	2017/2018
		Rehabilitation, registration and licencing of municipal land fill site	Capital		New	R3million	Capital	2017/2018
	Traffic Management	A new post for Admin Clerk, 2 x Smithfield Traffic Officers, 2 x Rouxville Traffic Officers, 2 x Zastron Traffic Officers	Operational		New		Operational	2017/2018
E.g Basic Services	Key Performance Area	Project Name (Description)	Capital / Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period (Current year or 2017/2018 2018/2019 2019/2020 2020/2021)
	Administration	Filling of Administration Clerk Head office: Community Services	Operational		New		Operational	2017/2018

**IT**

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period ( Current year or 2017/2018 2018/2019 2019/2020 2020/2021 )
Good Governance	1. Networks and access 2. ICT Services and information platforms 3. E-Governance	<b>ICT Infrastructure Development</b> (Internet Broadband;Wireless Infrastructure;Data Center - UPS Supplement Batteries;Data Center - Power Distribution Units;PC Repair and Network Cabling and Maintenance;Fire suppression system;Desktop & Laptops;MFP Leasing)	Operational		New	R 1,555,000	Internal Funding	2017/2018
Good Governance	1. ICT Risk Assessment and Management 2. ICT Service Security & Security	<b>ICT Software Compliance - Anti-Virus Software</b>	Operational		New	R 40,000	Internal Funding	2017/2018

**Town Planning**

Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period ( Current year or 2017/2018 2018/2019 2019/2020 2020/2021 )
SPLUMA and MPT	Operational		existing	R300,000	Internally generated funds	2017/18
Mooifontein basics development	Operational		New	1,000,000	Internally generated funds	2018/2019
Middle income housing development	Operational		New	R750,000	Internally generated funds	2017/18 and 2019
54 A sites in Smithfield	Operational		New	R900,000	Internally generated funds	2017/18 and 2019
Rezoning, park closure and subdivision Erf 3	Operational		existing	R55,000	Internally generated funds	2017/18

## Technical Services

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Source of Funding	Estimated Budget	Financial year 2018/19
Basic Services	Water Supply services							
		Chemicals, S, R & Z	0	ALL	E	Internal	R1,600,000.00	
		Tools and Equipments, S, R & Z	0	ALL	E	Internal	R500,000.00	
		R/M : Water treatment plants and Pump stations, S	0	6	E	Internal	R350,000.00	
		R/M : Water treatment plants and Pump stations, R	0	2,4	E	Internal	R200,000.00	
		R/M : Water treatment plants and Pump stations, Z	0	1,3,5	E	Internal	R300,000.00	
		R/M: Networks, S, R & Z	0	ALL	E	Internal	R800,000.00	
		R/M: Dam safety and maintenace	0	ALL	E	Internal	R1,000,000.00	
		Electricity purchases	0	ALL	E	Internal	R600,000.00	
		Water samples,S, R & Z	0	ALL	E	Internal	R800,000.00	
		<b>TOTAL</b>					<b>R6,150,000.00</b>	
	Sanitation Services		0					
		Chemicals, S, R & Z	0	ALL	E	Internal	R200,000.00	
		Tools and Equipments, S, R & Z	0	ALL	E	Internal	R150,000.00	
		R/M : Waste Water treatment plants and Pump stations, S	0	6	E	Internal	R250,000.00	
		R/M : Water treatment plants and Pump stations, R	0	2,4	E	Internal	R100,000.00	
		R/M : Water treatment plants and Pump stations, Z	0	1,3,5	E	Internal	R300,000.00	
		R/M: Networks, S, R & Z	0	ALL	E	Internal	R450,000.00	
		Water samples,S, R & Z	0	ALL	E	Internal	R400,000.00	
		Electricity purchases	0	ALL	E	Internal	R300,000.00	
		Jet machine	0	ALL	N	Internal	R300,000.00	
		Sewage spillages in Refengkhoto	0	3	E	Internal	R500,000.00	
		<b>TOTAL</b>					<b>R2,950,000.00</b>	
	Roads and Storm water							
		Tools, Plant and Equipments,S, R & Z	0	ALL	E	Internal	R600,000.00	
		Tar, S,R and Z	0	ALL	E	Internal	R2,000,000.00	
		R/M: Vehicles	0	ALL	E	Internal	R1,200,000.00	
		R/M: Dirt roads and storm water. S, R and Z	0	ALL	E	Internal	R700,000.00	
		<b>TOTAL</b>					<b>R4,500,000.00</b>	
	Electricity	CENTLEC program						
		Zastron: Establishing of a new 11kV Ring Feeder			N		R1,280,000.00	
		Zastron: Replacing of existing 11kV switchgear			E		R25,200,000.00	
		Zastron: Construction of the primary substation building next to Ou Kragstasie Substation			N		R650,000.00	
		Zastron: Installation of the primary substation switchgear – Ou Kragstasie			N		R3,000,000.00	
		Smithfield: Replacement of Existing 11kV Switchgear			E		R3,300,000.00	
		Smithfield: Establishing of a new 11kV Ring Feeder			N		R1,900,000.00	
		Smithfield: Replacement of Main Incomer From Eskom			E		R5,000,000.00	
		Smithfield: Replacement of 11kV Cables and OHL			E		R2,800,000.00	
		<b>TOTAL</b>					<b>R43,130,000.00</b>	

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Source of Funding	Estimated Budget
Basic Services	Water Services	Rouxville: Construction of Rouxville Water Treatment Works	C	2,4	N	RBIG	R4,000,000.00
		Rouxville: Construction of the 27 km pipeline to Orange river	C	2,4	N	RBIG	R16,000,000.00
<b>TOTAL</b>							<b>R20,000,000.00</b>

**RBIG****WSIG**

Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Source of Funding	Estimated Budget
Rouxville : Mech & Electrical works on Two pump stations	C	2,4	N	WSIG	R14,700,000.00
Zastron: Upgrading of Water Treatment works	C	1,3,5	E	WSIG	R11,000,000.00
Zastron: Mech & Electrical works on two pump station	C	1,3,5	N	WSIG	R4,300,000.00
					<b>R30,000,000.00</b>

**Wastewater & Water Quality Management Systems**

Waste water tests were tested at IGS (Institute of Groundwater studies) in Bloemfontein as required and refer to the Table of Wastewater specifications as well as the monthly tests as per Green drop requirement. As part of Green drop requirement municipality need ensure its fully complying with Section 39 of the National Water Act of 1991/2014 below its breakdown requirement:

Ammonia (NH <sub>3</sub> ) as N (sewage)	5	Twice per month
Chemical Oxygen Demand (COD)	5	Twice per month
Nitrate (NO <sub>3</sub> ) & Nitrite (NO <sub>2</sub> ) as N	5	Twice per month
Orthophosphate (PO <sub>4</sub> ) as P	5	Twice per month
Suspended Solids(SS)	5	Twice per month

Water Quality Parameter- drinking water chemistry & bacteriologically		
Parameters	Units	Frequency
Alkalinity (drinking water)	15	2 per month
Aluminium	15	2 per month
Colour	15	2 per month
TOC - total organic carbon	15	2 per month
Nitrate/Nitrite as N	15	2 per month
Sulphate	15	2 per month
Fluoride as F	15	2 per month
Total coliform and E.coli	15	Four times

# MIG

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Source of Funding	Estimated Budget	Financial year 2018/19	Financial year 2019/20
E.g Basic Services		Zastron waste water treatment works	C	1,3,5	E	MIG	R560,105.54	R1,941,233.70	R117,592.30
		Smithfield: Construction of 5km access paved road	C	6	N	MIG	R832,436.04		
		Zastron : Upgrading of a sports facility	C		N	MIG	R527,600.00		
		Roleleyathunya: Construction of a sports ground	C			MIG	R293,020.00		
		Zastron: Building of gatehouse, ablution facility and fencing of cemeteries	C	1,3,5	N	MIG	R1,999,216.03		
		Rouxville/Roleleathunya: Building of gatehouse, ablution facility and fencing of cemeteries	C	2,4	N	MIG	R1,465,139.54		
		Smithfield/Mofulatshepe: Erection of fence at the cemetery, construction of gatehouse and ablution facility	C	6	N	MIG	R2,854,691.00		
		Rouxville / Roleleathunya: Upgrading of the sewerage water treatment works	C	2,4	E	MIG	R5,570,952.00	R293,208.00	
		Rouxville/Roleleathunya : Installation of five high mast lights in Somerset	C	4	N	MIG	R1,288,907.95		
		Rouxville/Roleleathunya : phase1 Construction of 1.7 km access road and related storm water	C		N	MIG	R1,746,006.90		
		Zastron : Construction of 600m of paved access road and related stormwater of Zama road	C		N	MIG	R186,125.00		
		PMU	O		E	MIG	.		
<b>TOTAL</b>							<b>R17,324,200.00</b>		

# FINANCE

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period (Current year or 2017/2018 2018/2019 2019/2020 2020/2021)
Financial Viability	To be a financially viable municipality	Bank Charges	Operational	Institutional based	Existing project	R 383,503.14	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Fines and penalties	Operational	Institutional based	Existing project	R 1,500,000.00	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Audit Fees	Operational	Institutional based	Existing project	R 3,000,000.00	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Postage (Municipal accounts)	Operational	Institutional based	Existing project	R 363,727.92	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Legal Costs	Operational	Institutional based	Existing project	R 1,152,514.37	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Vehicle Licences	Operational	Institutional based	Existing project	R 90,185.00	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Licence Fees (Financial Systems)	Operational	Institutional based	Existing project	R 698,650.00	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Telephone charges	Operational	Institutional based	Existing project	R 1,949,016.25	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Fuel and Oil	Operational	Institutional based	Existing project	R 1,848,602.86	Internally generated funds	2018/2019

Financial Viability	To be a financially viable municipality	Consumables	Operational	Institutional based	Existing project	R 4,500.00	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Professional Services	Operational	Institutional based	Existing project	R 4,000,000.00	Internally generated funds	2018/2019
Financial Viability	To be a financially viable municipality	Insurance Claims	Operational	Institutional based	Existing project	R 55,000.00	Internally generated funds	2018/2019
						<b>R 15,045,699.54</b>		

## HR

Strategic Objective	Key Performance Area	Project Name (Description)	Item/Activity	Capital/Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period ( Current year or 2017/2018 2018/2019 2019/2020 2020/2021 )
Good Governance & Sound Administration	HUMAN RESOURCE MANAGEMENT	RECORDS MANAGEMENT	1. PRINTER 2. FILING CABINET 5 DRAWER	OPERATIONAL	INSTITUTIONAL	EXISTING	R 10,000.00	MUNICIPAL BUDGET	2017/2018
		EMPLOYEE WELLNESS	QUARTERLY WELLNESS PROGRAMS	OPERATIONAL	INSTITUTIONAL	EXISTING	R 180,000.00	MUNICIPAL BUDGET	2017/2018
			WELLNESS INTERVENTIONS	OPERATIONAL	INSTITUTIONAL	EXISTING	R 20,000.00	MUNICIPAL BUDGET	2017/2018
		COMPETENCY ASSESSEMENTS & VETTING	RECRUITMENT & SELECTION - 54(A) & 56	OPERATIONAL	INSTITUTIONAL	NEW	R 250,000.00	MUNICIPAL BUDGET	2016/2017 & 2017/2018
		BEREAVEMENT	TRANSPORT	OPERATIONAL	INSTITUTIONAL	EXISTING	R 60,000.00	MUNICIPAL BUDGET	2017/2018
		MAINTANANCE	CONSUMABLE	OPERATIONAL	INSTITUTIONAL	EXISTING	R 1,000.00	MUNICIPAL BUDGET	2017/2018

**LED**

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period ( Current year or 2017/2018 2018/2019 2019/2020 2020/2021 )
E.g Basic Services								
tourism enhancement	tourism brochures	compilation of tourism brochures	capital	ward 5, ward 2, ward 6	new	50,000	internal	2017-2018
tourism enhancement	tourism signature	development of tourism signature	capital	ward 5, ward 2, ward 6	new	50,000	internal	2018-2019
SMME's Development	Skills empowerment	SMME's Training	capital	all wards	Existing	30,000	internal	2018-2019
Local Economic development	reviewed LED strategy	LED strategy	Operational	all wards	Existing	100,000	internal	2017-2018

**IA**

Strategic Objective	Key Performance Area	Project Name (Description)	Capital/Operational	Ward (if capital)	New/Existing project	Estimated Budget	Source of Funding	Time Period ( Current year or 2017/2018 2018/2019 2019/2020 2020/2021 )
Good Governance and Sound Administration	Good Governance	Renewal Membership fees (IIASA)	Operational	Institutional	Existing	R 3,000.00	Skills Development budget	Annually
		Training of internal audit staff incl. ISO	Operational	Institutional	Existing	R 100,000.00	Skills Development budget	Annually
		3-in-1 printer, copier & scanner	Operational	Institutional	New	R 3,000.00	In-house	2017/18
		S & T for Audit Committee members incl. travelling arrangements & sitting allowances	Operational	Institutional	Existing	R 100,000.00	In-house	Annually (quarterly)
		Catering for Audit Committee meetings	Operational	Institutional	Existing	R 3,000.00	In-house	Annually (quarterly)
		Stationary including paper	Operational	Institutional	Existing	R 5,000.00	In-house	Annually



## CHAPTER 9: PROJECTS

### MTEF ALLOCATIONS

MUNICIPAL INFRASTRUCTURE GRANT			REGIONAL BULK INFRASTRUCTURE GRANT			WATER SERVICES INFRASTRUCTURE GRANT		INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT			
2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/2021	2020/21	2018/19	2019/20	2020/21
R 17 708 000.00	R 17 991 000.00	R 18 778 000.00	R 38 000 000.00	R 20 000 000.00	R 10 000 000.00	R 48 500 000.00	R 30 000 000.00	R 28 025 000.00	R 500 000.00	R 3 200 000.00	R 4 914 000.00

### BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

NUMBER	KPA1	Basic Service delivery and infrastructure development					
	Municipal Strategic objective (SO1)	Deliver quality Services in Mohokare	FUNDING				
	Project name	IDP No / Strat No	2018/2019	2019/2020	2020/2021	Project value	Source(s)
1.	Zastron / Matlakeng: Upgrading of the Zastron WTW	BSID 01	R 16 365	-	-		WSIG
2.	Zastron / Matlakeng: Equipping of the 2 raw water pump stations	BSID 02	R 1 245	-	-	R 10 325	WSIG
3.	Rouxville / Roleleathunya: Construction of the 27km raw water pipeline from the Orange River to Paisley dam	BSID 03	R 16 000	R 20 000	-	R 73 555	RBIG
4.	Rouxville / Roleleathunya: Equipping of the 2 raw water pump stations	BSID 04	R 4 564	R 12 654	-	R 22 654	WSIG
5.	Rouxville / Roleleathunya: Upgrading of the Water Treatment Works	BSID 05	R 6 984	-	-	R 51 456	RBIG
6.	Roleleathunya: Construction of the sports ground (MIS:234965)	BSID 06	R 796	734	820	R 2 351	MIG
7.	Smithfield/Motulatshepe: Erection of fence at the cemetery, construction of gatehouse and ablution facilities (MIS:265472)	BSID 07	R 665	-	-	R 3 000	MIG
8.	Rouxville/Roleleathunya: Construction of 1.7km paved road and related storm water phase 1 (MIS:265472)	BSID 08	R 3830	R 3 835	R 369	R 8 621	MIG
9.	Zastron/Matlakeng: Construction of 600m paved road and related storm	BSID 09	R 886	R 1 913	R 129	R 3 043	MIG

	water for Zama street (MIS:265473)						
10.	Rouxville/Roleleathunya: Installation of 5 high mast lights in Thokoza (MIS:265444)	BSID 10	R 93	-	-	R 1 356	MIG
11.	Rouxville/Roleleathunya: Upgrading of the Waste Water Sewerage Treatment works (MIS:253354)	BSID 11	R 174	R 3 108	R 174	R 3 487	MIG
12.	Rouxville/Roleleathunya: Upgrading of the Landfill site (MIS:236332)	BSID 12	-	-	R 459	R 6 435	MIG
13.	Rouxville/Roleleathunya: Construction of paved 2km access road and related storm water - phase 2 (MIS:273182)	BSID 13	-	R 29	R 400	10 974	MIG
14.	Zastron/Matlakeng: Upgrading of the outfall sewer line & and waste water pump stations	BSID 14	R 707	R 6 928	R 365	R 8 001	MIG
15.	Smithfield / Mofulatshepe: Construction of a sports facility in Greenfields	BSID 15	-	R 75	R 100	R 3 000	MIG
16.	Smithfield/Mofulatshepe: Upgrading of the Tladi Village outfall sewerline	BSID 16	-	-	R 6 987	R 7 354	MIG
17.	Zastron / Matlakeng: Installation of 410 on-site sanitation systems in Refengkhotoso	BSID 17	R 2 400	-	-	R 3 500	Internal & WSIG
18.	Zastron / Matlakeng: Upgrading of the Refengkhotoso sewer network	BSID 18	R 8 202	R 465	R 375	R 9 043	MIG
19.	Rouxville/Roleleathunya: Construction of gatehouse, ablution facility and fencing the cemetery (MIS:243625)	BSID 19	R 1 369	-	-	R 2 758	MIG
20.	Rouxville / Roleleathunya: Borehole refurbishment & development	BSID 20	-	R 2 700	R 300	R 3 000	MIG
21.	Zastron / Matlakeng: Construction of gatehouse, ablution facility and fencing the cemetery	BSID 21	R 117	-	-	R 3 082	WSIG

