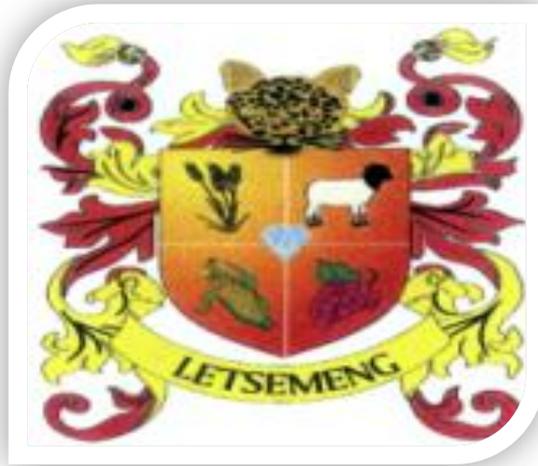


Letsemeng Local Municipality



Integrated Development Plan (IDP)

2011/2012

Letsemeng Local Municipality – IDP

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Executive Summary

The 2011/2012 IDP coincides with the inception of a newly elected Council which takes office at a time when the South African Local Government is under serious scrutiny and is being highly criticized by almost the bigger component of citizens of the Republic. Criticism which is initiated and championed by the very creators of this social injustices and service delivery inequalities, not only must Local Government provide services and maintain the required standards to satisfy its client base but it must also deal with the aged infrastructure which has now seen better days. It is very difficult for Local Government to render effective and efficient services to its client base because of a number of reasons, which varies from:-

- Limited financial and human capital resources;
- Influx of communities into urban and rural areas, resulting in an increase in consumers leading to constant growing needs;
- Informal settlements;
- Aged infrastructure, etc.

The Letsemeng Local Municipality has however set developmental objectives aimed at:-

- Accelerated and improved basic service delivery to communities;
- Financial viability and sustainability;
- Good governance;
- Facilitating economic development and job creation;
- Improving municipal infrastructure;
- Fighting poverty and building safe, secure and sustainable communities; and
- Improving skills development to raise productivity.

Letsemeng has adopted its integrated development planning as the key tool to tackle its new developmental role in trying to address the challenges as mentioned above. In contrast to the role planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner, hence the institutional alignment between IDP, PMS and Budget processes of the municipality. Letsemeng has come to the realisation that the IDP will not only inform the municipal management; but will also guide the activities of any other spheres of government, corporate service providers, NGOs and the private sector within the Letsemeng municipal jurisdiction. Letsemeng municipality has therefore aligned its planning to programmes such as the:-

- Free State Growth and Development Strategy; War on Poverty; Operation Hlasela; 5 Year Local Government Strategic Agenda; Operation Clean Audit 2014; Municipal Turn Around Strategy, etc.

The IDP of Letsemeng Municipality is regarded as the most strategic planning document to guide development planning and implementation as a key deliverable and it will be monitored through effective implementation of the SDBIP and the Performance Management System. Letsemeng Municipality strive to put practice to its motto “We Sparkle in Pursuit of Service Excellence”, it furthers invite all role-players, stakeholders and community members to join the developmental agenda.

1 - Situational Analysis

1.1 Current Reality: Basic facts and demographics

Letsemeng Local Municipality is situated in the South Western Free State and forms part of the Xhariep District, a rather agricultural rich area with limited natural economic resources. The local municipality area measures 10180.71km² in extend and comprise the former TLCs of Koffiefontein, Petrusburg, Jacobsdal, Oppermansgronde and Luckhoff.

The individual sizes of these areas are as follows:-

Area	Size
Koffiefontein	2.33 km ²
Petrusburg	22.1 km ²
Jacobsdal	60.36 km ²
Oppermansgronde	335.18 km ²
Luckhoff	30.52 km ²
Farmland	9730.22 km ²

Source: STATS SA, 2001

The terrain morphology indicates that most of the Letsemeng jurisdiction consists of lowlands with hills. Slightly irregular plains and pans characterize to Jacobsdal, Petrusburg, Koffiefontein and Luckhoff areas. The Vaal River Drainage Region drains the most part of Letsemeng; Letsemeng falls in the rainfall area of between 350 mm and 500 mm mean annual rainfall. Temperatures are extremely, and the area experiences hot mid-summer conditions and very cold winters. The geology of Letsemeng consists mainly of Kalahari sands formations.

The population estimates are as follows:-

Ages	African/Black		Coloured		Indian/Asian		White	
	M	F	M	F	M	F	M	F
0 - 4	1 622	1 506	620	658	3	5	111	134
5-9	1 665	1 675	685	707	0	0	146	132
10-14	1 614	1 633	605	620	0	3	212	199
15 - 19	1 392	1 478	556	501	0	3	232	237
20 - 24	1 247	1 338	451	512	3	0	78	73
25 - 29	1 098	1 133	432	497	3	0	114	114
30 - 34	1 020	1 050	379	418	0	0	132	138

35 - 39	954	1 016	394	411	0	0	143	154
40 - 44	875	860	280	365	0	0	171	150
45 - 49	677	651	228	210	0	0	138	141
50 - 54	524	513	175	207	0	0	145	127
55 - 59	357	356	155	134	0	0	100	121
60 - 64	280	325	126	132	0	3	88	107
65 - 69	201	256	89	100	0	0	80	93
70 - 74	103	139	30	44	0	0	76	82
75 - 79	66	75	25	31	0	0	38	48
80 - 84	50	85	14	32	0	0	24	45
85+	30	66	8	25	0	0	14	38

Source: STATS SA, 2001

Population growth has been constant for the past few (3 – 5) years as people have been moving from the farming areas to towns. The growing patterns are however difficult to measure and keeping track of as it is done in an informal way, no proper coordination or monitoring measures are in place.

1.2 Summary of community and stakeholder Priority Issues

	Area	Performance Area	Needs
1	Common Needs (applicable to all towns)	Health	<ul style="list-style-type: none"> • More ambulances in all five towns to reduce response time to incidents; • Shading for passengers at collection points alternatively using of community halls as collection points; • More doctors for Letsemeng municipal area as it is currently being served by one doctor only; • Hiring of more nurses (more especially local one's) and issuing of bursaries to local kids to study nursing;
	Koffiefontein		
	Jacobsdal		<ul style="list-style-type: none"> • Building of local clinic in Ratanang/Saundershoogte;
	Petrusburg		
	Luckhoff		<ul style="list-style-type: none"> • Building of local clinic in Relebohile/Teisesville;
	Oppermansgronde		
2	Common Needs (applicable to all towns)	Sports and Recreation	<ul style="list-style-type: none"> • Development of parks and recreational facilities in all towns;
	Koffiefontein		<ul style="list-style-type: none"> • Community access to stadium in town; • Renovation of swimming pool in Diamanthoogte;
	Jacobsdal		<ul style="list-style-type: none"> • Upgrading and completion of Ratanang Sport Complex for optimal usage;
	Petrusburg		<ul style="list-style-type: none"> • Full access to Bolokanang Sport Complex; • Official handing over of the Bolokanang Sport Complex;
	Luckhoff		<ul style="list-style-type: none"> • Building of Sport Complex in Relebohile/Teisesville; • Community access to stadium in town; • Renovation of swimming pool in town;
	Oppermansgronde	<ul style="list-style-type: none"> • Building of Sport Complex in Oppermans; 	
3	Common Needs (applicable to all towns)	Streets and Stormwater	<ul style="list-style-type: none"> • Building of proper storm water canals in all towns and townships; • Upgrading of road infrastructure – road building through proper gravelling in all towns (short term); • Paving and tarring of internal streets; • Resealing and repairing of current tar roads; • Paving of sidewalks; • Erecting of street names in all towns; • Building of speed bumps and pedestrian crossings more especially at schools;

			<ul style="list-style-type: none"> Upgrading of road signs and signals;
4	Common Needs (applicable to all towns)	Job creation, Poverty Alleviation & Local Economic Development Projects	<p>Outsourcing of:</p> <ul style="list-style-type: none"> Digging of graves (graveyard management); Security services at dumping sites, water plants, community facilities (halls and stadiums) and waste disposal sites; Manufacturing of community gardens in all towns; Youth development and empowerment projects in all towns; SMME development and promotion; Development and appointment of local contractors at projects;
5	Common Needs (applicable to all towns)	Street lights	<ul style="list-style-type: none"> Provision of street lights in all newly developed areas as well as areas without lights; Repairs and regular maintenance of current street and high mast lights;
6	Common Needs (applicable to all towns)	Housing	<ul style="list-style-type: none"> Building of more RDP houses in all five areas; Upgrading of existing low quality RDP houses Completion of incomplete RDP houses Compiling of living waiting lists in conjunction with local Housing Committees Prioritisation of housing allocations
7	Common Needs (applicable to all towns)	Electricity	<ul style="list-style-type: none"> Provision of electricity to all households without electricity Changing of service provider in Koffiefontein – preferably ESKOM and not the municipality
8	Common Needs (applicable to all towns)	Community facilities	<ul style="list-style-type: none"> Community halls in Oppermans, Khayelitsha and Diamanthoogte Building of libraries in Luckhoff and Jacobsdal – preferably in Ratanang/Sandershoogte and Relebohile/Teisesville
9	Common Needs (applicable to all towns)	Land Availability	<ul style="list-style-type: none"> Provision of more residential sites in Diamanthoogte, Ratanang, Relebohile, Bolokanang and Dithlake Provision of more business sites Conducting of land audit Allocation of vacant sites Formalisation of informal settlements
10	Common Needs (applicable to all towns)	Water and Sanitation	<ul style="list-style-type: none"> Provision of water and taps for all sites Application for bulk water supply in areas with water shortages Provision of sanitation for all sites Replacement of all bucket systems
11	Fostering	Public Private	<ul style="list-style-type: none"> Engagements with Petra Diamonds to

	partnerships with Private Sector in Koffiefontein – Petra Diamonds	Partnerships and Social Responsibility Plan of Petra Diamonds	<p>look at the possibility to fund high impact projects, like the brick making factory and any other possible projects</p> <ul style="list-style-type: none"> • Talks to Petra Diamonds to discuss the housing issue which they intend to turn into a retirement village • Petra Diamonds to be engaged to sell houses to their employees and members of the public who can afford
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1.3 Priority Issues from a Municipal Perspective

No	Priorities Issue	Casual factors	Effects	Related Potentials
1	Poor collection of revenue	<ul style="list-style-type: none"> • Lack of incentives for payment; • Lack of public awareness on the importance of having to pay for municipal services; • High unemployment rate; 	<ul style="list-style-type: none"> • Low revenue collection rate; • Slow progress in overcoming service delivery backlogs; • High dependence on Equitable Share; 	<ul style="list-style-type: none"> • Raising public awareness; • Debt collection initiatives; • Job creation opportunities;
2	Provision of water and sanitation	<ul style="list-style-type: none"> • Establishment of informal settlements in some areas; • Implementation of by-laws on influx control; 	<ul style="list-style-type: none"> • Increase in service delivery backlogs; • Lack of control over population influx; 	<ul style="list-style-type: none"> • Raise awareness; • Implementation strict controls;
3	Poor road conditions	<ul style="list-style-type: none"> • Lack of proper road infrastructure; • Poor road maintenance plans; 	<ul style="list-style-type: none"> • Access to roads; • Declining standard of road infrastructure; 	<ul style="list-style-type: none"> • Develop road maintenance plan; • Paving and tarring of gravel roads;

As a municipality situated in a poverty stricken area we are still faced with challenges like:-

- Attracting economic investment opportunities to improve the economy of the municipal area;
- Capacity building of staff to execute their tasks effectively in attempting to render efficient government services to the people as per the electoral mandate;
- Creating adequate job creation opportunities in attempting to alleviate poverty;
- Upliftment of economic development of individuals, like your SMME and BEE development;
- Provide alternative means of support to rural/informal population in order to decrease dependencies on the subsistence agricultural environment;
- Improvement of the road networks (internal and external roads);

Almost all or most of the challenges mentioned above are as a result of lack financial resources and the effective management of resources because no matter how limited the resources; with effective management thereof change can still be made and people's lives can still be changed for the better. However, all is not lost because enormous change is currently taking place and some improvement is seen in the economic strives and poverty alleviation programmes in our municipality.

1.4 Spatial Analysis: Patterns and trends

National Spatial Development Vision

The Government's National Spatial Development vision is as follows: *“South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives”*

- (a) By fostering development on the basis of local potential;
- (b) By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- (c) By supporting restructuring where feasible to ensure greater competitiveness;
- (d) By ensuring that development institutions are able to provide basic needs throughout the country.

