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## 1. GENERAL SECTION

### 1.1 Overview

This strategic document has been crafted with the usage of a number of other strategic documents used by National and Provincial government departments whose mandate intersect with local government, the Lejweleputswa District Municipality and those that have been documented by the Municipality. With an advent of integrated development planning system in South Africa, The Nala Municipality, like other municipalities, had to take concerted efforts to direct its activities to a developmental nature as required by the White Paper on Local Government, the Constitution of the Republic of South Africa and subsequent pieces of legislation. This document depicts a clear manifestation of a democratic and developmental local government where the needs of the communities were considered as true pillars for sustainable development. Moreover, this plan links, integrates and co-ordinates other institutional plans and takes into account proposals from various stakeholders and the community for the development of Nala Municipality

Upon final approval by the Council, this document is intended to serve as the principal strategic planning instrument which guides and informs all planning and development, budgeting, annual performance review, management and development in the municipality.

During December 2009, Nala Municipality was placed under Provincial administration and as such, the re-engineering of processes, activities, procedures and management of institution had to be considered. Amongst other documents which informed the development of this Integrated Development Plan are:

- ⇒ Municipal Turn-around Strategy
- ⇒ Free State Provincial Growth and Development Strategy
- ⇒ Key Municipal Data as contained in the Community Survey 2007
- ⇒ National Spatial Development Perspective
- ⇒ Five-year Local Government Strategic Agenda
- ⇒ Department of Cooperative Governance and Traditional Affairs 2010/2011 IDP Assessment Report
- ⇒ An improved IDP compilation Framework

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Ultimate to robust engagements between the municipality and other key role-players and stakeholders, including the provincial department of Co-operative Governance and Traditional Affairs, it was then agreed that it is important to re-consider the core components of the IDP as espoused in the New IDP Framework Guide issued by the National Department of Co-operative Governance and Traditional Affairs. It was further established that one of the critical aims of this New Integrated Development Plan Framework Guide is to provide clarification on the packaging and contents in drafting the municipal IDPs, in order to improve their credibility. In essence, these guidelines are not meant to replace the contents of the IDP as contained in the Municipal Systems Act, 2000 and Performance Management Planning Regulations, 2001, but to enhance understanding and clarification of such contents accordingly. These core components are presented and briefly defined hereunder as follows:

**Section A: Executive Summary;**

This section provides an overview of the municipality, its current situation, challenges, opportunities, priority strategies and targets to be achieved in order to improve the situation over the 5 year term of the IDP.

**Section B: Situational Analysis;**

This presents a detailed status quo analysis of the municipal area which is updated annually.

**Section C: Development Strategies;**

This includes the vision, mission, strategic objectives and strategies structured into the 5 Key Performance Areas of the 5 year Local Government Strategic Agenda.

**Section D: Spatial Development Framework;**

This presents a high level Spatial Development Framework which reflects the text and maps and is reviewed on a 5 yearly basis.

**Section E: Sector Involvement;**

Presents the extent of involvement of various sector departments as well as the private sector in general in terms of developments in the locality and could be in the form of a Strategic Plan or Medium Term Expenditure Framework or Sector Plan information for that particular Integrated Development Plan period. The information here is current and will be updated annually

**Section F: Implementation Plan (Objectives, Strategies and Projects)**

This is a schedule which envisages all projects over a period of 3 years and includes the responsible person and funding. Moreover, this section provides comprehensive details of projects to be executed during the IDP duration.

**Section G: Financial Plan and Service Delivery and Budget Implementation Plan;**

This presents the municipality's budget overview and 3 year Financial Plan, budget implementation plan setting out performance indicators and respective targets to be achieved, linked to identifiable IDP objectives.

**Section H: Organisational Performance Management System;**

This section presents the municipality's Key Performance Indicators ("KPIs") for each set objective and Annual Performance Report of the previous year.

**Section I: Appendices;**

A guideline of sector plans which are applicable to Nala Local Municipality. The sector plans need not be included as part of the IDP, however, they should be listed in table format. On such table the municipality would indicate if it has / does not have the sector plan. The relevant authority could then enquire for a copy of the plan if required.

## 1.2 THE PROCESS PLAN

The Nala local Municipality 's Council has timely adopted its IDP and Budget Process Plan on 14 August 2009 and subsequently adopted a revised IDP and Budget Process Plan for 2010/ 2011 – 20102-2013 Medium Term Revenue and Expenditure Framework (MTREF) on 08 April 2010.

The 2010/2011 IDP/Budget Review process was guided and undertaken within the following organizational management mechanisms:

- Municipal Council as the final decision-making/approval of IDP and will continuously monitor its implementation and progress through SDBIP and PMS
- Councillors were responsible for linking integrated development planning process to their constituencies/wards;
- EXCO as IDP Steering Committee of politicians drove the process, and made key strategic decisions required at various points on the way including re-scheduling of some planning events due to unforeseen delays;

- Management Team as chaired by the Municipal Manager, championed and drove the administrative part of the process under the strategic leadership and curatorship of the Free State EXCO Representative;
- IDP Representative Forum was also thoroughly consulted together with other key stakeholders.

In terms of this Process Plan, the municipality's main focus for 2010/2011 was to refine and /or develop the strategic elements of the IDP in terms of council's new priorities, and the following were duly performed

- Refine and/or develop the vision and objectives;
- Refine and/or develop the strategy elements of the IDP;
- Determining new programmes to achieve the strategic intent;
- Refine and enhance institutional plans;
- Refine and/or develop the spatial development framework;
- Tighten performance management system;
- Develop organisational scorecard;
- The preparation and review of relevant sector plans;
- Implementation of the resolution of the strategic session held in March 2010 at Bothaville

This process plan outlined all the critical planning stages and indicates the timeframes and community participation processes which were undertaken. All these were done in compliance with the relevant provisions of the Municipal Systems Act, 32 of 2000 and the Municipal Planning and Performance Management Regulations of 2001.

The following table presents the adopted programme specifying timeframes for different steps as duly followed during the planning process:

The following is a summary of the main activities to be undertaken during this IDP Process:

PLANNING EVENT	DATES
Establishment of Budget Steering Committee	10 March 2010
Approval of Process Plan	12 March 2010
Preparation of budget framework to provide parameters and request budget inputs for the 2011 MTREF	12 March 2010
First IDP Representative Forum	19 March 2010
IDP Steering Committee / Strategic Session	16 March 2010
Budget Steering Committee Meeting	19 March 2010
EXCO approval of draft IDP	26 March 2010
Council approval of draft budget and IDP	31 March 2010
Submission of draft IDP to COGTA&HS	07 April 2010
Publication of approved draft IDP and Budget on the website and in local newspapers	09 April 2010
Second IDP Representative Forum	10 April 2010
Public Participation Process	10 to 30 April 2010
Third IDP Representative Forum	15 May 2010
IDP and Budget Conference	19 May 2010
EXCO to recommend approval by Council	21 May 2010
Special Council meeting to approve the IDP and budget	28 May 2010
Publication of approved IDP and Budget on the website and in local newspapers	04 June 2010
Compilation and submission of draft 2010-11 SDBIP and annual performance agreements by Municipal Manager to the Mayor	30 June 2010
Mayor approves the 2010/11 SDBIP and annual performance agreements of the Municipal Manager and senior managers within 28 days after the approval of IDP and budget. Mayor ensures that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP.	08 July 2010
The Mayor submits the approved SDBIP and performance agreements to Council, MEC for Cooperative Governance, Traditional Affairs and Human Settlements and makes public within 14 days after approval.	28 July 2010

### 1.3 Public Participation

During the months of April and May 2010, the Mayor of Nala Local Municipality supported by all councillors and municipal administration facilitated a series of community and stakeholder engagements to solicit the inputs of communities on the draft reviewed Integrated Development Plan and corresponding MTREF for 2010/2011 – 2012/2013 that was adopted by Council on 08 April 2010 for consultation. A tabular account of these engagement is provided

Ward	Details of Public Participation meeting held	Key Service Delivery Priorities Raised
1	<p>Venue: Tataiso Primary School. Time: 15: 00 Date: 19 April 2010</p> <p><b>Attendance:</b> Councillors: Cllr. Nyamane, Cllr Mabaso, Cllr Masisi, Mayor Me. M. Mogorosi, Cllr. Maselo, Cllr. Zodala; Cllr. Lenake, Cllr. Mpesi, Ward Committee.</p> <p>Officials: Ms. N. Mosuang, Mr. T. Majoe, Mr. M. Ntsane, Mr. S. Nxumalo, Mr. K. Masekoane, Mr. T. Matlosa.</p> <p>Nala Supporting Staff: Mrs. M. Tsoene, Mr. M. Marumule, Mr. M. Malebatso, Mr. M. Moilola.</p> <p>Community: 153 as per attendance register.</p>	<ul style="list-style-type: none"> <li>✓ The Mayor and Council make sure that all jobs created by through the MTREF are also given to the community not only private companies.</li> <li>✓ Community applauded Proposed Budget on including the correction of the sewerage System Network.</li> <li>✓ Youth raised the issue of Youth Centre as a need in Monyakeng.</li> <li>✓ Learnerships and Bursaries Opportunities.</li> <li>✓ RDP houses as a need.</li> <li>✓ Stands allocation.</li> <li>✓ Electricity boxes.</li> </ul>
2	<p>Venue: Alfred Nzo Hall Date : 19 April 2010 Time: 17: 00</p> <p><b>Attendance:</b> Councillors: Mayor Me. M. Mogorosi, Cllr. R. Lenake, Cllr. Nyamane, Cllr. Zodala, Cllr. Mpesi, Cllr. Mpatane, Cllr. Maphisa, Cllr. Kulashe, Cllr. Mabaso, Cllr. Masisi and Ward Committee.</p> <p>Officials: Mr. S. Nxumalo, Mr. T. Majoe, Mr. T. Matlosa, Mr. K. Masekoane, Ms. N. Mosuang, Mr. M. Ntsane.</p>	<ul style="list-style-type: none"> <li>✓ Funds allocation for Monyakeng Multi Purpose Centre.</li> <li>✓ Suggested tariffs for services be reduced.</li> <li>✓ Marantha Housing Special Project be considered.</li> <li>✓ Youth Development should start in Monyakeng.</li> <li>✓ Free documents printing at libraries. (Youth).</li> <li>✓ Highmast lights be included for Monyakeng.</li> </ul>



Ward	Details of Public Participation meeting held	Key Service Delivery Priorities Raised
	<p>Nala Support Staff: Mr. M. Marumule, Mrs. M Tsoene, Mr. M. Malebatso, Mr. M. Moiloa.</p> <p>Community: 86 as per attendance register.</p>	
3	<p>Venue: Katoloso Primary School. Date: 02 May 2010 Time: 16: 00.</p> <p><b>Attendance:</b> Councillors: Mayor Me. M. Mogorosi, Cllr. Sebokolodi, Cllr. Mabaso, Cllr.Mogoje, Ward Committee.</p> <p>Officials: Ms. N. Mosoang. Mr. S. Monnamoncho. Supporting: Mrs. M. Tsoene, Mr. M. Marumule. Community: 118 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Storm water drainage.</li> <li>✓ Regravel access roads to minimise costs.</li> <li>✓ Sports facilities.</li> <li>✓ Provide more security for dumping areas.</li> <li>✓ Youth centre.</li> <li>✓ Provision of rubbish bins to all households.</li> <li>✓ Provides service sites for community.</li> <li>✓ Technical School and Old Age Home.</li> <li>✓ Decrease proposed tariffs.</li> <li>✓ Cattle Camp.</li> <li>✓ Provide security at the cemetery</li> </ul>
4	<p>Venue: New Hall. Date: 20 April 2010. Time: 14: 00</p> <p><b>Attendance:</b> Councillors: Mayor Me. M. Mogorosi, Cllr. Masisi, Cllr. Mabeleng, Cllr. Maselo, Cllr. F. Maphisa, Cllr. Mabaso, Cllr. Lenake, Cllr. D. Mahalapa, Cllr. T. Thebehae, CDW. T. Mafabatho and Ward Committee.</p> <p>Officials: Ms. N. Mosuang, Mr. D.K. Shongwe, Mr. M.J. Ntsane. Nala Support Staff: Mrs. M. Tsoene. Community: 151 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Storm water drainage.</li> <li>✓ De-registering of title deeds be expedited.</li> <li>✓ Youth Centre to be built to enable the Youth to pursue youth development programmes.</li> <li>✓ Upgrading of sites that are damaged by water.</li> <li>✓ Fencing of the cemetery.</li> <li>✓ Upgrading of roads.</li> <li>✓ Reduce proposed service tariffs.</li> <li>✓ Scrap business sites in favour of residents.</li> </ul>
5	<p>Venue: Tshedisehang Primary School. Date: 21 April 2010. Time: 15: 00.</p>	<ul style="list-style-type: none"> <li>✓ Renovation of sports facilities in Kgotsong.</li> <li>✓ Renovation of Kgotsong Stadium.</li> <li>✓ Upgrading of Mezwenking.</li> </ul>