22.	Smithfield / Mofulatshepe: Construction of a sports facility in Greenfields	BSID 15	-	R 75	R 100	R 3 000	MIG
23.	Rouxville / Roleleathunya: Installation of drinking water reticulation system in Ext 6	BSID 22	-	R 12 354	R 1 200	R 13 554	MIG/WSIG
24.	Zastron / Matlakeng: Installation of drinking water reticulation system in Mooifontein	BSID 23	-	R 14 000	R 1 400	R 15 400	MIG/WSIG
25.	Zastron: Installation of drinking water reticulation system Ext.10	BSID 24	-	R 12 500	R 3 500	R 16 000	MIG/WSIG
26.	Smithfield / Mofulatshepe: Installation of drinking water reticulation system in new Greenfields	BSID 25	-	R 14 000	R 1 400	R 15 400	MIG/WSIG
27.	Smithfield / Mofulatshepe: Construction of the Smithfield Regional Bulk Water Scheme	BSID 26	R 354	R 11 000	R 20 000	R 101 000	WSIG
28.	Rouxville / Roleleathunya : Upgrading of 2km access road with related storm water in Uitkoms	BSID 27	-	-	-	R 10 963	MIG
29.	Zastron / Matlakeng: Upgrading of 2.5km Refengkhotso access road to block paving with related storm water channels	BSID 28	-	-	-	R 11 600	MIG
30.	Smithfield / Mofulatshepe: Upgrading of 2km access road with related storm water in Greenfields	BSID 29	-	-	-	R 10 963	INEP
31.	Rouxville / Roleleathunya: Extension of 22kV overhead line feeder from ERF 993 to ERF 164 in Roleleathunya	BSID 30	-	R 2 000	R 200	R 2 200	INEP
32.	Rouxville / Roleleathunya: Establishing of a new 22kV ring feeder	BSID 31	-	R 3 000	R 300	R 3 300	INEP
33.	Rouxville / Roleleathunya: Replacement of existing Primary 22kV switchgear	BSID 32	-	-	R 2 000	R 4 000	INEP

34.	Rouxville / Roleleathunya: Replacement of existing primary 22kV cables and OHL	BSID 33	-	-	R 1 500	R 2 900	INEP
35.	Zastron / Matlakeng: Establishing of a new 11kV ring feeder	BSID 34	R 80	-	-	R 800	INEP
36.	Zastron / Matlakeng : Replacement of existing 11kV switchgear	BSID 35	R 248	-	-	R 2 200	MIG
37.	Zastron / Matlakeng : Construction of the primary substation building next to Ou Kragstasie Substation	BSID 36	-	R 3 697	R 300	R 3 969	INEP
38.	Zastron / Matlakeng : Installation of the primary substation switchgear- Ou Kragstasie	BSID 37	-	R 4 500	R 450	R 4 950	INEP
39.	Smithfield / Mofulatshepe: Upgrading of the landfill site	BSID 38	-	-	-	R 10 369	MIG
40.	Zastron Matlakeng: Upgrading of the landfill site	BSID 39	-	-	-	R 12 000	MIG
41.	Smithfield / Mofulatshepe: Replacement of Existing 11kV Switchgear	BSID 40	-	R 2 000	R 200	R 2 200	INEP
42.	Smithfield / Mofulatshepe : Establishing of a new 11kV Ring Feeder	BSID 41	-	-	R 200	R 3 000	INEP
43.	Smithfield / Mofulatshepe : Establishment of the primary substation building next to the Eskom Metering Point	BSID 42	-	-	R 3 600	R 4 010	INEP
44.	Smithfield / Mofulatshepe : Installation of the primary substation switchgear - Eskom Metering Point	BSID 43	-	-	-	R 6 001	INEP
45.	Smithfield / Mofulatshepe : Installation of the primary cable – Eskom Metering Point	BSID 44	-	-	R 750	R 800	INEP
46.	Mohokare: Electrification of infills	BSID 45	R 200	-	-	R 200	ESKOM

47.	Mohokare: Meter box transfers	BSID 46	R 77	-	-	R 77	ESKOM
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NUMBER	KPA1	Basic Service delivery and infrastructure development					
	Municipal objective (SO1)	Strategic	Deliver quality services in Mohokare	FUNDING			
	Project name	IDP No / Strat No	2018/2019	2019/2020	2020/2021	Source(s)	
16.	Refurbishment of Montagu Dam	BSID 16	R200.000.00	-		OPEX	
17.	Establishing of a new 11Kv ring feeder: Zastron	BSID 18	R00.00	R1 280 000.00		OPEX	
18.	Replacing of existing 11Kv switch gear: Zastron	BSID 19	R00.00	R25 200 000.0		OPEX	
19.	Construction of the primary substation next to ou kragstasie substation:Zastron	BSID 20	R00.00	R650.000		OPEX	
20.	Installation of the primary substation switchgear ou kragstasie	BSID 20.1	R00.00	R 3 000 000.0		MIG	
21.	Replacing of existing 11Kv switch gear: Smithfield	BSID 21	R00.00	R3 300 000		OPEX	
22.	Establishing of a new 11kv ring feeder: Smithfield	BSID 22	R00.00	R 1 900 000.0		OPEX	
23.	Replacing of the main incomer from ESKOM	BSID 23	R00.00	R5 000.000.0		OPEX	

## 2. PUBLIC PARTICIPATION

NUMBER	KPA2	Public participation					
	Municipal Strategic objective (SO5)	Participate in	FUNDING				
	Project name	IDP No / No	Strat	2018/2019	2019/20	2020/21	Source(s)
1.	Establishment of a single local government <b>stakeholder forum</b>	PP 01			-	-	OPEX
2.	Establish a Gender desk within the Office of the Mayor	PP 02			-	-	OPEX
3.	Establish a Mohokare Youth Development forum	PP 03			-	-	OPEX
4.	Development of the Mayoral annual special program	PP 04			-	-	OPEX
5.	Establish structured functional partnerships with the Provincial department of Sports, Arts, Culture & Recreation	PP 05			-	-	OPEX
6.	Organising the Mohokare annual sports and cultural games, in partnership with SARC FS.	PP 06			R	R	OPEX
7.	Conduct a <b>community satisfaction survey</b>	PP 07					OPEX
8.	Promote the establishment of the <b>"municipal hot line"</b> for all municipal queries	PP 08					OPEX
9.	Develop a annual youth and community substances abuse awareness program	PP 09			-	-	OPEX
10.	Publicise the Provincial Government Calender and Special programmes, of both National, Provincial inclusive of the District Clander.	PP 10			-	-	OPEX
11.	Develop and implement an HIV&AIDS awareness programme	PP 11					OPEX

### 3. GOOD GOVERNANCE AND ADMINISTRATION

NUMBER	KPA3	Good governance and administration				
	Municipal objective (SO4)	Strategic	Good governance in Mohokare	FUNDING		
	Project name	IDP No / Strat No	2018/19	2019/20	2020/21	Source(s)
1.	Publicise the ordinary annual council meeting schedule	GG 01				OPEX
2.	Publicise the annual schedule of portfolio committees	GG 02				OPEX
3.	Publicise the annual general ward meetings schedule	GG 03				OPEX
4.	Annual organisational structure review	GG 04				OPEX
5.	Develop, Implement a municipal monitoring and evaluation system.	GG 05				OPEX
6.	Review performance management framework (chapter 6 of MSA, systems act)	GG 06				OPEX
7.	Review the municipal communications strategy, to in line to chapter 4 of municipal systems act	GG 07				OPEX
8.	Practice and implement <b>operation clean audit</b>	GG 08				OPEX
9.	Develop / Review the Youth policy	GG 09				OPEX
10.	Development of an Enterprise Risk management plan for the Municipality	GG 10				OPEX
11.	Facilitate the monitoring of the implementation of the Audit plan, AG Audit action plan in line with the Audit Charter	GG 11				OPEX
12.	Implementation of financial management controls	GG 12				OPEX
13.	Review the anti-fraud and corruption policy	GG 13				OPEX
14.	Review the Human Resource development plan	GG 14				OPEX
15.	Develop an integrated IT plan for the municipality	GG 15				OPEX

NUMBER	KPA3	Good governance and administration					
	Municipal objective (SO4)	Strategic	Good governance in Mohokare	FUNDING			
	Project name		IDP No / Strat No	2018/2019	2019/20	2020/21	Source(s)
16.	Develop & Promote an interactive municipal website		GG 16				OPEX
17.	Develop, promote and implement an integrated employee wellness plan		GG 17				OPEX
18.	Increase capacity on the contract management function		GG 18				OPEX
19.	Establish a graduate assistance program, employing university graduates seeking employment at a much lower remuneration cost, source funds from National, Provincial government, XDM, National & Provincial SETAs		GG 19				OPEX
20.	Monthly publication of the Mohokare newsletter		GG 20		-	-	OPEX
21.	Develop a complaint management system		GG 21				OPEX
22.	Facilitate the development of a annual demand and acquisition plan.		GG 23		-	-	OPEX
23.	Compliance to Employment equity plan recommendations (targets)		GG 24		-	-	OPEX
24.	Promotion of Intergovernmental relations act		GG 25		-	-	OPEX



#### 4. FINANCIAL VIABILITY

NUMBER	KPA4	Financial Viability				
	Municipal Strategic objective (SO2)	Grow Mohokare	FUNDING			
	Project name	IDP No / Strat No	2018/19	2019/20	2020/21	Source(s)
1.	Develop compliant municipal budget for 17/18	FM 01		-	-	OPEX
2.	Implementation of the revenue enhancement strategy	FM 02		-	-	OPEX
3.	Implementation and adherence to the Treasury MFMA internship program	FM 03				OPEX
4.	Review credit control & indigent policy	FM 04		-	-	OPEX
5.	Development of a debt management strategy	FM 05		-	-	OPEX
6.	Develop a three (3) year cash flow management plan	FM 06		-	-	OPEX
7.	Review assets management plan	FM 07		-	-	OPEX
8.	Review Supply chain management policy	FM 08		-	-	OPEX
9.	Develop expenditure management plan	FM 09		-	-	OPEX
10.	Implementation of the MFMA compliance municipal financial controls	FM 10		-	-	OPEX
11.	Develop municipal finance management plan	FM 11		-	-	OPEX
12.	Compilation of compliant municipal AFS	FM 12		-	-	OPEX

## 5. DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC DEVELOPMENT PLAN

NUMBER	KPA5		Local Economic Development (Developmental planning & LED)			
	Municipal objective (SO2)	Strategic	Grow Mohokare			FUNDING
	Project name		IDP No / Strat No	2018/19	2019/20	2020/21 Source(s)
1.	Development of LED strategy	a	LED 01		-	- OPEX
2.	Appointment of LED: Tourism Development Officer	a	LED 02			OPEX
3.	Review IDP to be compliant in terms of legislation		LED 03		-	- OPEX
4.	Development of food security plan	a	LED 04		-	- OPEX
5.	Implementation of spatial corrective measures		LED 05			OPEX
6.	Conduct commercial land audit	a	LED 06			OPEX
7.	Facilitate the development of integrated public transport plan		LED 07		-	- OPEX
8.	Develop revitalisation programme for all 3 CBDs in line with the spatial planning framework	a	LED 08		-	- OPEX
9.	Develop an Extended Public Works Programme Policy		LED 09		-	- OPEX
10.	Establish local business forums		LED 10	-	-	- OPEX
11.	Establish target business sector forums, whilst utilising some of the retired or currently available human capital within Mohokare		LED 11	-	-	- OPEX
12.	Assist in the development of the infrastructure investment plan		LED 12		-	- OPEX
13.	Develop an incubation plan for key economic participants		LED 13		-	- OPEX
14.	Development of a tourism promoting programme	a	LED 14		-	- OPEX
15.	Develop the ward		LED 15		-	- OPEX

NUMBER	KPA5	Local Economic Development (Developmental planning & LED)				
	Municipal Strategic objective (SO2)	Grow Mohokare			FUNDING	
	Project name	IDP No / Strat No	2018/19	2019/20	2020/21	Source(s)
	based plans					
16.	Development and review of Municipal sector plans; LED, Housing, HRD, Financial plan, HIV&AIDS, Rural development	LED 16		-	-	OPEX
17.	Facilitate and assist in the implementation of the indigent policy - Revenue collection	LED 17		-	-	OPEX
18.	Implementation the Community Works programme	LED 18				CoGTA / CGTA
19.	Construction of a weigh bridge between Smithfield and Rouxville on the N6	LED 19		-		Partnership with the National Department of SMME Development (New Ministry) & The Provincial Department of DETEA
20.	Establish a trans Khariap for wool production	LED 20		-		
21.	Heritage preservation and protection program	LED 21				
22.	Upgrading of the road that links Rouxville and Sterlspruit	LED 22				Source funding from Dept of Police, Roads and Transport (Prov)
23.	Upgrading of the road that links Rouxville and Goedmoed prison	LED 23				
24.	Resuscitation of the Coal mining in Rouxville and Zastron	LED 24				DETEA
25.	Promotion of the R26/R27 road as the development corridor for Mohokare	LED 25				DETEA / PRT
26.	Completion of the and audit for Mohokare LM	LED 26				CoGTA
27.	Resuscitation of the Golf Courses in all three towns	LED 27				DETEA
28.	Multi purpose sports complex construction	LED 28				Public works

NUMBER	KPA5	Local Economic Development (Developmental planning & LED)				
	Municipal Strategic objective (SO2)	Grow Mohokare	FUNDING			
	Project name	IDP No / Strat No	2018/19	2019/20	2020/21	Source(s)
	In Rouxville					
29.	Supply and delivery of poultry production inputs (Layers, feed and medication) at The Duka Eggs Project in Zastron	LED 29			730 000	REID
30.	Supply and delivery of 12m Cube Container, Embroidery Machinery, textile material and cotton) for Nozamile Primary Coop in Zastron	LED 30			500 000	REID
31.	Appointment of Service Provider for conduction of Environmental Impact Assessment at Zondwa Zintshaba Cooperative in Zastron	LED 31			700 000	REID
32.	Remaining Extent of Portion 0 of farm Waratah No. 411 (Zastron)	LED 32			6 759 495	SLA
33.	Smithskop No. 219 (Rouxville)	LED 33			9 000 000	SLA
34.	Badfontein No 25(Rouxville)	LED 34			9 000 000	SLA
35.	Aasvogelkop No.1 (Rouxville)	LED 35			32 000 000	PROPERTY MANAGEMENT
36.	Nantes No. 182 (Zastron)	LED 36			2 218 750	RECAP
37.	Nantes (olifantsbeen) Zastron	LED 37			2 218 750	RECAP
38.	Robijn No. 138 (Zastron)	LED 37			2 351 250	RECAP
39.	Kanada No. 1030 (Rouxville)	LED 38			2 218 750	RECAP
40.	Land Use Scheme	LED 40			LUS assistance	FSCOGTA