Normative Principles

The NSDP proposes the following normative principles to be used as a guide by all spheres of government when making decisions on infrastructure investment and development spending:

- Government spending on fixed investment, beyond constitutional obligations to provide basic services to all citizens, should be focused on localities of economic growth and/or potential for sustainable economic development in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities. In these areas government's objective of both promoting economic growth and alleviating poverty will best be achieved.

- In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.

In localities with low development potential, government spending beyond basic services should focus social investment, such as human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities. This will enable people to become more mobile and migrate, if they so choose, to localities that are more likely to provide sustainable employment or other economic opportunities. The further concentration of people in need in areas of low potential should therefore not be encouraged.

NSDP Categories of Development Potential

Categories of development potential proposed by the NSDP are:

- Innovation and experimentation;
- Production – high value, differentiated goods (not strongly dependent on labour costs);
- Production – labour intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation);
- Public services and administration;
- Retail and services;
- Tourism.

1.5 Social Analysis: Poverty situation and gender-specific issues

1.5.1 Socio Economic Profile

According to the figures in the table below, 9 510 of the people are in formal employment in the area, the remaining 27563 need to be brought into the mainstream of the development and economy of the area. The balance of the population which is 27563 derives their livelihoods from the informal sector including pensions, disability grants as well as seasonal work. The challenge is to revisit the employment sector or job creation initiatives and endeavour to increase them by harnessing the local resources. This poses a mammoth challenge to Letsemeng Local Municipality to develop support programmes and job creation initiatives that will reduce the number of dependants significantly. The other endeavour will be to create a business enabling environment to the area which will automatically attract investors to the area, which will bring significant economic growth to the municipal area.

Self-employment initiatives and SMME development which has been kick start through the Local Economic Development Unit of Letsemeng Municipality has brought a meaningful impact to the job creation component of the municipality. However, the challenge is the sustainability thereof due to limited financial resources.

Industrial Statistics on employment categories

	African/Black		Coloured		Indian/Asian		White	
	M	F	M	F	M	F	M	F
Agriculture; hunting, forestry and fishing	2 381	297	960	117	0	0	470	79
Mining and quarrying	545	25	105	10	0	0	143	30
Manufacturing	135	24	45	15	0	0	26	23
Electricity; gas and water supply	97	3	33	0	0	0	6	6
Construction	187	4	93	3	0	0	29	5
Wholesale and retail trade; repairs, hotels and restaurants	233	209	96	77	3	0	87	75
Transport, storage and communication	73	12	16	6	0	0	28	26
Financial intermediation; insurance; real estate and business services	91	37	49	23	0	0	25	70
Community; social and personal services	355	263	159	141	0	4	107	187
Private households	340	1 176	117	441	0	0	10	15
Other and not adequately defined	0	0	0	0	0	0	3	0

Source: STATS SA, 2000

Statistics on individual income of Letsemeng community

	African/Black		Coloured		Indian/Asian		White	
	M	F	M	F	M	F	M	F
No income	7 917	10 356	3 020	4 099	3	6	658	1 147
R 1 - R 400	2 397	1 945	808	660	0	0	218	188
R 401 - R 800	1 849	1 446	849	568	0	3	118	199
R 801 - R 1600	616	157	228	95	3	0	124	137
R 1601 - R 3200	590	138	196	89	0	0	241	186
R 3201 - R 6400	314	84	88	70	0	3	279	180
R 6401 - R 12800	67	21	58	14	5	0	239	70
R 12801 - R 25600	17	4	5	4	0	0	98	9
R 25601 - R 51200	0	0	0	3	0	0	32	8
R 51201 - R 102400	5	0	3	0	0	0	28	6
R 102401 - R 204800	4	0	0	3	0	0	3	0
R 204801 or more	0	0	0	0	0	0	5	0

Source: STATS SA, 2001

1.5.2 Infrastructure & Housing

Over 32% of people are properly housed in formal housing; this however reflects the housing situation of number of people above the age of 35. The challenge lies in housing provision for the relatively youthful population in the age group 15-35. There is a portion of these, 11% who have settled in informal settlements. Most of them have been on the housing waiting list for the local municipality for a very long period, the municipality is thus challenged with an influx of informal settlements more especially by the youth and this change the whole scenario.

Structure	Black/African	Coloured	Indian/Asian	White
House or brick structure on a separate stand or yard	5500	2062		1223
Traditional dwelling/hut/structure made of traditional materials	165	88		23
Flat in block of flats	11	3		3
Town/cluster/semi-detached house	47	19		3
House/flat/room in back yard	61	16		3
Informal dwelling/shack in back yard	508	127		0
Informal dwelling/shack not in back yard e.g. in an informal settlement	1650	430		6

Source: STATS SA, 2001

A high number of 9510 people hold no formal education at all interlinked with only a number 967 people with Tertiary education. The remaining figures are shared between primary education and secondary education. This sketches an alarming need to promote and advance the level of education in our area optimally.

Level of Education	African/Black		Coloured		Indian/Asian		White	
No schooling	2160	2424	687	771	0	0	12	12
Some primary	2188	2282	860	912	0	0	15	27
Completed primary	562	729	258	315	0	0	8	13
Some secondary	1809	1768	712	849	3	3	302	398
Grade 12/Std 12	633	537	210	202	3	4	705	692
Higher	129	124	58	70	0	0	298	288

Source: STATS SA

1.6 Economic Analysis: Major patterns and trends

Sector	Area	Situation	Prospects
Mining	Koffiefontein	Retrenched workers when De Beers sold to Petra Diamonds Labour force declined drastically after Petra Diamonds took over	Can still expand by forming a PPP with the Municipality Resources from the mining dumps can still be utilised optimally, e.g. brick making with the slime
Farming	All Towns	The economy of the municipality is based in the agricultural sector and are being dominated by crop and cattle farming Commercial farmers are trading privately and contributes nothing to the economy of the area, more especially in terms of their social responsibility Emerging farmers are receiving funding annually but are not showing much growth with the exception of one or two successful emerging farmers	Establishment of a business entity with both the well-established commercial and emerging farmers by a partnership with the municipality in the form of a “Kooperasie” Establishment of PPP’s between Commercial and Emerging farmers Purchasing of more land for agricultural development

1.7 SWOT Analysis of the Municipality

	Positive	Negative
Present Situation	<p>Strengths</p> <ul style="list-style-type: none"> • Dedicated Leadership • Good relationship between Council and Administration • Good working relations with District and Province • Good financial management 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of personnel with technical capacity • No development and planning Unit • Lack of effective monitoring and evaluation
Future	<p>Opportunities</p> <ul style="list-style-type: none"> • Prospective trade relations with Private Sector • PPP’s on economic 	<p>Threats</p> <ul style="list-style-type: none"> • High unemployment rate & poverty rate barriers for people to pay for services

	viable business trades to increase revenue rate	<ul style="list-style-type: none">• Lack of adequate funding sources for NGO's & SMME's• Lack of business sector to contribute to economy
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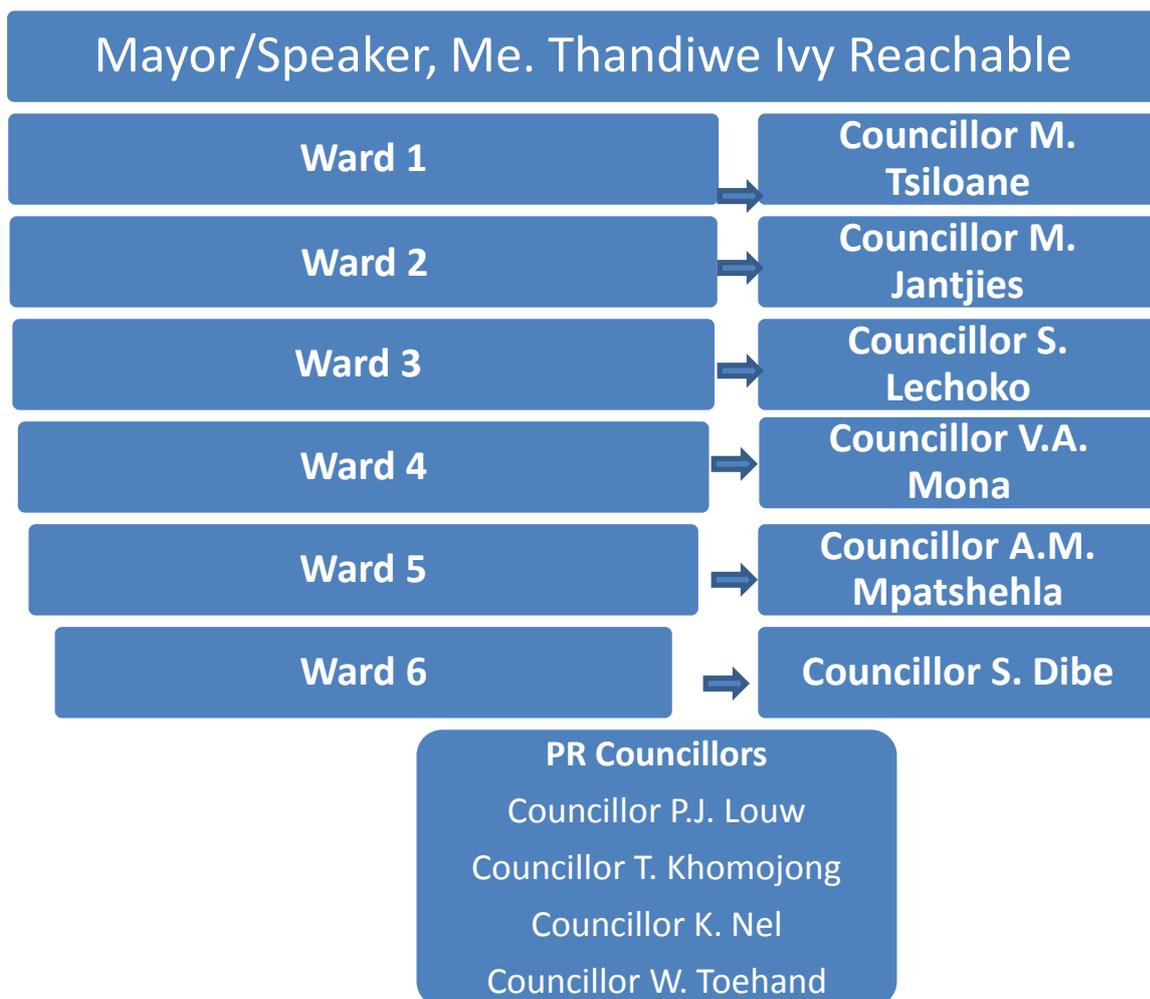


2 - Key Priorities Areas in Context

2.1 Institutional Development and Transformation of Letsemeng Local Municipality

Letsemeng Local Council

The Letsemeng Local Council constitutes a component of 11 elected Councillors, 8 from the ruling party the African National Congress, two from the DA and 1 from COPE. 6 of the 11 Council members are Ward Councillors serving in their respective wards, with the remaining six serving as PR Councillors including the newly elected Mayor Me. Thandi, I Reachable as the political office bearer of the Council. She also serves as Speaker of Council and Councillor P.J. Louw serves as the Council Chief Whip. The Council of Letsemeng Local Council has established its Section 79 Committees in accordance with the Municipal Structures Act of 2000.



Letsemeng Municipal Administration

Mr. Itumeleng E. Poëe is the current Municipal Manager/Accounting Officer of the Letsemeng municipality. The municipality consist of three lead departments which are the:-

- Finance Department
- Technical Department; and
- Corporate Services Department

These three Departments are being managed by three Sections, 56 Managers whom account directly to the Accounting Officer.

The office of the Accounting Officer is directly responsible for:-

- Integrated Development Planning;
- Local Economic Development;
- Performance Management;
- Internal Audit, Shared Services Support; and
- Intergovernmental Relations;

These core functions located in the Office of the Accounting Officer is vital to the existence and effective operations of the office of the Accounting Officer and has thus been identified as critical positions and has been filled accordingly.