Ward	Details of Public Participation meeting held	Key Service Delivery Priorities Raised
	<p><b>Attendance:</b>Councillors: Mayor Me. M. Mogorosi, Cllr. Lenake, Cllr. Kulashe, Cllr. Mpesi, Cllr. Mabaso, Cllr. Masisi, Cllr. Nyamane, CDW. Mr D. Mocoancoeng, CDW. Ms. D. Sempe and Ward Committee.</p> <p>Officials: CFO. Mr. T. Matlosa, Ms. N. Mosuang.</p> <p>Nala Support Staff: Mr. M. Marumule, Mrs. M. Tsoene.</p> <p>Community: 106 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Renovation of Boneni Hall.</li> <li>✓ Provision of rubbish bins for every household.</li> <li>✓ Installation of a storm water drainage system.</li> <li>✓ Streets renovation.</li> </ul>
6	<p>Venue: Bothaville Primary School. Date: 21 April 2010. Time: 17: 00.</p> <p><b>Attendance:</b> Councillors: Mayor Me. M. Mogorosi, Cllr. R. Lenake, Cllr. Mpesi, Cllr. Masisi, Cllr. Kulashe, Cllr. Nyamane, CDW. Mr. D. Mocoancoeng and Ward Committee.</p> <p>Officials: Mr. K. Masekoane, Mr. T. Matlosa, Ms. N. Mosuang, Mr. S. Nxumalo. Nala Supporting Staff: Mrs. M. Tsoene, Mr. M. Marumule. Community: 171 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Can the Council built tarred roads not pave to minimise the costs.</li> <li>✓ Use iron pedestrian crossing bridges not expensive ones.</li> <li>✓ Create jobs for community from projects on the budget.</li> <li>✓ Clinic at Naledi Section in Kgotsong.</li> <li>✓ Reduce proposed service charges.</li> </ul>
7	<p>Venue: Oziel Selele Secondary School. Date: 22 April 2010. Time: 15: 00.</p> <p><b>Attendance:</b> Councillors: Mayor. Me. M. Mogorosi, Cllr. D. Mahalapa, Cllr. Zodala, Cllr. Nyamane, Cllr. Lenake., Cllr. Diphae, Cllr. Mpesi, Cllr. Maphisa, Cllr. Ntshabiseng, Cllr. Masisi, Cllr. Mabaso, Cllr. Molutsi and Ward Committee.</p> <p>Officials: Mr. T. Matlosa, Mr. T. Majoe, Mr. M. Ntsane, Ms. N Mosuang.</p> <p>Nala Support Staff: Mrs. M. Tsoene, Mr. M. Marumule. Community: 162 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Storm water drainage.</li> <li>✓ Ablution facilities at our grave yard.</li> <li>✓ Decrease proposed service charge on dumping area to increase on the sewerage plant.</li> <li>✓ Provide rubbish bins for every households</li> <li>✓ New Municipality Vehicles.</li> <li>✓ Highmast Light behind Mamellang Thuto School.</li> </ul>
8	<p>Venue: Mamellang Thuto Secondary School. Date: 22 April 2010.</p>	<ul style="list-style-type: none"> <li>✓ Job creation for our community.</li> <li>✓ Recreation (Mezwinking) facilities to be</li> </ul>

Ward	Details of Public Participation meeting held	Key Service Delivery Priorities Raised
	<p>Time: 17: 00</p> <p><b>Attendance:</b> Councillors: Mayor. Me. M. Mogorosi, Cllr. Diphae, Cllr. Mahalapa, Cllr. Masisi, Cllr. Ntshabiseng, Cllr. Mpesi, Cllr. Lenake, Cllr. Mabaso, Ward Committee.</p> <p>Officials: Mr. M. Ntsane. Mr. S. Monnamoncho. Nala Supporting Staff: Mrs. M. Tsoene, Mr. M. Marumule. Community: 77 as per register.</p>	<p>upgraded.</p> <ul style="list-style-type: none"> <li>✓ Storm water drainage.</li> <li>✓ Services charges to be reduced.</li> </ul>
9	<p>Venue: Open Space (Mighty Tuck Shop) Date: 02 May 2010. Time: 08: 00</p> <p><b>Attendance:</b> <b>Councillors:</b> Mayor. Me. M. Mgorosi, Cllr. Masisi, Cllr. Ntshabiseng, Cllr. Mabaso, Cllr. Mogoje, Ward Committee.</p> <p><b>Officials:</b> Ms. N. Mosoang. Mr. Monnamoncho, Mr. T. Nteso.</p> <p><b>Nala Support Staff:</b> Mr. M. Marumule.</p> <p><b>Community:</b> 189 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Storm water.</li> <li>✓ Reduce proposed tariffs on service charges.</li> <li>✓ Clinic at Naledi.</li> <li>✓ High mast lights.</li> <li>✓ Youth Entertainment Centre.</li> <li>✓ Jobs.</li> </ul>
11	<p>Venue: Hlaboloha Primary School. Date: 26 April 2010. Time: 15: 00.</p> <p><b>Attendance:</b> Councillors: Cllr. Masisi, Cllr. Molutsi, Cllr. Mabaso, Cllr. Nyamane, Cllr. Lenake, Cllr. Mpesi, Cllr. Zodala, Ward Committee.</p> <p>Officials: Mr. T. Matlosa, Mr. S. Monnamoncho, Ms. N. Mosuang.</p>	<ul style="list-style-type: none"> <li>✓ Proposed tariffs on services to be reduced.</li> <li>✓ Services for 2x Pensioners in the same household be R105.00 not R160.00.</li> <li>✓ High mast-Lights maintenance be included on budget.</li> <li>✓ Storm water drainage.</li> </ul>

Ward	Details of Public Participation meeting held	Key Service Delivery Priorities Raised
	Nala Supporting Staff: Mr. M. Marumule.	<ul style="list-style-type: none"> <li>✓ Proposed tariffs on electricity must be reduced.</li> </ul>
12	<p>Venue: Tjantjello Primary School. Date: 29 April 2010. Time: 14: 00.</p> <p><b>Attendance:</b> Councillors: Mayor. Me. M. Mogorosi, Cllr. Molutsi, Cllr. Zodala, Cllr. Mabeleng, Cllr. Masisi, Cllr. Ntshabiseng, Cllr. Mabaso, Ward Committee. Officials: Ms. N. Mosoang, Mr. M. Ntsane, Mr. S. Monnamoncho. Nala Supporting Staff: Mr. M. Marumule. Community: 61 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Storm water drainage.</li> <li>✓ Increase on Mayor's budget.</li> <li>✓ Proposed services charges to be minimised.</li> <li>✓ Job creation.</li> <li>✓ Services of R160.00 for Pensioners decrease to R80.00.</li> <li>✓ Dumping side next to new house- budget for fencing.</li> </ul>
All Wards	<p>Venue : Wesselbron Library Date : 04 May 2010 Time : 14:00</p> <p><b>Attendance:</b> <b>Councillors:</b> Mayor. Me. M. Mogorosi, Speaker. Me. N. Mashia, Cllr. Masisi, Cllr. Mpatane, Cllr. Lenake, Cllr. Mabaso,</p> <p><b>Officials:</b> Mr. K. Masekoane, Mr. D.K. Shongwe, Mr. T. Matlosa, Ms. N. Mosoang.</p> <p><b>Nala Support Staff:</b> Mrs. M. Tsoene, Mr. M. Marumule, Mr. B. Mokalake.</p> <p><b>Organized Agriculture and Business:</b> 27 as per register.</p>	<ul style="list-style-type: none"> <li>✓ Property Tax should not be levied onto the indigents;</li> <li>✓ Properties worth R52 000.00 to R60 000.00 should not pa for rates and taxes;</li> <li>✓ Paving projects must create direct jobs to the community.</li> <li>✓ Basotho Letjhabile- Can municipality help with Electricity;</li> <li>✓ Need to highlight the performance of the municipality;</li> <li>✓ Need to implement the revenue enhancement plan of the municipality;</li> <li>✓ Need to resolve the dispute in relation to electricity tariff for 2008/2009 financial year</li> </ul>

Ward	Details of Public Participation meeting held	Key Service Delivery Priorities Raised
		<ul style="list-style-type: none"> <li>✓ Engage the affordability factor in relation to electricity tariffs and there is a need for a committee to engage with the municipality;</li> <li>✓ Need to work on LED Strategy</li> </ul>

## SECTION A: EXECUTIVE SUMMARY

Nala Local Municipality was formed after the amalgamation of the former Bothaville and Wesselsbron transitional local councils and a section of the Vetvaal transitional rural council. According to Statistics South Africa's 2007 Community Survey, it is estimated that the total population of the municipality is 92592 with an estimated 23424 households. Nala Local Municipality is situated in the northern part of the Lejweleputswa District Municipality. Wesselsbron and Bothaville function as individual administrative units with the bulk of the administration being done from Bothaville, which is also the seat of the Council in the area.

The Bothaville/Kgotsoeng area is located approximately 50km south of Klerksdorp, 80 km north of Welkom and 200 km south of Gauteng. Wesselsbron/Monyakeng is situated approximately 70 km south-west from Bothaville, approximately 35 km west of Welkom/Odendaalsrus and 55 km east of Hoopstad. The Nala area is located within a significant agricultural region. It forms part to the so-called "maize-triangle" of South Africa. The annual NAMPO harvest festival attracts more than 20 000 visitors and is second largest agricultural show centre in the world.

Apart from grain product, the production of meat and dairy products also features prominently. Bothaville is strategically located close to the gold mining towns of Klerksdorp/Orkney, whilst Wesselsbron is in close proximity of Welkom/Odendaalsrus and are directly dependant on these large urban centres for commercial support. Tourism in the area is suppressed, particularly as the region lacks natural attractions. However there is potential to develop tourism with regard to specific areas such as eco-tourism, game farming, cultural tourism and major sporting events. The tourism infrastructure of the region is underdeveloped and will require upgrading before any serious attempts towards tourism promotion is done.

Three major rivers feature prominently, of which two flow through the Nala municipality. The Vals River runs from east to west through the town of Bothaville, towards the Vaal River, and the Vet River flows just south of the Wesselsbron town and forms the southern boundary of the Nala area. Both the rivers play significant role in the provision of water to Bothaville and Wesselsbron respectively. The topography of the area is homogenous, with moderate slopes. The only significant natural feature is the sensitive wetland system found just south of Wesselsbron. The Vaal River forms the north-western boundary of the municipality.

Like many other developing municipalities in the country, Nala Local Municipality faces a number of developmental challenges, mainly dominated by limited employment opportunities and ultimately high unemployment and poverty rates among the community.

According to the 2007 Statistic South Africa Community Surveys, the total estimated number of unemployed people is 14583 and the total number of persons who are not economically active is estimated at 23517.

It is the undisputable that this socio-economic plight of its people, has a negative effect on the overall financial sustainability of the municipality as more and more people are unable to meet their obligations to pay for municipal services. The financial viability and sustainability issue of the municipality is further exacerbated by the difficulties experienced by the municipality in recovering all debts due to it, exposing the municipality to risk of serious financial problems.

Our Development Strategy mainly focuses on addressing and bridging the development divide of the past. This IDP therefore serves as means to provide a framework for improved capital expenditure and maximum utilization of our financial resource framework, thereby enabling service delivery and infrastructure development programmes and projects to keep pace with increasing demand and enabling universal access of services by communities in general and free basic services to indigent households, in particular.

## SECTION B: SITUATIONAL ANALYSIS

### 2. Analysis of Existing Level of Development

The December 5, 2000 democratic local government elections ushered in the era of development government and politics. The incoming new local municipalities were faced with the immense challenge of deconstructing the decades long era of separate, unfair and racially based local government. Through cooperative government, all three levels of government implemented programmes and projects aimed at eradicating poverty and ensuring the socio-economic development of all South Africans.

“Income poverty alleviation by the state has happened mainly through the system of social grants, with expenditure and the number of beneficiaries having increased more than threefold since 1994. Changes in the taxation structure have also improved households’ disposable income.

Human capital poverty alleviation has taken the form of programmes in the areas of education, health, water, sanitation, and electrification. These have quantitatively and qualitatively improved the lives of millions.

A comparative analysis of the 2001 Census and 2007 Community Survey display our municipality as not growing faster in terms of population and households numbers showing a decline of 9% respectively. This situation may be results of absence from a myriad of factors such as migration to other provinces or within the province due to work or education, increasing mortality rates because of HIV/AIDS, and unemployment causing a decrease in the purchasing of new property. It is possible that some of these factors, except HIV/AIDS, will continue depressing population and households’ growth in the area.

