

VICTOR KHANYE LOCAL MUNICIPALITY



2011/16

Integrated Development Plan

Final 2014/15 Review

Contents

1	Executive Summary	10
1.1	Background	10
1.2	Vision / Mission	17
1.3	Governance.....	20
1.3.1	Introduction to Executive and Council.....	20
1.3.2	Executive Mayoral Committee	21
1.3.3	Introduction to Political Governance	21
1.3.4	Intergovernmental Forums.....	22
1.3.5	Introduction to Administrative Governance	22
1.3	Demographic Profile.....	25
1.3.1	Regional Context	26
1.3.2	Population Distribution and Trends	26
1.3.3	Household Distribution	30
1.3.4	Household Income levels.....	31
1.3.5	Unemployment Statistics	32
1.3.6	Education	33
1.3.7	Health.....	35
1.3.8	Economic Perspective	36
1.3.9	Tourism	37
1.3.10	Transport.....	38
1.4	Spatial Development Rationale	39
1.4.1	Spatial Development	39
1.4.2	Land Use by Area.....	42
1.4.3	Biophysical Environment	44
1.4.4	Biodiversity	47
2	Status Quo Analysis.....	48
2.1	General Overview	48
2.1.2	Water and Sanitation	48
2.1.3	Electricity	49
2.1.4	Roads and Storm Water	49
2.1.5	Waste Removal	49
2.2	Detail by Service Provision	50
2.2.1	Water.....	50
2.2.2	Sanitation	52
2.2.3	Electricity	54

2.2.4 Waste Removal	57
2.2.5 Roads and Storm Water	59
2.2.6 Human Settlements	61
2.2.7 Planning and Development.....	63
2.2.8 Disaster / Emergency Services	63
2.2.9 Transport.....	63
2.2.10 Sports and Recreation	64
2.2.11 Education / Libraries	65
2.2.12 Gender, Disability and Children	65
2.2.13 Communication.....	65
2.2.14 Youth.....	66
2.2.15 Traffic, Safety and Security.....	66
2.2.16 Financial Viability and Finance Management.....	67
2.2.17 Organisational Development.....	67
2.2.18 Performance Management	68
2.2.19 Information Communication Technology (ICT).....	68
2.2.20 Occupational Health and Wellness	69
3 Development Strategies – Programmes and Projects	70
3.1 Overview	70
3.3 Programmes.....	72
3.4 Community Participation	73
3.5 SWOT Analysis	77
3.6 National and Provincial priorities	78
3.6.1 2009 Electoral Mandate.....	79
3.6.2 Millennium Development Goals	79
3.6.3 National Development Plan – Vision For 2030.....	79
3.6.4 National Government's Outcome 9	80
3.6.5 Medium Term Strategic Framework (MTSF).....	81
3.6.6 COGTA Strategic Plan 2009-2014.....	82
3.6.7 Local Government Turnaround Strategy (LGTAS)	82
3.6.8 Green Paper: National Strategic Planning (2009)	83
3.6.9 Green Paper: Improving Government Performance: Our Approach	84
3.6.10 Department of Cooperative Governance And Traditional Affairs Business Plan 2010-2011	84
3.6.11 The Mpumalanga Vision 2030, Strategic Implementation Framework.....	85
3.6.12 The National Spatial Development Perspective 2006	86
3.6.13 The Victor Khanye SDF 2010	87
3.6.14 The State Of The Nation Address– 2014	89

3.6.15 The State Of Mpumalanga Province Address – 2014	89
3.7 Strategic Objectives and Programmes	97
KPA 1: Infrastructure and Basic Service Delivery	97
Goal 1: Improved provision of basic services to the residents of VKLM	98
Programme 1: Water	98
Programme 2: Sanitation	99
Programme 3: Electricity	102
Programme 4: Roads and Storm Water	104
Programme 5: Human Settlements	106
Programme 6: Waste Management	108
Programme 7: Disaster Management	110
Programme 9: Cemeteries	111
Programme 10: Environment	112
Programme 11: Project Management	113
KPA 1: Infrastructure and Basic Service Delivery	113
Goal 2: Improved social protection and education outcomes	113
Programme 12: Education / Libraries	113
Programme 13: Mainstreaming of Disability and Gender	114
Programme 14: Mainstreaming HIV/AIDS	116
Programme 15: Elderly / Mandela Day	116
Programme 16: Community Upliftment	117
Goal 3: Improved Compliance to MFMA and VKLM Policy Framework	117
Programme 17: Financial Management	117
Programme 18: Financial Viability	119
Programme 19: Revenue	119
Programme 20: Supply Chain Management	120
KPA 3: Institutional Development and Transformation	121
Goal 4: Improved efficiency and effectivity of the Municipal Administration	121
Programme 21: Organisational Development	121
Programme 22: Performance Management	123
Programme 23: Information Communications Technology (ICT)	125
Programme 24: Workplace Health and Safety	125
Programme 25: Labour Relations	126
KPA 4: Good Governance and Public Participation	127
Goal 5: Improve community confidence in the system of local government	127
Programme 26: Good Governance	127
Programme 27: Internal Audit	128

Programme 28: Risk Management	129
Programme 29: Community Participation	130
Programme 30: Communication	131
Programme 31: Customer/Stakeholder Relationship Management	132
KPA 5: Spatial Rationale	133
Goal 6: Increase regularisation of built environment	133
Programme 32: Land Tenure and Spatial Development	133
KPA 6: Local Economic Development	135
Goal 7: Increased economic activity and job creation	135
Programme 33: Economic Growth and Development	135
4 High Level Sector Plans (SDF)	139
4.1 Infrastructure and Technical Services	140
4.2 Spatial Development Framework (SDF)	141
4.3 Human Resource Management Strategy/Plan (HRMS)	142
4.3.1 Succession and career Path policy	143
4.3.2 Employment Equity Policies (EEP)	144
4.3.3 Skills Development	144
4.4 Good Governance	145
4.5 Financial Management Policies	146
4.5.1 Credit Control Policy	146
4.5.2 Indigent Policy	146
4.5.3 Investment policy	146
4.5.4 Tariff policy	146
4.5.5 Asset Management Policy	146
4.5.6 Supply Chain Management Policy	147
4.5.7 Travelling and Subsistence Policy	147
4.6 Local Economic Development Plan (LED)	147
4.7 Integrated Waste Management Plan (IWPM)	147
4.8 HIV/AIDS Plan	148
4.9 Disaster Management Plan (DMP)	148
4.10 Fraud and Corruption Strategy	149
5 Draft Annual Operational Plan	150
5.1 Executive Summary	150
5.2 Legislation	150
5.3 2013/14 SDBIP Development	151
5.4 Conclusion	153
6 SDBIP Scorecard by Department – KPA Measurement and Projects	154

6.1 Office of the Municipal Manager	154
6.2 Office of the Executive Mayor	163
6.3 Financial Services	165
6.4 Corporate Services.....	170
6.5 Community and Social Services	176
6.6 Technical Services	182
7 Financial Plan	193
7.1 The Financial Strategy.....	193
7.2 Cash / Liquidity Position	193
7.3 Sustainability	193
7.4 Effective and efficient use of resources	193
7.5 Accountability, Transparency and Good Governance	194
7.6 Redistribution	194
7.7 Development and Investment.....	194
7.8 Borrowing.....	194
7.9 Financial Management Strategies and Programmes	194
7.9.1 Five-year strategic information technology plan	194
7.9.2 Asset management plan	195
7.9.3 Budgetary Office	195
7.9.4 Pre-paid Vending	195
7.9.5 Improved meter reading functions.....	195
7.9.6 Upgrading of networks. WAN - Wireless Area Network.....	195
7.10 Financial Schedules	195
8 Organisational and Individual Performance Management System	208

List of Tables

Table 1: IDP Process Plan	11
Table 2: Consolidated Process Plan	12
Table 3: Institutional Arrangements.....	15
Table 4: Developmental Goals	18
Table 5: Administrative Heads of Departments	23
Table 6: Powers and Functions.....	25
Table 7: Population by Age Group	28
Table 8: Population by Gender.....	29
Table 9: Language preferences	30
Table 10: Number of Households.....	30
Table 11: Income Groups.....	31
Table 12: Income levels	32
Table 13: Employment Statistics	32
Table 14: Levels of education	34
Table 15: Education institution attendance by Ward.....	34
Table 16: Level of scholastic achievement by Ward.....	35
Table 17: Access to Basic Services	49
Table 18: Service Backlogs.....	50
Table 19: Provision of water services.....	51
Table 20: Water network infrastructure	52
Table 21: Sanitation services by Ward.....	53
Table 22: Sanitation Network Infrastructure	54
Table 23: Energy for Cooking.....	56
Table 24: Energy for Fuel.....	56
Table 25: Energy for Lighting	57
Table 26: Electricity Network Infrastructure	57
Table 27: The collection method employed by Ward.....	58
Table 28: Road Network Infrastructure.....	60
Table 29: Dwelling Types	62
Table 30: Strategic Programmes.....	72
Table 31: Ward 1: Councillor Nhlapo M.....	74
Table 32: Ward 2: Councillor Yeko D	74
Table 33: Ward 3: Councillor Mlambo M	74
Table 34: Ward 4: Councillor Buda K	75
Table 35: Ward 5: Councillor Ngoma H.....	75
Table 36: Ward 6: Councillor Shabangu C	75
Table 37: Ward 7: Councillor Zulu Z.....	75
Table 38: Ward 8: Councillor Bath J.....	76
Table 39: SWOT Analysis	77
Table 40: Matrix of Intergovernmental Strategies.....	89
Table 41: Provisional Capital Budget for Water and Sanitation	101
Table 42: Provisional Capital Budget for Electricity	104
Table 43: Provisional Capital Budget for Roads and Storm water systems	106
Table 44: Informal Settlements	107
Table 45: Provisional Capital Budget for Human Settlements	108
Table 46: Provisional Capital Budget for Emergency Services	111
Table 47: Key LED Projects	138
Table 48: VKLM Sector Plans	139