## 6. ENVIRONMENTAL HEALTH MANAGEMENT

NUMBER	KPA6	Environmental Health Management				
	Municipal Strategic objective (SO3)	Keep mohokare safe and clean	FUNDING			
	Project name	IDP No / Strat No	2018/19	2019/20	2020/21	Source(s)
1.	Development and implementation of a environmental health awareness campaign	EHM 01				OPEX / XDM
2.	Development of new parks	EHM 02				OPEX
3.	Maintenance and repair of existing parks	EHM 03				OPEX
4.	Implementation of the EPWP	EHM 04		To e	To e calculated	OPEX
5.	Development of a greening policy	EHM 05				OPEX / XDM
6.	Development and implementation of a greening	EHM 06				OPEX

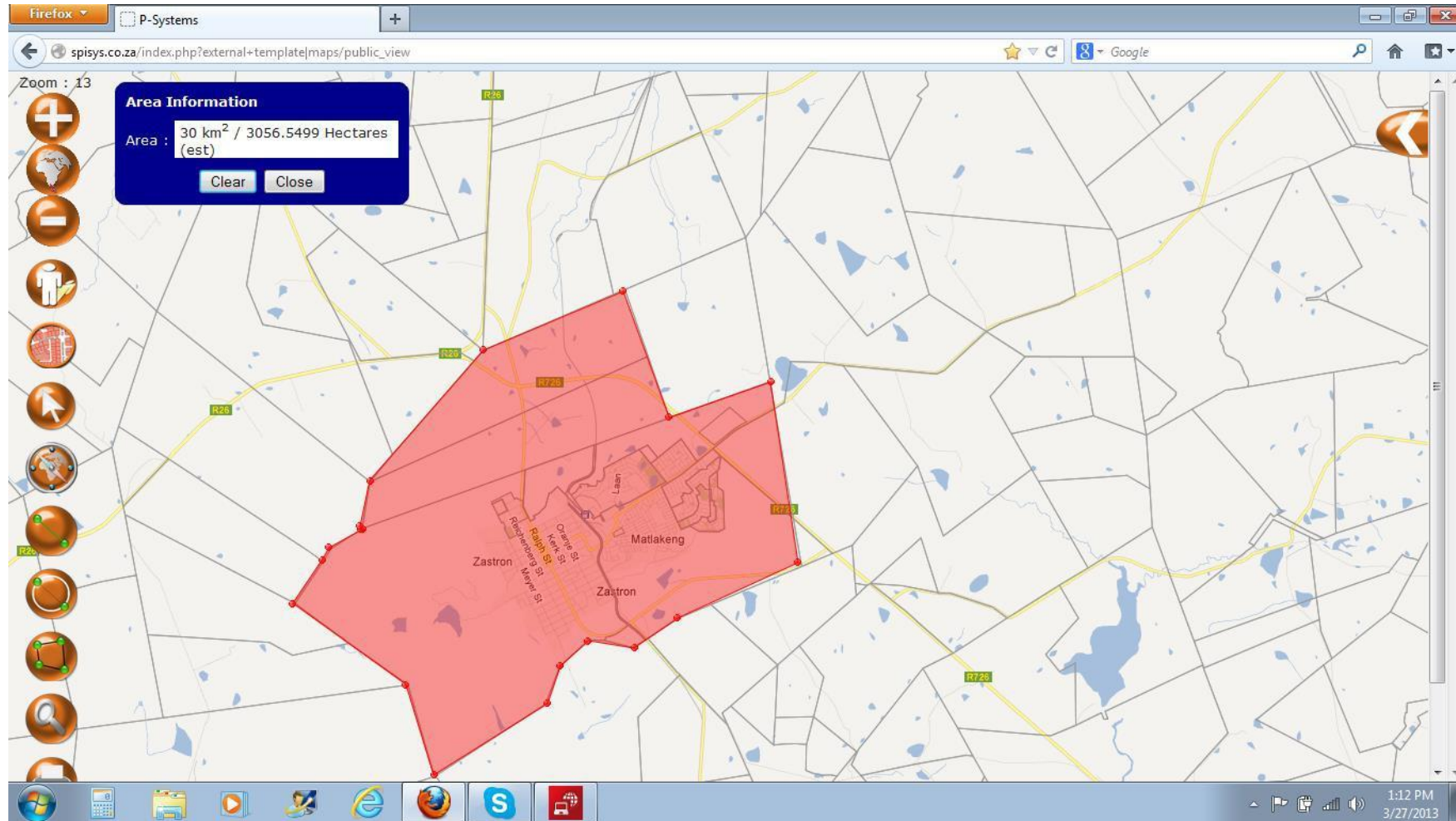
	campaign					
7.	Development and implementation of a <b>"Mayoral greening"</b> campaign	EHM 07				OPEX
8.	Establishment of Community safety forums	EHM 08				OPEX
9.	Promotion of waste recycling initiatives	EHM 09				OPEX
10.	Provision of environmentally sustainable and safe human settlements	EHM 10				CoGTA HS
11.	Active participation in Clinic committees	EHM 11				OPEX
12.	Development and implementation of a Youth crime prevention awareness campaign	EHM 12				OPEX
13.	Review of the Integrated Waste Management plan	EHM 13				OPEX

NUMBER	KPA6	Environmental Health Management				FUNDING	
	Municipal Strategic objective (SO3)	Keep mohokare safe and clean					
	Project name	IDP No / Strat No	2018/19	2019/20	2020/21	Source(s)	
	to be in line with the district IWMP						
14.	Support the implementation of the Blue and Green drop programmes	EHM 14		-	-	OPEX	
15.	Eradicate illegal dumping sites	EHM 15				OPEX	
16.	Eradicate informal settlements	EHM 16				OPEX	
17.	Ensure compliance to municipal by-laws	EHM 17		-	-	OPEX	
18.	Identification & preservation of nature conservation land or areas	EHM 18		-	-	OPEX	
19.	Provision of healthy portable water at cemeteries and ablution facilities	EHM 19				OPEX	
20.	Develop an alternative energy saving initiatives plan	EHM 20		-	-	OPEX / ESKOM / CENTLEC	
21.	Provision of 66 street lights and 16 high mast lights in refeng khotso, Zastron	EHM 21			-	Municipal Infrastructure Grant (MIG)	
22.	Landfill sites maintenance	EHM 22				OPEX	
23.	Development of a sites allocation policy	EHM 23		-	-	OPEX	
24.	Implementation and monitoring of the town planning regulations	EHM 24		-	-	OPEX	
25.	Development of a commonage management policy	EHM 25		-	-	OPEX	
26.	Development of Hawker regulations procedure	EHM 26		-	-	OPEX	
27.	Xhariep Commonage (Zastron)	EHM 27			110 000	CASP	
28.	Xhariep Commonage (Smithfield)	EHM 28			110 000	CASP	
29.	Sale of Municipal owned sites	EHM 29	1 147 000			Revenue received from the sale of 54 Municipal sites	



## CHAPTER 10: WARD ACTION PLANS

### WARD DEVELOPMENT PLAN - WARD 1, 3 & 5, ZASTRON, MATLAKENG





**2018 MARCH****IDP CONSULTATIONS – WARD NO \_1\_ COUNCILLOR KHASAKE**

<b>Strategic Objective</b>	<b>PRIORITY AREA</b>	<b>ISSUE (DETAILS)</b>	<b>SUCCESS INDICATOR (END RESULT)</b>	<b>PROPOSED PROJECT/ PROGRAMME</b>	<b>SOURCE OF FUNDING</b>	<b>RESPONSIBLE DEPARTMENT</b>	<b>FINANCIAL YEAR</b>
<b>Basic Services</b>	Access to Bulk Water	Non availability of water on elevated areas.	Sustained high pressure water supply to all areas	Completion of Zastron Bulk Water supply scheme	WSIG	Technical	2018-2019
	Access to Drinking Water	Distribution points of water through Jojo tanks	Accessible water to distribution points(short term measure)	Regular water supply	Internal	Technical	2018-2019
<b>ROADS</b>	Access to Trafficable roads	Makhaleng S2 road to be upgraded to Tar	Tarred S2 road (48km)	Upgrading of the Makhaleng S2 road	Province	Department of Roads and Transport	2019-2020
		Bad condition of internal roads.	Gravelled roads	Re-gravelling of internal roads	MIG	Technical	2018-2019
	Access to Transportation	Resuscitation of the Zastron Railway line	Operational Railway line	Reconstruction of Zastron Railway line	Province	Department of Roads and Transport	2020-2021
<b>ELECTRICITY</b>	Access to electricity	Transfer of electricity meter boxes	Electrification of households	Meter box transfers	CENTLEC	Technical	2018-2019
	Access to Community Facility	Inadequate sports and recreational facilities		Construction of the Itumeleng Sports ground and Side Hall	MIG	Technical & Sports and Recreation	2018-2019

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
<b>Human settlement</b>	Access to housing	Foreigners occupying RDP houses	Houses to be allocated to South African citizens	Issuing of RDP houses	Human settlement housing grant	Human settlement	2018-2019
	Sites	Unavailability of land for human settlement	Acquire land for human settlement and churches	Identify source of funding, for acquisition of land for human settlement	COGTA	Community Services and Human settlement	2018-2019
	Shelter next to Pitseng tavern	A small building to be erected for commuters who use ambulance to Bloemfontein	A safe place for the elderly whilst waiting for ambulance	Source funding for the structure	Identify funds externally	External	2018/2019
	By laws for impounding and dumping sites	Revise and strengthen implementation of bylaws.	Municipality to erect notice boards next to areas where dirt is dumped, roaming cattle's to be impounded and released at a cost.	Municipality in collaboration with COGTA to focus on intensive community participation programme	Municipality	Community Services	2018-2019
	Community development	Development of a youth centre with necessary equipment	Sustainable communities	Construction of a youth centre	Province	Department of Sport, Arts and culture	2018-2019
<b>Communications</b>	Community radio station	Matlakeng community radio station board of directors to be resuscitated	The radio to be fully operational	Licence challenges to be addressed urgently	Municipality and ICASA	ICASA	2018/2019

<b>Local Economic development</b>	Establishment of cooperatives	LED UNIT to spearhead programmes in capacity building and SMME development	Successful youth businesses and cooperatives	Entrepreneur workshop	Municipality and SEDA	SEDA	2018-2019
<b>Safety and security</b>	Revival of street patrol police	Street police needs to be revived to minimise rape and murder cases during weekend	Minimise crime	Dept of safety to reopen the satellite office in Itumeleng	Department of Police, Roads and safety	Police	2018-2019
	Local contractors to benefit in the projects	Municipality to utilise local contractors.	Empower local contractors.	Arrange a workshop of local contractors on SCM requirements and expectations.	Municipality	LED	2018-2019
	Mayoral education fund	Office of the Mayor to champion bursary fund for Mohokare youth	15 youth to be supported annually by the municipality to pursue their studies	The Mayor's office to Champion the program and launch it officially	Identify local business and municipal employees to contribute to the fund	Municipality	2018-2019
	Renaming of streets	Strategic streets need to be renamed after local heroes and heroines	To acknowledge their contribution.	Engagements with all role players.	Municipality and Dept of Arts	Dept of Arts	2018-2019
	Construction of Ward office and ablution block	Ward office needs to be extended and a toilet be built	Tiny office space	Bigger office space	Internal funds	Municipality	2018-2019

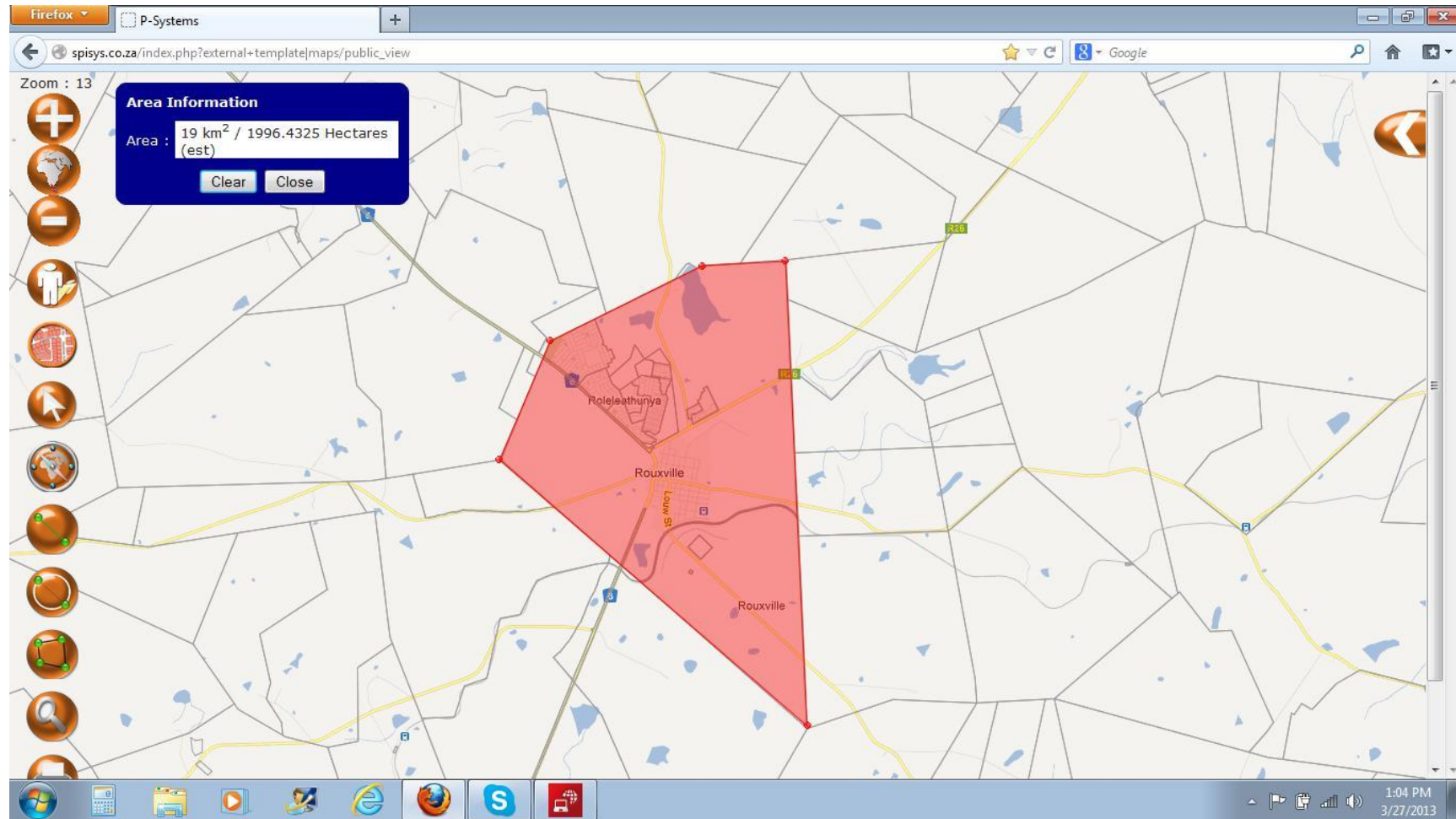
## IDP CONSULTATIONS – WARD NO \_\_\_\_5 Councillor Phatsoane