Asset capital poverty alleviation, through housing and land programmes, has seen massive resources transferred to individuals and communities.

However, the legacy of apartheid remains huge, with millions still unable to access such basic necessities as clean portable water, electricity and shelter”. *Source: “A nation in The Making: A discussion document on Macro-Social trends in South Africa” PCAS, The Presidency*



Like any other post-apartheid municipality in South Africa, Nala has inherited massive developmental backlogs and developmental challenges. Through the adoption of its first Integrated Development Plan (IDP) and its subsequent reviews over years, Nala crafted a development trajectory aimed at integrating the development of the area and ensuring the provision of equitable, fair and sustainable services for all.

A comparative analysis of the STASSA 2001 Census and the 2007 Community Survey indicates that modest strides have been made by Nala in fulfilling its developmental mandate enshrined in the Constitution.

## 2.1. Demographics

	Census 2001	Community Survey 2007	Population Change 2001-2007	% Growth – 2001-2007
<b>Total Population</b>	<b>98262</b>	<b>92586</b>	<b>-5676</b>	<b>-6.2</b>

Source: STATSSA Community Survey 2007

	Number of Households	Population as % District	Population as % of Province	Households as % of District	Households as % of Province
<b>Total Households</b>	<b>23424</b>	<b>14.4</b>	<b>3.3</b>	<b>11.5</b>	<b>2.9</b>

Source: STATSSA Community Survey 2007

A comparative analysis of the 2001 Census and the 2007 Community Survey displays our municipality as not growing faster in terms of population and households numbers showing a decline of 9% and 10% respectively. This situation may be a result of myriad of factors such as migration of local residents to other provinces or within the province due to work or education, increasing mortality rates due to HIV/AIDS, and unemployment causing a decline in the purchasing of new property. Equally important is lack of visible economic growth which may generally account for non-growth of population and household numbers. It is possible that some of these factors, except HIV/AIDS, will continue depressing population and household growth in the area.

	Male	Female	Total	Percentage
<b>Black</b>	30986	36377	67363	85.30%
<b>Coloured</b>	58	72	130	0.14%
<b>Indian or Asian</b>	20	8	28	0.03%
<b>White</b>	6188	7264	13452	14.53%
<b>Total</b>	<b>41825</b>	<b>50757</b>	<b>92582</b>	<b>100.00%</b>

Source: STATSSA Community Survey 2007

A further breakdown of the STATSSA 2007 Community Survey reveals that 85.3% of the population is Black, 0,14 Coloured, 0,03 Indian and 14.53 White. In terms of gender demographics, males comprise 45% of the population whilst females 55% of the population of Nala.

<b>Income Category</b>	<b>2001</b>	<b>2007</b>
No Income	67845	46 746
R 1 – R 2 400	7169	18 593
R 2 401 – R 6 000	11553	6 225
R 6 001 – R 12 000	3533	13 662
R 12 001 – R 18 000	2182	2 597
R 18 001 – R 30 000	1766	1 763
R 30 001 – R 42 000	1039	1 483
R 42 001 – R 54 000	727	125
R 54 001 – R 72 000	579	62
R 72 000 – R 96 000	208	-
R 96 001 – R 132 000	208	-
R 132 001 – R 196 000	103	-
R 192 001 – R 360 000	103	968
Over R 360 000	27	<b>92 224</b>

#### Employment Status

<b>Economic Status</b>	<b>Census 2001</b>	<b>Community Survey 2007</b>
<b>Employed</b>	17583	17466
<b>Unemployed</b>	16413	14583
<b>Not Economically Active</b>	28296	23517

#### STATSSA, Community Survey 2007

A comparative analysis of employment trends between 2001 and 2007 reveals that employment opportunities increased by 0.6%, whilst unemployment rate had increased by 12.5%. The number of economically active people had increased by 0.20% during this period. These trends indicate that there is significantly higher number of the unemployed than job opportunities. During this period there seem not to have been any growth in economic activity in Nala.

## Employment by Sectors

<b>Industry Type</b>	<b>2001</b>	<b>2007</b>
Agriculture, hunting, forestry and fishing	6686	-
Mining and Quarrying	218	-
Manufacturing	1125	-
Electricity, gas and water supply	184	-
Construction	357	-
Wholesale and retail trade, repairs, hotels and restaurants	1832	-
Transport, storage and communication	351	-
Financial intermediation, Insurance, real estate and business services	460	-
Community , social and personal services	2009	-
Private households	2782	-
Undetermined	811	-
Not applicable	44707	-

## Infrastructure and Social Development

## Access to water

<b>Number of Households by year</b>	<b>2001</b>	<b>2007</b>
Piped water inside dwelling	5923	7530
Piped water inside yard	15516	13359
Piped water from access point outside yard	3435	1179
Borehole	333	855
Spring water	6	57
River/stream	12	74
Rain water tank	20	264
Dam/Pool/Stagnant water	6	-
Water vendor	12	-
<b>Other</b>	567	106
<b>Total</b>	<b>25830</b>	<b>23424</b>

The post 1994 democratic dispensation ushered in developmental local government tasked with the extension of good, affordable and sustainable basic services for all. As illustrated in the above section the population of Nala Local Municipality has not increased over the years. However, like in all SA municipalities, there is dual development challenge faced by this municipality of addressing past apartheid development inequalities (backlogs) and expansion of services to new areas. A strategic delicate balance need to be maintained in order that all residents can experience appropriate and equitable service delivery.

Household Refuse Removal	2001	2007
Removed by local authority/private company once a week	19170	19520
Removed by local authority/private company less often	120	290
Communal refuse dump	150	59
Own refuse dump	4095	3087
No rubbish disposal	2295	469
<b>Total</b>	<b>25830</b>	<b>23424</b>

The recent national electricity crises and the resultant effects on South African residents and the economy have highlighted how highly reliant we are on electricity as a source of energy. Government has committed itself to developing measures to promote energy saving, reduce energy costs to the economy and its negative impact on the environment. The National Energy Efficiency Strategy has set national target of 12% for energy saving by 2015.

Energy for Lighting

Period	Census 2001	%	Community Survey 2007	%
Electricity	20496	73.34	19955	85.19
Gas	18	0.06	-	-
Paraffin	426	1.64	812	3.46
Candles	4815	18.64	2657	11.34
Solar	33	0.12	-	-
Other	42	0.16	-	-
<b>Total</b>	25830 100.00		23424	100.00

## Fuel Source for Cooking

Period	Census 2001	%	Community Survey 2007	%
Electricity	19034	73.68	14757	62.99
Gas	13	0.05	718	3.06
Paraffin	431	1.66	6814	29.08
Wood	4793	18.55	943	4.02
Coal	1470	5.69	105	0.44
Animal dung	48	0.18	-	-
Solar	41	1.58	-	-
Other	-	-	86	0.36
<b>Total</b>	<b>25830</b>	<b>100.00</b>	<b>23424</b>	<b>100.00</b>

## Fuel Source for Heating

Period	Census 2001	%	Community Survey 2001	%
Electricity	20496	79.34	9017	38.49
Gas	18	0.06	367	1.56
Paraffin	426	1.64	4087	17.44
Wood	3339	12.92	7387	31.53
Coal	1470	5.69	1604	6.84
Solar	51	0.19	-	-
Animal dung	-	-	-	-
Other	48	0.18	913	3.89
<b>Total</b>	<b>25830</b> <b>100.00</b>		<b>23424</b>	<b>100.00</b>

The tables above illustrate that as a locality we are overly dependent on electricity as source of energy for lighting, cooking, and heating. In fact the statistics reflect an increase of electricity as energy source in that electricity for lighting has increased from 73.34% in 2001 Census to 85.19% in Community Survey 2007. For cooking there seem to be a decrease in consumption by 11.85% from 73.68% in 2001 Census to 62.99% in 2007 Community Survey. For heating there seems to be a drastic decrease by more than 40%, from 79.34% to 38.49%. Simultaneously, there is significant increase in the number of households using wood for cooking from 12.92% in the Census of 2001 to 31.53% according to Community Survey 2007. This could be attributed to numerous factors in relation to distribution of electricity for sale to local residents in Kgotsong, Bothaville and

Wesselsbron. There is also a significant increase in the consumption of paraffin for cooking from 1.66% according to the Census 2001 to 29.08% in the 2007, Community Survey.

#### Household Access to Housing

Dwelling Type	Census 2001	Community Survey 2007
House or Brick structure on a separate stand	15324	12226
Traditional dwelling/hut/structure made of traditional materials	759	274
Flat in block of flats	-	-
Town/cluster/semi-detached house ( simplex, duplex, triplex)	-	-
House/room in backyard/flat	-	-
Informal dwelling/shack in back yard	9702	1294
Informal dwelling/ flat not in backyard	-	8576
Room/ flatlet not in backyard but on shared property	-	-
Caravan or tent	-	118
Private ship/boat	-	-
Other	45	59
<b>TOTAL</b>	<b>25830</b>	<b>23424</b>

According to the above table there is a decline in the number of households between the period 2001 Census and 2007 Community Survey by 9%. For house or brick structure on a separate stand there is 8% decline between this periods; Traditional dwelling there is 36% improvement as more people live to other forms of dwelling. Informal settlement in backyard has decreased by 13% whilst the number of informal dwelling in flats not in backyard has increased dramatically by 100%. There has also been an emerging group of households living in caravans or tents. The other forms of housing have increased by 7%.

#### Education Levels

Education Level	2001	2007
No. of schooling	9195	23138
Grade 0	-	6360
Grade 1/ Sub A	1098	-
Grade 2/ Sub B	1591	-
Grade 3/ Std. 1	2327	-

Grade 4/ Std. 2	2886	-
Grade 5/ Std. 3	3164	-
Grade 6/ Std. 4	4032	-
Grade 7/ Std. 5	5347	125684
Grade 8/ Std. 6/ Form 1	4820	-
Grade 9/ Std. 7/ Form 2	3167	-
Grade 10/ Std. 8/ Form 3/ NTC I	3994	-
Grade 11/ Std. 9 NTC II	3164	135651
Grade 12 / Std. 10 /NTC III	7132	-
Certificate with less than Grade 12	93	49713
Diploma with less than Grade 12	73	7339
Certificate with Grade 12	434	-
Diploma with Grade 12	1098	7402
Bachelors Degree	240	4734
Bachelors Degree and Diploma /Btech	119	1810
Honours Degree	71	1213
Higher Degree	48	1309

According to Census 2001 and Community Survey 2007, the number of people who are not schooling has increased by more than 250%. However, this figure may include the number of people below schooling age. The combined figure for people in grade 1/sub A to grade 7/std.5 has increased to 125685. This combination makes it difficult for analysts to study the trends. It is clear this combination of figures has been done across the categories. However, trends reflect a general improvement in the number of people attaining grade 12 certificates and beyond.