Table 49: HR Policies and Plans	143
Table 50: Strategic Thrusts and Developmental Goals.....	151

List of Figures

Figure 1: Regional context	26
Figure 2: Population distribution	27
Figure 3: Population growth	27
Figure 4: Population per ward	28
Figure 5: Household statistics	31
Figure 6: Unemployment rate by Local Municipal Area	32
Figure 7 : Youth unemployment rate	33
Figure 8: HIV/AIDS prevalence	35
Figure 9: Forecasted GDP growth for 2011-2016.....	36
Figure 10: Socio-economic challenges in Mpumalanga Province.....	37
Figure 11: Regional Context.....	39
Figure 12: Existing spatial structure	40
Figure 13: Spatial development framework	41
Figure 14: Spatial summary	42
Figure 15: Biophysical environment	45
Figure 16: Vegetation status	46
Figure 17: Threatened ecosystems.....	47
Figure 18: Proportion of households with access to basic services	48
Figure 19: VKLM Water services.....	50
Figure 20: VKLM Sewer services	53
Figure 21: VKLM electricity services	55
Figure 22: Access to refuse collection.....	59
Figure 23: Housing and informal settlements	61
Figure 24: The Integrated Accountability cycle as prescribed by National Treasury	71
Figure 25: Organising structure of the plan	86
Figure 26: Access to water.....	98
Figure 27: Sanitation service delivery levels.....	100
Figure 28: Electricity service delivery levels	103
Figure 29: Progress with roads	105

List of Abbreviations

AMP	Asset Management Plan
CDW	Community Development Workers
CoGTA	Department of Cooperative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
DEDET	Department Economic Development, Environment and Tourism
DMP	Disaster Management Plan
DoHS	Department of Human Settlement
DoRA	Distribution of Revenue Act
EAP	Economically Active Population
EEP	Employment Equity Policies
EPWP	Extended Public Works Programme
GDP	Gross Domestic Product
GVA	Gross Value Added
HRMS	Human Resource Management Strategy
IA	Internal Audit
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IIP	Infrastructure investment planning
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
IWMS	Integrated Waste Management System
KPA	Key Performance Areas KPA
LED	Local Economic Development
LGTAS	Local Government Turnaround Strategy
LLF	Local Labour Forum
LUMS	Land-Use Management System
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MIS	Management Information System
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
MSA	Local Government Municipal Systems Act
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
NSDP	National Spatial Development Perspective
PGDS	Provincial Government Development Strategy
PM	Performance Management
PMS	Performance Management System
PPP	Public Private Partnership
SCMR	Supply Chain Management Regulations
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SDP	Skills Development Plan
VKLM	Victor Khanye Local Municipality
WSA	Water Service Authorities
WSDP	Water Services Development Plan
WWTW	Waste Water Treatment Works

1 Executive Summary

1.1 Background

The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). In compliance with this legislation the Victor Khanye Local Municipality (VKLM)'s IDP provides the strategic framework that guides a municipality's planning and budgeting over the course of a political term.

The current IDP is reviewed annually to re-assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments in the local governance processes. This document encapsulates the completed processes so far as part of the review of the IDP 2011 to 2016 for the VKLM.

The VKLM embarked on a journey in May 2012 to chart its post election strategy for the next term and beyond. This strategy is pegged against a medium to long term growth path expressed as the five (5) year IDP 2011-2016 and Vision 2030 with the goal of transforming VKLM into a bustling and growing city with secure investment opportunities and that provides a high quality of life for all its people. The key success criterion to this strategic repositioning is an organisational form that will enable the VKLM to deliver on its strategy and mandate.

It was against this background that the leadership of VKLM embarked upon a process to review their current strategic framework. The development of a Vision 2030 Blueprint represented the first step in broadening the long term planning horizon to beyond the current term of office. This process is replicated each year with an in-depth review of the five (5) year IDP. The current review has been crafted to reposition the VKLM in order to maximise the efficiency, effectiveness and impact of the Municipal Council, both within the municipality as well as in the Mpumalanga Province.

The IDP review process identified a number of goals and objectives that are aimed at creating a pathway for the municipality to realise its vision. These goals and objectives are aligned to the six Local Government Key Performance Areas (KPA's) as prescribed by the National Department of Cooperative Governance and Traditional Affairs (CoGTA). The goals and objectives are also aligned to the strategic thrusts as identified by the political leadership of the municipality.

The process that was followed in the annual review of the IDP and approved by Council in July 2013 is outlined in the table below.

Table 1: IDP Process Plan

Activity	Dates as per MFMA calendar	Timeframe	Responsible person
Table in Council Budget & IDP time schedule (process plan) of key deadlines which include timing for development of policies and process of consultation	31 July 2013	31 July 2013	CFO & Strategic Support
Establish appropriate committees and consultation forums and plan programme of internal & public meetings to update community needs analysis and obtain feedback on past year's performance	25 May 2013	02 Aug 2013	IDP Manager
Advertise budget and IDP time schedule in terms of budget consultation policy	02 Aug 2013	02 Aug 2013	
Commence process of review of IDP and service delivery mechanisms to gauge impact of new or existing service delivery agreements and long-term contracts on budget where appropriate	1 July 2013	1 July 2013	
Determine strategic objectives for service delivery and development including backlogs for next three year's budget, including reviews of other municipal, provincial and national government sector and strategic plans	02 Aug. 2013		
Training of Ward Committees	29-30 Jan 2013		CoGTA
Conduct Ward IDP Outreach programmes to identify community needs & priorities and Ward-based Planning & Budgeting	July 2013 – Feb 2014		IDP Manager
Conclude process of consultation on tabled budget with community and other stakeholders and assist Executive Mayor to revise budget following feedback, taking into account the results of the third quarterly (section 52) report	22 Jan 2014		
Consider the views of the community & other stakeholders			
Tabling of the draft IDP publication for inputs	24 January 2014		IDP Manager
IDP Indaba	22 February 2014		
Respond to submissions received and if necessary revise	25 February 2014		IDP Manager
IDP approval/adoption	20 March 2014		
Forward IDP and relevant documents to National & Provincial Treasury, MEC for CoGTA	04 April 2014		Municipal Manager

One of the main features of the planning process is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties assure that the IDP addresses the real issues that are experienced by the citizens of a municipality. To further strengthen community engagement the municipality has established nine (9) functional Ward Committees.

A comprehensive process plan was also developed to guide all stakeholders with respect to the integration of other related deliverables to be progressed during the current financial year, as per the table below.

Table 2: Consolidated Process Plan

LMREF no	Activity	Completion date	Owner
1. 2014/15 IDP Process Plan and Budget Time Schedule			
1.1	Draft IDP process plan and Budget time schedule and submit to mayoral committee for approval	End Jul 2013	OMM & CFO
1.2	Council considers the Draft Process Plans for approval	End Jul 2013	Council
2. 2014/15 Community Planning			
2.1	Speaker's Office arrange community planning workshops with invites to Ward Councillors and other interested stakeholders	End Jul 2013	OMM
2.2	OMM conduct community consultation sessions to assess needs and priorities		
3. 2014/15 Strategic Planning – Results Based Document			
3.1	Establish which resource partners statistics should be referenced	Mid Aug 2013	OMM
3.2	Conduct a municipal analysis and Integration Study	End Sept 2013	IPM
3.3	Develop a Status Quo Report	End Sept 2013	IPM
3.4	Conduct an Institutional analysis including review of 2012/13 Annual Report	End Sept 2013	IPM
3.5	Convene Exco and senior management strategic workshop to develop strategic objectives and programmes based on community needs, Institutional analysis and strategic status quo analysis	Mid Oct 2013	IPM & VKLM
4. 2014/15 IDP Integration			
4.1	Submit Draft Results Based Strategic plan for consideration by the municipal manager	End Oct 2013	IPM
4.2	Submit Draft Results Based Strategic plan for consideration by the mayoral committee and Council	Early Nov 2013	OMM
4.3	Circulate approved Draft Results Based plan to Departments	Early Nov 2013	OMM
5. 2014/15 Departmental Planning – Develop SDBIP and Project Prioritisation			
5.1	Convene departmental workshops to develop municipal strategic objectives into operational objectives/programmes/projects	Mid Nov 2013	Directorates

LMREF no	Activity	Completion date	Owner
5.2	Departments compile comprehensive business plan to support departmental strategy to achieve the objectives and programmes	End Nov 2013	Directorates
5.3	Departments conduct internal planning sessions to develop institutional scorecard, inclusive of the development of all targets, budgets and baseline information	End Nov 2013	Directorates
6. Project Alignment to Strategies			
6.1	Departments complete registration of projects utilising specific templates	Early Dec 2013	Directorates
6.2	Technical assessment and align options with identified projects	Mid Dec 2013	IPM
6.4	Submit consolidated prioritisation project report to Finance	End Dec 2013	IPM
7. 2013/14 Adjustment Budget and SDBIP			
	Finance review mid-term financial performance and adjust revenue and expenditure projections accordingly	Mid Jan 2014	CFO
	Departments adjust operational budgets and SDBIP according to guidelines set by Finance and resubmit for consideration	End Jan 2014	Directorates
	Mayoral committee considers the Adjusted budget and SDBIP for Council approval.	End Jan 2014	MC
	Council considers the Adjusted budget and SDBIP	End Jan 2014	Council
8. 2014/15 Draft IDP			
8.1	Compile Draft IDP – Chapters 1-6	Mid Jan 2014	IPM
8.2	Submit Draft IDP to municipal manager for consideration	End Jan 2014	OMM
8.3	Submit amended Draft IDP for consideration and approval by the mayoral committee and Council	End Jan 2014	MC / Council
9. Community IDP Feedback Process			
9.1	Speaker's Office arrange community planning workshops with invites to Ward Councillors and other interested stakeholders	Mid Jan 2014	OOS
9.2	Print copies of Draft IDP and MTREF for community consultation sessions	Mid Jan 2014	OMM
9.3	OMM and Finance conduct community consultation sessions on the Draft MTREF and IDP	End Feb 2014	CFO & OMM
10. 2014/15 Draft MTREF			
10.1	Departments develop their Draft budget, inclusive of operational, capital and personnel costs	Mid Jan 2014	Directorates
10.2	Finance allocate Capital funding in line with consolidated project prioritisation report	End Jan 2014	CFO
10.3	CFO reviews Long term financial strategy based on NT preliminary guidelines	Mid Feb 2014	CFO