Letsemeng Local Municipality has made great stride in terms of developing its institutional transformation agenda and is in the process of filling critical positions in the institution, more especially in the Budget and Treasury office. The Organogram of the municipality is under constant review over a multi – year period and will soon be finalised and be implemented accordingly. Skills development is one critical area in practice thought the distinction of a dedicated Skills Development Facilitator needs to be drawn as the function is currently being performed through the HR office. The municipality has to date developed the following critical policies and strategies needed to implement the core functions of the institution effectively:-

- Employment Equity Plan (2010 – 2015)
- Integrated Human Resource Management Policy of 21 Chapters:-
 - **Chapter 1** – Introductions and Principles
 - **Chapter 2** – Normative Framework of Human Resource Management
 - **Chapter 3** – Organisational design, Approving and Changing the organisational structure, Creating and Abolishing Posts and the Staff Establishment
 - **Chapter 4** – Relocation Policy
 - **Chapter 5** – Labour Relations
 - **Chapter 6** – Relocation Policy
 - **Chapter 7** – Employee Remuneration

- **Chapter 8** – Allowances
 - **Chapter 9** - Employee Benefit Schemes
 - **Chapter 10** – Legal Aid to employees and Cession of Action
 - **Chapter 11** – Working Hours and Attendance
 - **Chapter 12** – Leave
 - **Chapter 13** – Occupational Health, Employee Wellness and Work Place Safety
 - **Chapter 14** – Private Work
 - **Chapter 15** – Training and Development
 - **Chapter 16** – Career Opportunities, Succession Planning and Rapid Progression
 - **Chapter 17** – Confidentiality of Information
 - **Chapter 18** – Overtime
 - **Chapter 19** – Theft/Loss Procedure
 - **Chapter 20** – Membership of Professional Societies
 - **Chapter 21** – Substance Abuse
- Staff Retention and Exit Policy;
 - Workplace Skills Plan;
 - Language Policy;
 - Communications Policy;

This shows the intent of the municipality to improve on its administrative systems and procedural operations especially in pursuit of an improved audit outcome, advancing towards Operation Clean Audit 2014.

Institutional arrangements/roles and responsibilities

The current institutional arrangements for Letsemeng Local Municipality with regard to the Integrated Development Planning are as follows:-

Role Player	Responsibility
Municipal Council	As the ultimate political decision-making body of the municipality, the Municipal Council: <ul style="list-style-type: none"> ● Consider and adopt a Process Plan; ● Consider, adopt and approve the IDP;
Ward Councillors	Councillors are the major link between the municipal government and the residents . As such, their role is to: <ul style="list-style-type: none"> ● Link the planning process to their constituencies and/or wards;

	<ul style="list-style-type: none"> • Be responsible for organising public consultation and participation; • Ensure the annual business plans, and municipal budget are linked to and based on the IDP.
<p>Municipal Manager and IDP Manager</p>	<p>The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf has to manage and co-ordinate to IDP process. This includes to:-</p> <ul style="list-style-type: none"> • Prepare the Process Plan; • Undertake the overall management and co-ordination of the planning process; • Ensure that all relevant actors are appropriately involved, • Nominate persons in charge of different roles; • Be responsible for the day- to-day management of the drafting process; • Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; • Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council; • Ensure proper documentation of the results of the planning of the IDP document; and • Adjust the IDP in accordance with the MEC for COGTA's proposals; <p>Even if the Municipal Manager delegates some of these functions to an IDP Manager on his behalf, he is still responsible and accountable.</p>
<p>Heads of Departments and Officials</p>	<p>As the persons in charge for implementing IDPs, the Heads of Departments have to be fully involved in the planning process to:</p> <ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues; • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects;

	<ul style="list-style-type: none"> • Provide departmental operational and capital budgetary information; • Be responsible for the preparation of project proposals, the integration of projects and sector programmes; • Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for COGTA for alignment.
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The institutional arrangement as reflected above has not been implemented as outlined above but the adoption of the draft IDP by the Council will compels implementation of the institutional arrangement as above. Implementation of such will be advantageous and developmental to the municipality and the development of our communities. This institutional arrangement will also create an environment for role players to:-

- Institutionalise the participation process;
- Effectively manage the drafting of outputs; and
- Give affected parties access to contribute to the decision-making process.

Process overview: Steps and events

Drafting an Integrated Development Plan requires a 9 months planning process with the involvement of a wide range of role players from inside and outside the municipality. Such a process needs to be properly organised and prepared. It needs some kind of a business plan, which should clearly outline the following:-

- **Roles and responsibilities** have to be clarified in advance and internal human resources have to be allocated accordingly;
- **Organisational arrangements** have to be established and decisions on the membership of teams, committees or forums have to be made;
- **A programme** needs to be worked out which sets out the envisaged planning activities, a time frame and the resource requirements for the planning process.
- Special attention has to be paid to deciding on **mechanisms and procedures for community and stakeholder participation** during the planning process: Who has to be involved, consulted and informed in which stage of the process by which means;
- The same is true with regard to **mechanisms and procedures for alignment with external stakeholders** such as other municipalities, districts, and other spheres of government;

- One has to make sure that all **relevant documents**, which have to be considered in the course of the planning process, are known and **available**;
- Based on all these preparation steps a **cost estimate** has to be made for the whole planning process;
- This preparation task for IDP is the duty of municipal management. The preparation process should contribute to the institutional preparedness of the municipality for the IDP process. Nobody else, therefore, can make the management decisions involved in it.

Coupled with this process stipulated above goes the legal requirements to preparation of the IDP process, clearly outlined in the Municipal Systems Act of 2000, which is:-

- (a) Adoption of a “process set out in writing “by each municipality which is supposed to guide the planning, drafting, adoption and review of the IDP. This written document on the IDP process is called the “Process Plan”. This **Process Plan** has to include:
- a **programme** specifying the time frames for the different planning

steps appropriate mechanisms, processes and **procedures for consultation and participation** of local communities, organs of state, and other role players in the IDP drafting process;

- the identification of all **plans and planning requirements binding** on the municipality in terms of national and provincial legislation;
- (b) Adoption of a **framework** for integrated development planning by each **district** municipality which binds both the district municipality and the local municipalities in the area and which is supposed to ensure proper consultation co-ordination and alignment of the planning process of the district municipality and the various local municipalities;

Self-Assessment of the Planning Process

Our own assessment of the current *modus operandi* of the planning process is based on the four main stages of strategic planning, which is Planning, Resource Allocation, Implementation and Monitoring and Review.

Stage	Required Action	Current Status
Planning	Identification of issues, objectives and strategies	Are being done but not in a collective and coherent manner, merging of ideas and a collective thinking concept will bring more life to this exercise
Resource Allocation	Human and Financial Resources	<p>Currently the IDP office consist of one staff member and needs to be beefed up in order to make it more effective;</p> <p>Very minimal financial resources are currently being allocated to this office and we are currently solely relying on external funding more especially on capital projects (e.g. Sector Departments & MIG)</p>
Implementation	The actual execution of the projects which addresses the objectives	Capital projects are being implemented and are addressing the objectives of the said projects but more could be done in terms of other social and LED projects on a local scale because we are currently not implementing all projects and programmes to the optimum
Monitoring and Review	During planning performance indicators are formulated to monitor implementation and its impact	Performance indicators are being set and monitored in the SDBIP of the municipality

The core functions of departments are structured in a way to fulfil its mandate according to the following divisions in the Municipality: **Financial Services, Corporate Services and Technical and Infrastructural Services.**

What opportunities do we offer?

Despite the challenges we are faced with as a municipality we also offer a number of opportunities, not only to the broader public domain but also institutional transformation and development of the staff complement. In our adopted first Strategic document we have resolved to become one of the most developmental municipalities in the Country and we have adopted a motto saying “**We Sparkle in Pursuit of Service Excellence**” and we intend to do exactly that; in terms of executing our mandate and key performance areas of our municipality.

Thought our business sector is being dominated by private individuals it shows significant growth more especially in Jacobsdal which has showed enormous competitive trends in its business locality. The business growth is steadily growing more especially with the property development in the form of building of town houses that has been taking place.

What are we doing to improve ourselves?

The approach or methodology that we used for the development of our Strategic document was more output orientated and it is aimed at improving the standard of service excellence in Letsemeng Municipality.

The purpose of the plan was directed towards the following outputs:-

- Business Definition
- Vision
- Business Entity Mission
- Strategic Goals and Objectives Framework
- Core Business Values
- Stakeholder Framework
- Product and Service Portfolio
- SWOT Analysis
- Target Perspective
- Strategy Perspective
- Risk Management Plan

This endeavour and initiative showed the willingness and desire from the current Management and Council to bring effective change in our municipality in both the Administrative and Political wings of Letsemeng Municipality. In fact internal cohesion seems to be at the order of the day, hence the collectiveness of minds during the development of the Strategic document.

We have gone further and aligned ourselves to the development of:

- The Anti – Corruption Strategy – our plight and commitment towards rooting out corruption in Government;
- Operation Clean Audit;
- 5 Year Local Government Strategic Agenda;
- Municipal Turn Around Strategy;

As Letsemeng Municipality we have committed towards the effective implementation and execution of the abovementioned strategies as per National Legislation.

In terms of practically putting all “Hands on Deck” we have successfully launched the following poverty and job creation initiatives in our municipality:-

- War on Poverty Campaign;
- Operation Hlasela;
- Working for Water Programme;
- Expanded Public Works Programme;
- Local SMME development;
- NYS & DWA Learnership Programme;
- NARYSEC Programme with Department of Rural Development and Land Affairs;

These initiatives have brought about enormous changes in our endeavours to relieve the plight of the poor and to accelerate job creation opportunities. Not only that; but it has also given us an opportunity to take an analytical look at the real issues on the ground, understanding what challenges our people are faced with on a daily basis. Implementation of the abovementioned programmes have also put into practice “Intergovernmental Relations” and not only relations but rather working relations and cooperative governance. All spheres of government have come to learn and experience that the one hand needs the other hand, and has the impact of this “modus operandi” which is a rather more effective and more visible way of rendering government services to the people. Putting the limited resources and rich diversity of minds and commitments into one basket has brought light at the end of the dark tunnel, indeed it has brought hope to those in despair and has provided to those in need.

What could you expect from us over the next five years?

- An in depth diagnosis of our IDP document;
- Redesigning and redeveloping our IDP to close the gaps as identified in the diagnosis;
- Effective implementation of our IDP document as the most strategic document of the municipality;
- A detailed, deep and rigorous analysis of the status quo of the municipality with respect to the internal and external environment needs;
- Using the KPAs, while organised as they are to facilitate ease of all our planning and performance;
- Spatial Analysis and Rationale (to serve as a sixth focal area)
 - Basic Service Delivery
 - Local Economic Development
 - Municipal Transformation and Organisational Development

- Municipal Financial Viability and Management
- Good Governance and Public Participation

Development of a:-

- **Five Year Programme**

Unpacking the strategies into a five year programme of projects with definable outputs for realization over a five year horizon with some budget projections;

- **Three Year Plan**

A more detailed project list with financial and other resources allocated;

- **Annual Plan**

A very detailed plan which corresponds to the Service Delivery Budget Implementation Plan;

- Setting of very detailed quarterly (monthly if possible) objectives, activities and outputs based on the five and three year plans;
- This objectives, activities and outputs should serve as the main source of Organisational and Individual Performance Management Systems;
- Review at the end of each financial year with community, intergovernmental and non-state actor input;

In further breaking down our planning down to the level of assessing Sustainability and Viability of our plans we would:-

- Prioritise community needs per ward;
- Align ourselves with policy and strategy;
- Develop a brief profile of priority areas;
- Conduct an institutional and financial viability assessment;
- Do a SWOT analysis;
- Asses existing and envisaged backlogs and service delivery status;
- Do a Spatial Analysis;
- Write a Problem statement, Challenges and Recommendations;

How will our progress be measured?