## 2.3 Institutional Analysis

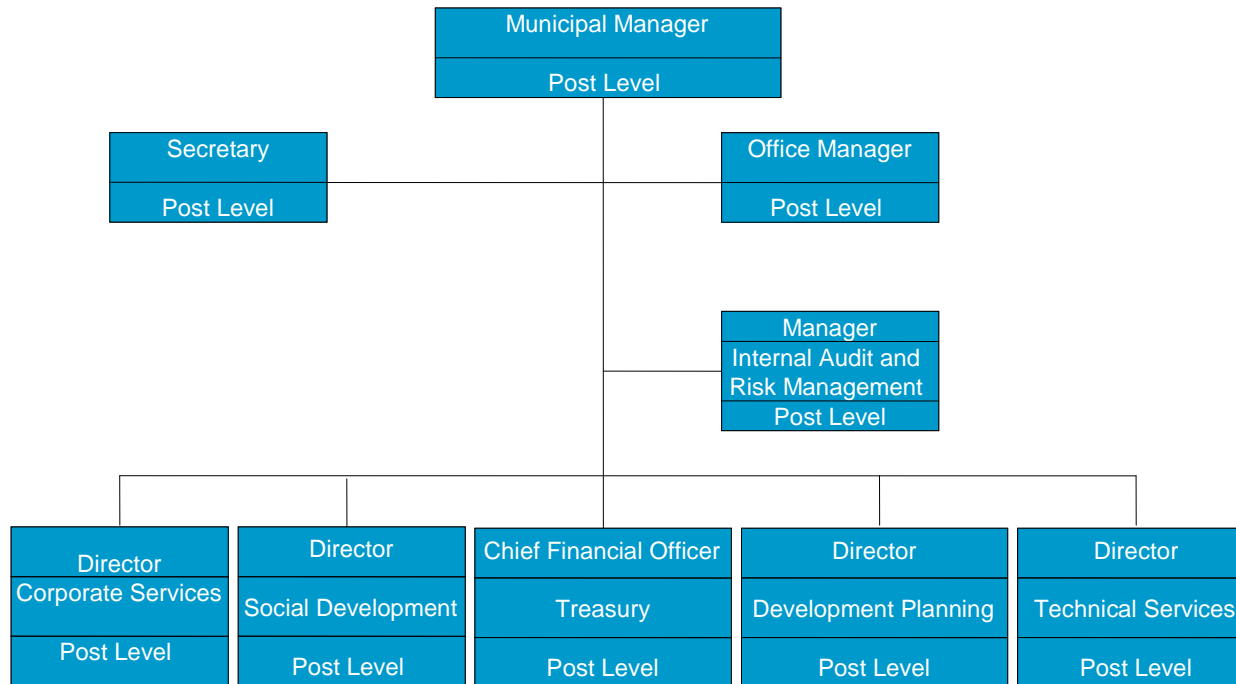
### 2.3.1 Organizational Structure

Nala Local Municipality has developed its organizational structure to ensure effective and efficient implementation and achievement of the priorities, objectives and targets set in the IDP, Service Delivery and Budget Implementation Plan. The organogram is presently under a rigorous review process in order to ensure that:

- ♦ It is aligned to the constitutional mandate (objects and duties) as enshrined in section 152 of the Constitution of the Republic of South Africa, 1996
- ♦ The municipality is structured in such a way that it is geared towards fulfilling its powers and functions as contained in Schedule 4, Part B and Schedule 5, Part B of the Constitution of the Republic of South Africa, 1996;
- ♦ It is informed by obtaining resource capacity and its optimally fit the size of the municipality
- ♦ It is re-organized around five key performance areas as informed by the Local Government Strategic Agenda and the Municipal Turn-around Strategy
- ♦ It promotes integration, consistency and organisational effectiveness
- ♦ It improves unity of command and internal co-ordination
- ♦ It fosters institutional transformation and development
- ♦ It ensures responsiveness, performance excellence and accountability
- ♦ The municipality is managed on the basis of the principles of Good Governance



**APPROVED MACRO-STRUCTURE AS CURRENTLY UNDERGOING FORMAL REVIEW**



### 2.3.2 IDP, Budgets, SDBIP, Financial Statements and Annual Reports

The 2010/2011 IDP and Budget have been aligned through a meaningful and robust engagement process and also include important injunctions from the Local Government Turn-Around Strategy. To the process further for effective implementation and enforcement, the departmental service plans through Service Delivery and Budget Implementation Plan (“SDBIP”) , within twenty days (28) after final approval of the IDP and Budget, will be developed and approved by the mayor. Furthermore, as required by legislation, these SDBIPs should then be incorporated and aligned with the Performance Agreements of all the section 56 Managers which also fall within similar timeline in terms of legislative prescripts.

## SECTION C: DEVELOPMENT STRATEGIES

### 3. Background to the review of Nala vision

- A vision provides a clear, easily understood image of a better future
- *The nature of Nala Municipality vision should foster commitment and engage both the heart and mind*
- The created vision statement was slightly refined in order to incorporate an important dimension on building an effective municipality in examining what the municipality wants, defining values and engaging in informed dreaming
- Although the vision is an imagination of the future it needs to remain realistic to serve as an inspiration and also trigger individual and collective action
- It should be something which can be accomplished and that both Political Office Bearers and Officials are willing to work hard for

Moreover, during the review of this IDP document, due cognisance was, inter alia, taken of:

- the Constitution of the Republic of South Africa and the constitutional mandate of the Municipality
- the National Spatial Development Perspective
- the Provincial Growth and Development Strategy
- the area wide issues identified from the prioritised SWOT analysis of the different wards

- the economic indicators

### 3.1 Vision

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*“To be the agricultural production centre of South Africa, a self sustainable, diverse, viable and an effective municipality”*

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### 3.2 Mission

The mission of an organisation defines the core purpose or reason for existence of the organisation, it provides a goal, is always specific and answers the question what the purpose of the organisation is. The mission focuses on the organisation’s present state in order to realistically realise its vision.

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**A well-governed, performance-driven municipality striving to improve the social and economical well-being of its citizen through sustainable and effective service delivery and public participation**

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### 3.3 Values

- Nurturing
- Achievement – driven and customer focussed
- Learning Organisation and Loyalty
- Accountability

### 3.4 Strategic Objectives

To successfully achieve the above vision, the strategic objectives were developed and added into the IDP, taking into account the following:

- The development strategy must be sustainable and should therefore address sustainable economic and social development as well as proper utilisation of natural resources without compromising the environment;
- The strategy should build on the strengths of the municipal area and minimise the weak points, take advantage of development opportunities and address identified threats or risks;
- The strategy must comply with the constitutional obligations of the municipality towards its residents and must contribute towards the development objectives of the District, Provincial and National Governments.

The Strategic Objectives for Nala Municipality have been formulated and are as follows:

#### **Strategic Objective 1:**

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**To build and enhance our governance system that is founded on democratic values in order to improve service delivery**

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#### **Strategic Objective 2:**

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**To enhance our institutional capacity in order to instil a culture of high performance through proper facilitation of transformation and development**

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#### **Strategic Objective 3:**

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**To strengthen our financial management system in order to sustain our viability and developmental local government functioning**

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### **Strategic Objective 4:**

**To ensure adequate and equitable access to quality and affordable services across the municipality in order achieve a better life for all**

### **Strategic Objective 5:**

**To improve our local economic development in order to stimulate and facilitate economic growth and social cohesion**

## **3.5 Identification and Prioritisation of Community Needs**

Following an extensive and iterative consultation processes between the elected leaders and municipal administration during the February and March 2010 and subsequent consultation with the broader community as well as critical stakeholders during the months of April and May 2010 within the context of developing Nala Local Municipality's Local Government Turnaround Strategy Action Plan and the planning and budget processes, the municipality has agreed to the following development priorities that should be achieved in the next three years.

- 1) Fast-tracking service delivery throughout the municipality;
- 2) Ensuring that the municipal administration is responsive to community needs as articulated by elected leaders and are accountable;
- 3) Facilitating access to electricity services and providing Free Basic Electricity (FBE) according to policy imperatives adopted by Council and facilitate equal access to electricity boxes at Wesselsbron where there are shortages;
- 4) Dealing with service delivery backlogs as they relate to roads and storm-water related services;
- 5) Development and installation of access roads and re-gravelling of streets;
- 6) Dealing with incomplete and defective toilets (bucket eradication programme);
- 7) Provision of effective and regular refuse removal services;
- 8) Acute financial distress;
- 9) Implementation of Revenue Collection Strategy
- 10) Timely maintenance of service delivery utilities, amenities (*such as the stadium, swimming pools, Youth Centres and municipal buildings*) and service delivery infrastructure (storm-water channel, sweeping of roads, maintenance of high-mast lights, sewer line and network, wastewater treatment plants);
- 11) Reduction of water and electricity line losses – engaging the Department of Water Affairs to assist with the replacement of water meters;

- 12) Provision of high-mast lights in identified areas
- 13) Formalisation of informal settlements and ensuring equitable access to serviced sites;
- 14) Provision of maintenance services (open spaces ;
- 15) Incomplete BNG houses and provision of housing ;
- 16) Effective contract management for infrastructure projects;
- 17) Effective information management and security;
- 18) Effective ward committee system;
- 19) Irregular collection of night soil;
- 20) Identification and implementation of catalytic and strategic LED projects (including mining and bio-fuel);
- 21) Ensuring adequate provision of own resources to finance LED projects;
- 22) Availability of services sites at Monyakeng and Khotsong to ensure land development and broadening of the revenue base for the municipality;
- 23) Ensure the availability of strong room for storage of files and supporting documents;
- 24) Updated indigent register
- 25) Provision and refurbishment of social amenities (town and community halls, upgrading of Doorn Park, Mezwenking, etc) including Youth Centres, Multi-Purpose Centres and Sporting Facilities;
- 26) Erection of ablution facilities at cemeteries and fencing of cemeteries;
- 27) Operationalisation of the paving machine
- 28) Building of a clinic at Naledi, Kgotsong and Monyakeng;
- 29) Stabilising the municipal administration – finalising placement and filling of critical vacancies and implementation of organisational performance management system;
- 30) Evolving a sound and prudent financial management – cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management;
- 31) Implement revenue enhancement strategy – implementation of credit control measures;
- 32) Effective fleet management;
- 33) Strengthen treasury and budget office and shore-up internal audit

At the level of strategic planning, the Municipality emphasised the need to change the existing milieu, that of being under administration. This was clear, with the clustering of issues, that the Municipality will through hard work, achieve the set objectives. The following table depicts the priorities that should inform and impact on the budget and the work of the municipality in the coming year. These priorities are clustered according to the following key focus areas:

<b>KEY FOCUS AREA</b>	<b>DEVELOPMENT PRIORITIES</b>
<b><i>Municipal Transformation and Institutional Development</i></b>	Stabilising the municipal administration – finalising placement and filling of critical vacancies and implementation of organisational performance management system; hold regular management meetings;
<b><i>Provision of Sustainable Services</i></b>	Fast-tracking service delivery;
	Timely maintenance of service delivery utilities, amenities ( <i>such as the stadium, swimming pools, Youth Centres and municipal buildings</i> ) and service delivery infrastructure (storm-water channel, sweeping of roads, maintenance of high-mast lights, sewer line and network, wastewater treatment plants);
	Reduction of water and electricity line losses – engaging the Department of Water Affairs to assist with the replacement of water meters;
	Provision of high-mast lights in identified areas;
	Formalisation of informal settlements;
	Dealing with service delivery backlogs as they relate to roads and storm-water related services;
	Provision of maintenance services (open spaces)
	Incomplete BNG houses and provision of housing ;
	Effective contract management for infrastructure projects;
	Facilitating access to electricity services and providing Free Basic Electricity (FBE) according to policy imperatives adopted by Council;
	Dealing with service delivery backlogs as it relates to roads and storm-water related services;
	Development and installation of access roads and re-gravelling of streets
	Dealing with incomplete and defective toilets (bucket eradication programme);

<b>KEY FOCUS AREA</b>	<b>DEVELOPMENT PRIORITIES</b>
	Provision and refurbishment of social amenities (town and community halls, upgrading of Doorn Park, Mezwenking, etc) including Youth Centres, Multi-Purpose Centres and Sporting facilities;
	Erection of ablution facilities at cemeteries and fencing of cemeteries;
	Operationalisation of the paving machine
	Building of a clinic at Naledi, Kgotsong and Monyakeng
<b>Local Economic Development</b>	Identification and implementation of catalytic and strategic LED projects (including mining and bio-fuel);
	Ensuring adequate provision of own resources to finance LED projects;
	Availability of services sites at Monyakeng and Khotsong to ensure land development and broadening of the revenue base for the municipality;
<b>Municipal Financial Viability</b>	Acute financial distress;
	Implementation of Revenue Collection Strategy
	Ensure the availability of strong room for storage of files and supporting documents;
	Evolving a sound and prudent financial management – cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management;
	Effective fleet management
	Updated indigent register
	Strengthen treasury and budget office and shore-up internal audit ;
	Implement revenue enhancement strategy – implementation of credit control measures;



<b>KEY FOCUS AREA</b>	<b>DEVELOPMENT PRIORITIES</b>
<b><i>Good Governance and Public Participation</i></b>	Ensuring that the municipal administration is responsive to community needs as articulated by elected leaders and are held accountable;
	Effective information management and security;
	Effective ward committee system

### **3.6 Powers and Functions assigned to Nala Local Municipality**

In terms of Section 156 of the Constitution of the Republic of South Africa, 1996, Nala Local Municipality has executive authority in respect of, and has the authority to administer Local Government Matters listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial legislation. Furthermore, this municipality is accordingly empowered to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers and this includes making and administering by-laws.

The following are the original and legislative powers and functions assigned to Nala municipality by the Constitution of the Republic of South Africa, 1996. It should also be noted that Nala Local Municipality has been assigned an additional function of Public Libraries and must therefore continue to perform this function unless and until legislation provides otherwise.

**Powers and Functions: Nala Local Municipality [FS185]**

<b>Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996</b>	<b>Definition</b>
Air Pollution	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building Regulations	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Child Care Facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity Reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire Fighting Equipment	Planning, co-ordination and regulation of fire services and specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardization of infrastructure
Local Tourism	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and cont
Municipal Airport (Landing Strip)	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and se
Municipal Planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
Municipal Public Transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Pontoons and Ferries	Pontoons and ferries, excluding the regulation of international and national shipping and matters related thereto, and matters falling within the competence of national and provincial governments.
Storm Water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable Water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement Facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the Display of Advertisements in Public Places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area
Cemeteries, Funeral Parlours and Crematoria	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.