LMREF no	Activity	Completion date	Owner
10.4	Finance conducts departmental budget hearings	End Feb 2014	OMM
10.5	OMM and CFO amend MTREF and IDP according to comments received from all stakeholders and role-players	Mid Mar 2014	CFO & OMM
10.7	Mayoral committee and Council consider Draft IDP and MTREF for approval	End Mar 2014	MC / Council
11. 2014/15 Final MTREF			
11.1	Finance conducts workshops for various stakeholders	Mid Apr 2014	CFO
11.2	Finance host a budget Indaba	End Apr 2014	CFO
11.3	Compilation of Final budget	Mid May 2014	CFO
11.4	Mayoral committee and Council consider Final MTREF for approval	End May 2014	MC / Council
12. 2014/15 SDBIP			
12.1	Departments conduct internal workshop to develop institutional scorecard aligned to the IDP Corporate strategies and objectives	Mid April 2014	Directorates / IPM
12.2	Draft SDBIP submitted to MM for comment	Mid April 2014	OMM
12.3	Draft SDBIP submitted to Mayor for consideration	End April 2014	Mayor
12.4	Departments update SDBIP in line with approved MTREF and IDP	End May 2014	Directorates / IPM
12.5	Final SDBIP submitted to Mayor for approval	Mid June	Mayor
12.6	Final SDBIP submitted to Council for consideration	End Jun 2014	Council
13. Sec 56 Performance Plans and Agreements			
	Develop individual performance plans aligned to IDP and SDBIP	End May 2014	IPM
	Submit performance plans to Mayor	Mid June	Mayor

It is critical that the various IDP stakeholders are not only consulted but also fully involved in the IDP process. To achieve this, the VKLM has approved the specific institutional arrangements as illustrated in the table below.

Table 3: Institutional Arrangements

IDP Structure	Function, Structure, Roles and Responsibilities
Mayoral and Management Committee	<p>The purpose of Management and Mayoral Committee is to formulate service delivery related projects and programme proposals in terms of the following:</p> <ul style="list-style-type: none"> • Objectives • KPAs • Measures • Targets • Ward location • Target dates • Responsibility • Cost/ budget implications • Identification of source of finance
Municipal Manager	<p>The Municipal Manager is responsible for managing, monitoring, and implementing the overall IDP process, assisted by the Strategic Support Manager, IDP Assistant Manager, the IDP Steering committee, and officials. The terms of reference include:</p> <ul style="list-style-type: none"> • Preparing the process plan • Undertaking the overall management and co-ordination of the planning process by: <ul style="list-style-type: none"> ○ Nominating persons in charge of participation and involvement of all different role-players ○ Ensuring that the time frames are being adhered to ○ Ensuring that the planning process is horizontally and vertically aligned and complies with national and provincial requirements ○ Ensuring that conditions for participation are provided • Proper documentation of the results of the planning of the IDP document
Heads of Departments/ Executive Directors	<ul style="list-style-type: none"> • Providing relevant technical, sector and financial information for analysis for determining priority issues • Contributing technical expertise in the consideration and finalisation of strategies and identification of projects • Providing operational and capital budgetary information • Being responsible for the preparation of project proposals, the integration of projects and sector programmes • Being responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for local government for alignment

IDP Structure	Function, Structure, Roles and Responsibilities
IDP Steering Committee	<p>The IDP Steering Committee of VKLM assisted the Municipal Manager in guiding the IDP process. It comprised the following members:</p> <ul style="list-style-type: none"> • Municipal manager and Executive Directors • Unit/ Programme Managers <p>The terms of reference of the IDP Steering Committee included the following:</p> <ul style="list-style-type: none"> • Providing terms of reference for the various planning activities • Establishing working groups • Commission research studies • Consider and comment on: <ul style="list-style-type: none"> ○ Inputs from working groups, study teams and consultants ○ Inputs from provincial sector departments and support providers ○ Process, and summarise documents and outputs ○ Make content recommendations • Define the terms of reference for the IDP Representative Forum • Inform the public about the establishment of the IDP Representative Forum • Identify stakeholders to be part of the Forum in such a way that the public is well represented
IDP Representative Forum	<p>The IDP Representative Forum is chaired by the Executive Mayor or a councillor nominated by her and serves as the organisational mechanism/platform for discussion, negotiation, and decision-making between stakeholders within the municipal area.</p> <p>The terms of reference for this structure included:</p> <ul style="list-style-type: none"> • Represent the interests of constituents in the IDP process • Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and municipality • Ensure communication between all the stakeholders' representatives • Monitor the performance of the planning and implementation process
Working groups	<p>The working groups to be established in terms of the municipal Key Focus Areas so as to harness the strategic and implementation oriented nature of the IDP. Comprises of: Municipal officials/level 1-3 Managers (Mandatory) Sector departments HOD's, planners, business, Civil society. The major functions to be discussed are as follows:</p> <ul style="list-style-type: none"> • Interest groups Facilitate discussion and resolutions of issues pertinent to specific municipal key focus

IDP Structure	Function, Structure, Roles and Responsibilities
	<p>areas</p> <ul style="list-style-type: none"> • Consider and make recommendations on items submitted • Facilitate discussion of pertinent issues affecting governments and stakeholders • Determine methodology to be followed in order to meet the deadlines of the process plan • Commissioning of research studies where applicable • Consider and commenting on inputs from sub-committees, study teams and consultants • Consider inputs and commenting from Provincial sector departments and support provided • Process, summaries and document outputs

1.2 Vision / Mission

A strategic vision enables an organisation to focus on future success. The VKLM, during the process of reviewing the IDP, has remained steadfast on its commitment to deliver on its mandate as contained in their **vision statement**:

A prosperous Mpumalanga Western gateway city for a cohesive developed community

A mission statement reflects the way in which the municipality will conduct their everyday tasks. It describes the purpose of the municipality and the areas to focus on in order to achieve its vision. The mission addresses the objects of government as stipulated in Section 152 of the Constitution: Democratic and accountable governance, sustainable services, social and economic development, safe and healthy environment and encouraged community involvement¹.

This is illustrated in the **mission statement** of VKLM:

To provide quality and sustainable services to the diverse community in a responsive and efficient way for optimum economic growth in order to enhance prosperity. Inspired by desire to be positioned on the global map of attractive cities resulting in a positive impact on investment, jobs, inhabitants, visitors, and events through quality service provision

It is within this context that the vision has been translated into the following key strategic thrusts and developmental goals as reflected in the following table:

¹ South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

Table 4: Developmental Goals

Key Performance Area	Strategic Thrust	Strategic Goal	Strategic Objective
KPA 1 - Basic Service Delivery and Infrastructure	Service Delivery	Improved provision of basic services to the residents of VKLM	Reduce water backlogs
			Reduce sanitation backlogs
			Increased access to electricity to all households
			Improved the state of existing roads to better and acceptable standard
			Improved storm water drainage system
			Reduced housing backlog
			Provide an efficient, safe and economical waste management
			To increase the accessibility of emergency services to the community
			Traffic law enforcement on all roads and streets in the municipality to curb speeding and illegal usage of roads and streets by unlicensed drivers and heavy vehicles
			Ensure the general environment is protected and promoted in a sustainable way
		Improved social protection and education outcomes	Increased access to the public education

Key Performance Area	Strategic Thrust	Strategic Goal	Strategic Objective
			To ensure that that the needs of all vulnerable groups in the community are addressed
KPA 2: Financial Viability and Finance Management	Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Improved revenue collection
	Financial Management		Improved compliance to financial regulations
			Increase the efficiency of the Supply Chain Management process
KPA 3: Institutional Development and Transformation	Organisational Development	Improved efficiency and effective of the Municipal Administration	Improve the functionality of the organisational structure with the VKLM Strategy
			Improve the level of skill level of employees
			Improve the Wellness of employees
			Improve the management of EE issues
			Increased compliance to Occupational Health and Safety Act
	Performance Management		Increase the roll out of PMS
	Operational Efficiency		Improve the ICT infrastructure
KPA 4: Good Governance and	Accountability	Improve community confidence in the system	Enhance Oversight over Municipal Administration

Key Performance Area	Strategic Thrust	Strategic Goal	Strategic Objective
Public Participation	Good Governance	of local government	Reduced Risk tolerance level
	Good Governance	Improve community confidence in the system of local government	Reduce incidence of fraud and corruption
			Increased implementation of public participation imperatives
	Customer Relationship Management		Improved Customer Relationship Management
KPA 5 : Spatial Development	Land Tenure and Spatial Development	Increase regularisation of built environment	To provide a systematic spatial / land development control
			To ensure stability in commercial agricultural business
KPA 6: Local Economic Development	Economic Growth and Development	Increased economic activity and job creation	Economic Growth and Development
			Increased economic participation by the youth

1.3 Governance

1.3.1 Introduction to Executive and Council

The VKLM is a Category B municipality. It has a collective executive system combined with a ward participatory system in terms of the Local Government Municipal Structures Act 117 of 1998.

There are seventeen (17) councillors; nine (9) of the 17 councillors are directly elected from the nine (9) municipal wards and comprise eight (8) members of the ANC and one (1) member of the DA. The other eight (8) councillors are proportionally elected and therefore represent the major political parties comprising of five (5) members of the ANC, two members of the DA and one (1) member from the NFP.