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
	Water supply	Theft of water by a farmer	Prevent farmer from utilising dam water without approval by municipality.	Intervention of water and sanitation.	Internal	Technical services	2018-2019
	Bulk water supply	Kanana location not having sufficient water supply	Kanana water supply	Construction of reservoirs in close proximity to the residents to obtain water	WSIG	Technical services	2018-2019
	Sporting grounds	Completion of Matlakeng stadium before starting building of Zama stadium	Completion of Matlakeng Stadium	Matlakeng Stadium	MIG	Technical services	2019-2020
	Trafficable roads	Tar roads continuously being damaged	Replacement of tar roads with paving	Reconstruction of roads to paving	MIG	Technical services	2018-2019
		Internal roads in bad condition	Paved or re-gravelled internal roads.	Re-gravelling of internal roads	MIG	Technical services	2018-2019
		Potholes due to heavy rainfalls (town)	Paved or re-gravelled internal roads.	Zastron Re-gravelling of roads	MIG	Technical services	2018-2019
	Proper drainage system for Kgotsong location	Stagnant water in the streets during heavy rainfalls	Channelled storm water	Installation of storm water channels	MIG	Technical services	2018-2019

		(Kgotsong)					
	Electrification of internal streets	No maintenance of street lights (town)	Well light streets (town)	Zastron street light electrification	INEP	Technical services	2018-2019
<b>Strategic Objective</b>	<b>PRIORITY AREA</b>	<b>ISSUE (DETAILS)</b>	<b>SUCCESS INDICATOR (END RESULT)</b>	<b>PROPOSED PROJECT/ PROGRAMME</b>	<b>SOURCE OF FUNDING</b>	<b>RESPONSIBLE DEPARTMENT</b>	<b>FINANCIAL YEAR</b>
	Maintaining a clean town	Unauthorised bumping sites	Having a clean town	Letsema programme	Internal	Technical and Community	2018-2019
	Opening of CENTLEC offices in Zastron	CENTLEC must consider opening office, for smooth services	Enhanced customer relations	Property be availed for these initiative	CENTLEC	Municipality and CENTLEC	2018-2019
	High mass lights	Installation of high mass lights in Somerset and Kapiedorp	To minimise criminal activities	Installation of 5 high mass lights	MIG	Technical	2018-2019
	Impounding of cattle	Roaming cattle are damaging property	Impound cattle.	Building of a pound	Municipality	Human Settlements	2018-2019
	Sustainable human settlements	Vacant RDP houses	Allocating the rightful owners of the vacant RDP houses	Housing allocations	Municipality & Free State Dept of Human Settlements	Municipality & Free State Dept of Human Settlements	2018-2019
	Revise and strengthen implementation of by-laws	Non-compliance with by-laws.	Municipality to educate the community on by-laws.	Municipality in collaboration with Cogta to focus on intensive community participation programmes	Municipality	Community services	2018-2019
	Allocation of sites	Unavailable of sites for community.	Allocation of sites for human settlements and churches.	Site allocations	Cogta and Human settlements	Community service and human settlements	2018-2019

## ***Mohokare Local Municipality***

### **WARD DEVELOPMENT PLAN - WARD 2 & 4, ROUXVILLE , ROLELEATHUNYA**



**2018 MARCH****IDP CONSULTATIONS – WARD NO \_\_\_\_2 Councillor Mochechepa**

<b>Strategic Objective</b>	<b>PRIORITY AREA</b>	<b>ISSUE (DETAILS)</b>	<b>SUCCESS INDICATOR (END RESULT)</b>	<b>PROPOSED PROJECT/ PROGRAMME</b>	<b>SOURCE OF FUNDING</b>	<b>RESPONSIBLE DEPARTMENT</b>	<b>FINANCIAL YEAR</b>
	Water supply	Provision of water for livestock	Installation of Jojo tanks to provide water for livestock	Water supply scheme	Internal	Technical services	2018-2019
	Bulk water supply	Lack of raw water supply to Kalkoenkrans dam	Bulk water supply to Chesa Mpama	Redirect water from N6 Chesa Mpama to Kaalkoenskrans dam	National(SANRAL)	Technical services	2018-2019
	Trafficable roads	Tar roads continuously being damaged	Replacement of tar roads with paving	Reconstruction of roads to paving	MIG	Technical services	2018-2019
		Internal road in bad condition (Dana Street)	Paved or re-gravelled internal road.	Re-gravelling of internal road	MIG	Technical services	2018-2019
	Sporting grounds	No multi-purpose sporting facility	Construction of a multi-purpose sporting facility	Multi-purpose sports facility	MIG	Technical services	2019-2020
	High mass lights	Installation of high mass lights in Ithoballe	Well lit street in Ithoballe	Installation of 3 high mass lights	INEP	Technical	2018-2019
	Maintenance of recreational hall	Revamping of recreational hall	Well-kept and maintained recreational hall	Reconstruction of recreational hall		Community services	2018-2019
	Fencing of cemeteries and toilets	Fencing of cemeteries and ablution facilities	Fenced cemeteries and clean ablutions	Fencing and maintaining of cemeteries		Community services	2018-2019

		at graveyards	facilities				
	Fencing at designated areas	Roaming livestock damaging property	Secure areas for safekeeping of livestock	Fencing for livestock		Community services	2018-2019

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
	Sustainable human settlements	No title deeds	Issuing of title deeds to home owners	Housing allocations	Municipality & Free State Dept of Human Settlements	Municipality & Free State Dept of Human Settlements	2018-2019
	Child welfare	Creation of crèche	Child Welfare		Province	Social Development and National Development Agency	

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
	Revise and strengthen implementation of by-laws	Non-compliance with by-laws.	Municipality to educate the community on by-laws.	Municipality in collaboration with Cogta to focus on intensive community participation programmes	Municipality	Community services	2018-2019
	Allocation of sites	Unavailable of sites for community.	Allocation of sites for human settlements and churches.	Site allocations	Cogta and Human settlements	Community service and human settlements	2018-2019



## IDP CONSULTATIONS – WARD NO 3\_\_\_\_ Councillor LEKHULA

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
	Water supply	Lack of water supply to the community in Ward 3	Water supply to WARD 3	Water programme from the pant should start at 04:00 am	Operational	Technical services	2018-2019
		Storm water channels are too exposed	Secured Storm water channels	Maintenance of Storm water channels	Operational	Technical Services	2018-2019
	Trafficable roads	Unsafe foot paths in Dinotshing	Safe and visible footpaths in Dinotshing	Maintenance of the footpaths	Operational	Technical services	2018-2019
	High mass lights	Dark and unsafe streets in Ward 3 and mooifontein	Well lit streets in ward 3 and mooifontein	Installation and maintenance of high mass lights	INEP	Technical	2018-2019
	Maintenance and security of municipal properties	Vandalization of municipal properties	Visible security officers and maintained recreational hall	Appoint security and maintain all municipal properties	Operational	Community services	2018-2019
	Access to dignified sanitation	Blocked sewage mainline in Dinotsing	Safe discharge of sewer to waste water treatment works	Upgrading of Refeng Khotso sewer mainline and network	Province	Department of water and sanitation COGTA Human settlement	2018-2019
	Sites Allocation	Insufficient sites	Site allocated	Allocation of sites for community and Churches	Operational	Community services	2018-2019
	Completion of two roomed houses	No feedback on Incomplete houses	Completed houses	Completion of the two roomed houses	Human Settlement	Community services	2018-2019

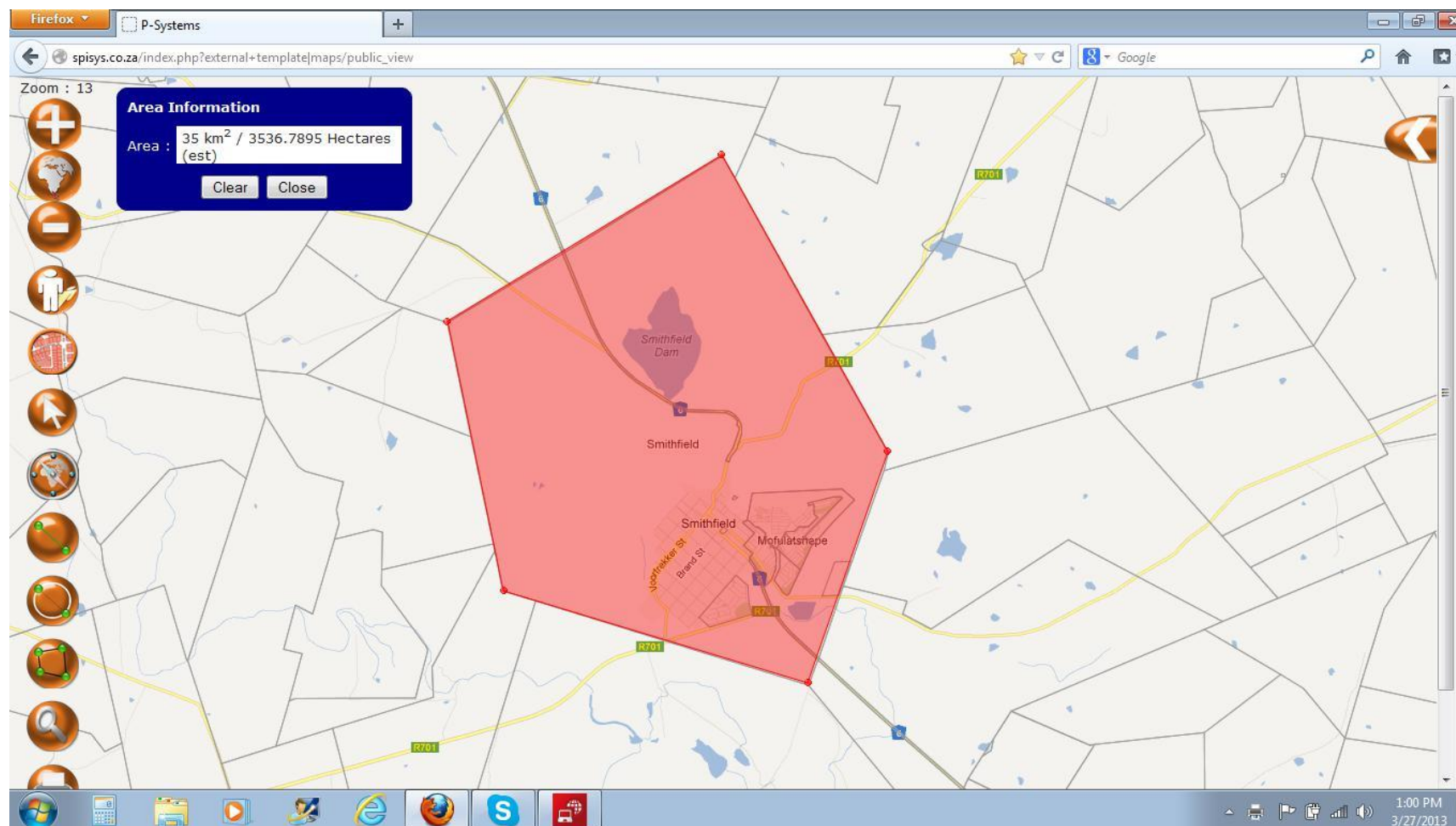
## IDP CONSULTATIONS – WARD NO 4: Councillor Valashiya

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
Basic Services	Access to drinking water	Distribution points of water through jojo tanks at Somerset (informal settlement)	Accessible water at distribution points	Regular water supply	Internal	Technical	2018-2019
	Bulk water supply	Lack of raw water supply to Kalkoenkrans dam	Bulk water supply to Chesa Mpama	Redirect water from N6 Chesa Mpama to Kaalkoenskrans dam	National(SANRAL)	Technical services	2018-2019
	Access to bulk water	Bulk water supply from Senqu	Accessible water distribution from Senqu	Senqu bulk water supply scheme	WSIG	Technical	2018-2019
	Access to trafficable roads	Uncontrolled storm water	Controlled storm water along the roadside.	Construction of storm water channels	MIG	Technical	2018-2019
		Gravel roads in bad condition	Trafficable roads	Re-gravelling of internal roads	MIG	Technical	2018-2019
		Roads in poor condition and not maintained.	Construction of paved roads	Pavement of 3km of internal roads	MIG	Technical	2018-2019
	Access to sports facilities	Incomplete sports facility	Complete and operational sports	Installation of 3 phase electricity	External	Eskom	2018-2019

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
			and recreational facility	connection			
	Access to electricity	Inadequate aerial lights	Full light coverage in the area	Installation of high mast lights	INEP	Technical	2018-2019
		Households with no electricity meter boxes	Transferred meter boxes to facilitate electrification of households	Meter box transfers	Centlec	Technical	2018-2019
<b>Financial Viability</b>	Revenue enhancement	Indigent register not updated	Updating of indigent register	Increase revenue	Internal	Finance	2018-2019
<b>Community Services</b>	Commonage	Unaccounted and roaming stock	Creation of a pound	Safeguarding of livestock	External funding	Community Services	2018-2019
	Development and review of bylaws	Develop and revise bylaws	Regulate municipal boundaries	Community participation	Internal	Municipality	Annually
	Establishment of additional dumping sites	Non collection of refuse	Clean communities	Mohokare cleaning campaigns	External Funding/internal	Community Services	2017-2020
	Cemeteries	Allocation of land for new cemetery	Dignified place of rest	New cemeteries	Internal	Community services	2018-2019
	Mobile clinic	Access to health care service	Provision of health services	Mobile clinic	Province	Dept of health	2018-2019
	Access to Housing	Insufficient site allocation	Acquire land for human settlement	Site Allocation	Province	Department of Human Settlement	2019-2020
<b>LED</b>	Local economic Development and job creation	Loss of local investment and outflow of currency	Sustainable business partnership	Passing of moratorium on opening of businesses by	Internal	Council of Mohokare Local Municipality	2018-2019

Strategic Objective	PRIORITY AREA	ISSUE (DETAILS)	SUCCESS INDICATOR (END RESULT)	PROPOSED PROJECT/ PROGRAMME	SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT	FINANCIAL YEAR
				foreign nationals			

## WARD DEVELOPMENT PLAN - WARD 6, SMITHFIELD MOFULATSEPE



**2018 MARCH****IDP CONSULTATIONS – WARD NO \_\_\_\_6 Councillor Morapela**

<b>Strategic Objective</b>	<b>PRIORITY AREA</b>	<b>ISSUE (DETAILS)</b>	<b>SUCCESS INDICATOR (END RESULT)</b>	<b>PROPOSED PROJECT/ PROGRAMME</b>	<b>SOURCE OF FUNDING</b>	<b>RESPONSIBLE DEPARTMENT</b>	<b>FINANCIAL YEAR</b>
	Access to Water	Poor access to water supply in high areas - Makeneng	-Sustained water supply with alternative methods of water provision	Smithfield Water supply scheme	RBIG	Technical	2018-2019
		Loss of water	Redirection of water to catchment areas	Construction of Water Catchment areas	MIG	Technical	2018-2019
	Access to dignified Sanitation	Blocked sewage mainline next to George Rantee Hall	Safe discharge of sewer to waste water treatment works	Replacement of a mainline	Province	Department of water and sanitation COGTA Human settlement	2018-2019
	Access Roads	Road blockages due to excess water	Constructed small bridges for water flow	Elevate bridge height.	MIG	Technical	2018-2019
		Potholes due to rainfalls	Gravelled roads	Re-gravelling of internal roads	MIG	Technical	2018-2019
	Access to Housing	Poor allocation of RDP houses	Sustainable housing scheme	Allocation of houses	Province	Department of Human Settlement	2019-2020
		Dilapidated RDP houses for the elderly (Masakhane)	Maintained RDP houses	Maintenance of RDP houses	Province	Department of Human Settlement	2019-2020
		Ineffective site distribution	Ownership of sites	Allocation of Residential and	Internal	Community Services	2019-2020

				Business sites			
	Waste Management	Illegal dumping sites with serious health hazard issues	Controlled dumping sites	Regulation of Dumping Sites	Internal	Community Services	2017-2020
	Amenities	Lack of maintenance of parks and cemeteries	Monthly sustained amenities	Rotation of Yellow fleet	Internal	Community Services	2018-2019
	Commonage Management	Unaccounted and roaming livestock	Animal Pound	Safe guarding of live stock	External Funding	Community Services	
<b>Local Economic Development</b>	Outreach programmes	Poor support for youth	Youth Development Programmes	Youth Indaba	Province	Department of Trade and Industry, DESTE, NYDA and SEDA	2017-2019
		SMME's support (Street Hawkers) & Stakeholder engagement	Business Development Programmes	SMME Indaba	Municipality	Department of Trade and Industry & DESTE, NYDA and SEDA	2017-2019