In measuring our progress and performance in terms of implementation of the abovementioned plans we would:

As required by Section 38 of the Local Municipal: Systems Act No. 32 of 2000, we will:

Establish a Performance Management System that is, among other things:

- i. in line with priorities, objectives, indicators and targets contained in its IDP;
- ii. develop an alignment model which will remain confined to the principles of a **Balanced Score-Card [BSC] PMS Methodology and Approach**;
- iii. adapted and customised for Local Government Sector and, in particular, to unique challenges and circumstances of Letsemeng LM

We will also undertake the following six (6) activities to ensure an implementable PMS and yielding better results:

<p>1. Preliminary Research into current PMS</p>	<ul style="list-style-type: none"> • Conduct preliminary desktop research into the existing PMS • Identify gaps and loopholes in terms of PMS alignment with IDP priorities, objectives, indicators and targets
<p>2. Validation of PMS Objectives</p>	<ul style="list-style-type: none"> • Validation of PMS Policy Objectives (Batho Pele White Paper & White Paper on Local Government in line with section 24(2) (c) (iii) [Measurable Performance Objectives) of the MFMA (2003).
<p>3. Alignment of PMS with IDP</p>	<ul style="list-style-type: none"> • Meaningful, active and formal linkage and alignment of PMS with IDP priorities, objectives, indicators and targets
<p>4. Validation of the Key Performance Areas (KPA's)</p>	<ul style="list-style-type: none"> • Validation and Alignment of KPAs in line with section 152 of the 1996 Constitution of RSA, PMS Regulations (2001), 2009/2014 National Government's Medium-Term Strategic Framework and Free State 5-Year Local Government Strategic Agenda (LGSA).
<p>5. PMS Capacity-building</p>	<ul style="list-style-type: none"> • Capacity-building through workshops, action-learning and hands-on support in terms of the current system (manual and automated/computerized) and its usage by: <ul style="list-style-type: none"> - Councillors; - Performance Audit Committee; - Management Team; - Performance Management System (PMS) Officer/Manager - Relevant units/sections/components using the system

- The ultimate output of this exercise will ensure that the municipal PMS that is validated and well-aligned with priorities, development objectives, indicators and targets as contained in the IDP;
- It will also give us ample opportunity to measure our performance in terms of implementation of our IDP;
- Identify our challenges, improve on them and measure our progress effectively;

2.2 Service Delivery and Infrastructure Planning

The municipality has through its Turnaround Strategy identified a number of critical areas to be filled within its Service Delivery and Infrastructure Planning which is the Technical Department. The most critical areas in need of urgent intervention is the provision of basic services to all areas in the municipal jurisdiction, including a very awkward area called Phambili which is situated in Ward 6 of Letsemeng Local Municipality. Influx of residents into informal settlements has also seen the light of day more especially in Jacobsdal and Petrusburg which contributes immensely to the challenges faced by the municipality because planning must now be re-directed to address the challenges that come with such tendencies. Another critical challenge in terms of service delivery is the lack of water provision in Petrusburg as it is currently reliant on boreholes more especially in Bolokanang, the latest possible solution identified which is the erection of a water pipeline from De Brug to Petrusburg which at this stage looks like the only viable project is unfortunately quite costly and adequate funding has not been lobbied as yet. A temporary solution which is the erection of a water pressure/elevation tank has been implemented to ease the burden though it will not solve the problem permanently.

Letsemeng Municipality anticipate having a **100%** bulk water supply to all wards in the municipal jurisdiction by **December 2013** at a total volume of **4.64 mega litres** per day. The current status of water reticulation in terms of provision stands at **73%** and will reach its peak of **100%** in **2014** in accordance with the municipal planning.

One fundamental area which requires the most urgent attention is the issue of floods that infiltrates our municipal area in particular Petrusburg because the situation becomes totally unbearable come serious rains and floods, not only does it impact on the residents of Petrusburg and Bolokanang but even to the national road users who are using the N8 as a gateway between Kimberley and Bloemfontein. The development of a Comprehensive Infrastructure Plan and Operations and Maintenance Plan is high on the list of priorities of the 2011/2012 financial year and has been budgeted and planned for.

The following is a reflection of the Public Amenities that we have and don't have in Letsemeng Local Municipality, throughout all Wards:-

Public Amenities				
Koffiefontein				
Amenities	Koffiefontein	Dithlake	Khayelitsha	Diamantheogte
Community and Town Hall	X	X	Temporary Shack	None
Library	X	X	None	None
Sport Complex	X	X	None	None
Recreational Facility	None	None	None	None
Swimming Pool	Dilapidated	None	None	Dilapidated
Computer Facility/Room	Privately Owned (Petra)	None (Partners hip with	None	None

		USAASA for an Internet Café' at the Dithlake Communi ty Hall)		
Multi – Purpose Community Centre	Multi – year allocation granted	None	None	None
Clinic	None	X	None	None
Public Schools	X	X	None	X
Creche's	X	X	X	X
Victim Support Centre's	X	X	None	None

Jacobsdal			
Amenities	Jacobsdal	Ratanang	Sandershoogte
Community and Town Hall	X	X	School Hall
Library	X	Allocated Construction phase	None
Sport Complex	X	X	None
Recreational Facility	None	Allocated – Planning Phase	Allocated - Construction phase
Swimming Pool	Dilapidated	None	None
Computer Facility/Room	None	None	Computer Wall - implementation phase
Multi – Purpose Community Centre	None	None	None
Clinic	X	Multi – year allocation granted	None
Public Schools	X	X	X
Creche's	X	X	X
Victim Support Centre's	X	None	None

Petrusburg		
Amenities	Petrusburg	Bolokanang
Community and Town Hall	X	X
Library	X	None
Sport Complex	X	X
Recreational Facility	None	None
Swimming Pool	Dilapidated	None
Computer Facility/Room	None	None
Multi – Purpose Community Centre	None	None
Clinic	X	None
Public Schools	X	X X
Creche's	X	X

Victim Support Centre's	None	X
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Luckhoff			
Amenities	Luckhoff	Relebohile	Teisesville
Community and Town Hall	X	X	None
Library	X	None	None
Sport Complex	X	None (Multi – purpose court only)	None
Recreational Facility	None	None	None
Swimming Pool	Dilapidated	None	None
Computer Facility/Room	None	None	None
Multi – Purpose Community Centre	None	None	None
Clinic	X	None	None
Public Schools	X	X	X
Creche's	X	X	X
Victim Support Centre's	X	None	None

Oppermansgronde	
Amenities	Oppermansgronde
Community and Town Hall	None
Library	X
Sport Complex	None
Recreational Facility	None
Swimming Pool	None
Computer Facility/Room	None
Multi – Purpose Community Centre	None
Clinic	X
Public Schools	X
Creche's	X
Victim Support Centre's	X

2.3 Financial Viability and Management

Letsemeng Local Municipality has taken an approach of adopting the following budget principles during the drafting of the 2011/2012 budget:-

- Drafting a delivering a realistic and funded budget;
- Focusing on provision of basic services;
- Improving the revenue base and payment rate for services provided;
- Maintaining commitment to deliver quality services;
- Improving the cash reserves to increase future capital investment capacity of the municipality;

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure a 10 per cent increase in revenue collection within the first six months;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services and full implementation of the approved budget related policies of the municipality;

The expected revenue will increase from R78 million during the adjustment budget to R88.8 million. The Council also approved a number of budget related policies which are as follows, which will be effective from 01 July 2011:-

- Budget policy
- Virement policy
- Supply chain management policy
- Credit control and debt collection policy
- Indigent support policy
- Property rates policy
- Tariffs policy
- Funding and reserves policy;

Budget policy: To set out the budgeting principles which the municipality will follow in preparing each annual budget and to secure sound and sustainable management of budgeting and reporting practices by ensuring compliance with norms and standards and other requirements as established by the National Treasury.

Virement policy: The purpose of this policy is to provide a framework whereby transfers between line items within votes of the operating budget may be performed with the approval of certain officials.

Supply chain management policy: To provide for effective systems for demand management, acquisition management, logistics management, disposal management, risk management and performance management and to ensure that the procurement processes are conducted in an effective, efficient, equitable, transparent and sustainable manner.

Credit control and debt collection policy: To ensure that all consumers pay for the services that are supplied and consumed according to the approved tariff structure of the municipality and to ensure that all consumer account related enquiries are attended to promptly and diligently.

Indigent support policy: To provide procedures and guidelines for the subsidisation of basic service charges to registered indigent households, using the Council's budgetary provisions received from National Government, according to prescribed policy guidelines.

Property rates policy: To determine criteria to be applied for the levying of differential rates for different categories of properties, exemptions, reductions and rebates, and rate increases.

Tariffs policy: To comply with the provisions of section 74 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); to prescribe procedures and guidelines in terms of tariff structure to be imposed on services provided by the municipality.

Funding and reserves policy: The objective of the policy is to set out the assumptions and methodology for estimating the projected billings, collections and all direct revenues; the provision for revenue that will not be collected; the funds the municipality can expect to receive from investments; the funds to be set aside in reserves and the proceeds the municipality can expect to receive from the transfer or disposal of assets;

To improve the financial management viability of the municipality; it has advertised four critical positions required for execution of effective execution in the Budget and Treasury office with effect from 01 July 2011, which are as follows:-

- **Manager Accounting Services**

- **Responsibilities:-**

- Support the CFO through the provision of timely and accurate flow of financial and other operational information;
 - Design and maintain internal financial control measures and systems;
 - Performing year-end balancing of the accounting records and compile annual financial statements in line with the GRAP standards;
 - Manage the statutory audit process with the Internal Auditor and attend to audit queries raised by the Auditor General •Co-ordinate and interact with external auditors and make information, supporting documentation and proof of approvals available to guide specific recordings, adjustments and allocations of income and expenditure within the municipality;
 - Providing support with regard to consolidation of income and expenditure transaction information to facilitate the preparation and compilation of annual financial statements;
 - Manage the cash flow and investments of the municipality.

- **Budget and Reporting Officer**

- **Responsibilities:-**

- Compile multi-year annual and adjustment budget;
- Ensure the implementation of budget reforms as envisaged by the MFMA and National/Provincial Treasury;
- Monitor implementation of the annual budget in line with the approved SDBIP;
- Co-ordinate inputs on multi-year budget process;
- Ensure alignment of the IDP with the annual budget;
- Compile SDBIP for the Budget and Treasury Office and monitor implementation;
- Compile in-year monitoring reports on the annual budget;
- Assist with compilation of the annual financial statements;
- Ensure compliance to the MFMA and annual DoRA;
- Preparing statistics reports depicting short to medium-term expenditure and revenue trends.

- **Asset Control Practitioner**

- **Responsibilities:-**

- Develop, manage and control the asset register and manage assets to ensure the proper identification and safe guarding of assets and to prevent the misuse and loss of assets;
- Ensure proper calculation of depreciation and revaluation of assets;
- Approving the transfer of assets from one department to another;
- Ensure newly acquired assets are properly identified;
- Ensure that updated information is provided to the insurance broker for yearly review of premiums;
- Liaise with the SCM Unit regarding disposal of obsolete assets;
- Perform regular inspections to ensure that all purchased assets are entered in the AR;
- Do a physical count and inspection of all movable assets on a bi-annual basis.

- **Supply Chain Management Practitioner**
 - **Responsibilities:-**
 - Responsible for procurement in line with the SCM policy and relevant legislation;
 - Responsible for procurement in line with the SCM policy and Head the Supply Chain Management Unit;
 - Responsible for the overseeing and implementation of procedural guidelines relating to procurement, financial accounting and relevant administration;
 - Maintain the current policies with regard to asset disposal;
 - Manage/handle all administrative tasks pertaining to the bidding process in order to ensure proper SCM processes.

With all these controls in place to meet the MFMA and other financial legislations most definitely the financial viability and audit report status of the municipality will improve for the better.

2.4. Good Governance

The municipality has made significant strides to implementation of its development objectives with regard to Good Governance, more especially to filling of critical positions of the organogram. The positions of Municipal Manager and Chief Financial Officer have been filled and the one's for Corporate Manager Services and Technical Manager has been advertised and will be filled before the end of July 2011. The newly elected Council has also taken office and a draft schedule of Council meetings and Section 79 Committee meetings has been sent to Council, the appointment of Chairperson of such Committees has been approved by Council. This will ensure smooth operations of Council in general and will contribute immensely to the improvement of good governance practice in the municipality. A detailed delegation of powers policy has been approved by Council and implementation thereof has started. Official meetings between the Mayor and the Municipal Manager have commenced and a high sense of cooperation between has been pledged in order to ensure the political oversight role over the administrative operations of the municipality. A comprehensive HR policy which is inclusive of a number of labour relations issues and components has been approved by Council which will guarantee healthy working relations between the LLF and the Municipal Administration. Performance Agreements have been signed with the current Section 57 Managers and cascading the performance management system to all other components of the municipality to improve on the overall performance of the municipality will be implemented during the new financial year. The Workplace Skills Plan of the municipality has been approved but is still under review and as eluded to earlier in the document still requires a dedicated Skills Development Facilitator which will be addressed in the near future.

2.5 Local Economic Development

The municipality has made progress with regard to the drafting of the Local Economic Development Strategy by signing a Memorandum of Agreement with iDT which will in turn appoint a Service Provider. The municipality is currently on a road show with Department of Cooperative Governance and Traditional Affairs, LED Directorate to establish LED Forums and Local Business Chambers in all five towns of the municipal jurisdiction. IDC, Petra Diamonds and Letsemeng Local Municipality have signed a Memorandum of Agreement on the establishment of a LED Forum with clear Terms of Reference but for specific projects in Koffiefontein. The Department of Rural Development in conjunction with Letsemeng Municipality is also in the process of establishing a Council of Stakeholders in Jacobsdal also focusing on specific projects.