Council retains both the Executive and Legislative authority.

All decisions within the municipality are taken through Council through Council resolutions. Council resolutions are recorded in a register referred to as the “Finalisation of Council Resolutions” and circulated to the relevant Directorate for implementation. These forms are then returned to Corporate Services for submission to Council. The Executive Mayor, through the Budget Speech, also discharges political decisions.

1.3.2 Executive Mayoral Committee

The Council Executive comprises of the Mayoral Committee, supported by three (3) Mayoral Committee members. In terms of the Municipal Structures Act, section 43, members are elected to the Mayoral Committee by, and are responsible to the Council chaired by the Executive Mayor who has various functions and powers as set out in section 44 of the Act.

The present Mayoral Committee comprises of four (4) Members and is chaired by the Executive Mayor and meet bi-monthly.

- Executive Mayor, Councillor EN Makhabane (Chairperson)
- Councillor KV Buda (MMC) - Planning, Infrastructure, Transport and Safety
- Councillor SH Mahlangu (MMC) - Health & Social Services
- Councillor ZJM Zulu (MMC) - Finance & Admin Services

1.3.3 Introduction to Political Governance

To assist the Council and Mayoral Committee to exercise their role and responsibility in overseeing the activities of the municipality, certain committees have been established to perform a monitoring, oversight and report-back role to either the Mayoral Committee or Council directly, determined by the type of committee constituted. These committees report back on either a monthly or quarterly basis.

At present the Council has established three (3) Section 79 committees referred to as Monitoring Committees as per Council resolution approved in July 2013. The committees are referred to as:

- Planning, Infrastructure, Transport and Safety (PITS)
- Health and Social Services and Development (H&S)
- Finance and Administrative Services (A&F)

These committees meet on a monthly basis as per the approved Council resolution pertaining to the “Calendar of Events.” Each Directorate submits a synopsis of their monthly activity progress and scheduled plans going forward, based on a fixed agenda of standing items and other ad hoc matters of importance that may arise. Minutes and resolutions are recorded by a secretariat provided by Corporate Services. These committees report back to Council via the Mayoral Committee on a quarterly basis.

The VKLM has also established a Municipal Public Accounts Committee (MPAC). The main responsibility of MPAC is to provide oversight on operational performance and other related management aspects of the Municipality as delegated by Council. The MPAC can recommend or undertake any investigation in its area of responsibility. The primary function of MPAC was initially to provide comment on the Annual Report through the oversight report. The oversight report provides guidance to Council on whether to adopt the Annual Report.

1.3.4 Intergovernmental Forums

The municipality takes advantage of the established platforms created to foster relationship between all three spheres of government. The overall aim for consultation with various interest groups and all other key stakeholders is to:

- Create a platform for dialogue where all stakeholders would discuss and agree on the development route
- Ensure that all key sectoral issues are well reflected in the IDP
- Ensure that all projects and programmes of all key stakeholders are well captured within the IDP

To this end, the Municipality has established Intergovernmental Forum between the Municipality and local sector departments to enhance relationship between all three spheres of government.

In terms of Section 16 of the Intergovernmental Relations Framework Act of 2005, the Premier's intergovernmental forum was established to promote and facilitate sound relations between the Province and Local municipalities. To this end the municipality participates in the following forums:

- Premier's Coordinating Forum
- Provincial Management Committee

In terms of Section 24 of the above Act, a District is advised to establish certain forums to promote and facilitate sound relations between District and Local municipalities. This forum is chaired by the District mayor and serves as a consultative forum to discuss matters of common interest. The VKLM participates in following Nkangala District held structures.

- Speakers Forum
- Mayoral Forum
- Managers Forum
- LED/IDP Forum
- IDP Working Groups

1.3.5 Introduction to Administrative Governance

During the financial year under review the organisational structure that was adopted by Council constituted the following directorates, namely the office of the Municipal Manager, Budget and Treasury Office, Community Services, Corporate Services as well as Technical Services.

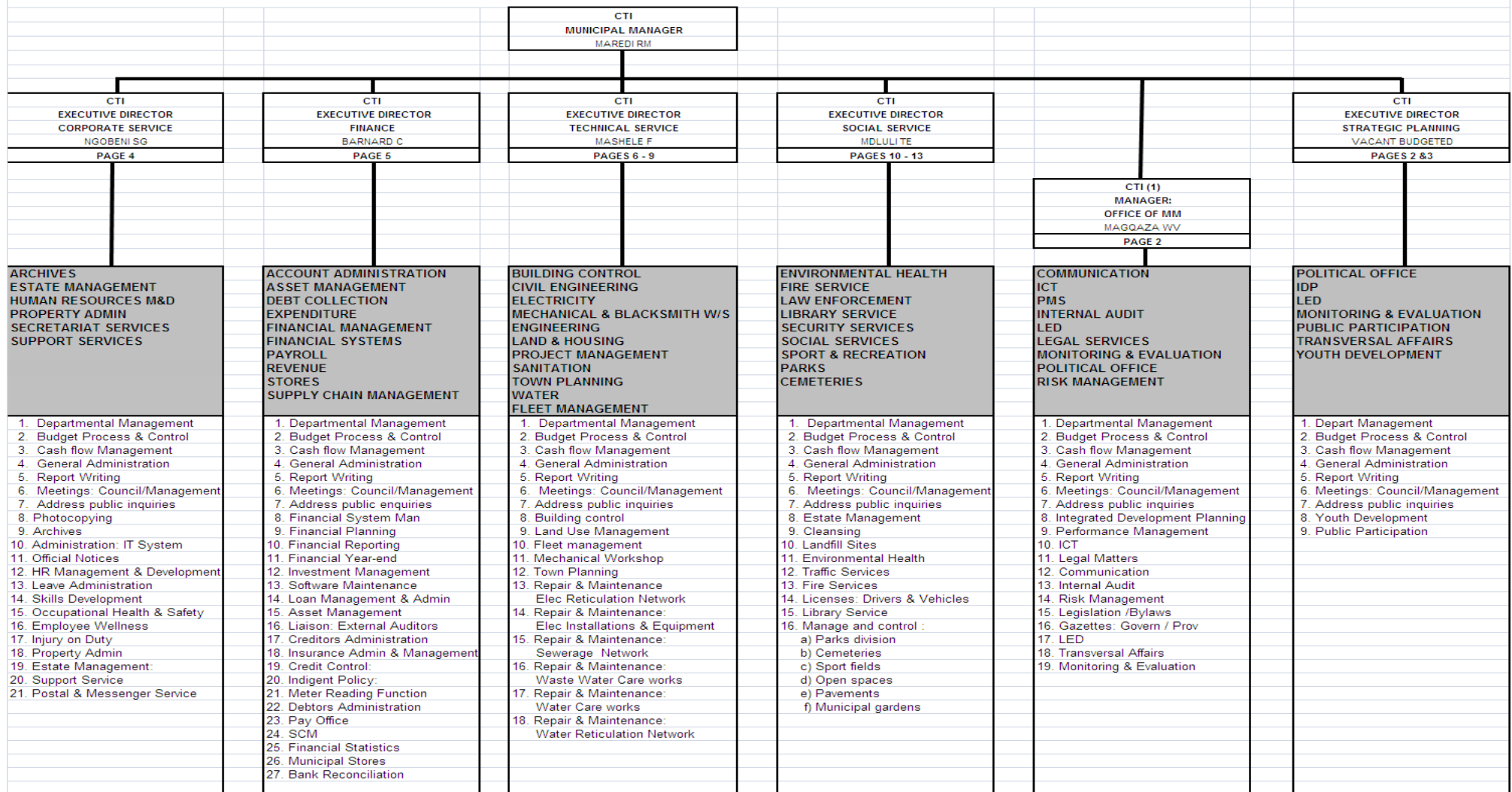
VKLM has a staff compliment of 373. The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritising posts which have an impact directly on service delivery. The Municipal Manager as the Accounting Officer is the administrative head of the municipality supported by the directorates as reflected in the following table:

Table 5: Administrative Heads of Departments

Function	Post	Name	Department
Municipal Manager	Filled	Ramakgahlela Minah Maredi	Office of the Municipal Manager
Executive Director	Filled	Solani Gift Ngobeni	Corporate Services
Chief Financial Officer	Filled	Carlo Barnard	Budget & Treasury
Executive Director	Filled	Floyd Mashele	Technical Services
Executive Director	Filled	Thembe Eunice Mdluli	Community Services

The roles and responsibilities of each department are detailed in the following organogram:

VICTOR KHANYE LOCAL MUNICIPALITY



The following powers and functions as illustrated in the following table are assigned to VKLM in terms of the Municipal Structures Act of 1998 and the Demarcations Board Capacity Assessment Report.