### Cost Projects As per ward Plans

IDP/BUDGET 2018/19		Project	Source of funding	Item	Region/Ward	Costing	Function
1		Rouxville Bulk water supply	Department of Water and Sanitation (RBIG)	Provision of raw water	Ward 2 and 4	66,000,000.00	Technical Services
2		Rouxville water treatment plant	Department of Water and Sanitation (RBIG)	Increasing the capacity of cleaning and distribution of drinking water	Ward 2 and 4	7,500,000.00	Technical Services
3		Storm water management	External	Channelling storm water	All wards ( 1 - 6)	39,199,000.00	Technical Services
4		Pedestrian bridges	External		Ward 6	1,245,000.00	Technical Services
5		Increasing capacity of water storage	External	Provision of additional reservoirs	Ward 5 and 6	7,541,000.00	Technical Services
6		Access to roads	External	Paving of roads	All wards ( 1 - 6)	11,548,000.00	Technical Services
7		Provision of Tar road (S2)	Department of traffic, police, roads and transport	Tarring of 48km provincial road	Ward 1 and 3	139,258,000.00	Department of traffic, police, roads and transport
8		Access to roads and stormwater	External	Re-gravelling of roads	All wards ( 1 - 6)	4,215,000.00	Technical Services



9		Sports facilities	Department of Sports and Recreation (MIG)	Upgrading of sports ground	All wards ( 1 - 6)	24,500,000.00	Technical Services
10		Recreational facilities	External	Upgrading of recreational halls	Ward 1, 2 and 5	1,500,000.00	Technical Services
11		Recreational facilities	External	Construction of multi-purpose centre	Ward 1 and 2	21,456,000.00	Technical Services
12		Access to electricity	Department of Energy	Electrification of households	All wards ( 1 - 6)	2,354,000.00	Technical Services
13		Access to electricity	Department of Energy	Electrification of households	Rural areas (Farms)	85,000.00	Technical Services
14		Access to electricity	CENTLEC, ESKOM and Department of Human Settlements	Moving of electricity meters from shack to house	All wards ( 1 - 6)	2,578,000.00	CENTLEC, ESKOM and Department of Human Settlements
15		Arial lighting	COGTA (MIG)	High mast lights	All wards ( 1 - 6)	18,001,000.00	Technical Services
16		Cemeteries	External	Creation of new cemetery	Ward 2 and 4	4,258,000.00	Technical Services
17		Cemeteries	COGTA (MIG)	Fencing of cemeteries	All wards ( 1 - 6)	7,963,000.00	Technical Services
18		Commonage	External	Erection of animal pound	All three towns	4,896,000.00	Community Services
19		Commonage	External	Provision of infrastructure	All three towns	964,000.00	Technical Services
20		Landfill sites	External	Licensing and registration	All three towns	6,451,000.00	Community Services
21		Provision of human settlement areas	Department of Human Settlement	Buying of land, township establishment , provision of basic services and allocation of housing subsidies	All three towns	89,145,000.00	Community Services, Technical Services and Town Planning

22		Construction of sewer network	External	New mainlines and manholes	All wards ( 1 - 6) ( Especially in ward 3 - Refengkhoto)	54,145,000.00	Technical Services
23		Establishment of Youth Cooperatives	Department of Economic, Small Business Development, Tourism & Environmental Affairs	Registration and material support on Cooperatives	All three towns	50,000.00	Local Economic Development
24		Outreach Programs	Sector Departments and Funding Agencies	Workshops on business skills training and funding opportunities	All three towns	50,000.00	Local Economic Development

## **CHAPTER 11: MUNICIPAL FINACIAL PLAN**

### **Chapter 11: Municipal Medium-Term Framework.**

#### **11.1 Introduction**

This chapter highlights the Municipality's three-year budget and the medium-term financial plan. It projects the financial position of the Municipality in the medium-term and gives effect to programmes and plans to which the Municipality needs to engage over three years towards the attainment of its five year IDP developmental objectives, the Mayoral priorities and the Municipality's strategic initiatives.

The overall financial position remains a challenge given the fact that the needs are great and the resources are limited. The Municipality acknowledges that it cannot allocate resources and implement all the demands placed on it. It also realises that it needs to refocus its current level of funding to high priority areas such as on-going infrastructure projects in the immediate or short term, while addressing the service delivery backlog in the medium to long term and at the same time focus on maintaining the existing infrastructure in a cost-efficient manner as an on-going obligation.

In terms of Local Government Planning and Performance Management Regulations, the core component of the IDP is the financial plan. A financial plan is closely linked to the budget, but is not exactly the same thing. Financial plan includes budget totals for capital and operating expenditure, projection for the next three years, and a set of strategies to raise revenue, manage finances better, finance the capital programme, etc. The budget, by contrast, is the detailed annual line by line breakdown of income and expenditure.

Financial plan is therefore required to determine how the development goals, strategies and strategic interventions defined in the IDP are going to be financed. The medium-term budget on the other hand provides for the allocation of resources for the implementation of those developmental goals, strategies, interventions, programmes and services. In essence the allocation of resources (budgeting) to various programmes and projects contained in the IDP should reflect the priority given to the development goals addressed by the programmes, projects and services. Fundamentally, the medium-term budget consists of resources applied to meet projects and programmes for IDP objectives.

The medium-term budget will therefore consist of resources applied to meet projects and programmes for IDP objectives. It covers many things such as salaries for councillor and staff, stationery, grounds and building maintenance, etc. These are items that the municipality would normally not want to classify as priority areas in the IDP. There will be no objectives to cover many budgetary commitments.

The medium-term budget speaks back to the IDP. The budget sets limits on what is achievable in the IDP developmental goals. If the budget does not allow sufficient resources to be given to a priority area, objectives may have to be reduced in the process of finalising the IDP and budget. The intention is to align the financial resources to the Municipality's strategy and priorities, and continuously look for efficiencies in all activities and programmes.

## 11.2 Summary of the medium-term financial outlook

The Municipality's projected overall expenditure for the 2018/19 medium-term budget is R285 million, which signifies an increase of 19,25% on the approved budget of 2017/18. This significant increase is informed by a large increase in capital grants allocated to the municipality for the current year from the prior year.

The 2018/19 operating income for Mohokare Local Municipality is estimated at R189 million, which is an increase in operating income of 11.25% (R18 million more). This was brought on mainly by an increase in operational transfers allocated to the Municipality. The operating expenditure is estimated at R174 million which is a 1.75% increase (R3 million more). Investment in capital expenditure projects will amount to R95 million for the 2018/19 financial year and R70 million and R60 million for the 2019/20 and 2020/21 years respectively.

In carrying out its mandate of facilitating development, the Mohokare Local Municipality is faced with the challenge of managing competing priorities within budgetary constraints (maintaining and extending services, proliferation of informal settlements, shelter for all, unemployment, poverty alleviation, environmental management and conservation, etc.).

## 11.3 Medium-term budget for 2018/19 to 2020/21

MFMA requires that each municipality adopt a budget that will ensure that its medium-term goals and priorities are met, within the prescribed budget format. In parallel, the budgeting process is guided by supply chain management, banking and investment potential, credit control, revenue collection, bad debt provision, land disposal, pro-poor and tariffs.

The budget for the 2018/19 to 2020/21 financial years was prepared on the assumption that there will be minor changes to the Council's priorities as contained in the current IDP document. Also it is prepared within the context of approved Council policies and legislative framework as promulgated by the National Parliament. The Mohokare Local Municipality's development paradigm is embedded in the following principles:

- Enhancing development and community services
- Efficiency drive
- Ensuring basic service equity
- Alignment of budget with service provision and delivery
- Sustainable human settlements
- Economic growth and job creation
- Social justice
- Improving financial viability
- Maintenance and investment in infrastructure

Management identified challenges and opportunities facing the municipal area in 2018/19 and beyond.

The following are the Municipality's priorities:

- Service excellence - continuing to provide quality services with effective strategic management of the municipality to drive the strategic intent.
- Economic development - increased emphasis on promotion of growth and fighting poverty.
- Financial sustainability - continuing to be financially sustainable as a municipality.
- Common purpose- promoting effective intergovernmental relations using our Mohokare Compact, and mobilising other resources of government.

The Council's approach of using infrastructural development programmes to attain the national development objectives of extending delivery of basic services to all, addressing inherent disparities within our community, job creation, skills development and black economic empowerment will be maintained.

### 11.3.1 Operating revenue and expenditure

The Mohokare Local Municipality is putting forward an operating revenue budget of R189 million and operating expenditure budget of R174 million including the provision made for the non-cash item depreciation, amounting to R31,7 million.

The table below reflects the operating revenue and expenditure estimates for the medium-term budget.

(a) Operating Expenditure:

The operating expenditure budget has been set R174 million (R142,3 million excluding depreciation) for the 2018/19 financial year, R183 million (R149.7 million excluding depreciation) and R193 million (R158.1 million excluding depreciation) respectively for the two outer years. Funding thereof can be summarized as follows:

	2018/19 R'000	2019/20 R'000	2020/21 R'000
Grants & Subsidies ®	66 393	71 954	78 233
VAT pay-out	14 000	14 700	15 435
Own Revenue *	108 833	114 328	120 044
<b>TOTAL</b>	<b>189 276</b>	<b>200 982</b>	<b>213 712</b>

<b>*Own Revenue- Mohokare</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Property Rates	7 831	8 223	8 634
Rental Income	955	1 003	1 053
Fines	18 900	19 845	20 837
Service charges	67 897	71 292	74 857
Other revenue	13 250	13 965	14 663
<b>Total</b>	<b>108 833</b>	<b>114 328</b>	<b>120 044</b>
<b>Grants &amp; Subsidies</b>			
Equitable Share	61 723	67 819	73 566
Finance Management Grant	1 970	2 435	2 867

(FMG)			
Expandable Public Works Programme (EPWP)	1 000	-	-
Municipal Systems Improvement Grant (MSIG) – allocation in kind	1 700	1 700	1 800
<b>Total</b>	<b>66 393</b>	<b>71 954</b>	<b>78 233</b>

## (b) Capital Expenditure:

The draft capital expenditure budget has been set at R96 million for 2018/19 and R71 million and R61 million for the two outer years. Funding of the capex will be sourced as follows:

	Budget	Adjustmen t budget	MTREF Budget Projections		
	2017/18 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000
Grants & Subsidies	67 324	70 324	104 708	71 191	61 715
Own Revenue Funds	1 348	1 348	776	815	856
<b>TOTAL</b>	<b>68 672</b>	<b>71 672</b>	<b>105 484</b>	<b>72 006</b>	<b>62 571</b>

The medium-term capital expenditure will be funded from the combination of financial sources that includes grants and own revenue funds. The 2018/19 draft capital budget of R105,484 million will be funded from National and Provincial Government Grants to the amount of R104,708 million. The remaining balance of R776 000 will be funded from own revenue funds. The Municipality recognises that funding service delivery capital programmes and projects is of high priority and requires strict debt collection policies from service charges.

<b>Financing – Mohokare R'000</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Own Funds	776	815	856

**Grants & Subsidies R'000**

Municipal Infrastructure Grant (MIG)	17 708	17 991	18 776
Water Services Infrastructure Grant (WSIG)	48 500	30 000	28 025
Regional Bulk Infrastructure Grant (RBIG)	38 000	20 000	10 000
Integrated National Electrification Programme Grant (INEPG)	500	3 200	4 914
	<b>105 484</b>	<b>72 006</b>	<b>62 571</b>

The following table details total revenue and operating expenditure by vote in line with directorates of the Municipality.

Description  R '000	2014/15	2015/16	2016/17	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Revenue generated</b>								
Executive and council	6	1,853	3,977	2,318	2,318	2,435	2,556	2,677
Finance and administration	72,333	55,537	33,283	77,068	78,689	86,447	94,061	101,452
Community and social services	115	1,999	3,864	8,439	8,439	20,288	20,700	21,620
Sport and recreation	0	16,453	1,995	821	821	–	–	–
Public safety	–	72	110	–	–	–	–	–
Housing	811	902	866	756	756	815	856	899
Planning and development	–	470	918	–	–	–	–	–
Road transport	2,918	14,790	46,641	22,676	22,676	19,900	19,845	20,837
Energy sources	22,364	30,704	36,579	37,369	37,369	38,989	43,614	47,349
Water management	42,949	82,888	58,396	62,796	62,796	99,495	63,645	52,352
Waste water management	22,708	9,063	10,033	18,008	18,008	15,982	16,781	17,620
Waste management	3,731	5,484	9,680	7,585	7,585	9,634	10,115	10,621
<b>Total Revenue generated</b>	<b>167,935</b>	<b>220,215</b>	<b>206,341</b>	<b>237,836</b>	<b>239,457</b>	<b>293,984</b>	<b>272,173</b>	<b>275,427</b>
<b>Expenditure appropriated</b>								
Executive and council	10,797	10,110	7,828	9,104	9,066	8,919	9,365	9,833
Finance and administration	56,417	74,214	114,550	37,635	41,069	97,833	103,091	108,556
Internal audit	–	–	–	1,268	1,092	1,179	1,238	1,300
<b>Community and public safety</b>	<b>8,984</b>	<b>7,665</b>	<b>7,775</b>	<b>9,164</b>	<b>9,187</b>	<b>10,023</b>	<b>10,524</b>	<b>11,050</b>
Community and social services	6,771	6,269	6,510	7,744	7,781	8,304	8,719	9,155
Sport and recreation	1,260	520	462	421	435	597	627	658
Public safety	274	62	69	–	–	80	84	88
Housing	678	815	733	999	971	1,042	1,094	1,149
Planning and development	2,273	3,561	3,953	4,788	5,271	7,271	7,634	8,016
Road transport	5,384	5,549	4,412	15,113	14,700	7,576	7,924	8,315
Energy sources	49,910	53,636	52,323	28,800	28,732	456	479	503
Water management	17,004	20,947	21,482	28,285	27,473	21,885	22,979	24,128
Waste water management	10,134	9,726	8,151	22,301	22,188	12,729	13,365	14,033
Waste management	5,364	4,850	5,294	12,494	12,460	6,621	6,952	7,300
<b>Total Expenditure appropriated</b>	<b>166,267</b>	<b>190,259</b>	<b>225,767</b>	<b>168,952</b>	<b>171,238</b>	<b>174,490</b>	<b>183,551</b>	<b>193,033</b>
<b>Surplus/(Deficit) for the year</b>	<b>1,668</b>	<b>29,955</b>	<b>(19,427)</b>	<b>68,884</b>	<b>68,220</b>	<b>119,494</b>	<b>88,622</b>	<b>82,394</b>

### 11.3.2 Capital Expenditure per Directorate

The table below indicates the capital budget of the core administrative units for the medium-term per vote.

Vote Description  R thousand	2014/15	2015/16	2016/17	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Capital expenditure - Municipal Vote</b>								
<b>Single-year expenditure appropriation</b>								
1.3 - IDP_LED				12	12	94	99	104
2.2 - Finance			9					
3.2 - Information Technology				600	600	610	641	673
3.5 - Other Administration			1,088	38	38	60	63	66
4.3 - Cemeteries				6,319	6,319	290	295	308
4.4 - Other Community			1,325	88	88			
4.8 - Sportsground	943	1,505	808	821	821	797	810	845
4.10 - Solid Waste						3,344	3,397	3,545
5.1 - Sanitation			1,438	5,821	5,821	2,423	2,462	2,569
5.2 - Roads & Streets	1,032		10,141	2,765	2,765	9,881	10,039	10,477
5.3 - Water	40,313	70,291	25,886	50,920	50,920	78,506	50,006	38,032
5.4 - Electricity				1,289	4,289	593	3,295	5,013
<b>Capital single-year expenditure sub-total</b>	<b>42,287</b>	<b>71,797</b>	<b>40,695</b>	<b>68,672</b>	<b>71,672</b>	<b>96,599</b>	<b>71,106</b>	<b>61,632</b>
<b>Total Capital Expenditure</b>	<b>42,287</b>	<b>71,797</b>	<b>40,695</b>	<b>68,672</b>	<b>71,672</b>	<b>96,599</b>	<b>71,106</b>	<b>61,632</b>

Mohokare Municipality will continue to fund its capital expenditure from Infrastructure Grants received from Government. Only a small portion will be funded by own funds generated by the Municipality.