The Letsemeng Local Municipality has further committed an allocation of R 2 900 000.00 for the 2011 – 2012 financial year towards SMME development in the municipality that is aimed at promoting and supporting local business, this programme is biased towards emerging enterprises of the municipal jurisdiction.



3. Development Strategies

3.1 The Municipal Vision

“Maximized quality service to local communities”

3.2 Mission

“By providing the best resource management capability at our disposal”

Values

- Commitment
- Innovativeness’
- Creativity
- Integrity

3.3 Localised Strategy Guidelines

GENERAL MANAGEMENT	
Constitution of South Africa (Act 108 of 1996)	a) To introduce a new constitution for the Republic of South Africa and to provide matters incidental thereto.
Local Government: Municipal Systems Act, 2000 as amended To be read with: Local Government: Municipal Planning and Performance Management Regulations, 2001	a) To give effect to “developmental Local Government b) To set principles, mechanisms and processes to promote social and economic development of communities and to ensure access to affordable services for all. c) To set a framework for planning, performance management, resource mobilization and organizational change and community participation.
Local Government: Municipal Structures Act, 1998 as amended	a) To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities, the division of powers and functions between municipalities and appropriate Electoral systems. b) To regulate internal systems, structures and office-bearers.
Consumer Affairs (Unfair Business Practices) Act, 1996	a) To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers.
Local Government	a) To authorize the establishment of cross-boundary

Crossboundary Municipal Act, 2000	municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith.
Local Government: Municipal Demarcation Act, 1998	a) To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities.
Local Government: Municipal Electoral Act, 2000	a) To regulate municipal elections. b) To amend certain laws and to provide for matters connected therewith.
Organized Local Government, 1997	a) To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces.
Promotion of Local Government Affairs Act, 1983	a) To provide for the coordination of functions of general interest to local authorities and of those functions of local authorities which should in the National interest be coordinated.
Promotion of Local Government Affairs Act, 1983	a) To provide for the coordination of functions of general interest to local authorities and of those functions of local authorities which should in the National interest is coordinated.
Local Government: Transition Act, 1993 (Repealed except Section 10G, i.e. Financial provisions)	a) To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of councillors and officials.
Occupational Health & Safety Act, 1993	a) To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place.
Promotion of Access to Information Act, 2000	a) To control and regulate the right of all persons to information.
Promotion of Fair Administrative Justice Act, 2000	a) To give effect to the right to administrative act that is lawful, reasonable and procedurally fair in terms of the Constitution of the Republic of South Africa.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	a) To give effect to Section 9 to be read with Section 23(1) of Schedule 6 of the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment. b) To promote equality and to eliminate unfair discrimination and prevent and prohibit hate speech and to provide for matters connected therewith.
White Paper on Local Government, 1995 To be read with: A Policy Paper on Integrated Development Planning, 2000	a) Spells out the framework and programme in terms of which the existing local government system will be transformed. b) Establishes the basis for a system of local government which is centrally concerned with working with citizens and communities to find sustainable ways to meet their needs

	and improve the quality of their lives.
FINANCE	
Appropriation of Revenue Act, 2000	a) To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith.
Business Act, 1991	a) To repeal certain laws regarding the licensing of businesses. b) To provide for the licensing and operation of certain businesses, shop hours and related matters.
Debt Collection Act, 1998	a) To provide for controlled debt collection.
Income Tax Act, 1962	a) To provide for the payment of taxes on incomes of persons and taxes on donations.
Insolvency Act, 1936	a) To consolidate and amend the law relating to insolvent persons and their estates.
Local Authorities Capital Development Fund Ordinance, 1978 To be read with: Local Government Affairs Second Amendment Act, 1993	a) To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto.
Municipal Accountants Act, 1988	a) To provide for the establishment of a Board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession.
Municipal Consolidated Loans Fund Ordinance, 1952 To be read with: Local Government Affairs Second Amendment Act, 1993	a) To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier
Local Government: Municipal Finance Management Act, 2003	a) To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith.
Pension Benefits for Councillors of Local Authorities Act, 1987	a) To provide for pension benefits for councillors.
Public Finance Management Act, 1999	a) To regulate financial management in the national and provincial governments and inter alia, provincial public entities.
Prescribed Rate of Interest Act, 1975	a) To prescribe and regulate the levying of interest from debtors.

Value Added Tax Act, 1991	a) To provide for the taxation in respect of the supply of goods and services.
Reporting by Public Entities Act, 1992	a) To provide for the reporting to parliament by public entities.
Local Government : property Rates Act, 2004	a) To regulate general property valuation
ADMINISTRATION/CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	a) To manage and regulate elections on national, provincial and local government level.
Expropriation Act, 1975	a) To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto
Housing Arrangements Act, 1993	a) To provide for the establishment of a national and regional housing boards and the abolition of certain existing boards.
Rental Housing Act, 1999	a) To define the responsibility of government in respect of rental housing.
Residential Landlord and Tenant Act, 1997	a) To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of certain land for settlement, 1993	a) To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereto.
Black Communities Development Act, 1984 (Annexure F)	a) To control the land use rights within the former black areas.
Development Facilitation Act, 1995 (Chapter 1)	a) To provide for IDP, reflecting current planning and to institutionalize development tribunals for evaluating applications
Physical Planning Act, 1991	a) To provide guidelines for the drafting of urban development plans.
Subdivision of Agricultural Land Act, 1970	a) To control the subdivision of farm land and agricultural holdings.
Town and Regional Planners Act, 1984	a) To provide for the training and registration of Professional Town Planners
White Paper on Integrated Development Planning, 2000	
ENVIRONMENTAL	
Environmental Conservation Act, 1982	a) To provide for environmental impact assessments and exemption, noise control areas etc.
National Environmental Management Act, 1998	a) To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide matters connected

	thereto.
ENGINEERING/TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	a) To control advertising on national and regional roads.
Regulations on Advertisements on or Visible from National Roads, 1998	a) To control all advertising on national and regional roads.
National Building Regulations and Building Standards Act, 1977	a) To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	a) To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	a) To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans.
SAFETY AND SECURITY	
Criminal procedure Act, 1977	a) To consolidate and regulate procedure and evidence in criminal proceedings.
Disaster Management Act, 2003	a) To provide for an integrated, coordinated and common approach to disaster management by all spheres of government and related matters.
Fire Brigade Services Act, 1987	a) To provide for the rendering of fire brigade services and certain conditions to the rendering of services
Gatherings and Demonstration Act, 1993	a) To control public gatherings and procession marches.
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
National Land Transport Transition Act, 2000 as amended	a) To Transform and to structure the Republic's land transport system. b) To give effect to the national policy concerning the first phases of the process. c) To achieve a smooth transition to the new system applicable nationally.
National Land Transport Interim Arrangements Act, 1998	a) To make arrangements relevant to transport planning and public road transport services.
Urban Transport Act, 1977, (as amended)	a) To promote planning and provision of adequate urban transport facilities.
National Road Traffic Act, 1996	a) To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers including fitness requirements and incidental matters.
Road Traffic Management Corporation Act, 1999	a) To provide in the public interest for coordinated and cooperative strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith.

Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	a) To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions.
Regulations on Gatherings Act, 1993	a) To control public gatherings and procession of marches.
South African Police Services Act, 1995	a) To provide, inter alia, for a municipal (city) police.
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
Health Act, 1977	a) To provide for the promotion of health of the inhabitants of the Republic, for the rendering of health services, to define duties, powers and responsibilities of certain authorities which render such services and for the coordination of services.
National Policy for Health Act, 1990	a) To provide for control measures to promote health of the inhabitants of the Republic and for matters of connected thereto.
HUMAN RESOURCES	
Employment Equity Act, 1998	a) To promote the constitutional rights of equality and the exercise of true democracy. b) To eliminate unfair discrimination in employment. c) To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population.
Basic Conditions of Employment Act, 1997	a) To give effect to the right to fair labour practice. b) To provide for the regulations of the basic condition of employment.
Compensation of Occupational Injuries and Diseases Act, 1993	a) To regulate the categories of persons entitled to compensate for occupational injuries and diseases, and to determine the degree of disabled employees.
Labour Relations Act, 1995 (As amended)	a) To regulate the organizational rights of trade unions, the right to strike and lock-outs. b) To promote and facilities collective bargaining and employee participation in decision making. c) To provide simple procedure for labour disputes.
Skills Development Act, 1998	a) To provide for the implementation of strategies to develop and improve the skills of the South Africa workshop, to provide for learnerships, the regulation of employment services and the financing of skills development.
South African Qualifications Authority Act, 1999	a) To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof.
Unemployment Insurance Act, 1966	a) To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of employment.
ELECTRICITY	
Electricity Act, 1987	a) To provide for and regulate the supply of electricity and

	matters connected thereto.
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3.4 Objectives and strategies for each Priority Issue

Strategic Objectives

To successfully achieve the abovementioned vision, the strategic objectives were developed and added into the IDP, the following factors were taken into consideration when the Strategies were developed with an output orientated approach:-

- The development strategy must be sustainable and should therefore address the provision of services in an accelerated and qualitative manner;
- The strategy should build on the strengths of the municipal area and minimise the weaknesses, take advantage of development opportunities and address identified threats or risks as identified in the SWOT analysis;
- The strategy must comply with the constitutional obligations and electoral mandate of the municipality towards its residents and must contribute towards the development objectives of the Letsemeng Council.

The Strategic objectives that the Letsemeng Council has set are as follows:

Strategic Objective	Objective	Goals
1	To provide democratic & accountable municipal services to local communities	<ul style="list-style-type: none"> • broaden local democracy • local government accountability • administrative support to council • effective execution of council decisions
2	To provide services to communities in a sustainable manner	<ul style="list-style-type: none"> • infrastructure services • social services • economic services
3	To ensure good governance practices	<ul style="list-style-type: none"> • corporate governance • business leadership • resource management • programme management • project management • performance management • risk management

Further to this the Letsemeng Council has developed new Strategies since March 2010 in accordance with the National Municipal Turnaround Strategy developed by the office of the Minister for COGTA, Mr. S. Sicheka which is applicable to all local municipalities.

The MTAS focuses on the key performance areas of the municipality which are as follows:

3.5 Key Performance Area - Basic Service Delivery

Strategy: To provide basic services to the communities of Letsemeng Local Municipality in a sustainable manner

Objective	Projects	Target		
		2011	2012	2013
Access to Water	Provision of water to 200 households in (Ratanang/Jacobsdal)	X		
	Provision of water to 200 households in (Ratanang/Jacobsdal)	X		
	Development of Water Infrastructure Development Plan	X		
	Develop implementation plan for Blue Drop Compliance	X		
	Bulk water supply for Petrusburg	X	X	X
Access to Sanitation	Provision of water-borne sanitation to 200 households in (Ratanang/Jacobsdal)	X		
Access to Electricity	Provision of electricity to 200 households in (Ratanang/Jacobsdal)	X		
Refuse removal and solid waste disposal	Extend refuse removal services to 200 households in Ratanang/Jacobsdal)	X		
Access to Municipal Roads	Develop a road maintenance plan for all five towns by July 2011	X		
	Develop and implement roads O&M plan	X		
Formalisation of informal settlements	Formalise 200 erven in Ratanang/ Jacobsdal	X		
Access to housing	Draw up living waiting lists for all towns	X		
Indigent Register	Update indigent register on a regular basis	X		

3.6 Key Performance Area – Good Governance and Public Participation

Strategy – To promote good governance practices and to involve the community of Letsemeng in the affairs of the municipality

Objective	Projects	Target		
		2011	2012	2013
Stability of Councils	Drawing up of schedule of Council meetings, Section 79 Committee meetings, Ward Committee meetings and Ward Constituency meetings	X		
	Adherence to schedule of Council meetings, Section 79 Committee meetings, Ward	X		