Table 6: Powers and Functions

Function	Authorised	Provided By
Water and sanitation	Yes	VKLM
Electricity Reticulation	Yes	VKLM
Municipal Roads	Yes	VKLM
Other roads (District and Provincial)	No	NDM
Housing	No	DoHS
Building regulations	Yes	VKLM
Local tourism	Yes	VKLM
Fire fighting	Yes	VKLM
Street lighting	Yes	VKLM
Traffic and Parking	Yes	VKLM
Trading regulations	Yes	VKLM
Local sports facilities	Yes	VKLM
Municipal planning	Yes	VKLM
Municipal public transport	Yes	VKLM
Storm water	Yes	VKLM
Municipal airport	Yes	VKLM
Billboards and advertising	Yes	VKLM
Control of liquor and food outlet and street Trading	Yes	VKLM
Local amenities	Yes	VLKM
Waste and Cleansing	Yes	VKLM

1.3 Demographic Profile

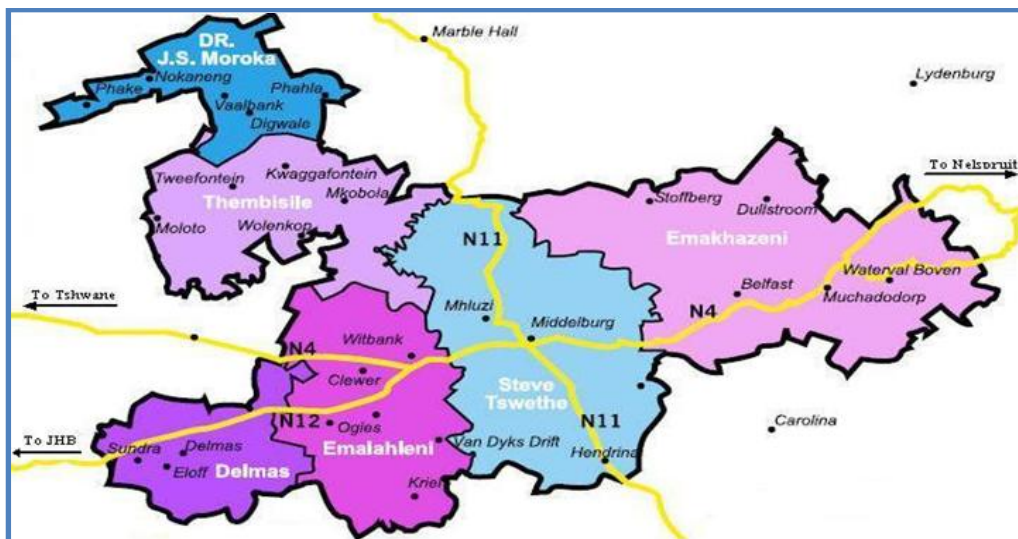
In this section, we provide an overview of the important socio-economic indicators and trends of the VKLM highlighting issues of concerns in terms of challenges that the municipality currently experiences.

1.3.1 Regional Context

The VKLM is situated on the western Highveld of Mpumalanga Province, covering a geographic area of approximately 1,567 square kilometres. The prominent towns and settlements in the Municipality include Abor, Argent, Delmas, and Brakfontein. The municipality is strategically located close to the metropolitan areas of Tshwane and Ekurhuleni to the west. The headquarters of the municipality are in Delmas (a French word meaning small farm). Victor Khanye is currently characterised by an increase in mining and related activities in the Leandra area. In addition to mining (concentrating on coal and silica), other important sectors in this area are agriculture (a major provider of food and an energy source, i.e. maize); finance and manufacturing (capitalising on the area's proximity to Gauteng).

Delmas has good infrastructure. Natural resources make a significant and direct contribution to the Nkangala District economy, which is "resource based" (i.e. coal, water, land capacity, geographical features, climate, and conservation areas, and ecosystems, natural features).

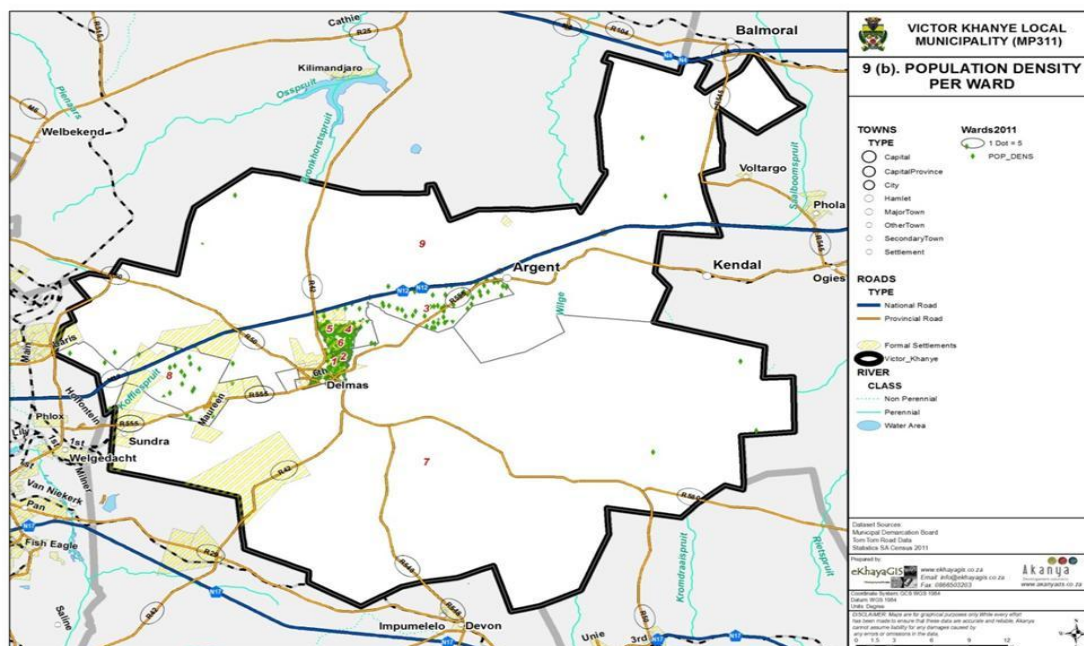
Figure 1: Regional context



1.3.2 Population Distribution and Trends

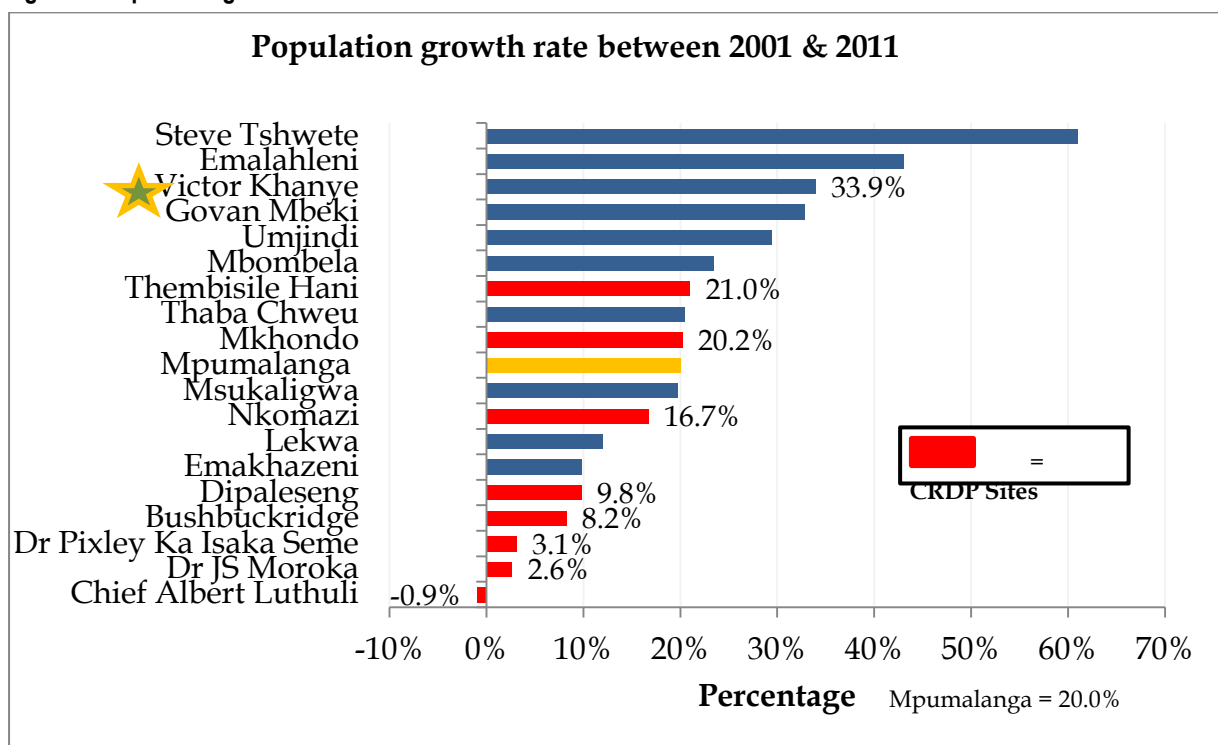
The population of VKLM has grown significantly since 2001 increasing from 56,335 to 75,452, which represent a growth of 33,9% (Census, 2011).

Figure 2: Population distribution



The highest population density occurs in the core urban area of Delmas and Botleng, with the rural wards recording the lowest.

Figure 3: Population growth



As can be observed from Table 7 below the VKLM reflects the third largest population growth in Mpumalanga province, indicative of the migration of labour attracted to the area as a result of the potential for economic growth and resultant job opportunity.