#### (c) Asset maintenance and renewal:

Included in the budget for 18/19 are R7,31 million in respect of repairs and maintenance with R7,673 million and R8,057 million for the two outer years respectively.

Due to financial constraints Mohokare Local Municipality were unable to ensure that the repairs and maintenance budget falls within the guidelines of 8% of total assets per annum (total completed assets 30 June 2017: R 339, 697 million). This will give rise to a budget for repairs and maintenance of R16,9 million. The current budget for 18/19 are R9,6 million below the norm. As can be seen from the slight increase in the budgeted figures for the outer years, Mohokare LM is striving to attain said budget, however, with the financial constraints currently experienced as noted at the beginning of this paragraph, this will be a long term goal to achieve.

All repairs and maintenance of assets are to be funded from internally generated funds. Due to financial constraints that the municipality have been facing in the past years, it was not always possible to perform preventative maintenance on assets as should be done. In order to optimise the limited repairs and maintenance budget, the municipality is in the process of developing an asset maintenance plan.

### 11.3.3 Current overall financial position and liquidity situation

The Mohokare Local Municipality has had difficulties in cash flow in recent years. The Municipality relies heavily on Government grants to fund operational and capital expenditures. A bank overdraft from ABSA was obtained to assist with the operational expenditure during the 2017/18 financial period.

Strict controls are being exercised across board on all expenditure to ensure that only critical expenditures impacting service delivery directly and indirectly are incurred since the 17/18 financial year. This trend will be continued throughout the 18/19 financial year.



### **11.3.4 Fiscal overview**

The Municipality's financial performance and position appears to be fragile for the following reasons:

- Difficulties experienced in debt collections
- Overspending on budgeted figures
- A large amount of VAT receivable from SARS which is long overdue
- Weaknesses in contract controls which lead to overspending on certain service providers
- Non-payment of suppliers which lead to large penalties and interest charges
- Non-compliance to Grant conditions which lead to an amount of R11 million being withheld from the 2017/18 Equitable share

### **11.3.5 Revenue Collection and expenditure reduction strategies**

As can be seen from the above narrative and the figures disclosed Mohokare Local Municipality is currently experiencing severe cash flow constraints. In order to address this matter there are two variances in play. Firstly, improve on the overall revenue collection rate to assist the Municipality in having more cash available and secondly, to curb all unnecessary and non-priority spending.

Below are a few of the initiatives implemented by Mohokare Local Municipality to assist in bettering the cash flow of the Municipality:

- Design and implement of a revenue enhancement strategy to assist with the identification of revenue streams previously not fully utilised
- Only approve expenditure directly or indirectly relating to service delivery
- Closely monitor the amount of overtime to be paid on a monthly basis
- Strict controls over the incurring of Subsistence and Travelling expenditure by employees

### **11.3.6 The cost of providing free basic services to indigent households**

Included in the budget for the 2018/19 financial year are an amount of R3,6 million in respect of the cost of providing free basic services to all registered indigent households.

At the time of compiling the financial plan for the 2018/19 financial year, Mohokare had a total of 877 registered indigents which are far below the projected amount of indigents in the Municipal area. A drive to assist indigent residents to apply for this subsidy should be undertaken in the 2018/19 financial year.

### 11.3.7 Financial Performance Measures

Description of financial indicator	Basis of calculation	2014/15	2015/16	2016/17	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year	Budget Year +1	Budget Year +2
<b><u>Borrowing Management</u></b>									
Credit Rating									
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.0%	5.1%	3.0%	1.0%	2.5%	2.8%	2.8%	2.8%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	8.3%	12.2%	6.7%	1.5%	3.8%	4.0%	4.0%	4.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b><u>Liquidity</u></b>									
Current Ratio	Current assets/current liabilities	0.3	0.4	0.5	0.4	0.4	0.5	0.5	0.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.3	0.4	0.5	0.4	0.4	0.5	0.5	0.5
Liquidity Ratio	Monetary Assets/Current Liabilities	0.0	0.1	0.2	0.1	0.1	0.3	0.3	0.3
<b><u>Revenue Management</u></b>									
Annual Debtors Collection Rate	Last 12 Mths Receipts/Last 12 Mths Billing		3.2%	56.2%	1.4%	62.8%	0.0%	61.8%	61.8%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other		3.2%	56.2%	1.4%	62.8%	62.4%	61.8%	61.8%	61.8%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	18.8%	19.5%	16.9%	16.8%	16.6%	14.9%	14.8%	14.6%
<b><u>Creditors Management</u></b>									
Creditors to Cash and Investments		6954.5%	1246.6%	515.1%	283.9%	316.6%	245.2%	139.2%	96.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	47.6%	42.7%	38.0%	38.2%	40.4%	38.1%	37.6%	37.2%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	50.4%	45.1%	40.2%	40.7%	42.7%	40.3%	39.8%	39.3%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	1.8%	2.4%	2.5%	2.2%	2.0%	3.9%	3.8%	3.8%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	28.0%	26.2%	23.3%	16.7%	17.8%	19.3%	19.1%	18.9%
<b><u>IDP regulation financial viability</u></b>									
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	59.8	23.5	22.9	24.7	24.7	24.2	24.2	25.4
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	45.3%	46.6%	37.7%	41.4%	40.7%	36.9%	36.9%	36.9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.1	0.5	1.0	2.9	2.5	3.2	5.6	8.1

### 11.3.8 Financial Sustainability Programme

The Municipality has prepared a financial sustainability programme to ensure a healthy trajectory for the municipality in terms of development and the financial viability of the Municipality. The overall objective is "to ensure that the organisation's finances are managed in a sustainable manner and meet the needs of the community".

The budget for the 2018/19 to 2020/21 financial years was prepared on the assumption that there will be minor changes to the Council's priorities as contained in the current IDP document. Also it is prepared within the context of approved Council policies and legislative framework as promulgated by the National Parliament.

The following are policies that govern the municipality's budget, compilation and/or implementation thereof:

- **Supply Chain Management Policy** – governs the procurement processes of the municipality in order to ensure that all procurement falls within the prescriptions of the applicable Acts, Regulations and Treasury Guidelines.
- **Debtors Impairment Policy** – The objective of this policy is to ensure any long outstanding debt is evaluated in order to determine the possibility of realizing such income as revenue, to ensure that where it is evident that a particular debt cannot be turned into revenue such debt be procedurally regarded as

irrecoverable, to ensure that the council for the Municipality makes provision for bad debts in the budget, to ensure that outstanding monies which have been outstanding for a long time after all attempts have been made in terms of recovering them should be written off, to ensure the identification of bad debts during the course of the financial year and to ensure the proper delegation of powers in terms of writing off bad debts.

- **Debt write off policy** – This policy ensures that the Municipality is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to recover money owed to the council. However, there will be situations where the debt recovery process fails to recover all or some of the debt. In such cases the debt needs to be recommended for write-off. Writing off debt ensures that the level of debtors is not overstated in the council's financial statements.
- **Banking and Investment Policy** – The objective of the policy is to ensure that the municipality's cash resources are managed effectively and efficiently. Council has a responsibility to invest these public revenues knowledgeably and judiciously and must be able to account fully to the community in regards to such investments.
- **Credit Control and Debt Collection Policy** – This policy recognises the council's constitutional obligation to develop the local economy and to provide acceptable services to its residents. It simultaneously acknowledges that it cannot fulfil these constitutional obligations unless it exacts payments for the services which it provides and for the taxes it legitimately levies.
- **Revenue Enhancement Policy** – The revenue enhancement strategy is a response to turn around the collection rate of the municipality in as far as payment of rates and services is concerned.
- **Indigent Policy** – The purpose of this policy is to ensure that the subsidy scheme for indigent households' form part of the financial management system of Mohokare Local Municipality and to ensure that the same procedure is followed for each individual case.
- **Tariffs Policy** – The objective of this policy is to ensure that the tariffs of the Municipality comply with the legislation prevailing at the time of implementation, that municipal services are financially sustainable, affordable and equitable, that the needs of the indigent, aged and disabled are taken into consideration and that there is consistency as to how the tariffs are applied throughout the Municipality. The policy is in line with the principles as outlined in the Municipal Systems Act No.32 of 2000.

\* All policies are reviewed annually along with the budget preparation process.

The Council's approach of using infrastructural development programmes to attain the national development objectives of extending delivery of basic services to all, addressing inherent disparities within our community, job creation, skills development and black economic empowerment will be maintained.

#### Budget policy statement

- The budget should address priorities as identified on the Council's IDP document and through ongoing consultations with communities.
- Operating costs should be funded from ongoing revenues. Expenditure must be aligned with own revenue that the Municipality can generate, on a level

that can be reasonably sustained and reduce reliance on government subsidies.

- Revenue projections should be realistic and not be overly optimistic or too conservative.
- The municipality must produce a balanced budget.
- Use of internal resources to fund the capital budget. However with the increasing pressure to address the infrastructural backlog within the Municipality, a need to argue external funding, is (becoming evident) enjoying serious consideration.
- The municipality will maintain all of its assets at a level adequate to protect the capital investments and minimize future maintenance and replacement costs.

Cognisance of the following principles in compiling the budget was taken into account:

- A people's budget that is pro-poor and cater for the vulnerable groups in the community, i.e. the aged, the unemployed, women and the disabled
- Meeting basic needs, especially by restoring and enhancing infrastructural spending in the undeveloped areas
- Ensuring creation of quality jobs in a context of economic growth through marketing and investment in capital infrastructure
- Giving the majority of people greater access to skills and economic opportunities;
- Supporting increasingly democratic and participating governing, and
- Protecting the environment and ensuring continued and sustainable development throughout the municipal area.

### **11.3.9 Financial challenges and constraints**

- To improve revenue collection to be equal to, or exceed 97.5% of accounts issued for services rendered by the municipality;
- To develop and implement a debt collection strategy for each category of consumer within the municipal area;
- Ensuring that each citizen living in the Mohokare area and receiving municipal services, receives their account for services on time and pays accordingly;
- Making adequate provision for bad debts, without negatively impacting on tariffs for rates and taxes.

### **11.3.10 Financial systems**

Mohokare Local Municipality makes use of the Munsoft Financial Management System to assist with billing, and day to day accounting. The VIP Payroll system is used for payroll related matters and Caseware are used to assist in the compilation of the Annual Financial Statements.

### **11.3.11 Action Plan to address matters raised by the Auditor General of South Africa during the 2014/15 financial year audit**

Below are a brief summary of the key findings raised by the AGSA during their performance of the 2016/17 financial year end audit. For each of the key findings corrective measures to address and clear this finding has been identified and are

monitored on a monthly basis by management, the AGSA as well as the Free State Provincial Treasury.

<b>Finding</b>	<b>Corrective measures to be taken:</b>
Late Third Party Payments(EX.151) Legislated third party payments were not paid within the prescribed timeframes or not paid at all	Management will be able to resolve the matter by taking the following actions: - Detailed cash flow projections to assist the municipality in meeting our financial obligations
Irregular, Fruitless and Wasteful and Unauthorised Expenditure; Control Weaknesses(EX.100) Through discussions with management and the inspection of the management representation letter dated 22 October 2015, that the municipality does not have processes in place to, on a continuous basis throughout the year, investigate instances of fruitless and wasteful-, irregular- and/or unauthorised expenditure.	Management will be able to resolve the matter by taking the following actions: - Set out a timeline for monthly section 32 meetings - Formally document all discussions held on the meeting - Perform all investigations as requested by the section 32 committees
Procurement and contract management: (MOH/02/2015): During the audit of the procurement and contract management processes the non-compliances with supply chain management were identified	Management will be able to resolve this matter by conducting the following steps:  - Better management of the Supply Chain Management Division - Ensure that the SCM Department reports on a monthly basis on all requirements as per SCM regulations - All reports and registers as required by SCM regulations should be compiled and reviewed on a monthly basis. - Ensure better record keeping and safeguarding of these documents - No supplier/contractor should be paid if we do not have a signed contract/ valid VAT invoices in our possession - Registers as required should be kept up to date by the SCM accountant on a weekly basis - All tenders awarded should be published on the municipal website - Minutes of the meetings of the bid specification committees should be taken and safeguarded to be presented to the AGSA as support that the bid specification committee did meet and discuss the specifications for the specific bid. - Ensure that compliance to all relevant laws and regulations as stipulated are maintained. Design a template

	<p>(checklist) to ensure that all steps as required are taken to meet all legislative requirements.</p> <ul style="list-style-type: none"> <li>- Minutes of the bid evaluation committee meetings should be made available to the AGSA to ensure that all requirements from their side are met.</li> </ul>
Expenditure: Non-compliance - Payments not made within 30 days(EX.12)	<p>Management will be able to resolve the matter by taking the following actions:</p> <ul style="list-style-type: none"> <li>- Detailed cash flow projections to assist the municipality in meeting our financial obligations</li> </ul>
<p>Consumer debtors: Credit control policy(EX.5) Whilst obtaining an understanding of the municipal processes of controls in regard to receivables and the management of consumer deposits, it came to the auditor's attention that the municipality is not adhering to its own credit control policy. The AGSA were unable to obtain any information relating to the current year's processes to disconnect or restrict services of consumer debtors. Furthermore, through discussions with the revenue department's management, it was indicated that the municipality had not disconnected or restricted any service to a debtor during the current financial year.</p>	<p>Management will be able to resolve the matter by taking the following actions:</p> <ul style="list-style-type: none"> <li>- Revise the credit control policy to be in line with the day to day operations of Mohokare LM</li> </ul>
<p>Revenue management: Non-compliance (EX.201)</p> <p>Numerous material financial misstatements relating to revenue and receivables were identified that were subsequently corrected by management. These misstatements were not prevented or detected through internal control mechanisms put in place by management. An effective system of internal control for debtors and revenue was thus not in place, as required by section 64(2)(e) and (f) of the MFMA.</p>	<p>Management will be able to resolve the matter by taking the following actions:</p> <ul style="list-style-type: none"> <li>- Design and implement controls over the review of processing of information on a monthly basis.</li> </ul>
Bank reconciliations had not been included as part of the supporting evidence file submitted.	<ul style="list-style-type: none"> <li>- Monthly performing of the bank reconciliations for ALL bank accounts of the Municipality.</li> <li>- Submission of the monthly bank reconciliations to the Senior Finance Manager for review and sign off by the 10th of the following month.</li> <li>- Identify all reconciling items and investigate</li> </ul>

## CHAPTER 12: PERFORMANCE MANAGEMENT

### INTRODUCTION

The Integrated Development Plan enables the achievement of the planning stage of performance management. Performance management then fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to annually review its own performance as well as that of its employees.

### OBJECTIVES AND BENEFITS OF A PERFORMANCE MANAGEMENT SYSTEM

#### Objectives

The objectives of the performance management system are described in the performance management policy and include:

- ☐ Facilitate strategy development
- ☐ Facilitate increased accountability
- ☐ Facilitate decision and improvement

The above objectives are aligned with the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) and the guidelines of the Department of Development Planning and Local Government.

#### Benefits of Performance Management

Employees will derive specific benefits from a PMS in that it would:

- ☐ Provide better insight in the job and clarify the duties and responsibilities associated with the job;
- ☐ Enable employees to see where he/she fits into the municipal structure and contributes to achieve the development objectives of the Municipality as per the IDP;
- ☐ Assist employees to discover their own strengths, to recognise their weaknesses and to develop the knowledge, skills and attitudes to overcome these in order to fulfil their potential;
- ☐ Enhance individual career development through informed decision-making and focused training; and
- ☐ Enable employees to make full use of the opportunities presented by the implementation of employment equity.