	Committee meetings and Ward Constituency meetings			
	Deployment of PR Councillors to Ward Committees	X		
	Role clarification of PR Councillors in Ward Committees	X		
	Schedule of meetings between Mayor and Municipal Manager	X		
Delegation of functions between political and administrative units	Development and implementation of delegation of functions policy	X		
a) Recruitment and selection policies and procedures b) Policy on suspension of employees	Development of HR Policy including recruitment, selection policies and procedures Development of HR Policy including suspension and dispute matters	X		
Top 4 positions (Section 56) appointed with signed Performance Agreements	Filling of top 4 positions and signing of Performance Agreements	X		
Organisational performance management system development	Implementation plan (system – PAs, SDBIPs, s46 and other legislative reports) WSP approved)	X		
LLF Meetings	Schedule of LLF meetings and adherence to schedule	X		
Organisational rights procedure developed	Compliance and adherence to Organisational Rights Agreement Gazette	X		
Public Participation				
Functionality of Ward Committees	To facilitate working relations between Ward Committee members and Councillors with immediate effect To clearly outline the role of Ward Committees, CDW's viz a viz the role of Ward Councillors	X		
Ward Committee Elections	Term of office of Ward Committee members be aligned to the term of office of Councillors - Bill already passed just need a Council resolution;	X		
Ward Committee Calendar	Develop a comprehensive Annual Public Participation Calendar and have it approved by Council	X		
Broader public participation policies and plans	Develop a Mayoral Izimbizo programme and sent it to Council for adoption	X		
Public Hearings	To conduct public hearings on all policies and systems of the municipality that requires	X		

	community input/participation			
Civil Society engagements (e.g. Labour, CBOs, NGOs, FBOs, NPOs)	To establish a stakeholder relationship and to create a credible database of all stakeholders	X		
	Establish a Speakers Forum to improve working relations with other spheres of government and SOE's	X		
Public Communication Systems	To develop and implement a Public Participation Policy	X		
Communication Media	To establish a functional community radio station	X		
Complaints Management System	To develop a complaints management policy	X		
Resources available (office – personnel & budget) for Customer Care Desks	To appoint the Senior Customer Care Officer in Koffiefontein and to train the support staff at all remote offices on Customer Care functions	X		
Tools	To have community complaint boxes at all entrances off municipal offices and community facilities To use the Presidential Hotline more effectively for communities to lodge their complaints	X		
Feedback to communities	To have a fully functional feedback system in place	X		
Resources available (ways/sources) of giving feedback	Ward Committee and Community meetings (Ward Constituency meetings), Sectoral & Stakeholder meetings, Circulars and Municipal Accounts and local Media	X		

3.7 Key Performance Area – Financial Viability and Management

To provide effective Financial Management and ensure Financial Sustainability

Objective	Projects	Target		
		2011	2012	2013
Develop revenue enhancement programme	Implement monthly cut-off lists. Update indigent register Foster a culture of payment through monthly community meetings as per legislative requirements Ensure that all water meters are functional and read accurately on a monthly basis	X		
Implementation of Municipal Property Rates Act (MPRA)	Phasing in rebate for farmers 09/10 - 75% 10/11 - 50% 11/12 - 25% 12/13 - 0%	X	X	X
Provision for bad	Write off all irrecoverable debt with Council	X	X	X

debt	approval			
Cash flow management model developed	Develop a model to control expenditure and enhance revenue collection	X		
Funding Plan shows capital expenditure	Enhance revenue to fund CAPEX	X		
Clean Audit plan developed	MFMA compliance (GRAP & GAMAP implementation)	X		
MFMA compliance (GRAP & GAMAP implementation) Service provider appointed	Service Level Agreement with Consultants should indicate transfer of skills to Finance Personnel	X		
Audit queries	Put policies, procedures and controls in place in pursuit of an unqualified audit opinion	X		
Submission of Financial Statements	To ensure timeous submission of financial statements to the Auditor General on an annual in line with the prescripts of the MFMA	X		
% MIG expenditure by end of financial year	To ensure registration of all MIG projects and to ensure full implementation of the MIG plan			
Asset management register developed	Appointment of Asset Management Unit Review Asset Management Policy Keep Asset Register updated	X		
Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established)	Policy: SCM Policy and SCM Committees are in place and functional.	X		
	Appoint SCM personnel in order to have a fully-fledged SCM Unit	X		
	Compliance: Correct tender procedures be implemented and be adhered to	X		

3.8 Key Performance Area – Local Economic Development

Objective	Projects	Target		
		2011	2012	2013
LED Plan aligned to the FSGDS; adopted by Council	Approved LED Strategy and Implementation Plan – MUST include Tourism Development Plan	X		
LED Forum	Establishment of a functional LED Forum	X		
Municipal contribution to LED	Reviewed organogram and establish fully functional LED Unit	X		
	Develop and implement a training and development plan (capacity building	X		

	programme) for the LED Unit or Office			
Spatial Development Framework (SDF)	Review the current SDF	X		
SMME Development	Develop SMME development strategy Coordinate awareness workshops Develop comprehensive database of SMME's, Cooperatives and NPOs	X		
Commonage Development Plan	Development Draft Commonage Development Plan and submit to Council for approval	X		
Youth Development	Development of a Youth Development Policy/Strategy	X		

The objectives of the MTAS are developed to:

- Address immediate financial and administrative problems in municipalities;
- Prevent indiscriminate hiring and firing;
- Ensure the implementation of a transparent municipal supply chain management system;
- Strengthen ward committee capacity and implement new Ward Committee Governance model;
- National and Provincial commitments in IDPs;
- Differentiated responsibilities and simplified IDPs;
- Funding and capacity strategy for municipal infrastructure;
- Intergovernmental agreement with metro's on informal settlement upgrade including alignment of MIG (Cities) and Housing subsidy grants;
- Capacity grants & programmes reviewed and rearranged, including Siyenza Manje support for a more effective support and intervention programme including Rapid response teams and technical Support Units;
- Upscale Community Works Programme to ensure ward based development systems;
- Implement the Revenue Enhancement – Public Mobilisation campaign;
- Launch the “Good Citizenship” campaign focusing on governance values to unite the nation and mobilize involvement in local development affairs;
- Preparations for next term of local government, inspire public confidence including commitment by political parties to put up credible candidates for elections;

Letsemeng Municipality has committed itself to the effective and efficient implementation of its own MTAS and has thus aligned its MTAS to its IDP and Budget for the 2010/2011 financial year.

3.9 Development Strategies Goals

Letsemeng Municipality has set its development strategies and objectives in accordance with the Strategy that it has developed, which are as follows:

Strategic Goal 1: To Provide Democratic & Accountable Municipality for Local Communities

OBJECTIVES	PERFORMANCE INDICATOR	TARGET 09/10	TARGET 10/11	TARGET 11/12
Broaden Local Democracy	Approved Good Governance Masterplan Planned vs Required (n)	1	-	-
	Good Governance Master Plan Targets met (%)	75	85	100
	Community Perception Satisfaction Rating (n)	1	2	2
	Monitoring Reports required vs Available (%)	75	85	100
	Committees Planned vs Established (%)	80	90	100
	Committee Functionality Rating (%)	80	90	100

	Approved Community Stakeholder Plan Required vs Available (n)	1	-	-
	Community Stakeholder Plan Targets met (%)	60	80	100
	Monitoring an Evaluation Systems Aligned (n)	1	-	-
	Intervention Strategies Developed (%)	20	40	60
	Implement Integrated Ward Committee Based Systems as outlined by COGTA (%)	70	80	90
Local Government Accountability	Regulatory Framework Reports Required vs Submitted (%)	50	100	-
	Compliance to Audit (%)	60	80	100
	Community Queries Received			

	vs Resolved (%)	70	80	100
	Municipal Council Support Plan Required vs Planned (n)	1	-	-
	Municipal Council Oversight Plan Developed vs Required(n)	1	-	-
	Municipal Council Master Resource Plan Developed (n)	1	-	-
Effective Execution of Council Decisions	Council Resolutions made vs Executed (%)	100	-	-
	Municipal Average Lead Time Performance Measures Plan Developed - SMART (n)	1	-	-
	Average Lead Time Targets Met (%)	95	95	95
	Monitoring Reports Required vs Available (%)	100	100	100

Strategic Goal 2: To Provide Services to Communities in a Sustainable Manner

OBJECTIVES	PERFORMANCE INDICATOR	TARGET 09/10	TARGET 10/11	TARGET 11/12
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INFRASTRUCTURE SERVICES	Infrastructure Master Plan Fully Aligned (%)	70	100	-
(Cemeteries)	Cemetry Maintenance and Development Plan Developed vs Required (n)	1	-	-
	Cemetry Targets Met (%)	80	90	100
Municipal Buildings	Blueprint Implementation Required vs Executed (%)	100	-	-
	New Municipal Buildings Developed (n)	-	5	10
	Inspections Requested vs Planned (n)	-	4	4
Library	Review & Align Library Plan with relevant and applicable Legislation (n)	1	-	-
	New Library Building Planned vs Required (n)	-	1	1
Sanitation	Sanitation Plan Developed vs Required (n)	1	-	-

	Sanitation Plan Target Met (%)	60	70	80
Sports & Recreation Facilities	Sports & Recreation Facilities Upgrade Plan Availability (n)	1	-	-
	Sports & Recreation Facilities Required vs Developed (n)	-	1	1
Parks	Parks Development Plan Required (n)	1	-	-
	Parks Development Plan Targets Met (%)	60	80	100
Waste Facilities	Municipal Waste Management Plan Reviewed (n)	1	-	-
	Waste Reduction Targets Met (%)	60	80	100
	Municipal Integrated Waste Management Plans Fully Aligned (%)	60	80	100

Roads	Approved Roads Development and Management Plan (n)	1	-	-
	Roads Management Plan Targets Met (%)	-	20	40
	Roads Monitoring & Evaluation Reports Submitted (%)	-	20	40
Energy	Approved Energy Management Plan Required vs Developed (n)	1	-	-
	Energy Management Plan Targets Met (%)	-	60	80
Community Halls	Approved Community Hall Development Plan Required vs Developed (n)	1	-	-
Street Trading	Approved Street Trading Plan (n)	1	-	-
Water	Approved Water Management Plan (n)	1	-	-

Environment)	Integrated Environmental Programme Reviewed	1	-	-
(Pound Services	Approved Pound Services Management Plan Required vs Developed			
Local Disaster Management	Local Disaster Management Plan Aligned	-	60	80
	Existing Plan Reviewed	-	60	80
Traffic And Licensing	Approved Traffic Licensing Plan			
	Traffic and Licensing Targets met	-	60	80
	Trafficing and Licensing Monitoring and Evaluation System Developed	20	40	60
Building Inspection & Licensing)	Building Inspection & Licensing Management Plan Required vs Developed			
	Building Inspection & Licensing Targets met	-	60	80

	Monitoring and Evaluation Reports Submitted			
Human Settlement	Human Settlement Plan Required vs Developed (n)	1	-	-
ECONOMIC SERVICES	Municipal Wide Business Master plan Developed			
	Economic Services Targets Met	-	60	80
	Economic Services Monitoring and Evaluation Reports Submitted	-	60	80
(Business Opportunities	Business Forum Planned vs Required (n)	1	-	-
Business Forums	Business Forums Required vs Established	-	40	60
	Business Forum Functionality Rating	-	40	60
	Emerging Farmer Policy	1	-	-

	Developed vs Aligned (n)			
Commonage Services	Commonage Leasing Strategy Developed	1	-	-
	Commonage Management and Monitoring and Evaluation System Develop	-	60	80
Land Use Management	Integrated Land Use Management Plan Required vs Available			
Trading	Trading Zoning Plan Developed			
SMME Development	Municipal Smme Plan Developed and Aligned with relevant Stakeholders vs Required			
Business Licensing	Business Licensing Guidelines			

Strategic Goal 3: To Ensure Good Governance Practices

OBJECTIVES	PERFORMANCE	TARGET	TARGET	TARGET
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	INDICATOR	09/10	10/11	11/12
CORPORATE GOVERNANCE	Corporate Governance Compliance Plan Required vs Developed (n)	1	-	-
	Corporate Governance Strategy Targets Met (%)	60	80	100
BUSINESS LEADERSHIP	Strategic Positioning Plan Developed (n)	1	-	-
	Organisational Capacity Assessment Plan Required vs Implemented			
	Community / Organisational Climate / Employee Satisfaction Survey (n)	3	-	-
	Stakeholder Management Plan Developed vs Required			
	Business Performance Reviews (n)	1	-	-
	Audit Reports Responses Recorded (%)	100	100	100
	Organisational Structure	60	80	100

	Responsiveness Rating (%)			
	Funded and Unfunded Mandates Rating			
RESOURCE MANAGEMENT (Human Capital, Finance, Facilities, ICT and Equipment)	Integrated Human Capital Management Plan Developed (n)	1	-	-
	HR Management Framework Availability (n)	1	-	-
	HR Acquisition Strategy Developed (n)	1	-	-
	HR Development Strategy (n)	1	-	-
	HR Maintenance Strategy Developed (n)	1	-	-
	Programme Management Plan Developed (n)	1	-	-
PROGRAMME MANAGEMENT	Programme Management Infrastructure Availability (n)	1	-	-
	Programme Management Nerve Centre System Availability	1	-	-
	Programme Management Regulatory Framework			

	Developed	1	-	-
	Programme Management Targets Met	60	80	100
	Programme Management Monitoring and Evaluation Reports Submitted			
PROJECT MANAGEMENT	Project Management Plan Developed			
	Project Management Infrastructure Availability			
	Project Management Regulatory Framework Developed			
	Project Management Targets Met			
	Projects Management Monitoring and Evaluation Reports Submitted			
PERFORMANCE MANAGEMENT	Performance Management Plan Developed	1		
	Performance Management Infrastructure Availability	1		

	Performance Management Regulatory Framework Developed	1		
	Performance Management Targets Met	1		
	Performance Management Monitoring and Evaluation Reports Submitted	1		
RISK MANAGEMENT	Risk Management Plan Developed	1		
	Risk Management Infrastructure Availability	1		
	Risk Management Regulatory Framework Developed	1		
	Risk Management Targets Met			
	Risk Management Monitoring and Evaluation Reports Submitted			

The municipality has gone further and has set out its strategic perspectives in line with the strategic objectives set; further to it the municipality has aligned it to the Provincial Growth and Development Strategy.