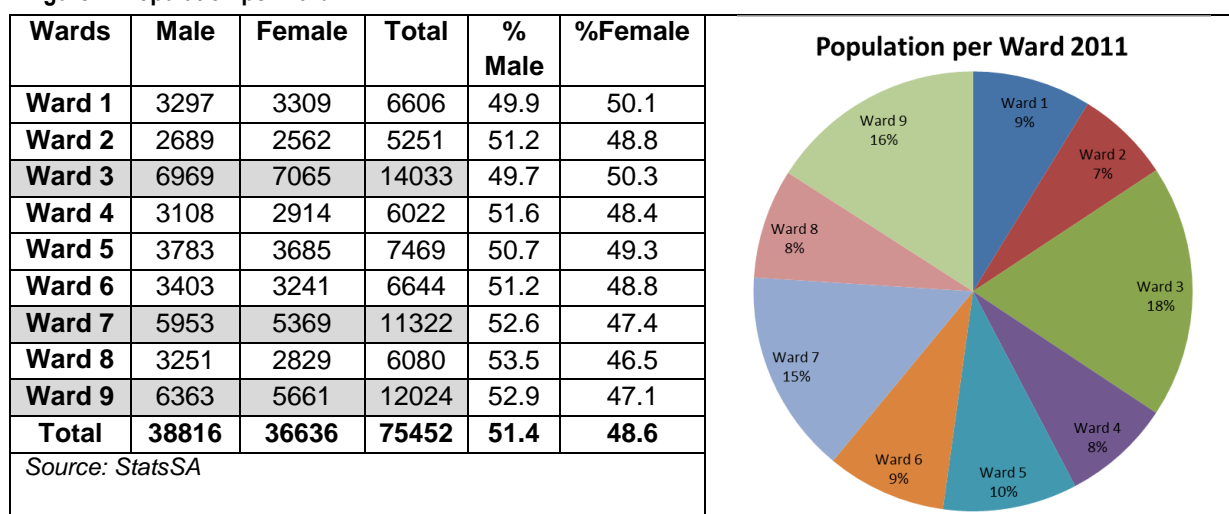
Table 7: Population by Age Group

Age	2010/2011			2011/2012		
	Male		Total	Male	Female	Total
Age: 0 - 4			6236	3990	4063	8053
Age: 5 - 9			5967	3349	3322	6671
Age: 10 - 14			5765	3415	3146	6561
Age: 15 - 19			5853	3433	3347	6780
Age: 20 - 24			5229	4114	3516	7630
Age: 25 - 29		Age25-64	24805	4188	3538	7726
Age: 30 - 34		65+	2352	3335	2772	6107
Age: 35 - 39				2868	2558	5426
Age: 40 -44				2443	2040	4483
Age: 45 -49				2069	2144	4213
Age: 50 -54				1683	1686	3369
Age: 55 -59				1381	1343	2724
Age: 60 -64				1002	1144	2146
Age: 65 -69				656	704	1360
Age: 70 -74				440	536	976
Age: 75 -79				238	361	599
Age: 80 -84				126	221	347
Age: 85+				87	193	280
	0	0	56207	38817	36634	75452

The highest population density occurs in the core urban area of Delmas and Botleng, with the rural wards recording the lowest in terms of spatial distribution, Wards 3, 7 and 9 have the highest population numbers accounting for 50% of the total population of 75,452. These wards are the large, rural wards characterised by mining and agricultural activities. Ward 3 includes a section of Botleng.

In terms of population per specific settlement, Botleng (including its extensions) is the settlement with the highest total population

Figure 4: Population per ward



As reflected in the following table the highest percentage of the population, approximately 67%, is in the economically active age group of 15-64 year old category, the majority of which are under the age of 35 years of age. This trend demonstrates that labour migration may be the contributing factor to the increase resulting from the economic growth potential of the area. The census² results also reflect a shift in the ratio of males to females with the current balance now marginally in favour of males, representing 51% of the total. A point of interest is that 30,2% of households are headed by females.

The youth between the age groups of 15 to 35 make up approximately 38% of the total population.

A split of the population by race reveals the following classification:

- Approximately 82% Africans
- 16% White
- 1% Coloured
- The balance Asian or others

Table 8: Population by Gender

Age	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-14	7 821	8 013	15 834	9 008	8 984	17 992	10 754	10 531	21 285
15-64	16 894	16 954	33 848	17 745	18 235	35 980	26 516	24 089	50 605
65+	1 017	1 184	2 201	985	1 378	2 363	1 547	2 016	3 563
Total	25 733	26 151	51 884	27 738	28 597	56 335	38 816	36 636	75 452

The most prevalent language spoken is IsiNdebele, spoken by approximately (57%) of the population, followed by IsiZulu (33%) and Afrikaans (2%). The largest variety of spoken languages occurs in the non-urban area. The language preference by Ward is illustrated in the following table.

² Census 2011

Table 9: Language preferences

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Afrikaans	122	138	141	27	82	872	3 268	3 459	3 738	11 847
English	184	184	272	80	149	350	568	472	445	2 704
IsiNdebele	2 158	1 635	3 496	2 096	2 452	1 717	1 910	276	3 232	18 972
IsiXhosa	212	204	570	255	280	215	350	110	285	2 481
IsiZulu	2 894	2 116	7 350	2 444	3 400	2 539	3 162	890	2 112	26 906
Sepedi	244	150	526	251	267	205	383	150	366	2 542
Sesotho	381	274	551	275	313	234	410	148	294	2 880
Setswana	236	241	283	100	101	103	212	91	176	1 543
Sign language	2	7	35	13	20	11	20	16	27	151
SiSwati	72	74	340	158	133	127	283	57	188	1 433
Tshivenda	16	41	65	25	16	28	70	52	117	431
Xitsonga	55	49	259	178	95	80	296	140	270	1 424
Other	29	34	145	120	160	73	276	219	347	1 402
Unspecified	-	-	-	-	-	-	-	-	-	-
Not applicable	-	104	-	-	-	91	114	-	428	737
Grand Total	6 606	5 251	14 033	6 022	7 469	6 644	11 322	6 080	12 024	75 452

1.3.3 Household Distribution

The municipality has recorded a significant growth in the number of households units from 13,409 in 2001 to 20,548 in 2011, representing an increase of 53%, as a result of the population's exponential growth. However, the VKLM comprises only 5,8% of the total households in the Nkangala District Municipality.

Table 10: Number of Households

Category	Victor Khanye
Population	75452
Households	20548
Average HH size	3.7

It is interesting to note that the average household size has decreased from 4,2 persons to 3,7 as per Census 2011 statistics. This phenomenon could be as a result of several factors including incorrect baseline data or that younger people have set up their own homes or the average family size per household is actually decreasing.

Figure 5: Household statistics

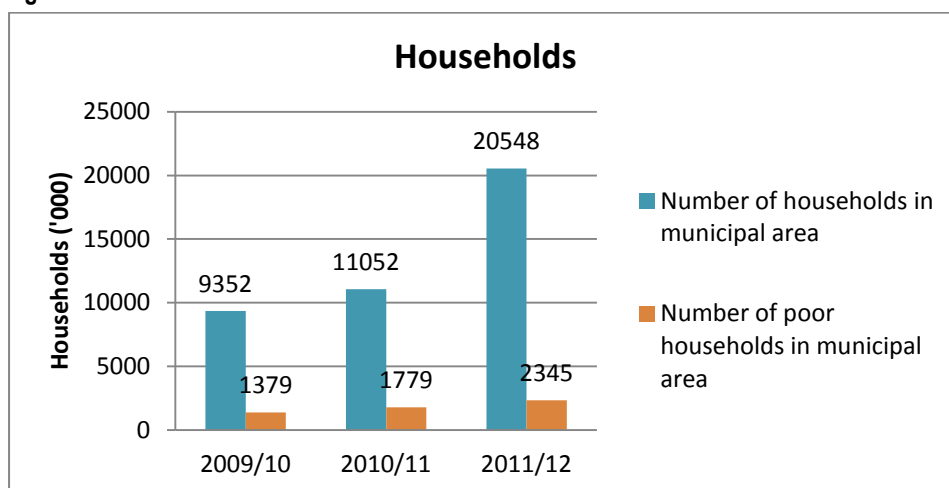


Table 11: Income Groups

Monthly Income	Victor Khanye	%
no income	3,053	14.9%
R1 - R1,600	5,668	27.6%
R1,600 - R12,800	9,697	47.2%
R12,800 - R51,200	1,835	8.9%
R51,200 - R102,400	175	0.9%
R102,401 plus	120	0.6%
unspecified	0	0.0%
	20,548	100%

1.3.4 Household Income levels

The **Human Development Index (HDI)** is a composite statistic of life expectancy, education, and income indices. It was introduced in 1990 through the auspices of the United Nations to evaluate development not only by economic advances but also improvements in human well being. According to the latest statistics the VKLM is factored at 0.61; 1.0 being the desired level of achievement. In terms of provincial standings the municipality is ranked in 10th position³.

In terms of inequality and poverty measured in terms of the Gini-coefficient index that represents the income distribution of a nation's residents and where a factor of zero expresses perfect equality, the VKLM reflects a 2011 index of 0.60, which represent an improvement from 2007, but places the municipality 12th in the province.

The income level per household is considered a better barometer of poverty and reflects that 42% can be classified as Indigent as they earn less than R1,600 per month, as per Stats SA 2011. Not all these households have registered to qualify for access to free basic services as provided in the Indigent Policy guidelines. This issue is currently being progressed by the municipal administration.

There is a negative trend developing as more households are reportedly below the poverty line. The average household income level in the VKLM areas is reflected as R80 239 per annum, ranking it 9th with respect the overall province statistics standing.

The income levels by Ward are demonstrated below and shows where the highest level of unemployment and subsequently high poverty conditions prevail.