<b>Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996</b>	<b>Definition</b>
Cleansing	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of Public Nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of Undertakings that Sell Liquor to the Public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.
Facilities for the Accommodation, Care and Burial of Animals	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration required.
Fencing and Fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of Dogs	The control over the number and health status of dogs through a licensing mechanism.
Licensing and Control of Undertakings that Sell Food to the Public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local Amenities	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local Sports Facilities	The provision, management and/or control of any sporting facility within the municipal area.
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal Abattoirs	The establishment, conduct and/or control of facilities for the slaughtering of livestock.
Municipal Parks and Recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal Roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of and/or connected therewith.
Noise Pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public Places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse Removal, Refuse Dumps and Solid Waste Disposal	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street Trading	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve
Street Lighting	The provision and maintenance of lighting for the illuminating of streets in a municipal area.
Traffic and Parking	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions

The 2008/09 Municipal Demarcation Board: Capacity Assessment Report indicates that Nala Local Municipality performs about 60.53% of the functions assigned to it by the Constitution, followed by Matjhabeng, Tswelopele and Masilonyana at 47.37% each. Nala LM has increased the number of functions it performs and is the only municipality in the Lejweleputswa District Municipality that performs more than half of its functions. However, observations have also been made that Nala LM either does not or poorly performs the following functions:

<b>Function</b>	<b>Authorised to Perform</b>	<b>Status Quo as at 2008/2009 Capacity Assessment Year</b>
Child Care Facilities	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Local Tourism	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Municipal Airport	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Municipal health Services	No	Not Applicable
Municipal Public Transport	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Pontoons and Ferries	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Trading Regulations	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Amusement Facilities	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Control of Public Nuisance	Yes	Service Provided

Function	Authorised to Perform	Status Quo as at 2008/2009 Capacity Assessment Year
		Municipality understands No budget provision to perform function No equipment in place MDB noticed Nala LM's limited capacity
Control of Undertakings that Sell Liquor to the Public	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Facilities for the Accommodation, Care and Burial of Animals	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Fencing and Fences	Yes	Service Provided Municipality understands No budget provision to perform function Equipment in place MDB noticed Nala LM's limited capacity
Licensing of Dogs	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Licensing and Control of Undertakings that Sell Food to the Public	Yes	Service Provided Municipality understands No budget provision to perform function Equipment in place MDB noticed Nala LM's limited capacity
Local Amenities	Yes	Service Provided Municipality understands No budget provision to perform function Equipment in place MDB noticed Nala LM's limited capacity
Markets	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Municipal Abattoirs	Yes	Service not provided Municipality does not understand

Function	Authorised to Perform	Status Quo as at 2008/2009 Capacity Assessment Year
		No budget provision to perform function No equipment
Municipal Parks and Recreation	Yes	Service Provided Municipality understands No budget provision to perform function Equipment in place MDB noticed Nala LM's limited capacity
Municipal Roads	Yes, including Lejweleputswa DM Function	Service Provided Municipality understands No budget provision to perform function Equipment in place MDB recommended adjustment of function to Lejweleputswa DM to be reversed
Noise Pollution	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment
Pounds	Yes	Service not provided Municipality does not understand No budget provision to perform function No equipment

It is in the light of above observations that the existing municipal structure, as an integral part of on-going municipal transformation, turn-around and internal business re-engineering, is currently being reviewed so that the necessary capacity gaps are filled through staff establishment and placement, in addition to required equipment and other ancillary matters incidental to the effective performance of the above functions.

Nala Local Municipality is further required to perform the following functions on behalf of Lejweleputswa District Municipality within Nala jurisdictional area in terms of the last and standing authorisation notice which was published in 2008, as there has not been any subsequent notice adjusting powers and functions between district and local municipalities in the Free State, authorised by the MEC and published in 2009 and which would have repealed the 2008 notice.

<b>Authorised to Perform on Behalf of Lejweleputswa District Municipality within Nala Municipal area, in terms of Section 85 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) by Government Notice Number 128 of 11 April 2008 as Published in Government Gazette No. 25 of 11 April 2008</b>
Solid Waste - Section 84 (1) (e)
Municipal Roads - Section 84 (1) (f)
Fire Fighting – Section 84 (1) (j)
Cemeteries, Funeral Parlours and Crematoria - Section 84 (1) (l)
Municipal Public Works - Section 84 (1) (n)

### 3.7 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 neighbouring municipal proposed developments. Specific alignment demonstrations are indicated below:

#### 3.7.1 Alignment of Nala IDP with National Government Policy Priorities for 2010/2011

Nala Local Municipality	Government Policy Priorities for 2010 / 2011
Identification and implementation of catalytic and strategic LED projects (including mining and bio-fuel) – leveraging resources for resourcing and implementing LED projects	Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation
Effective provision of social services – libraries, Youth Development Centres, social amenities, etc	Protecting the poor from the worst impacts of the economic downturn
Fast-tracking services delivery , ensuring adequate maintenance of service delivery infrastructure and utilities and ensuring effective provision of municipal services	Ensuring delivery of effective services;  Ensuring that drinking water and waste water meet the required quality standards all the time;  <i>Securing the health of municipal asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance;</i>  <i>Expediting spending on capital projects that are funded by conditional grants</i>
Stabilising the municipal administration – <i>finalising placement and filling of critical vacancies and implementation of organisational performance management system; hold regular management meetings;</i>  Evolving a sound and prudent financial management – <i>cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management;</i> <i>Implement revenue enhancement strategy – implementation of credit control measures;</i>  Effective fleet management;	<i>Ensuring adherence to Supply Chain Management Policy and fight corruption</i> Evolve performance culture where people are held accountable for their actions , accompanied by clear, measurable outcomes related to key development priorities



Strengthen treasury and budget office and shore-up internal audit ; Strengthening the ward committee system	
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### 3.7.1 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 following are FSGDS principles:

- 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 province, 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

During numerous consultations with different protagonists, the Province identified the following areas that need to be addressed by 2014:

- 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 100 000 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) To provide adequate infrastructure for economic growth and development

In order to achieve the above-mentioned targets, the province needs to focus on the following Key Priority Areas and Strategies:

<i>Economic Growth, Development and Employment</i>	<i>Human and Social Development</i>	<i>Justice, Crime Prevention and Security</i>	<i>Efficient Governance and Administration</i>	<i>Nala Local Municipality</i>
Expanding the manufacturing sector in key subsectors	Improving housing and basic services	Facilitate and improved and effective integrated criminal justices system	Improving integrated development planning and implementing	Identification and implementation of catalytic and strategic LED projects (including mining and bio-fuel) – leveraging resources for resourcing and implementing LED projects  Fast-tracking services delivery, ensuring adequate maintenance of service delivery infrastructure and utilities and ensuring effective provision of

				municipal services
Focusing on diversification in agricultural development	Improving health-care services	Ensure effective and efficient police service	Ensuring effective communication with stakeholders and clients	Promote agricultural activities within the Municipality.
Developing tourism	Improving education and educational services and skills	Establish and effective disaster prevention and response capacity for disasters throughout the Province	Promoting Black Economic Empowerment	Develop the Tourism Master Plan to promote tourism
Develop and expand transport and distribution industry	Improving social development services	Improve traffic policing and road incident management in the Province	Ensuring effective Human Resource Development and Management	Stabilising the municipal administration – <i>finalising placement and filling of critical vacancies and implementation of organisational performance management system; hold regular management meetings;</i>  Effective fleet management; Strengthen treasury and budget office and shore-up internal audit ;  Strengthening the ward committee system

<p>Facilitate and ensure enabling and economic infrastructure</p>	<p>Improving cultural, sport, and recreational services</p>	<p>Implement a Provincial EMS Plan</p>	<p>Ensuring improvement in financial management</p>	<p>Evolving a sound and prudent financial management – cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management;                      Implement revenue enhancement strategy – implementation of credit control measures;                       Effective provision of social services – libraries, Youth Development Centres, social amenities, etc                       To create and facilitate an enabling environment for LED in the Municipality</p>
<p>Emphasizing SMME development</p>		<p>Ensure a safe and secure environment at all institutions</p>	<p>Promoting integrity in government</p>	<p>Facilitate development for the SMME through liaison with other protagonists</p>

## **3.8 National Spatial Development Perspective (NSDP)**

### **3.8.1 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.

#### **3.8.1.1 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:

- a) 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.
- b) 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.

### 3.8.1.2 NSDP Categories of Development Potential

Categories of development potential proposed by the NSDP are:

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

Based on the above development potential, towns are classified as having a High Combined Development Potential, Above Average Combined Development Potential, Below Average Combined Development Potential and Limited Combined Development Potential.

CATEGORY	DESCRIPTION OF THE CATEGORY	MUNICIPALITY'S STATUS QUO
Innovation & Experimentation	Research & Development and application of technology to production processes	-
Production: High value Differentiated Goods	All production focusing on local & global niche markets (agricultural, manufacturing or natural resources based)	- Thule ( manufacture Karet trailers)
Production: Labour-Intensive Mass-produced Goods	Highly depended on proximity to good and cheap transport linkages and large unskilled and semi-skilled labour pool.	-Nampo (Agro-processing – Maize,Agricultural commodities & equipment) - Yuckon Farm- Export fruit & vegetables

Public Services & Administration	Business & public management required to organise processes of production, consumption and circulation.	-SAPS, Municipality and provincial departments, court of law, traffic department, hospital and clinics
Retail and Services	Retail, catering & personal services large employer of semi-skilled workers willing & able to pay for goods and services.	- Goldfields logistics, Sedibeng Water(Water Services Provider)
Tourism	Eco-scenary, cultural heritage, entertainment, high-quality restaurants & accommodation.	-Lehae-la Makhakha(Balkfontein farm) -Develop tourism masterplan

### 3.9 National Service Delivery Targets

In planning for service delivery, developing objectives and strategies for 2009/10 and beyond, the municipality aligned its service delivery targets with the following national service delivery targets as set out by the National Government in the following manner:

Institutionalized National Service Delivery Targets

DELIVERABLE	NATIONAL TARGET	MUNICIPALITY TARGET AND PLAN
Access to Sanitation	2010	3177 (Bucket Eradication) to be completed by end December 2010
Universal Access to Electricity	2012	3050 households to be electrified by 2012
Roads and Storm Water Channels	2013	74KM of roads including storm-water channels to be completed by 2013
Solid Waste Disposal	2013	To upgrade 2 landfill sites by 2011
Sports and Recreation facilities	2013	Completion of all sporting facilities by 2013
Public Facilities	2013	Completion of all public facilities by 2013
Upgrading of Informal Settlements	2014	Establishment of new townships to be completed by 2014

Source: Free State Province: Local Government Circular 1 of 2007

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## **SECTION D: HIGH-LEVEL SPATIAL DEVELOPMENT FRAMEWORK**

As a legislative requirement Nala has developed Spatial Development Plan. The Spatial Development Framework (SDF) Phase 1 of NALA Municipality was completed and Adopted in 2006. In the SDF more detail is available concerning all land uses and spatial issues. The spatial framework demonstrates compliance of the IDP with spatial principles and strategies and which serves as a Development Framework basis for spatial co-ordination of activities and for land use management decisions.