3.10 Powers and Functions assigned to Letsemeng Local Municipality

Chapter 3 of Municipal Systems Act, 2000 states that a municipality has all the functions and powers assigned to it in terms of the Constitution, and must exercise them subject to Chapter 5 of the Municipal Structures Act, 1998. Furthermore, a municipality is empowered by legislation to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers.

Against this legislative directive, Letsemeng Local Municipality understands and interprets its powers and functions aligned with objects of local government as set out in section 152 of the Constitution as follows and as further authorised by the responsible MEC:

Powers and Functions: Letsemeng Local Municipality [FS161]

Objects of Local Government	Municipalities Powers and Functions
<ul style="list-style-type: none"> • To provide democratic and accountable government for local communities 	<ul style="list-style-type: none"> • Developmental municipal planning
<ul style="list-style-type: none"> • To ensure the provision of services to communities in a sustainable manner • To promote a safe and healthy environment 	<ul style="list-style-type: none"> • Building regulations • Municipal airports (Landing Strip) • Storm water drainages • Cemeteries • Local amenities • Municipal roads • Water and sanitation services • Street lighting • Traffic and parking • Refuse removal and refuse dumps • Cleansing • Fire fighting • Licensing of dogs • Pounds • Local sport facilities • Municipal parks and recreation
<ul style="list-style-type: none"> • To promote social and economic development 	<ul style="list-style-type: none"> • Local tourism • Street trading • Trading regulations • Sell food to the public • Public places
<ul style="list-style-type: none"> • To encourage the involvement of communities and community organizations in the matters of local government 	<ul style="list-style-type: none"> • Community participation • Fair, equitable and transparent supply chain practices

Alignment Process

This final IDP document has undergone robust and iterative alignment processes in order to ensure vertical and horizontal alignment to the district, provincial and national plans and programme as well as due cognisance of the local municipal proposed developments.

The Free State Growth and Development Strategy (FSGDS)

The FSGDS is guided by the National policy thrusts identified for the Millennium Development Goals (2004 – 2014). This document strives to balance development of economic sectors and spatial localities. The FSGDS principles are as follows:

- a) Apply the principles of sustainable development
- b) Acknowledge the ecological limitation of the environment
- c) Ensure alignment between all spheres of government
- d) Ensure integrated development planning and implementation
- e) Actively address economic and social inequalities
- f) Promote economic infrastructure investment and development spending in areas of potential and need according to the principles of the NSDP
- g) Acknowledge the importance of BEE, as well as the need to broaden access to the economy
- h) Promote labour intensive approaches to development.

Based on the social and economic development challenges of the Free State province has identified the following as primary development objectives:

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

2014 Targets of the Free State Province

- a) To achieve an annual economic growth rate at least equal to the national average economic growth rate;
- b) To reduce unemployment from 38,9% to 20%;
- c) To reduce the number of households living in poverty by 5% per annum;
- d) To improve the functional literacy rate from 69,2% to 85%;

- e) To reduce infant mortality for children under five years to 65 per 1000 live births;
- f) To reduce the obstetrical maternal mortality rate from 65, 5% to 20, 06% per 100000 women in the reproductive age group
- g) To stabilize the prevalence rate of HIV and AIDS and reverse the spread thereof;
- h) To provide shelter for all the people of the province;
- i) To provide free basic services to all households;
- j) To reduce crime rate by at least 7% per annum;
- k) 11. To provide adequate infrastructure for economic growth and development;

Alignment of the Letsemeng LM Integrated Development Plan with the Free State Growth and Development Plan Strategy

1. ECONOMIC DEVELOPMENT, EMPLOYMENT AND INVESTMENT

FSGD STRATEGY	FSGDS PROGRAMME	LETSEMENG STRATEGY	LETSEMENG PROGRAMME
Expanding the manufacturing sector in key sub-sectors	Beneficiation of agricultural products - Bio-diesel - Cherries - Asparagus - Meat - Maize / Wheat - Potatoes • Beneficiation of petrochemicals • Beneficiation of mining products • Facilitate expansion of other manufacturing • High-value products as well as innovation and experimentation • Mass produced goods	<ul style="list-style-type: none"> • To promote the creation of sustainable jobs in the municipality; • To strengthen poverty alleviation initiatives; • To create a conducive environment for partnerships among various stakeholders involved in local economic development in the municipality; 	Local Economic Development • Tourism Growth • Agriculture and Land Reform / Rural Development
Focusing on diversification in agricultural development	Improve tourism marketing and business support • Develop tourism support structures • Develop and increase tourism products		Agro processing • Development of agricultural activities • Commonage development & management

	<ul style="list-style-type: none"> • Promote all forms of tourism 		
Focusing on diversification in agricultural development	<p>Improve tourism marketing and business support</p> <ul style="list-style-type: none"> • Develop tourism support structures • Develop and increase tourism products • Promote all forms of tourism 	<ul style="list-style-type: none"> • To promote the creation of sustainable jobs in the municipality; • To strengthen partnerships with existing local tourism initiatives in the municipality like the Diamond and Wine Route; • To Develop tourism infrastructure in the municipality; • Increase PDI participation in commercial farming in the municipal area; 	<ul style="list-style-type: none"> • To optimise the utilization of land and improve nutrition • Support future agro Processing initiatives
Facilitate and ensure enabling and economic infrastructure	<p>Expand online learner technology</p> <ul style="list-style-type: none"> • Expand utilisation of iCAM • Facilitate advanced ICT infrastructure • Facilitate improved air transport access to the Free State • Upgrade and maintain road infrastructure • Supply bulk water and electricity infrastructure 	<ul style="list-style-type: none"> • Ensure the provision of the bulk supply of water and electricity 	
Emphasising SMME Development	<p>Facilitate and improve access to funding sources</p> <ul style="list-style-type: none"> • Provide formal and informal training for SMMEs • Establish local business-support infrastructure • Develop institutional capacity for SMME development • Maintain central business-support infrastructure 	<ul style="list-style-type: none"> • Providing Technical Assistance to emerging and informal businesses; • Conduct feasibility studies for SMME development; 	<ul style="list-style-type: none"> • Support emerging and informal business to prepare business plans for funding/loans; • Mobilize financial resources of existing institutions and cooperate social responsibility programmes; • Coordinate that SMMEs acquire more adequate and up to date technology e.g.

	(including a business database)		farming equipment;
B3. Promoting human resource development (emphasis on human resource skills required regarding economic growth – Agriculture, Manufacturing, Tourism, and Transport and Distribution services	<p>Implement learner ships</p> <ul style="list-style-type: none"> • Implement internships • Formal and informal training agriculture, manufacturing and tourism (Support small-scale farmers) • Support to beneficiaries of land redistribution and restitution programmes • Support farmers to Comprehensive Agriculture Support Programme • Non-formal training for farmers in agriculture management • Repositioning of the FET to support economic drivers 	<ul style="list-style-type: none"> • Promote the Learnerships Programme; • Develop a local LED strategy; • Develop a Local Growth and Development Strategy; • Support and implement ASGISA related programmes; • Support local tourism initiatives; • Promote heritage and events tourism; 	<ul style="list-style-type: none"> • Implement LGSETA Programme; • Implement JIPSA related programmes; • Develop N8 business and tourism corridor;
Create conducive environment	<p>Develop enabling strategies (e.g. LED strategies, investment promotion strategies)</p> <ul style="list-style-type: none"> • Establish develop zones and corridors as well as urban development nodes • Facilitate completion of land restitution programme • Buy land for the establishment of PDI farmers • Transform government's property ownership (BBBEEE) • Secure land tenure rights in the Free State • Ensure designated funding and maintenance of 	<ul style="list-style-type: none"> • Conduct a State of the Environment Report (SoER); • Establish the LLM Development Agency; • Promote job retention and creation of sustainable jobs; 	<ul style="list-style-type: none"> • Establish a local business chamber; • Implement anchor and high impact projects • Implement EPWP Projects;

	government property • Upgrade and maintain all government buildings		
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2. JUSTICE CRIME PREVENTION AND SECURITY

FSGD STRATEGY	FSGDS PROGRAMME	LETSEMENG STRATEGY	LETSEMENG PROGRAMME
Facilitate an improved and effective integrated criminal justice system	Coordination of an integrated criminal justice system • Victim empowerment • Service programmes for children in conflict with the law • Reduce time to finalize cases in court • Increase in cases to court • Develop and implement integrated Crime prevention programmes	• Promote intergovernmental programmes on effective integrated criminal justice system;	
Ensure and efficient and effective police service system the province	Effective visible police service • Encourage community participation • Encourage community participation • Encourage community participation • Maintain rural safety • The combating of corruption in SAPS	• Promote Community Policing;	Support the establishment of vibrant and effective Community Policing Forums;
Implement Provincial Emergency Medical Services Plan	Provide medical rescue, pre- and inter-hospital Emergency Medical Services	• Coordinate effective EMS between the Department and the community;	• Facilitate the request for more ambulances for the municipal area;
Ensure a safe and secure	Implement safety programmes at all	• To utilise the Institutional	• Development of landfill

environment at all institutions	institutions	Capacity within the Disaster Management field in the municipality; <ul style="list-style-type: none"> To establish Disaster Management Structures in the Local Area; To Develop the Risk Assessment Strategies; To Develop the Risk Reduction Strategies; 	management plans for sites in the municipality;
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3. SOCIAL AND HUMAN DEVELOPMENT

FSGD STRATEGY	FSGDS PROGRAMME	LETSEMENG STRATEGY	LETSEMENG PROGRAMME
Social and Human Development		Investing in the development of the people Providing Sustainable Infrastructure	
Improving housing and basic Services	Provide Housing <ul style="list-style-type: none"> Provide sanitation Eradicate bucket system Provide water Provide electricity Provide cemeteries Provide solid-waste disposal sites Provide storm-water drainage 	<ul style="list-style-type: none"> Identify housing needs in the municipality; To eradicate Sanitation backlogs To eradicate Water backlogs; Develop storm water management; Provide support to initiatives intended at water conservation and water demand management; To eradicate the electricity supply backlogs; 	<ul style="list-style-type: none"> Review the housing Sector plan; Implement water services development plan; Ensure provision of sufficient bulk water supply; Construct and maintain storm water infrastructure; Enhance the provision of free basic electricity and free basic alternative energy; Electrification and Area lighting in all towns;

<p>C2. Improving health-care services</p>	<p>Provide health infrastructure</p> <ul style="list-style-type: none"> • Upgrade health infrastructure • Implement and monitor comprehensive plan on care, treatment, and management of HIV and AIDS • Implement the national TB strategy • Improve the immunisation coverage of children • Implement HIV and AIDS prevention and support programme • Provide an integrated service to people affected and infected by HIV and AIDS • Implement integrated management of Childhood Illnesses Strategy • Expand free health services • Implement and monitor continuous quality improvement programme • Improve access to health care for people in rural areas 	<ul style="list-style-type: none"> • Promote effective and efficient PHC services rendered in the Municipality; • To reduce the prevalence of HIV/ AIDS in the municipality; • Implementation and establishment of occupational health, safety and wellness Programme for Letsemeng Local Municipality employees; 	<ul style="list-style-type: none"> • Conduct need analysis in clinics(PHC); • Conduct assessment on functionality of Health structures; • Ensure effective and functional Local Clinic Committees;
<p>C3. Improving education and educational services and skills</p>	<p>Implement adult literacy and numeracy programmes</p> <ul style="list-style-type: none"> • Provide ABET in accordance with the ABET Act • Implement skills development programmes • Capacity building of clients 	<p>Management of capacity building and skills development programmes;</p> <ul style="list-style-type: none"> • Ensure Skills development workshops and courses; • Management of discretionary fund (LGSETA) 	<ul style="list-style-type: none"> • Approved work skills Plan; • Ensure Skills development workshops and courses;