³ Extract from data sourced from the Mpumalanga Provincial Government of Finance

Table 12: Income levels

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward
No income	191	290	711	348	256	251	470	182	355	3013
R1-R4800-R4801-R9600	144	159	655	224	234	165	212	87	184	2064
R96012-R19600-R2457 or more	1313	1174	3004	983	1351	1362	2332	1486	2426	15430
Grand Total	1648	1623	4369	1555	1841	1778	3014	1755	2965	20548

1.3.5 Unemployment Statistics

Table 13: Employment Statistics

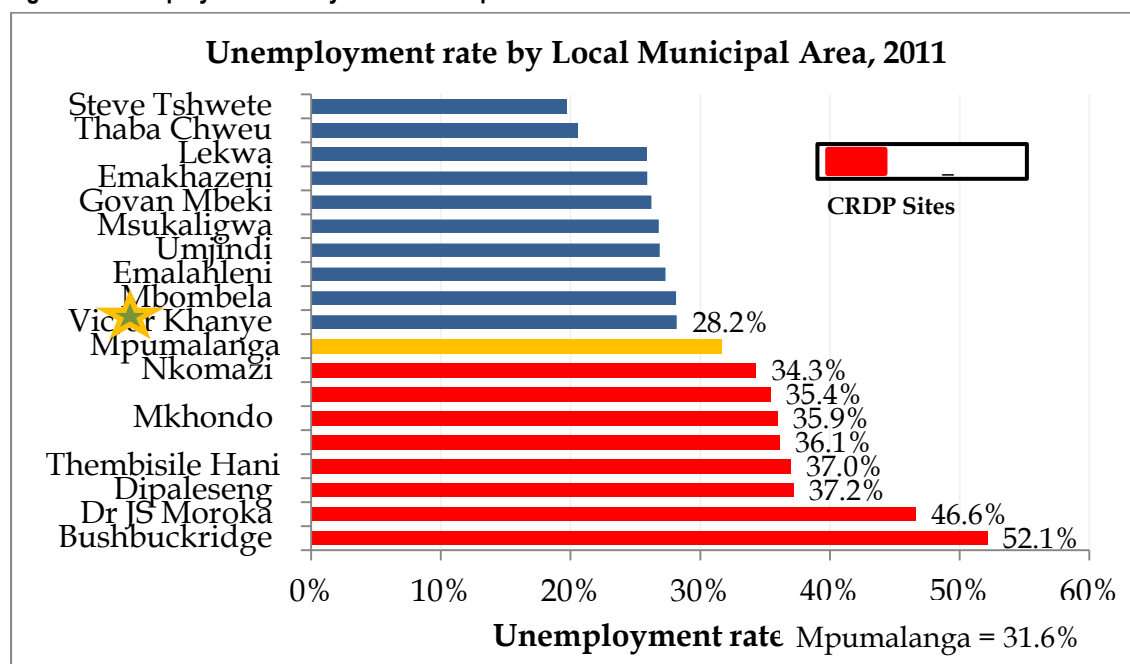
Employment Status	VKLM	%
Employed	21,843	28.9%
Unemployed	8,573	11.4%
Discouraged work-seekers	2,477	3.3%
Not economically active	19,365	25.7%
Others	23,194	30.7%
	75,452	100.0%

The latest statistics⁴ reflect that the employment level in the VKLM is currently at 28,9%. Based on the 2011 definition of Economically Active Population (EAP) of 30,415 the unemployment rate is reflected at 28,2%, this represents an overall gain in employment compared to 2001. This figure is high when we consider the economic activity in the area, but obviously impacted by

the migration influx of job seekers.

Leading industries in employment comprise of Trade (18,7%), Agriculture (18,2%) and Community Services contributing (14,3%). However, the former two sectors are experiencing a decline in employment in the last few years whilst Community Services has increased and Mining as an employer has grown and now contributes 12,7%.

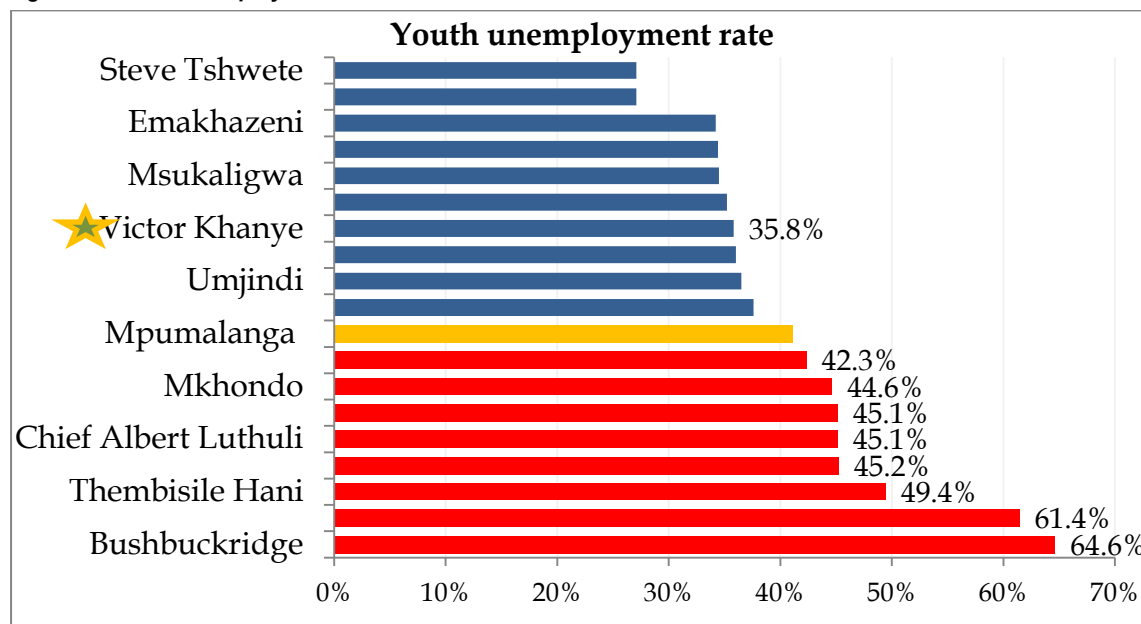
Figure 6: Unemployment rate by Local Municipal Area



⁴ Census 2011

The unemployment rate with respect to the Youth is 35.8%, which is below the Mpumalanga provincial rate.

Figure 7 : Youth unemployment rate



The employment situation is expected to improve over the medium term with additional jobs expected in the mining sector. Four mines are set to become operational in the years 2012-15⁵:

- Shanduka Coal
- Umthombo Resources
- Universal Coal
- Bramfontein

These developments may however also draw new job-seekers into the VKLM from surrounding areas, which may lessen its positive impact on the prospects of local employment.

1.3.6 Education

Outcome 1 of the Delivery Agreement requires the improvement of the quality of basic education in general and in Maths and Science in particular. The VKLM has an inherited problem namely that the low income levels per household in the community correlate to the low education levels in the area. Statistics show that 25% of the population above 15 years of age has had no schooling or did not complete primary school. Of this number 5,528 are basically illiterate and therefore future meaningful employment prospects are virtually impossible. A further 41% of the population did not complete the schooling curriculum and therefore did not reach the level of matric.

⁵ 2012-13 Annual Report

Table 14: Levels of education

Highest level of education obtained in VKLM	
No schooling	5 528
Less that Grade 7	6 164
Grade 7	2 234
Less than Grade 12	16 610
Matric/ Grade 12	12 719
Matric plus	3 348
Total	46 603

On the positive side the pass rate reported in 2012 shows that 76.7% of matriculates wrote the year-end exam, which reflects an upward trend and attributed to VKLM being ranked in 5th place in the province. However this improved pass rate was not reflected in the university admission rate with only 26,2% of scholars seeking to further their education status.

When these statistics are compared with the unemployment statistics the assumption can be made that a high percentage of job seekers do not have the minimum education entry level. Unfortunately these job seekers will be restricted to unskilled manual work where the main employer in this sector of employment, namely Agriculture, is receding as a leading employer. This poses a huge problem within the communities as the dependency syndrome increases and criminal activities increase.

The status of teacher and pupil ratio in the township schools is slowly creating a problem for public education in Delmas. The Primary schools in Botleng Proper are experiencing a decline in learner registration. This phenomena might be influenced by the development of Botleng Extension 3, 4 and 5 versus the ageing of the population in Botleng proper. Contrary to this declining trend, the Primary schools in Botleng Extension 3 are experiencing overcrowding.

Secondary schools are not much affected by this situation because these pupils are more mobile and able to commute between the different areas. With the Development of Botleng extension 6 the problem will be exacerbated even further. There might be a future need for transportation for learners to fill the empty schools.

The following table illustrates the attendance levels at the various Educational Institutions by Ward.

Table 15: Education institution attendance by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Grand Total
Pre-school (day care; crèche; Grade R, ECD)	12	3	10	2	12	16	27	9	39	129
Ordinary school (Grd R In a school; Grd 1-12)	579	1 102	3 695	1 758	1 958	1 588	2 170	1 000	2 407	17 256
Special school	3	10	28	3	11	3	19	21	18	117
FETCollege FET	55	25	74	20	40	32	62	37	84	428
Other College	32	23	33	30	22	8	54	17	65	285
HED University / of Technology	52	31	71	80	53	94	122	104	247	854
ABET Centre	23	22	73	102	47	56	44	14	160	540
Literacy classes e.g. Kha Ri Gude; SANLI	5	-	7	10	2	8	7	-	20	60
Home based education	3	-	10	3	2	10	17	20	26	92
Unspecified – N/a	4 841	4 034	10 033	4 012	5 323	4 829	8 799	4 859	8 959	55 690
Grand Total	6 606	5 251	14 033	6 022	7 469	6 644	11 322	6 080	12 024	75 452

The following table illustrates the highest level of education attained by scholars based in the respective Wards where they reside.