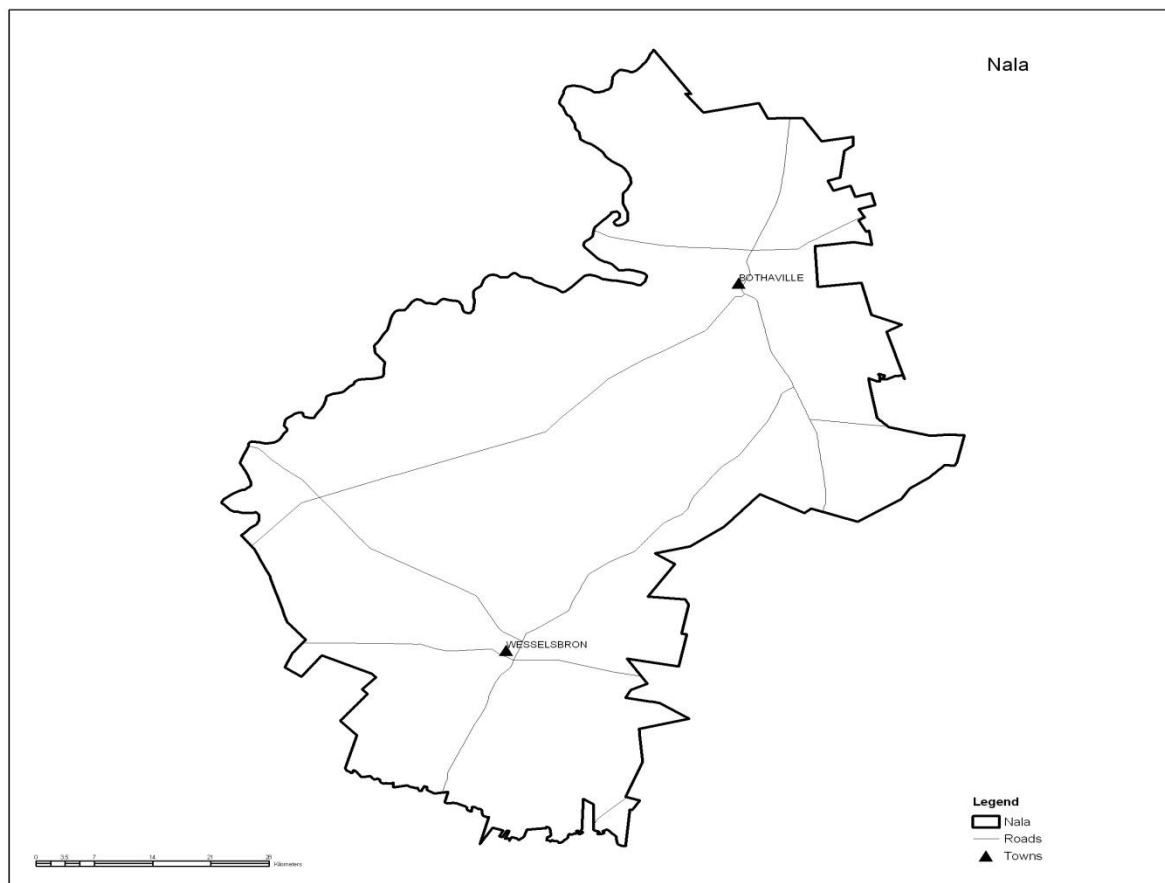
The following physical areas bound the area of the Bothaville – Kgotsong Northern Sector development plan:

- The Viljoenskroon – Leeudoringstad road to the north;
- The built-up area of Kgotsong to the east;
- The vicinity of the railway line to the south;
- The substation and Eskom power lines to the West;

The Nala municipality can be divided into three functional areas, being the Bothaville /Kgotsong urban centre in the north, the Wesselsbron/Monyakeng urban centre in the south, and the rural hinterland.



### A spatial overview of Nala Municipality



Copyright Map: Municipal Development Board Map  
for the Municipality of Teyateyaneng Research in GIS  
2007/2008/2009/2010/2011  
Tel: 081 901 2004

## A spatial overview of Bothaville



Compiled from Municipal Communication Board data  
Digitized by the Department of Planning and Research in 2005  
for the Department of Planning and Research in 2005

### A spatial overview of Wesselsbron



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Nala SDF identified the following key issues:

1. The physical integration of Nala into one town is not possible due to the physical distance between the towns. (Bothaville - Wesselsbron 62Km.)
2. The integration of existing twin towns (old Black and White towns) should first be addressed to optimally utilise existing infrastructure and increase the density of established towns.
3. Where a new development extends beyond the present town limits, it must form a homogeneous extension of the town and not be isolated and disjointed from town.
4. Integration between Bothaville and Kgotsong should be further pursued, but due cognisance should be taken of the limitations set by existing and future planned bulk infrastructure. The proposed bypass of the R30 between Bothaville and Kgotsong has been countered with alternate solutions as depicted in the SDF Plan Kgotsong Bothaville.
5. Integration between Wesselsbron and Monyakeng should be further pursued within the limitations of existing and long-term bulk services availability.
6. The development of agricultural infrastructure outside of the urban areas should be restricted to existing Agriculture Infrastructure Nodes. These nodes should only expand beyond their present extent and capacity if it is sustainable.
7. Rural development in Nala consists of the normal Agricultural development as well as leisure and recreational development along the Vaalriver and to a lesser extent along the Vals- and Vet River.
8. Leisure development has mainly an environmental and health risk attached to it with specific reference to the long term management of sewerage.
9. This is especially of great concern where such development abuts a major river that supplies raw water to communities.

## SECTION E: SECTOR INVOLVEMENT

The Municipality formed part of the Free State Planning and Development Forum which was held on 20<sup>th</sup> January 2010. During this strategic session, a number of sector departments and other role-players provided information on the development issues, projects and commitments.

The Free State Provincial Government Sector Departments have approved among others, projects for the 2010/2011 financial year. These projects cover key provincial functions such as police, roads and transport, education and health. Subsequent engagements were held with municipalities including Nala, to assess the level and extent of alignment of the IDP, Municipal Turn-Around Strategy and the Budget. Nala IDP (2010/2011) has been applauded by the provincial CoGTA Assessment Team for its meaningful alignment efforts and outcome through the 2010/2011 Budget. However, it was raised that sector departments have to show and increase their level of meaningful contribution in the Nala IDP Public Engagements.

<b>Free State Provincial Government Projects 2010/2011</b>	
<b>Sector Department</b>	<b>Projects/Service Description</b>
Police, Roads and Transport	Rehabilitation of the 20 KM road from Bothaville to Leeudoringstad
Education	Bovaaal and NAMPO to be developed to be fully fledged Agricultural Schools  Building of Letlotlo Naledi Primary School
Health	Provision of ambulances
COGTA	Provision of R1 million grant to enlist CFO support; Provision of R1 million grant to assist the municipality in paying upper limits to councillors;  Together with DBSA providing a senior engineer that will assist in debottlenecking the implementation of infrastructure project at Nala;  Provided financial assistance in enlisting lawyers to assist the municipality with litigation
Department of Water Affairs	Enlisted Sedibeng Water as an implementing agent to assist the municipality in dealing with its responsibilities flowing out of its assigned status as a Water Service Authority Provided assistance to Nala in developing the (Water Services Development Plan (WSDP) Provided assistance to Nala in developing the Water Demand and Conservation Management Plan (WDCMP)
Department of Sports, Arts, Culture, Science and Technology (SASCT)	Capacity-building projects for Sports within Nala Municipality
Development Bank of Southern Africa (DBSA)	Provided 50% gearing for the implementation of a Financial Turn Around Strategy at the municipality estimated at R5.8 million

## SECTION F: IMPLEMENTATION PLAN, OBJECTIVES, STRATEGIES AND PROJECTS

### 4.1.1 Nala Projects (Projects to implemented during 2010/2011)

### 4.1.2 Municipal Strategic Scorecard

### 4.1.3 Introduction

The Nala Local Municipality is committed to provide effective service delivery to its citizens as enjoined by the Constitution. This section provides an account of development objectives and corresponding strategies to be employed in meeting those development objectives. Ultimate to extensive community engagement with Nala communities and the provincial departments through the 2010/2011 IDP Engagement Sessions and Alignment with Municipal Turn-Around Strategy, the relevant indicators, service delivery targets and projects are logically included in the table as duly budgeted for:

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
<b>Municipal Transformation and Institutional Development</b>								
<b>Strategic Objective: To enhance our institutional capacity in order to instil a culture of high performance through proper facilitation of transformation and development</b>								
Sound Administration	Stabilise the municipal administration	Conducting staff efficiency and optimisation studies	Finalise the placement of all staff in the municipality	% of staff placed and absorbed in the organogram	Council has adopted a new structure in 2007	R600 000	100% placement of staff	Corporate services
	Facilitate change management processes							
	Ensure effective implementation	Implementation of OPMS	Review the Organisational PMS(Framework)	Organisational PMS is reviewed in	Draft Reviewed OPMS adopted by Council for adoption	-	100% implementation of OPMS for section	Corporate Services and All Directorates

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
	n of OPMS			terms of legislation by due-date			56 employees	
				% implementation of OPMS by due-date				
<b>Economic Development and Job Creation</b>								
<b>Strategic Objective: To improve our local economic development in order to stimulate and facilitate economic growth and social cohesion</b>								
Economic Development	Identification and implementation of strategic LED projects	Development of LED strategy	Develop LED Strategy Establish LED Unit	LED Unit established by due-date LED strategy developed and implemented Brick-making machine operationalised by due date	No LED strategy and LED unit	R700 000	2 LED projects identified and implemented with strategic partners prioritising on operationalising the existing Brick-making machine through PPP	Municipal Manager
		Fostering of partnerships for implementation of some of these projects	Implement LED Strategy and consider PPP in other areas					
<b>Sustainable Provision of Services</b>								
<b>Strategic Objective: To ensure adequate and equitable access to quality and affordable services across the municipality in order achieve a better life for all</b>								
Service Delivery								

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
Operations and Maintenance of Infrastructure	Timely maintenance of service delivery utilities, amenities (such as the stadium, swimming pools, Youth Centres and municipal buildings) and service delivery infrastructure (storm-water channel, sweeping of roads, maintenance of high-mast lights, sewer line and network, wastewater treatment plants);	Timely maintenance of service delivery utilities, amenities and water infrastructure  Comply with section 13 of the Water Service Act, 1998	Develop Water Master Plan	Water Master Plan developed and aligned to IDP by due-date	No Water Master Plan	R1.1m	Water Master Plan developed and aligned to IDP by 31 December 2010	Technical Department
			Development of Water Service Development Plan	Water Service Development Plan developed and aligned to IDP by due-date	No Water Service Development Plan		Water Services Development Plan developed and aligned to IDP by 31 December 2010	
<b>Sanitation</b>	To provide adequate access to basic sanitation	Completing bucket eradication project	Kgotsong Bucket eradication Phase 1 (Completion)	Completion of Bucket Eradication project Phase 1 in Kgotsong	3177 households at Monyakeng do not have access to basic sanitation	R600 000	Completion of Bucket Eradication Phase 1 in Kgotsong by 31 December 2010	



Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
			Monyakeng Waste Water Treatment Plant Phase 1 (Completion)	Completion of Monyakeng Waste Water Treatment Plant - Phase 1	6332 households (Not connected to WWTP) Plant phase 1	R2.0m	Completion of Monyakeng Waste Water Treatment Plant Phase 1 by 31 December 2010	
			Rehabilitation of internal sewer networks at New RDP development in Kgotsong	Completion of the rehabilitation of internal sewer networks at New RDP development	Inadequate internal sewer networks at New RDP development	R400 000	Completion of the rehabilitation of internal sewer networks at New RDP development by 31 December 2010	
<b>Access to water services</b>	To provide adequate access to water services	Ensuring access to water services	Installation of internal sewer for 1250 households at Monyakeng Extension	1250 households connected to sewer line	5595 households connected to sewer	Leverage funding from Human Settlement Department	1250 household connections	Technical Department
<b>Energy</b>	To save energy	Ensuring that the municipality embark on energy saving initiatives	To retrofit the municipal street lights with energy saving lighting	Replacing bulbs and fittings of 1267 street lights	1267 streetlights 78 highmast lights	Leverage funding from Department of Energy (DoE)	Replaced bulbs and fittings of 1267 street lights	Technical Department
		Ensuring that the communities embark on energy saving initiatives	Installation of solar geysers at 250 households	250 households with solar geysers	0 households with solar geysers	Leverage funding from Department of Energy (DoE)	250 households with solar geysers	Technical Department
Outfall Sewer in Kgotsong		Completion of 2Km of	Upgrade outfall sewer	Upgrading of outfall sewer	Outfall sewer needs attention. 2Km of	R2.6m	Upgrading of outfall sewer	Technical Department

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
		315mm diameter PVC		completed by due-date	315mm diameter PVC planned.		completed by 31 December 2010	
			Source additional funding from MIG	Revised Technical Report and Business plan submitted to DWA and MIG for funding		R4.0m	Approval of Technical report and funds secured for the completion of the project. Continuous follow up with DWA and MIG for approval.	
Access to electricity	To provide adequate access to electricity (municipal licensed area) Kgotsong / Bothaville/ Wesselsbron	Ensure provision of household electrification and continuous community lighting.	Co-ordinate and Implement electrification projects in all municipal licensed areas	Number of households electrified by due date	4107 have access Backlog of 250	R5.6m	Electrification of 250 households and the upgrading of HT line (Feeder 2) infrastructure by 31 December 2010.	Technical Department
			Electrification of 1250 households at Monyakeng Extension	1250 households electrified		Leverage funding from the Department of Energy (DoE) Department	1250 households electrified	Technical Department
			Installation of water connections to 869 households at Monyakeng Extension	869 households connection to water network	5595 households connected to water network	Leverage funding from the Human Settlement	869 households connections	
Refuse removal	Ensure access	Promoting	Provision of Dustbins	Provision of	Inadequate access to	R13.5m	Assessment and	