	<p>incorporated in service delivery</p> <ul style="list-style-type: none"> • Implement learnership Programmes <p>Address critical gaps in identified areas (emphasis on mathematics, science, and technology)</p> <ul style="list-style-type: none"> • Implement GETC • Implement FET Certificate • Implement ECD Programmes • Provide education infrastructure • Upgrade, rehabilitate, and renovate education infrastructure and facilities • Eliminate backlog in basic services in schools • Provide transport for farm schools • Provide accommodation for learners from non-viable farm schools • Implement school nutrition Programmes 		
<p>Improving social-development services</p>	<p>Increase to social assistance programme</p> <ul style="list-style-type: none"> • Provide emergency food security to needy families and individuals • Provide pay-point facilities • Increase access to commonage • Implement community-development projects • Implement training 	<ul style="list-style-type: none"> • To effectively advocate and implement programmes aimed at advancing youth development; • Promote youth service programmes in the municipality; <p>Promote and implement programmes aimed at addressing gender issues within the</p>	

	<p>programmes to support care and protection of the vulnerable</p> <ul style="list-style-type: none"> • Provide early-childhood development services • Implement programmes targeting the unemployed and out-of-school youth • Promote social integration and empowerment of people with disabilities • Promote special programmes for the vulnerable in government • Implement the moral regeneration programmes for the community • Implement moral regeneration programmes within government • Implement income-generating projects for youth, women, and persons with disabilities 	<p>municipality; To raise awareness, offer support and implement programmes aimed at addressing the plight of people with disabilities;</p>	
<p>C5. Improving cultural, sport, and recreational services</p>	<p>Provide arts and culture centres</p> <ul style="list-style-type: none"> • Provide other government accommodation/buildings • Provide library infrastructure • Provide sport facilities • Provide multi-purpose centres • Provide library and information services • Provide special services • Promote major 	<ul style="list-style-type: none"> • Assist and Develop Special Projects and Programs and Events relating to Arts, Culture, Heritage and Sporting; • Develop and support Poverty Alleviation Programs and Projects in towns; • Assist in identifying the facilities backlog on Social Services in 	<p>Participate in Arts, Cultural and Heritage projects and events;</p>

	<p>cultural events</p> <ul style="list-style-type: none"> • Provide museum and heritage services • Build capacity in visual and performing arts • Facilitate mass participation in sport and recreation activities • Render sport science, exercise rehabilitation, and sport development services 	<p>communities;</p> <ul style="list-style-type: none"> • Coordinate and facilitate the improvement of safety on Community Social Services; 	
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4. EFFECTIVE GOVERNANCE AND ADMINISTRATION

FSGD STRATEGY	FSGDS PROGRAMME	LETSEMENG STRATEGY	LETSEMENG PROGRAMME
E1. Improving integrated development planning and implementation	<p>Align and co-ordinate IDPs and FSGDS</p> <ul style="list-style-type: none"> • Improve a cluster system across the two spheres of government in the province • Ensure effective implementation of intergovernmental relations • Coordinate strategic programmes (EPWP, ISRDP, Project Consolidate. e Promote the involvement of traditional leadership) • Coordinate PPPs • Implement the National and Provincial Programme of Action • Implement Community Based Ward Planning through Wa 	<ul style="list-style-type: none"> • To ensure full participation of relevant stakeholders within the municipality; To promote and encourage alignment of the NSDP, PDGS and SDF in the municipalities IDP; 	<ul style="list-style-type: none"> • Monitor the Implementation of the Local IDP Framework; • Develop a schedule of IDP Representatives Forum; • Develop the IDP Process Plan; • Implement and Monitor the LLM Public Participation Strategy; • Ensure the Implementation of the IGR Policy;

	Committees		
E2. Ensuring effective communication with stakeholders and clients	<p>Improve interaction between government and the people</p> <ul style="list-style-type: none"> • Implement one-stop government services • Implement e-governance • Create BBBEE opportunities for women, youth, and people with disabilities • Review procurement system 	<ul style="list-style-type: none"> • Development of a communications policy; Implementation and development of the Customer Care Policy; • Facilitate the Implementation and development of Language Policy; • To establish an effective Council Support system in Letsemeng Municipality; • To ensure effective management of the political environment at Letsemeng Municipality; • To provide Support and Assistance for Councillors to participate and deliberate on council matters; • To Support Councillors to perform their constituency work; • To facilitate interaction among Councillors within Letsemeng Municipality; • To facilitate the process of capacity building of the Councillors; 	<ul style="list-style-type: none"> • Develop a centralized communication and information system; • Embark on community/media road shows;
E4. Ensuring effective Human Resource Development and Management	<p>Implement integrated human resource development strategy</p> <ul style="list-style-type: none"> • Implement employment equity plan 	<ul style="list-style-type: none"> • Capacity building and skills development; • Promotion of employee wellness/assistance 	<ul style="list-style-type: none"> • Conduct LLM skills Audit; • Conduct Training Needs Assessment; • Implement Employee

	<ul style="list-style-type: none"> • Implement retention strategy • Implement employee assistance programme • Coordinate bursaries and Learner Support Programme 	<p>programme;</p> <ul style="list-style-type: none"> • Management of Labour Relations; • To enhance political, administrative and labour relations and improve motivation of the workforce; • To promote the performance management system; • Ensure institutional compliance to relative legislation; 	<p>Performance Appraisals;</p> <ul style="list-style-type: none"> • Implement Employee Performance Plans;
E5. Ensuring improvement in financial management	<p>Improve and coordinate revenue measures and mechanisms</p> <ul style="list-style-type: none"> • Strengthen financial management capacity in departments • Implement credit control systems 	<ul style="list-style-type: none"> • Institutional Financial Plan; • Municipal Finance Management Act; 	<ul style="list-style-type: none"> • Implement the MFMA • Implement LLM Financial Plan;
E6. Promoting integrity in Government	<p>Implement anti-corruption and fraud strategy</p> <ul style="list-style-type: none"> • Promote ethical behaviour (Code of Conduct) in government 	<ul style="list-style-type: none"> • Implement and Monitor Code of Conduct of both the Staff and Elected Political Office Bearers; 	
E7. Establishing proper management information and records management systems	<p>Improve record management services in departments</p> <ul style="list-style-type: none"> • Secure information within departments 	<ul style="list-style-type: none"> • To provide secretarial services; • To provide effective Document Management; 	<ul style="list-style-type: none"> • Implement a Record Management Policy; • Provide Total quality management of document reproduction;
E8. Improve asset management	<p>Improve control over assets and resources</p>	<ul style="list-style-type: none"> • Institutional Assets Register 	<ul style="list-style-type: none"> • Effective Implementation and management of assets register;
E9. Building government's capacity in critical areas	<p>Improve financial management capacity</p> <ul style="list-style-type: none"> • Improve strategic-planning training monitoring and 	<ul style="list-style-type: none"> • Municipal Finance Management Act; • Establish customer care unit; 	<ul style="list-style-type: none"> • Implement a toll free Hotline; • Conduct community Perception surveys; • Implement

	<p>evaluation capacity</p> <ul style="list-style-type: none"> • Develop information technology skills • Enhance Batho Pele skills • Provide capacity-building programme for all staff 	<ul style="list-style-type: none"> • Manage Capacity Building and Skills Development Programmes; 	<p>Electronic Information System;</p>
<p>E11. Monitoring, evaluating and reviewing FSGDS</p>	<p>Implement FSGDS Monitoring and Evaluation</p>	<ul style="list-style-type: none"> • To ensure that the performance of the municipality is monitored; • To ensure that a service delivery and budget implementation plan is developed for the whole municipality; • To ensure that quarterly organizational reports are compiled; • To ensure annual performance organizational improvement plan is compiled 	<ul style="list-style-type: none"> • Implement Service Delivery Plan; • Compile quarterly organizational Performance reports; • Compile Mid-Term Budget and Performance Assessment Reports; • Compile Annual Performance Improvement Plan;



4 - Operational Implementation Plans

Five Year Financial Plan

Attached as Annexure “A”

Capital Investment Programme

Still to be developed

Integrated Spatial Development Framework

Attached as Annexure “B”

Integrated Institutional Plan

Still under review

LED Strategy

Still to be developed

HIV/AIDS Sector Plan

Attached as Annexure “C”

Gender Equity and Poverty Alleviation Plan

Attached as Annexure “D”

Integrated Water Services Development Plan

Still under review

Disaster Management Plan

Still under review

Performance Management Plan, Monitoring and Evaluation System

Still under review



5 - Projects

The Municipality has divided its projects into two categories/plans:-

Category 1 (Annual Plan) – projects aimed at for the 2011/2012 financial year, with dedicated funding. This category also shows the alignment of the Letsemeng IDP with projects from Own funding, Sector Departments and MIG with dedicated funding, the only difference is that the funding for those projects are not all aligned to the budget of the municipality some of the funding thereof will be administered by Sector Departments. These projects are (capital) infrastructural development projects.

Category 2 – projects aimed at a multi – year period commencing from the 2010/2011 financial year till the 2014/2015 financial years. These projects focuses broadly on all types of projects and are not very specific and encompasses all types of projects, more especially high impact, job creation and poverty alleviation projects. These projects are unfortunately not funded and implementation thereof is subjected to sourcing of funding from both Government and private funding, the municipality will thus have to go an extra mile in search of these funding. Funding Agencies, Youth development Agencies, and State Owned Enterprises, Sector Departments (both Provincial and National) as well Public Private Partnerships will have to be considered for funding of these projects. This project is however not static and implementation thereof is not guaranteed.

IDP Project List – 2011/2012 – Financial Year (Municipal Infrastructure Grant)

No	Project Description	Area	Funding Source	Project Amount
	Petrusburg – upgrading of waste water treatment works	Petrusburg	MIG	R 407 829.00
	Construction of Streets and Stormwater	Luckhoff	MIG	R 12 195 780.00
	Upgrading of landfill site	Jacobsdal	MIG	R 3 968 154.00
	Multi – purpose Community Centre	Jacobsdal	MIG	R 647 594.00
	Upgrading of landfill site	Luckhoff	MIG	R 80 000.00
	Upgrading and gravelling of internal roads – Diamanthoogte and Khayelitsha	Koffiefontein	Operation Hlasela	R 2 500 000.00

IDP Project List – 2011/2012 – Financial Year (Sector Departments)

No	Project Description	Area	Funding Source	Project Amount & MTREF Period		
				2011/12	2012/2013	2013/14
	Building of Clinic	Jacobsdal	Dept. of Health	3 000, 000	5 000,000	
	Building of Clinic	Luckhoff	Dept. of Health			20 000, 000
	Building of Public Library	Jacobsdal	Public Works			
	Upgrading of Ratanang Sport Complex	Jacobsdal	DRDLA			
	Renovation Recreational Facility in Saundershoogte	Jacobsdal	Social Development			
	Building of Multi – Purpose Centre/Recreational Facility in Ratanang	Jacobsdal	DRDLA			

IDP Project List – 2010/2011 till 2014/2015 – Financial Year

No	Project Description	Area	Funding Source	Project Amount
	Establishment of a brick making factory	Koffiefontein	Petra Diamonds, IDC and Letsemeng	
	Establishment of a Retirement Village	Koffiefontein	Petra Diamonds, IDC and Letsemeng	
	Agro – processing factory	Petrusburg		
	Completion of Milk Dairy project	Luckhoff		
	Re-direction and construction of Koffiefontein bridge	Koffiefontein		
	Establishment of Cultural Villages	Petrusburg and Luckhoff		
	Road building of all internal roads	All		
	Establishment of truck stop	Luckhoff		
	Establishment of One Stop Garage along N8	Petrusburg		
	Potato Processing factory	Jacobsdal and Petrusburg		
	Wine and Diamond Route establishment	Jacobsdal		

	Annual Wine Festivals	Jacobsdal		
	Development of Local SMME's	All		
	Establishment of shopping complexes	All		
	Building of proper hawkers areas	All		
	Building of taxi ranks	All		
	Building of playgrounds and parks	All		
	Building of recreational facilities	All		
	Building of swimming pools	All		
	Building of proper dumping walls			
	Bulk water supply	All		
	Installation of high mast lights	All		
	Spatial Development Planning for future use	All		
	Building of RDP houses	All		

The abovementioned lists are projects anticipated for a term of five years and are subject to changes.