Performance management have the following benefits for the Municipality:

- ☐ Implement the IDP by making it accessible to all employees, clarify objectives and strategies and promote the accountability of groups and individuals to these;
- ☐ Implement focused management linked to an early warning system;
- ☐ Continuously reassess structural functionality and enable effective organisational alignment with objectives and strategies;
- ☐ Evaluate the job analysis information and rectify faulty aspects thereof;
- ☐ Understand the role, duties and responsibilities of employees;
- ☐ Identify shortcomings in employment practices, procedures and policies;
- ☐ Delegate unambiguous and realistic responsibilities to employees;
- ☐ Assess the adequacy or inadequacy of resources available to employees;

- ❑ Identify and address training and development needs in a focused and structured manner so as to make use of the opportunities provided by the Skills Development Act;
- ❑ Develop the human resources of the Municipality; and
- ❑ Provide services in an efficient, effective and economic manner. Performance management will benefit the community through:
- ❑ The establishment of a system which translates the IDP into measurable objectives and targets;

The institutionalisation of sound management principles ensuring effective and efficient governance of service delivery;

- ❑ Adequate provision for community consultation and the opportunity to have a clearer insight in the performance of the municipality; and
- ❑ The promotion of an accountable municipality.

## **DEFINITION AND KEY STEPS IN PERFORMANCE MANAGEMENT**

Performance Management System can be defined as a strategic approach to management, which equips councillors, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact. This system will therefore in turn ensure that all the councillors, managers and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

Performance management is aimed at ensuring that municipalities monitor their IDP's and continuously improve their operations and in terms of Section 19 of the Local Government Municipal Structures Act (MSA), that they annually review their overall performance in achieving their constitutional objectives.

The performance management system can assist to make a significant contribution to organisational and individual performance. The system is designed to improve strategic focus and organisational effectiveness through continually seeking to improve the performance of the municipality as a whole and the individuals in it.

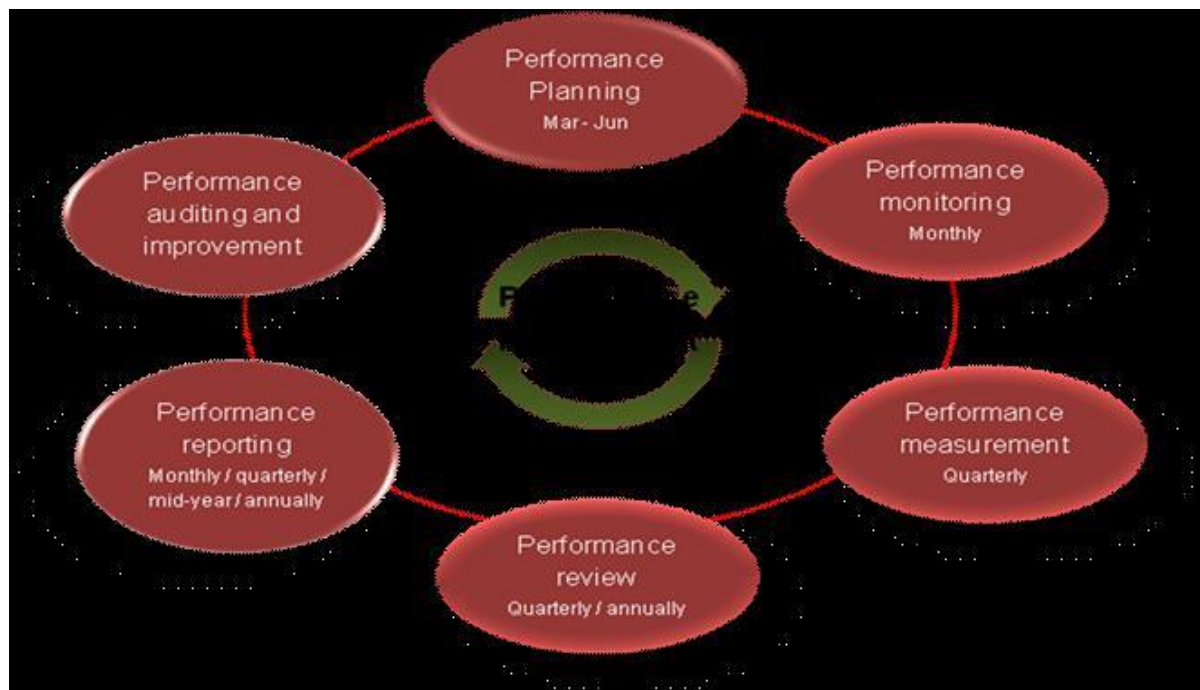
### **Performance Cycles**

The overall planning, budgeting and reporting cycle can be summarised as follows:





The performance cycle can be summarised in the following diagram and each cycle will be addressed in the remainder of this framework:



Each of the above cycles can be explained as follows:

**Performance Planning** ensures that the strategic direction of the Municipality more explicitly informs and aligns the IDP with all planning activities and resource decisions. This is the stage where Key Performance Areas and Key Performance Indicators are designed to address the IDP objectives, national policy and targets are set.

**Performance Measuring and Monitoring** is an on-going process to determine whether performance targets have been met, exceeded or not met. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process – for example, on a quarterly and annual basis.

**Performance evaluation** analyses why there is under-performance or what the factors were, that allowed good performance in a particular area. Where targets have not been met, the reasons for this must be examined and corrective action recommended. Evidence to support the status is also reviewed at this stage. An additional component is the review of the indicators to determine if they are feasible and are measuring the key areas appropriately.

**Performance Reporting** entails regular reporting to management, the performance audit committee, council and the public.

**Performance review/auditing** is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor-General. The Municipality have therefore established frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems. Areas of weak performance identified at year-end must be addressed during the following years planning phase.

### **Key Steps in Performance Management**

The key steps in implementing the performance cycle are as follows:  
IDP consultation and strategic processes to determine:

- a. Strategic Objectives aligned with the National Agenda and local needs.
- b. Establish the Municipal Key Performance Areas (KPs).
- c. Design Strategic Focus Areas.

Priorities capital projects for budgeting purposes aligned with municipal strategy and approved methodology.  
Start with budget processes.

Determine organisational Key Performance Indicators (KPIs) in terms of strategy and budget. Obtain baseline figures and past year performance.

Set multi-year performance target dates.

Determine steps/plans to achieve budget and KPIs.

Assign strategic focused KPIs to Senior Management (Top Layer SDBIP).

Assign organisational KPIs to directorates and members of management (Departmental SDBIP). Prepare individual performance agreements aligned with budget and SDBIP (S57 and management). Prepare performance plans for staff and align work place skills plan with development plans.

Provide monthly/quarterly status reports on progress with KPI implementation.

Evaluate performance on individual (1/2 yearly) and organisational levels (monthly and quarterly). Compilation of various performance reports.

Auditing of performance reported and portfolio of evidence (POEs).

Appoint oversight committee to analyse and prepare report on improvement of performance. Submit year-end report to various stakeholders.

## THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The IDP process and the performance management process must be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

The organisational performance will be evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality will be implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

The IDP and budget must be aligned

The budget must address the strategic priorities

The SDBIP should indicate what the municipality is going to do during next 12 months

The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP needs to be prepared as described in the paragraphs below and submitted to the Mayor within 14 days after the budget has been approved. The Mayor needs to approve the SDBIP within 28 days after the budget has been approved.

For each indicator the scorecard will require that a responsible official, usually the respective line manager, be designated. While this official will not necessarily be accountable for performance on this indicator, they will be responsible for conducting measurements of that indicator, analysing and reporting first to their respective superior who in turn will report to the Municipal Manager and then the Executive Mayor on these for reviews.

The municipal performance must be measured monthly and analysed at least quarterly. Municipal performance will be measured during the mid-year review where after the performance scorecard can be adjusted and actions plans developed to address poor performance. The information of the annual review will be included in the Annual Report of the municipality.

### 9.5 THE MUNICIPAL SCORECARD

The municipal scorecard (Top Layer SDBIP) must consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the top-layer SDBIP includes:

**One-year** detailed plan, but should include a **three-year capital plan**

The 5 necessary components includes:

Monthly projections of revenue to be collected for each source.

- ☐ Expected revenue to be collected NOT billed.

Monthly projections of expenditure (operating and capital) and revenue for each vote.

- ☐ Section 71 format (Monthly budget statements).

Quarterly projections of service delivery targets and performance indicators for each vote.

- ☐ Non-financial measurable performance objectives in the form of targets and indicators.
- ☐ Output NOT input / internal management objectives.
- ☐ Level and standard of service being provided to the community.

Ward information for expenditure and service delivery.  
Detailed capital project plan broken down by ward over three years.

### **9.5.1 Preparing the Top Layer SDBIP**

The financial sheets must be drafted in terms of the approved budget. The structure of the financial sheets is prescribed by MFMA Circular 13, is self-explanatory and all the columns should be completed for each line item. It is however important that the cash flow projections are calculated based on the planned spending / revenue collection for each month.

The capital projects sheet should be completed with the planned start and end dates as the performance will be measured in terms of these dates. The projects should also be assigned to wards. The cash flow per capital project should also be aligned with the planned monthly spending targets.

The Top Layer KPIs must be prepared based on the following:

KPIs should be developed for the programmes / activities identified to address the Strategic Objectives as documented in the IDP. The KPIs must be aligned with the national and municipal KPAs. KPIs identified during the IDP and KPIs that need to be reported to key municipal stakeholders should be included in the Top Layer SDBIP to confirm alignment. KPIs should be developed to address the required National Agenda Outcomes, priorities and minimum reporting requirements.

The KPIs must be aligned with the Strategic Objectives, and the national and municipal KPAs. The municipal turnaround strategy (MTAS) should be reviewed to determine any actions to be translated into KPI's and to be included in the TL SDBIP. These KPIs must be aligned with the Strategic Objectives, and the national and municipal KPAs. The risk register should be reviewed to identify the risks that need to be addressed by strategic KPIs.

These KPIs should be developed and be aligned with the Strategic Objectives, and the national and municipal KPAs. It is also proposed that each directorate consider 2 KPIs that is output focused and that will make the municipality more developmental or enhance the effectiveness of the municipality. Clear quarterly targets should be set and the KPIs must be assigned to a senior manager. In the instance where a target will not be achieved during the current financial year, the target should be included in the outer years.

These targets should be set after available resources and past year performance has been considered. The KPIs must be analysed to ensure that the objectives set in the IDP will be achieved by delivering on the KPIs.

### **9.5.2 Approval of Top Layer SDBIP**

The municipal scorecard must be submitted to the Mayor within 14 days after the budget has been approved. The Mayor needs to consider and approve the SDBIP within 28 days after the budget has been approved. The scorecard must be updated after the adjustment estimate has been approved and any changes to the scorecard must be submitted to Council with the respective motivation for the changes suggested, for approval.

*Important note:* The Mayor should review the document for compliance, alignment and adherence to the Council's Agenda as Municipal Manager

and Directors will use the TL SDBIP as a basis for reporting on performance to the Mayor, Council and the public. The performance agreements of the senior management team will also be based on this document.

### 9.5.3 Update actual performance

The Top Layer SDBIP will in most instances update automatically with the actual results reported in the departmental SDBIP. The SDBIP / PMS Officer needs to review the results, update the results that require a manual update and document the final performance comments in the relevant columns.

The KPI Owners should report on the results of the KPI by properly documenting the information in the performance response fields and make reference to where the Portfolio Of Evidence can be found. In the instance of poor performance, corrective measures should be identified and documented. The POE should proof that the KPI was delivered and that the expected outcome / impact has been achieved.

The actual performance should be monitored quarterly in terms of the objectives, KPI's and targets set. In order to measure the outcomes of the KPI's, the outputs and performance evidence (POE's) should be evaluated and **documented**.

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the POEs for reporting and auditing purposes.

#### Quarterly reviews

On a quarterly basis, the Mayor should engage in an intensive review of municipal performance against both the directorate's scorecards and the municipal scorecard, as reported by the Municipal

Manager. These reviews will take place in October (for the period July to end of September), January (for the period October to the end of December), April (for the period January to the end of March) and July (for the period April to the end of June).

The review in January will coincide with the mid-year performance assessment as per section 72 of the Municipal Finance Management Act. Section 72 determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan. Many of the indicators in the municipal scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance in terms of all the scorecards.

The Mayor will need to ensure that targets committed to in the municipal scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system, by directorates, departments, Portfolio Councillors and the Municipal Manager.

The review will also include:

An evaluation of the validity and suitability of the Key Performance Indicators and recommending must any changes.

An evaluation of the annual and 5 year targets to determine whether the targets are over stated or understated. These changes need to be considered.

Changes to KPI's and 5 year targets for submission to council for approval. (The reason for this is that the original KPI's and 5 year targets would have been published with the IDP, which would have been approved and adopted by council at the beginning of the financial year.)

An analysis to determine whether the Municipality is performing adequately or under-performing.

It is important that the Mayor not only pay attention to poor performance but also to good performance. It is expected that the Mayor will acknowledge good performance, where directorates or departments have successfully met targets in their directorate/departmental scorecards.

## Council Reviews

At least annually, the Mayor will be required to report to the full council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an annual performance report format as per the Municipal Systems Act. The said annual performance report will form part of the municipality's Annual Report as per Section 121 of the Municipal Finance Management Act.

## Public Reviews

The Municipal Systems Act as well as the Municipal Finance Management Act requires the public to be given the opportunity to review municipal performance. Section 127 of the MFMA requires that the accounting officer (Municipal Manager) must immediately after the Annual Report is submitted to Council make the report public and invite the local community to submit representations with regards to the Annual Report.

It is proposed that in addition to the Annual Report mentioned above and subject to the availability of funding, a user-friendly citizens' report should be produced for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the Annual Report and municipal scorecard for public consumption.

It is also proposed that a public campaign be embarked on annually to involve citizens in the review of municipal performance over and above the requirements of the MFMA. Such a campaign could involve the following:

Various forms of media including radio, newspapers and notice boards can be used to convey the citizens' report. The public should be invited to submit comment via telephone, fax, email and possibly also public hearings to be held in a variety of locations.

The public reviews should be concluded by a formal review of the Annual Report by the IDP Representative Forum of the municipality.

In the instance where service level agreements (SLAs) have been established, the public should review the SLA outcomes / outputs.

## Adjustments to KPIs

KPI's can only be adjusted after the mid-year assessment and/or after the adjustment budget has been approved. KPI's should be adjusted to be aligned with the adjustment estimate (incl. capital projects) and the reason for the adjustment in the indicator / target should be submitted in a report to Council.

The KPI's can only be changed on the system after Council approval has been obtained. Please note that KPI targets may not be adjusted downwards. Refer to the Framework for Managing Programme Performance Information in this regard.

## Directorate/Departmental scorecards

The directorate and departmental scorecards (detail SDBIP) will capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic priorities of the municipality, the SDBIP will provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It will be compiled by **senior managers** for his/her **directorate** and will consist of objectives, indicators and targets derived from the Municipality's annual service delivery and budget implementation plan and any annual business or services plan compiled for each directorate or department.

### **Preparing the Departmental SDBIPs**

KPI's should be developed for Council, the office of the Municipal Manager and for each Directorate.

The KPIs should:

Address the Top Layer KPIs by means of KPIs for the relevant section responsible for the KPI.

Include the capital projects KPIs for projects that relates to services higher than R200 000. KPI's for furniture and equipment should be grouped as one KPI per directorate. The targets should to some extent be aligned with the cash flow budgets and project plans.

Add KPIs to address the key departmental activities.

Each KPI should have clear monthly targets and should be assigned to the person responsible for the

KPI. KPIs should be SMART.

The number KPIs developed to address National KPAs and Municipal strategic objectives should be spread amongst the aforementioned in terms of National and Local Agendas.

### **Approval of Departmental SDBIP**

The SDBIP of each Directorate must be submitted to the municipal manager for approval within 28 days after the budget has been approved.