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
and solid waste disposal	to refuse removal by communities and create conducive & health environment.	conducive and healthy environment & conservation	to households	dustbins to all households.	refuse removal		compilation of plan and forge partnership with service providers for provision of dustbins by 31 December 2010	
Upgrading of Solid Waste Disposal Sites			Completion of the upgrading of 2 Landfill Sites.	Inadequate Capacity of Landfill sites	R6.0m	Completion of the upgrading of 2 Landfill sites by 31 December 2010 Co-ordinate the procurement of refuse fleet and plant by 31 December 2010	Technical Department	
			Procurement of Refuse fleet and plant.	Inadequate fleet and Plant	R2,0m			
Development of Integrated Waste Management Plan			Development of Integrated Waste Management Plan by due date	No Integrated Waste Management Plan in place	R200 000	Co-ordinating and Development of Integrated Waste Management Plan by 31 December 2010		
Access to Roads	Develop and maintain sustainable roads and storm-water infrastructure networks.	Review and implementation of roads and storm-water master plan.	Development of internal roads and storm-water	Construction of 6Km paved Roads as phase 2	Roads and storm-water Master Plan.	R4.0m	Delivery of 6Km Paved Road by 31 December 2010	
				Construction of 8Km paved Roads as phase 3		R23.0m	Delivery of 8Km paved roads by 31 June 2011.	
		Installation of paved access roads	Develop a plan for construction of paved roads using labour-	Development of plan for Construction	Backlog of 74km of municipal roads excluding 9.5Km in	-	Development of plan for the construction of	

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
		and re-gravelling of streets	intensive methods aligned with local manufacturing of bricks	of paved roads using labour intensive construction aligned with local manufacturing of bricks	progress.		2Km of paved road using labour intensive aligned with manufacturing of brick machine by 31 December 2010	
				Construction of 1Km paved roads using labour intensive construction aligned with local manufacturing of bricks	Rehabilitation of existing tarred streets (repair potholes)	R650 000	Construction of 1Km paved roads using labour intensive construction aligned with local manufacturing of bricks by 31 December 2010	

**Municipal Financial Viability**

**Strategic Objective: To strengthen our financial management system in order to sustain our viability and developmental local government functioning**

Revenue Enhancement	To improve revenue of the municipality	Implementation of Revenue Collection Strategy in partnership with DBSA	Implement Revenue Enhancement Strategy	Revenue Enhancement Strategy Implemented by due-date	Revenue Enhancement Strategy Implemented not in place	R5m	Revenue Enhancement Strategy fully implemented by 30 June 2011	Finance Department
Debt Management	To improve debt	Implement Debt	Write-off long outstanding debtors	Full implementation	Debt Management Policy not		Implement Debt Management	

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
	management policy through debt management policy	Management Policy in partnership with DBSA	Embark on cleansing the debt book of the municipality to ensure that correct tariffs are being charged in partnership with DBSA	n of debt management policy implemented by due-date	implemented		Policy in partnership with DBSA by 31 December 2010	
Cash-flow Management	To improve cash-flow management	Evolving a sound and prudent financial management	Implement Financial Recovery Plan developed by KPMG	Full implementation of cash-management through Recovery Plan by due-date	Creditors are outstanding for more than 30 days. Debtors are outstanding for longer days. There is a low investment portfolio. No cash and investment policy.		Full implementation of cash-management through Recovery Plan by 31 December 2010	
Clean Audit	To progressively achieve a clean audit	Implementing GRAP Plan as developed by KPMG	Implementing GRAP Plan as developed by KPMG	Full Implementation of GRAP Plan as developed by KPMG by due-date	Internal Audit charter exists and approved by Council. Internal Audit Committee not yet established. There is Risk Management Plan but not approved. No fraud prevention plan. Internal Audit Plan exists but not approved. Internal Audit quarterly reports not submitted to Council. The municipality has not been audited by the Internal Auditor.	(Technical Support from CoGTA & Provincial Treasury)	Full Implementation of GRAP Plan as developed by KPMG by due-date	Finance Department

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
Financial Management System (PASTEL)	To improve the municipal Financial Management System	Continuous maintenance of PASTEL Evolution	Continuously maintain and support PASTEL Evolution	Fully functional Pastel Evolution system thus enhancing the efficiency and effectiveness of reporting in the Finance Division.	Current system not effective enough to cater for the needs of the municipality	R400 000	July 2010-30 June 2011	Finance Department
Internship Programme	To implement the municipal internship programme	Effectively managing all programmes in the Internship Programme	Implement Internship Programme to improve Budget and Treasury Office	Compliant and improved Budget and Treasury activities performed by due-date	Internship Programme currently implemented for 2009/2010 but must implement business plan as submitted to National Treasury	R800 000	July 2010-30 June 2011	
Supply Chain Management Unit	To ensure strict compliance to functional Supply Chain Management Policy	To establish a fully functional and effective SCM Unit	Establish and implement all programmes related to SCM Unit	Fully functional SCM Unit established by due-date	No SCM unit, the current SCM policy has not being reviewed in 5 years, SCM systems are not followed.	R300 000	July 2010-30 June 2011	
Fixed Asset Register (GRAP)	To fully comply with GRAP in all areas including Asset register	Fully complying with Fixed Asset Register	Compile and maintain fixed asset register	GRAP compliant Fixed Asset Register and proper management of municipal assets	Fixed Asset Register does not exist. Asset Management Policy does not exist. There is no personnel responsible for management of assets.	R150 000	July 2010-30 June 2011	Finance Department
Asset Management	To improve asset	Filling the vacant post	Appoint the Asset Manager through the	Asset Manager	There is no personnel responsible for	R550 000	July 2010-30 June 2011	Corporate Services

Priority Area	Objective	Strategy	Project	KPI	Baseline	Budget 2010/2011	Performance Target 2010/2011	Department
	management through a dedicated personnel	and placement of qualified personnel	organisational placement process from July	appointed by due-date	management of assets.			
Free Basic Electricity	To constantly provide Free Basic Electricity to qualifying households	Facilitating access to electricity services and providing Free Basic Electricity (FBE) according to policy imperatives adopted by Council	Provide Free Basic Electricity	Number of households receiving Free Basic Electricity by due-date	1692 indigents approved by municipality & 1090 Configured customers on Eskom 1117 FBE tokens collected	R20m	1692 to be configured	Finance Department
<p><b>Good Governance and Public Participation</b>  <b>Strategic Objective: To build and enhance our governance system that is founded on democratic values in order to improve service delivery</b></p>								
Ward Committee Functioning	To improve functioning of all ward committees	Implementin g ward committee programmes including Public Participation	Implement all activities related to ward committees	Municipal programmes and activities performed by due-date	Ward committees not functioning properly	R600 000	All Ward Committee Municipal programmes and activities performed by 30 June 2011	Office of the Municipal Manager
Political Management and Oversight	To develop and implement Councillor	Developing and implementin	Implement all activities as contained in the Councillor	Councillor Development Programme	4 Councillors on Certificate Programme in	R200 000	Councillor Development Programme	Corporate Services

<b>Priority Area</b>	<b>Objective</b>	<b>Strategy</b>	<b>Project</b>	<b>KPI</b>	<b>Baseline</b>	<b>Budget 2010/2011</b>	<b>Performance Target 2010/2011</b>	<b>Department</b>
	Development Programme	g a Councillor Development Programme	Development Programme	developed and implemented by due-date	Management Development		developed and implemented by 30 June 2011	



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## **SECTION G: FINANCIAL PLAN AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

### **5. Municipal Financial Framework**

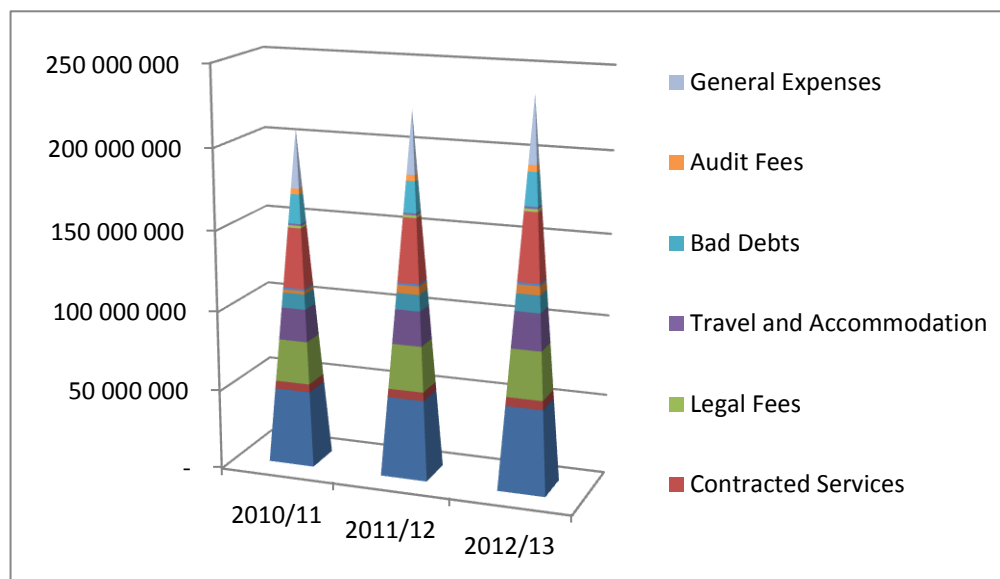
#### **5.1 INTRODUCTION**

The priorities identified in the IDP, as the key strategic plan of the Municipality, inform all financial planning and budgeting undertaken by Nala Local Municipality.

The attainment of IDP and budget targets and deliverables is monitored and evaluated on an ongoing basis. However, this requires that targets and deliverables be credible and realistic. Consequently, the financial plan is also outlined in this IDP document.

#### **5.2 SUMMARY OF INCOME AND EXPENDITURE**

The Nala Local Municipality has projected an operating revenue budget of R 231 million and total operating budget of R 231 million. All other general expenses are budgeted in line with various departmental inputs and also in line with zero based budgeting.

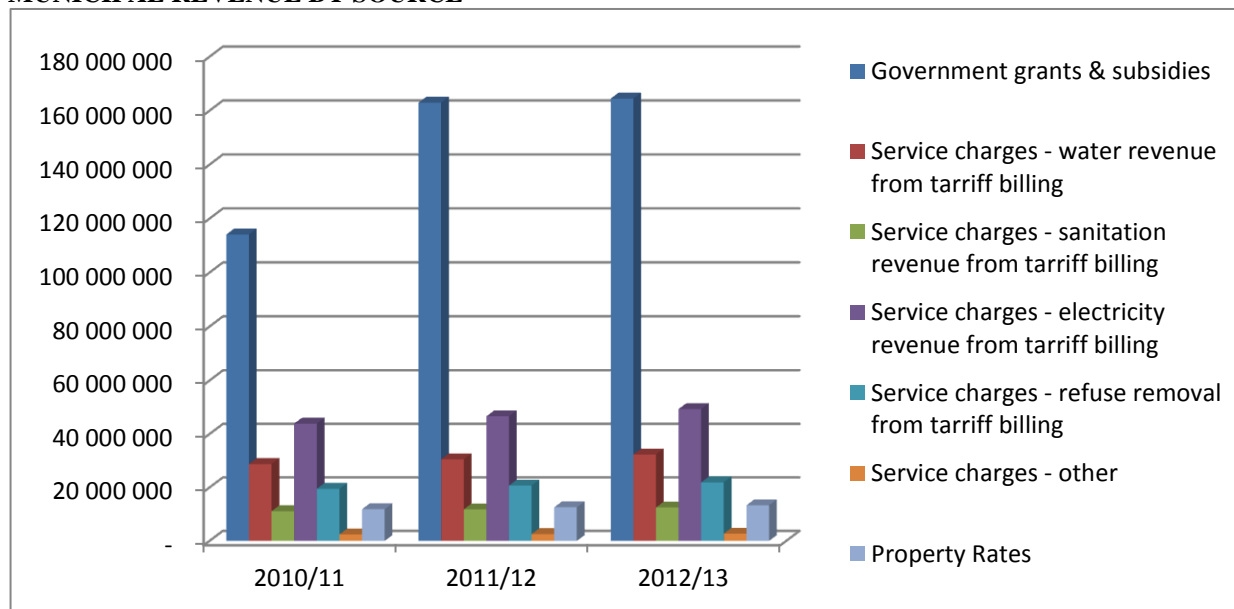


	2010/11	2011/12	2012/13
Employee Related Costs	46 884 471	49 828 773	52 773 596
Remunerations of Councillors	4 940 880	5 247 215	5 556 800
Bulk Electricity Purchases	26 295 600	27 925 927	29 573 557
Bulk Water Purchases	20 000 000	21 240 000	22 493 160
Repairs and Maintenance	9 376 861	9 958 226	10 545 762
Depreciation	2 000 000	5 140 827	5 418 432
Insurance	1 200 000	1 274 400	1 349 590
Contracted Services	37 000 000	39 294 000	41 612 346
Legal Fees	1 500 000	1 593 000	1 686 987
Travel and Accommodation	1 088 584	1 156 076	1 224 278
Bad Debts	17 831 559	18 937 116	20 054 406
Audit Fees	3 500 000	3 717 000	3 936 303
General Expenses	36 278 915	38 528 208	40 801 372
<b>Total</b>	<b>207 896 870</b>	<b>223 840 768</b>	<b>237 026 588</b>

**Major operating expenditure budget**

- An amount of R 26 295 million will be spend on purchasing electricity from Eskom.
- An amount of R 20 million will be spend on buying water from Sedibeng Water
- An amount of R 1 500 million will be spend on building capacity in the finance department.
- An amount of R700 thousand will be spend in the first phase of Brick Making Machine as part of Local economic development and community upliftment and dealing with road network backlogs.
- An amount of R 1 500 million is set aside for litigation matters.
- An amount of R40 thousands is set aside for sitting allowances of Audit Committee Members.
- An amount of R600 thousands will be spend on ward committee activities to enhance public participation.
- An amount of R 91 million will be allocated for Free Basic Services.
- An amount of R 1.7 million from the discretionary funds of the Mayor to provide financial assistance for individuals, organisation and institutions in need for economic and social development.
- An amount of R10 million will be spent for rehabilitation and resealing of roads and maintenance of sewer networks.
- An amount of R1.3 million will be spent on youth development programmes.
- An amount R 34 million is budgeted for to settle the long outstanding municipal creditors supported by a robust revenue enhancement plan.

**MUNICIPAL REVENUE BY SOURCE**



	2010/11	2011/12	2012/13
Government grants & subsidies	114 150 000	162 986 844	164 523 802
Service charges - water revenue from tariff billing	28 789 954	30 574 931	32 378 852
Service charges - sanitation revenue from tariff billing	11 141 183	11 831 936	12 530 021
Service charges - electricity revenue from tariff billing	43 911 392	46 633 898	49 385 298
Service charges - refuse removal from tariff billing	19 516 289	20 726 299	21 949 151
Service charges - other	2 456 051	2 605 191	2 755 004
Property Rates	11 880 000	12 616 560	13 360 937
<b>Total</b>	<b>231 844 870</b>	<b>287 975 660</b>	<b>296 883 065</b>

**DORA(Division of Revenue Act) ALLOCATIONS & PREPARATION OF THE BUDGET FOR THE 2010/11 MTREF**

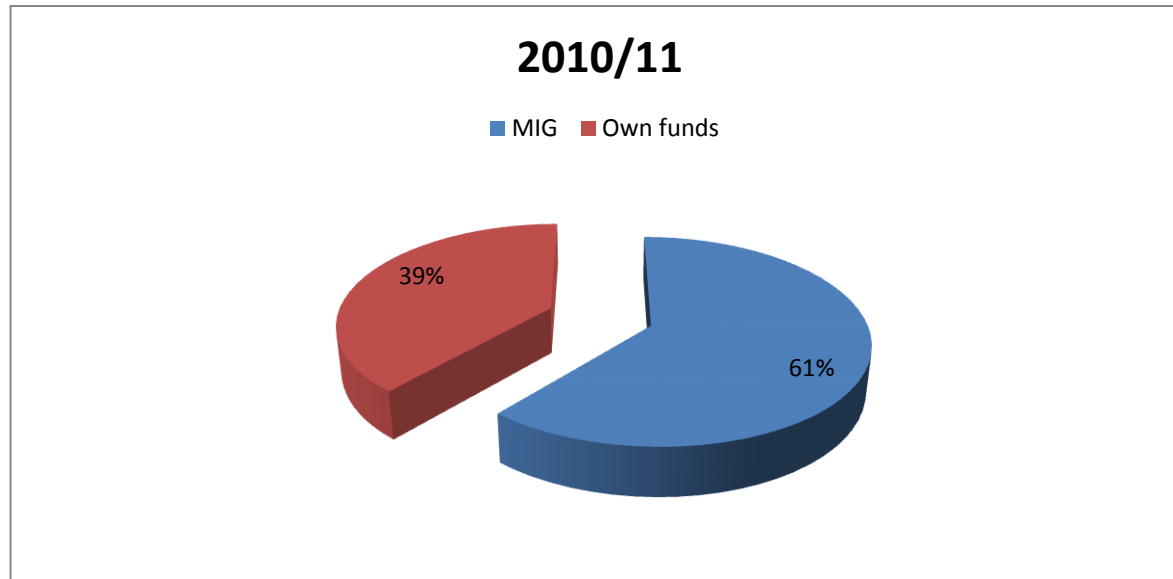
In terms of the division of revenue bill of 2010, the following national allocations were published for Nala Local Municipality:

<b>Name of Grant</b>	<b>2010/11 R'000</b>	<b>2011/12 R'000</b>	<b>2012/13 R'000</b>
Local Government Finance Management Grant (FMG)	1,500	1,500	1,500
Municipal Systems Improvement Grant (MSIG)	750	790	800
Municipal Infrastructure Grant (MIG)	37,940	45,642	55,497
Integrated National Electrification Programme (Municipal) Grant	5,600	3,500	1,000
Equitable Share <sup>1</sup>	111,900	126,326	139,012
<b>TOTAL</b>	<b>157,799</b>	<b>177,758</b>	<b>197,809</b>

- Included in the Equitable Share allocation is the Special Contribution towards Councillors Remuneration of R1,334m (2010/11); R1,418m (2011/12) and R1,489m (2012/13).
- It is clear that about 49% of the Nala operating budget is funded out of the National Government Grants.
- Revenue from Services ( Water, Sewage, Refuse) have been projected at a proposed tariff of 8% across the board. Electricity consumption is increased with 16% as determined by NERSA.

**CAPITAL EXPENDITURE**

The draft capital expenditure is projected to be R 61 897 million for 2010/2011, and R 70 811 million, and R 81 949 million for the two respective outer years.



	2010/11	2011/12	2012/13
MIG	37 949 731	45 642 330	55 497 000
Own funds	23 948 000	25 169 348	26 452 985
<b>Total</b>	<b>61 897 731</b>	<b>70 811 678</b>	<b>81 949 985</b>

The medium-term capital expenditure will be funded from MIG grant and municipal own revenue sources. As reflected in the chart 61% of the projected capital expenditure will be funded from Municipal Infrastructure Grant(MIG) and 39% from municipal own revenue for 2010/2011. The municipality need to accelerate its revenue collection strategies to ascertain that the projected capital spending out of own funds is realised.

- An amount of R 45 million will be spent on infrastructural related projects and upgrading of storm water networks.

**BUDGET RELATED POLICIES**

The following policies were utilised to govern the municipality's budget compilation process:

- *Indigent Policy*
- *Budget Related Policy*
- *Property Rates Policy*
- *Property Rates By-law*
- *Fleet Management Policy*
- *Banking and Investment Policy*
- *Arrear Debtors Collection Policy*
- *Credit Control Policy*
- *Asset Management Policy*
- *Tariff Policy*
- *Internal Controls and Procedures Manual*

**Financial Challenges**

- To improve revenue collection to be equal to, or exceed 95% of accounts issued for services rendered by the municipality;
- To develop and implement a debt collection strategy for each category of consumer within the municipal area;
- Ensuring that each citizen living in the Nala area and receiving municipal services, receives their account for services on time and pays accordingly;
- Making adequate provision for bad debts, without negatively impacting on tariffs.
- To ensure that Government Departments settle their municipal accounts timeously.
- To ensure that the municipality is able to pay its creditors in a short period of time.
- Implementation of a financial recovery plan developed by KPMG
- Integrity of financial information system to provide accurate financial reporting

### 5.3 HIGH LEVEL INSTITUTIONAL SDBIP

Integrated Development Planning requires that varied planning and budget and monitoring processes are seamlessly integrated. This section of the IDP outlines the plans of individual municipal directorate. Critically, these plan should bear on the broader IDP objectives and provide the necessary impetus for the implementation of the broader strategic scorecard of the municipality as highlighted in section three (3) of this document.

***What is service delivery and budget implementation plan (SDBIP)?***

Service delivery and budget implementation plans (SDBIP) are required by the MFMA as an instrument to ensure the effective implementation of IDP. SDBIP are integral component of PMS and should inform the development of performance agreements for section 56 employees for 2010/2011 financial year and should anchor the Nala Local Municipality's Organisational Performance Management System.

The SDBIP should highlight activities / projects and corresponding measurable performance targets broken down on a quarterly basis and what inputs (money or effort) will be expended in providing a basket of municipal services. Once approved by the Council, This section will be further developed and fleshed out with detailed departments' service plans which must be finalised twenty-eight within (28) after Council approval of IDP and Budget.



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## **SECTION H: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

The Nala Municipality have developed a performance management system that has been adopted by Council for consultation and this will be used as an instrument to ensure that the IDP is achieved. A detailed account of the said PMS is contained in Chapter 8 on PMS correspondingly, the developed Service Delivery and Budget Implementation Plan (SDBIP) for 2010 /2011 will be used in pursuing set development priorities and objectives.

A strategic scorecard for the municipality has been developed that will enable the measurement and evaluation of our strategic progress. The approved policy provides the following guidelines on organizational performance management:

1. Planning for performance management
2. Setting of performance priorities
3. Setting of Objectives
4. Setting of KPIs
5. Setting of measurable performance targets
6. Establishing line of performance information reporting
7. Assigning appropriate levels of authority and responsibility with regard to performance information reporting
8. Development of performance monitoring and review mechanisms

## SECTION I: APPENDICES

Following the Provincial Integrated Assessment championed by the Department of Cooperative Governance and Traditional Affairs, the Municipality took note of the comments made related to the Integrated Sector Plans. The identified integrated programmes are presented hereunder, including and their status of development and/or review.

### Integrated Sector Programmes

Critical Components	Status	Reviewed for 2010/2011 (Yes/No)	When to be developed/reviewed	Required Action	Responsible person
Spatial Development Framework	Available	No	Currently in the process of Review	CoGTA will assist the Municipality with the reviewing process to incorporate issues such as future investment in settlement and/or rural geographical areas	Municipal Spatial Planning Directorate and CoGTA Spatial Planning
Comprehensive Infrastructure Plan (CIP)	Available	No	Next IDP Review Cycle	Liaise with CoGTA to assist with the review	Technical Department
LED Strategy	Not Available	No	1 July 2010-30 June 2011	To be developed through assistance from Lejweleputswa District Municipality or internal funding as budgeted for.	Office of the Municipal Manager
Waste Management Plan	Not Available	No	Next IDP Review Cycle	Engage DETEA for availability of framework and compliance requirements	Technical Department

Critical Components	Status	Reviewed for 2010/2011 (Yes/No)	When to be developed/reviewed	Required Action	Responsible person
Land Use Management Framework/Strategy	Not Available	No	To be developed upon enactment of the Land Use Management Bill	Enforce the current conditions of establishment	Technical Department
Land Reform Strategy	Not Available	No	Next IDP Review Cycle	Engage the Dept. Of Land Affairs to provide assistance	Corporate Services
Integrated Transport Plan	Not Available	No	Next IDP Review Cycle	Engage the provincial department of Police, Roads & Transport to assist	Technical Services
Disaster Management Plan	Not Available	No	Next IDP Review Cycle	To be reviewed through internal funding	Corporate Services
Environmental Management Plan	Not Available	No	Next IDP Review Cycle	Consult with Lejweleputswa District Municipality to assist with review	Community Services
Water Service Development Plan	Available	No	Next IDP Review Cycle	To be reviewed through assistance from DWAF	Technical Services
Energy Master Plan	Not Available	No	Next IDP Review Cycle	Engage with the Dept of Energy Affairs to assist	Technical Services
Electricity Master Plan	Available	No	Next Review Cycle	Engage service providers to assist with the	Technical Services

Critical Components	Status	Reviewed for 2010/2011 (Yes/No)	When to be developed/reviewed	Required Action	Responsible person
				review	
Housing Sector Plan	Available	No	Next IDP Review Cycle	Engage the provincial department of Human Settlements to assist with the review	Corporate Services
Health Sector Plan (HIV/AIDS Plan)	Not Available	No	Next IDP Review Cycle	Engage the Lejweleputswa District and provincial department of Health to assist with the formulation	Community Services
Organisational PMS	Available	Currently in the process	1 July 2010-30 June 2011	Complete process with assistance from CoGTA Free State and implement	Office of the Municipal Manager
Institutional Programme	Available	Yes	Next IDP Review Cycle	Implement and monitor through SDBIP and PMS	All Departmental Heads
Financial Plan	Available	Yes	Next IDP Review Cycle	Implement and monitor through SDBIP and PMS	Finance Department