### **Update actual performance**

An evaluation of the validity and sustainability of the KPI's should be done and the actual performance results of each target should be updated and evaluated on a monthly basis. In order to measure the input/output of the KPI's, the performance results and performance evidence (POE's) should be evaluated and documented. The KPI owners should report on the results of the KPI by documenting the following information on the performance system:

The actual result in terms of the target set. The output/outcome of achieving the KPI.

The calculation of the actual performance reported. (If %) The reasons if the target was not achieved.

Actions to improve the performance against the target set, if the target was not achieved.

The municipal manager and his/her senior management team needs to implement the necessary systems and processes to provide the POE's for reporting and auditing.

### **Monthly reviews**

The Directorates will review their performance at least monthly report their performance in terms of the SDBIP to the Municipal Manager and the respective Portfolio Councillor. Decision-makers should be warned immediately of any emerging failures to service delivery so that they can intervene if necessary. It is important that Directorates use these reviews as an opportunity for reflection on their goals and programmes and whether these are being achieved. The Portfolio Committee should have a standing agenda item to discuss at their monthly meetings. The SDBIP report submitted should be used to analyse and discuss performance. The Portfolio Councillor and the senior management team should report on an overview of performance at the following Council meeting. Changes in indicators and

targets may be proposed at this meeting, and can only be approved by Council, in consultation with the Municipal Manager.

### **Adjustments to KPI's**

KPIs can only be adjusted after the mid-year assessment and/or after the adjustments budget has been approved. KPIs should be adjusted to be aligned with the adjustment estimate and the reason for the change in KPI's should be documented in a report to the Mayor for approval.

Additional KPIs can be added during the year with the approval of the municipal manager. The approval documents should be safeguarded for audit purposes.

### **Individual Performance**

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both at the same time, but separately. Although legislation requires that the municipal manager, and managers directly accountable to the municipal manager, sign formal performance contracts, it is also a requirement that all employees have performance plans. These must be aligned with the individual performance plan of the head of the directorate and job descriptions. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver

the objectives and the targets set for them in their performance plans and job descriptions. The Benefits of Individual Performance are to Ensure alignment of individual goals and objectives with that of the organisation and to co- ordinate efforts in order to achieve those goals.

Understand what is expected from the incumbents, by when it is expected and to what standard is expected Understand the incumbent's key areas of accountability.  
Determine whether or not performance objectives are being met.

Make qualified decisions within the incumbents level of competencies  
Avail the incumbents of learning and development opportunities to competently meet their performance targets.

### **Individual scorecards (Municipal Manager and Section 56 Managers)**

The Local Government Municipal Systems Act 2000 and Regulation 805 of August 2006 (Performance of the Municipal Manager and the Managers reporting directly to the Municipal Manager) require the Municipal Manager and the Managers reporting directly to the Municipal Manager to enter into annual Performance Agreements. The Performance Agreements of the Municipal Manager and other Section 56/57 Managers should be directly linked to their employment contract.

These Performance Agreements consist of three distinct parts:

**Performance Agreement:** This is an agreement between the Section 56/57 Manager and the Municipality, which regulates the performance required for a particular position and the consequences of the performance. The Agreement deals with only one aspect of the employment relationship, namely performance. This agreement must be reviewed and renewed annually, subject to the individual's annual performance.

**Performance Plan:** The Performance Plan is an Annexure to the Performance Agreement and stipulates in detail the performance requirements for a single financial year. The SDBIP transcends into the Performance Plan/s of the respective Section 56/57 Managers according to their areas of responsibility.



**Personal Development Plan:** The plan is an Annexure to the Performance Agreement and addresses the developmental needs/requirements of the manager indicating actions and timeframes.

The management of the performance process for the municipal manager and the Section 56/57 managers will be in terms of R805 of 2006. Performance will be reviewed quarterly of which the mid-year and year-end performance will be formal evaluations.

#### **Individual scorecards (rest of staff)**

The data obtained from Directorate scorecards (detailed SDBIP), will provide the user with the respective Individual performance contracts for managers reporting to the s57 managers.

Performance Plans are agreed with each employee in job grades 0-6 as part of his / her career development plan and should include the following:

Qualifications – a record of formal and informal training and experience.

- ☐ Job functions – key focus areas for the year.
- ☐ Career goals - long term and intermediate career goals.
- ☐ Key performance indicators linked to the SDBIP – KPI's in the SDBIP that are the responsibility of the respective manager and KPI's aligned to the job description of the manager.
- ☐ Managerial KPI's – the core managerial competencies that the manager will be evaluated on.
- ☐ A list of the core managerial competencies (CMC's) is provided on the performance of the performance system and the manager should select between 3 and 5 CMC's. The CMC's and the measurement criteria should be agreed with the respective senior manager.
- ☐ Weightings show the relative importance of input or output against another input or output. Every input or output in the performance agreement must be assigned a weighting. The weightings / ratings and the distribution of the ratings per level need to be determined by the management team in the beginning of each financial year and agreed with the employer or group of employers. (employee or group of employees) Development needs and learning plan.

The agreements must be finalised by August every year and be agreed and approved by the respective senior manager. The process on how to prepare performance plans is will be documented in the Performance Management System manual.

#### **All staff reporting up to management**

A performance plan should be agreed for all employees and include the following:

- ☐ Qualifications – a record of formal and informal training and experience.
- ☐ Job functions – key focus areas for the year.
- ☐ Career goals - long term and intermediate career goals.
- ☐ Performance agreed for all employees on a specific job level.
- ☐ Performance agreed with the individual employee unique to the employees daily tasks and aligned to the individuals job description.
- ☐ Performance indicators should be designed to ensure effective and efficient service delivery (value-for-money).
- ☐ Training or other skills development needs of the employee.
- ☐ The agreements must be finalised by August every year and be agreed and approved by the respective employee and supervisor. The process on how to prepare performance plans will be documented in the Performance Management System manual.

#### **Skills Development Plan**

The skills development plan needs to be compiled / updated with the information obtained from the performance agreements and the development plans. The human resources manager together with the respective line manager is responsible to facilitate the implementation of the skills development plan.

### **Formal performance reviews**

Although performance should be managed on a daily basis, formal performance reviews should be done by the respective supervisor at least bi-annually. The objective review should be based on actual performance and performance evidence. The supervisor and employee needs to prepare for the review and discuss the performance during a focussed performance meeting. The review should be documented on the performance system as set out in the Performance Management System manual. Feedback should be provided during the review.

The reviews should be completed by end February for the period July to December and August for the period January to June.

**Please note** that performance and growth is the responsibility of each individual employee and employees should ensure that his / her performance plan is executed. Performance measurement is an on-going process and should not only be addressed during the formal reviewing sessions.

Performance should be moderated per department per post level / group level after the performance evaluation of all staff has been finalised. The moderation should be conducted in terms of the performance management manual to ensure objectivity and fairness.

Unacceptable performance needs to be addressed and action plans to improve the performance must be prepared and agreed with the employer who did not perform. The performance against the action plans must be reviewed on a monthly basis.

### **Appeals process**

#### **Section 56/57-Employees**

The Appeals process as prescribed in R805 of August 2006 and as agreed in the employment and performance contracts of the Section 56/57-Managers will be applicable in instances where they are not in agreement with their final performance evaluations.

#### **Employees:**

Should employees not agree with the contents of their performance agreement after the performance discussions or with the final scores that are allocated to them, they may elect to follow the municipality's normal grievance procedures.

### **Reward and Recognition**

The performance scores will be finalised during the moderation where after it must be approved by the moderation committee (fish-bowl). These scores will be used to recognised excellent performance in terms of the Council's reward and recognition policy.

### **SERVICE PROVIDERS**

A municipal service can be provided by the Municipality by entering into a Service Delivery Agreement in terms of Section 76(b) of the Municipal System Act with an external service provider. The Municipality is responsible for monitoring and assessing the implementation of the agreement, including the performance of the service provider in accordance with section 41 of the Municipal Systems Act.

This section sets out the framework on monitoring and reporting on the performance of service providers in terms of Chapter 8 of the Municipal Systems Act and Section 116 of the Municipal Finance Management Act. While departments have mechanisms in place to

monitor the work done by service providers, there is no standard guideline set by the Municipality.

### **Notification of Service Providers**

All service providers or prospective service providers must be made informed of newly adopted system of:

an assessment and reporting of the service provider's performance;  
setting of performance criteria in terms of the tender, the required deliverables and service level agreement;

the use of the service provider performance reports when evaluating service providers for registration, pre-qualification, selective

tender list, expressions of interest or awarding of a contract; and  
the exchange of information on service provider performance reports between government units/departments.

### **Evaluating the Performance of Service Providers**

The service provider must sign a service level agreement indicating the services to be delivered, the timeframes and the evaluation methodology. The service provider's performance must be assessed in the context of the project as a whole. The respective roles and obligations of the Municipality and service provider under the contract must be taken into account. Persons preparing or reviewing the performance of a service provider must consider whether satisfactory progress or completion of a project has been affected by any matters which are:

Outside the service provider's control, or The result of some action by the Municipality.

The service provider's performance must therefore be evaluated against set performance criteria, after taking into account matters beyond the service provider's control.

### **Prescribed procedures to evaluate service providers**

The following procedures need to be followed:

- ☐ The requirements of this policy must be included in the contract of the service provider.
- ☐ The performance of the service provider under the contract or service level agreement must be assessed monthly by the Reporting Officer.
- ☐ The assessment must be filed in the contract file or captured onto the database when a database is available.
- ☐ The Reporting Officer must complete the Service Provider Assessment Form on the database at the end of each quarter and on completion or termination of the contract.

The quarterly assessment must be completed within 15 working days after the end of each quarter. The Reporting Officer must provide a copy of the assessment to the Service Provider at the end of each quarterly assessment period and on completion or termination of the contract.

Supply Chain Management Unit will review the quarterly Service Provider assessments within 20 days after the end of each quarter and submit a summary report to Council.

The Accounting Officer need to develop the necessary forms and report structures to be utilised to manage the above processes. The forms and reporting requirements need to be reviewed on a regular basis.

In the instance of under-performance:

- ☐ The Municipality will facilitate support interventions to service providers in the identified areas of underperformance.
- ☐ Service providers who have been identified as under-performing in identified areas must be informed of these support interventions.
- ☐ The impact of support interventions must be monitored by the Reporting Officer.
- ☐ The records of the support interventions must be documented, signed by both parties and appropriately filed.

## **EVALUATION AND IMPROVEMENT OF THE PERFORMANCE MANAGEMENT SYSTEM**

The Municipal Systems Act requires the municipality to annually evaluate its performance management system. It is proposed that after the full cycle of the annual review is complete; the Municipal Manager will initiate an evaluation report annually, taking into account the input provided by directorates and departments. This report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval. The evaluation should assess:

The adherence of the performance management system to the Municipal Systems Act.

The fulfilment of the objectives for a performance management system.

The adherence of the performance management system to the objectives and principles. Opportunities for improvement and a proposed action plan.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance are analysed. Poor performance may arise out of one or more of the following:

- ☐ Poor systems and processes.
- ☐ Inappropriate structures.
- ☐ Lack of skills and capacity.
- ☐ Inappropriate organisational culture.
- ☐ Absence of appropriate strategy.
- ☐ To improve performance, the appropriate response strategy should be chosen:
- ☐ Restructuring is a possible solution for an inappropriate structure.

Process and system improvement will remedy poor systems and processes.

Training and sourcing additional capacity can be useful where skills and capacity are lacking. Change management and education programmes can address organisational culture issues.

The revision of strategy by key decision-makers can address shortcomings in this regard. Consideration of alternative service delivery strategies should be explored. Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.

## **Governance**

The governance structure was established to offer credibility to the overall performance processes. The audit of performance information and system should comply with section 166 of the Municipal Finance Management Act and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001).

## **Continuous quality control and co-ordination**

The Municipal Manager and PMS Manager are required to co-ordinate and ensure good quality of performance reporting and reviews on an on-going basis. It is their role to ensure conformity to reporting formats and verify the reliability of reported information, where possible.

The municipal manager must review overall performance monthly while the PMS Manager should support him/her in verifying the performance data and prepare the performance reports.

### **Performance investigations**

The Mayor or Performance Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- ☐ The reliability of reported information
- ☐ The extent of performance gaps from targets
- ☐ The reasons for performance gaps
- ☐ Corrective action and improvement strategies

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Mayor for such investigation.

### **Internal Audit**

Section 165 of the MFMA requires that each municipality must have an internal audit unit however such function may be outsourced. The municipality's internal audit function will need to be continuously involved in auditing the performance reports based on the organisational and directorate/departmental scorecards. As required by Regulation, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Performance Audit Committee.

The audit should include an assessment of:

The functionality of the municipality's performance management system  
 The adherence of the system to the Municipal Systems Act  
 The extent to which performance measurements are reliable

### **Performance Audit Committee**

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee is governed by section 14 (2-3) of the regulations.

According to the regulations, the performance audit committee must review the quarterly reports submitted to it by the internal audit unit.

review the municipality's performance management system and make recommendations in this regard to the council of that municipality.

assess whether the performance indicators are sufficient.

at least twice during a financial year submit an audit report to the municipal council.

It is further proposed that the audit committee be tasked with assessing the reliability of information reported. In order to fulfil their function a performance audit committee may, according to the MFMA and the regulations,

communicate directly with the council, municipal manager or the internal and external auditors of the municipality concerned;  
access any municipal records containing information that is needed to perform its duties or exercise its powers;

request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and  
investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

### **Performance Reporting**

Performance must be reported in terms of the MSA, MFMA and the circulars and regulations issued in terms of the aforementioned legislation. These reports include:

#### **Monthly reports**

Monthly reports on the performance of the directorates/departments should be generated from the performance management system and submitted to the portfolio committees and the senior management team.

#### **Quarterly reports**

Reports to report on the performance in terms of the TL SDBIP should be generated from the system and submitted to Council. This report should also be published on the municipal website.

#### **Mid-year assessment**

The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary. The format of the report must comply with the section 72 requirements. This report must be submitted to Council for approval before 25 January of each year and published on the municipal website afterwards.

#### **Annual Performance Report**

The annual performance report must be completed by the end of August and submitted with the financial statements. This report must be based on the performance reported in the SDBIP. Reports should be generated from the system and reviewed and updated in the performance comments field for reporting purposes.

#### **Annual Report**

The annual report should be prepared and submitted as per MFMA Circular 11.

## **ADOPTION OF FINAL IDP FOR THE 2018/19 FINANCIAL YEAR**

This document was tabled as a draft document to the Council on the 29<sup>th</sup> March 2018 and thereafter, an advert on local paper will be placed to notify communities where to access the document.

The Municipal Manager will reproduce copies for distribution to relevant authorities such as MEC for COGTA in the province, the District and other development agencies that will be lobbied to contribute to the development agenda of municipality.

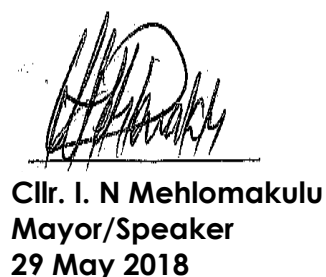
## **DECLARATION OF ADOPTION**

COUNCIL RESOLUTION DATE FOR FINAL IDP ADOPTION: 29 May 2018

## **SIGNATURES**



Mr. S.M. Selepe  
Municipal Manager



Cllr. I. N Mehlomakulu  
Mayor/Speaker  
29 May 2018

## **ANNEXURES**

1. SDF 2018/2019
2. BIODIVERSITY PLAN
3. RURAL DEVELOPMENT PLAN XHARIEP DISTRICT
4. BUILDING CONTROL POLICY 2018/2019
5. POLICY ON SPATIAL PLANNING AND LAND USE MANAGEMENT 2018/2019
6. RISK ABATEMENT PLAN ZASTRON

7. RISK ABATEMENT PLAN ROUXVILLE
8. RISK ABATEMENT PLAN SMITHFIELD
9. WATER SAFETY AND SECURITY PLAN
10. WSDP 2018/2019
11. EPWP POLICY 2018/2019
12. HOUSING SECTOR PLAN 2018/2019
13. DISASTER MANAGEMENT PLAN 2018/2019
14. CONTIGENCY PLAN 2018/2019