Table 16: Level of scholastic achievement by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Gade 0 - Grade 11 / Std 9 / Form 4	3 779	3 125	8 650	3 693	4 723	3 796	6 162	2 889	5 895	42 712
NTC 1 / N1 / NIC / V Level 2 - N6 / NTC 6	57	71	95	25	46	59	203	239	220	1 014
Certificate with less than Grade 12 / Std 10 - Diploma with less than Grade 12 / Std 10	15	6	26	8	6	12	39	40	56	208
Grade 12 / Std 10 / Form 5	1 405	914	2 440	819	1 091	1 240	1 783	1 479	2 021	13 193
Certificate with Grade 12 / Std 10	64	31	73	14	23	34	101	63	103	504
Diploma with Grade 12 / Std 10	71	37	59	30	33	62	91	132	228	742
Higher Diploma	23	29	43	15	23	49	136	153	201	674
Post Higher Diploma Masters; Doctoral Diploma	4	2	8	1	9	6	11	8	43	91
Bachelors Degree	16	15	26	-	11	34	92	81	198	472
Bachelors Degree and Post graduate Diploma	4	2	11	-	5	19	27	37	52	156
Honours degree	4	5	8	-	5	23	16	40	62	163
Higher Degree Masters / PhD	3	3	5	1	2	15	10	19	46	104
Grand Total	5 445	4 239	11 444	4 607	5 975	5 347	8 671	5 180	9 125	60 034

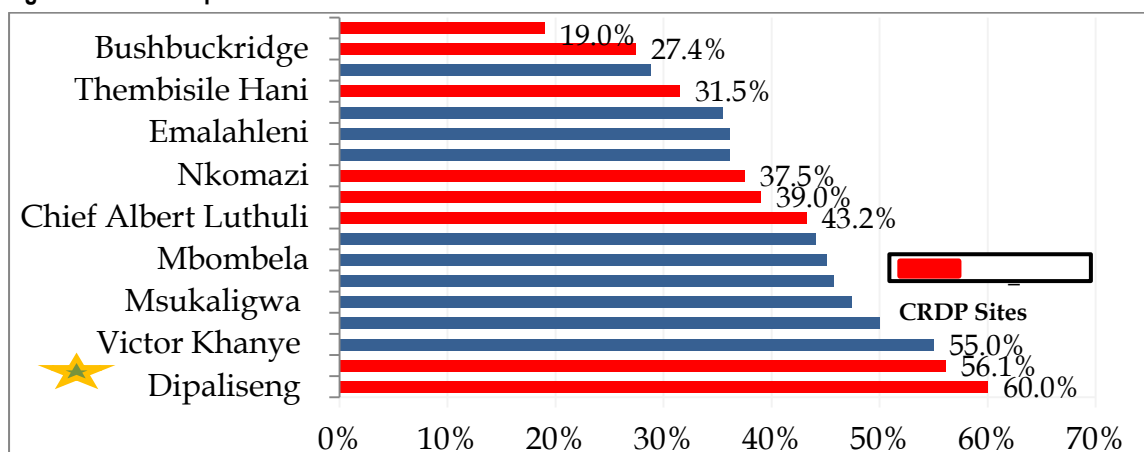
There is a great need for an institution addressing mining skills and manufacturing qualifications.

The high poverty levels in especially rural areas warrant an extension of school feeding schemes to all schools, especially to the foundation phase. Also, some children are orphaned largely by HIV/AIDS and other families are headed by minors renders them at risk of teenage pregnancy and many other threats. In view of the high levels of poverty, the criteria used for determining and declaring no fee schooling need to be evaluated.

1.3.7 Health

Mpumalanga is one of the three (3) Provinces with the highest infection rates of HIV/AIDS. Latest statistics⁶ for the Province reveal that VKLM has an increased infection rate; as measured in pregnant women tested, of 55%, the 3rd highest in the province. With respect to HIV prevalence, excluding pregnant women the trend reflected a decrease to 23.0%.

Figure 8: HIV/AIDS prevalence

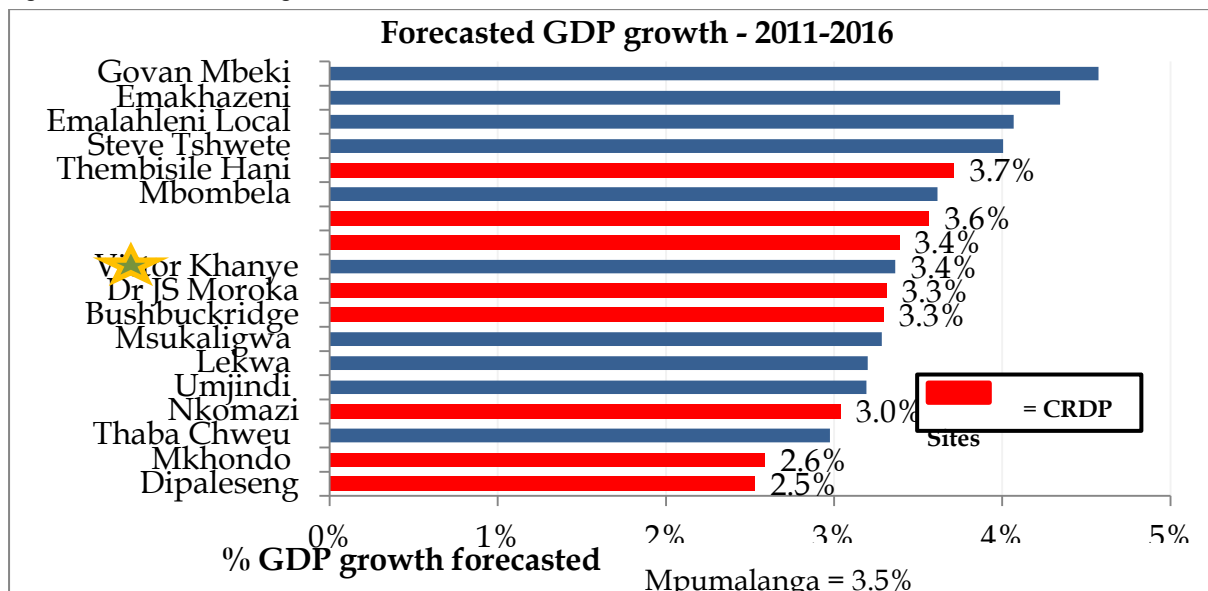


⁶ Census 2011

1.3.8 Economic Perspective

The VKLM Gross Domestic Product (GDP) is forecast to grow by 3.4% per annum over up to and including 2016, although this is lower than the District and Province projections. The forecast is very optimistic if we consider that the historic growth rate in the period 1996-2011 remained relatively low at 2.0% per annum.

Figure 9: Forecasted GDP growth for 2011-2016



Agriculture, transport, community services, finance and mining will be the main contributors to the VKLM economic growth in the period up to 2016. The municipality is a major maize producing area. Annual maize production is calculated at between 230 000 and 250 000 metric tons.⁷ Mining activities are concentrated on coal and silica. About 3 million metric tons of coal and 2 million metric tons of silica are mined annually in the municipal area.

With respect to Gross Value Added (GVA) - a measure in economic terms of the **value of goods** and services produced in an area, industry or sector of an economy - the VKLM's contribution to the Mpumalanga province is reflected at 2.0% in 2011 at an estimated value of 3.4 billion. The projection going forward is a GVA index of 1.7% reflecting a reduction in the value of economic growth which is contrary to the GDP index projections.

With respect to the GVA contribution to the overall Nkangala District's economic basket the municipalities input of 4.5% is relatively small compared to Emalahleni and Steve Tshwete, which contribute a collective 83.9% on a 54:46 ratio basis. The major economic "bread basket" for the municipality with regards to value added goods are Mining and associated Transport, and Manufacturing playing a significant role.

The regeneration of power stations, as well as the new Kusile power station in the Victor Khanye area, could serve as a catalyst to increased demand for coal reserves in the Nkangala area. The industrial potential of Delmas (agro-processing) should also be promoted to capitalise on its strategic location in relation to the major transport network.

In terms of the Nkangala District priorities, the N12 freeway has been classified as a development corridor as it links Nkangala with the industrial core of South Africa (Ekurhuleni

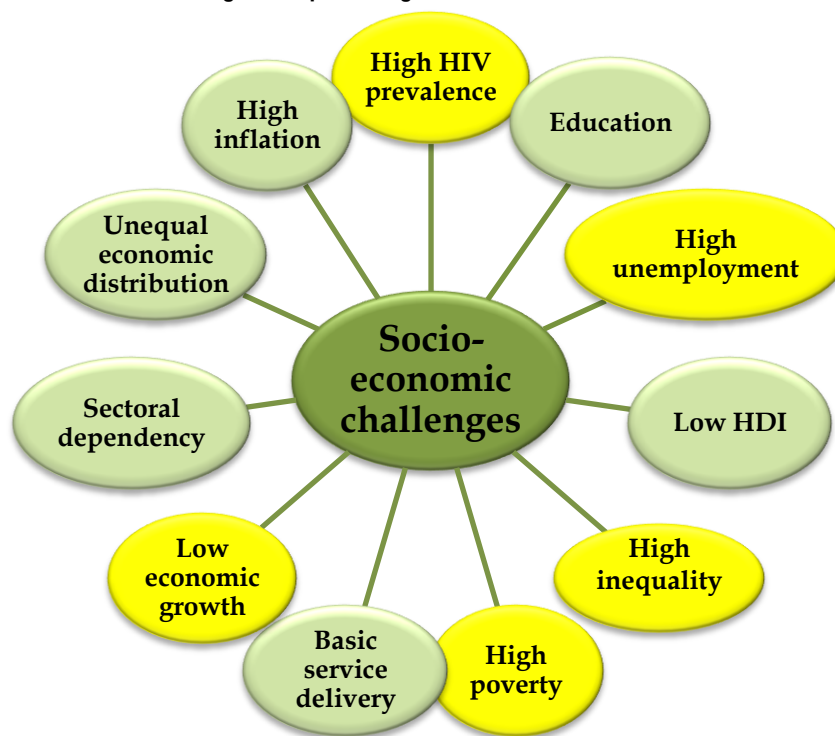
⁷ VKLM IDP 2013-14

Metro and Oliver Tambo International Airport) as well as the financial and commercial capital of South Africa, namely Johannesburg.

There are development opportunities in VKLM along the N12 corridor that need to be identified for development. This development will be nodal in nature. It is suggested that economic activity is to be promoted at Delmas. Intensive agriculture should be promoted along the N12 Corridor, to capitalise on the access to markets at local and regional level.

In summary, the economic challenges facing the VKLM are similar in most respects to that facing the Mpumalanga Province as depicted in the following diagram. Attracting the correct balance of investment is needed to grow the local economy and address the majority of the ills currently faced in the municipality.

Figure 10: Socio-economic challenges in Mpumalanga Province



1.3.9 Tourism

Tourism as a growth industry is clearly reflected in the 2011 statistics which report an increase in overnight stays of 169% and 140% in the number of tourist trips made since 2007. It is estimated that R 253,8 million was derived by the local economy from tourism activity. This has and will continue to impact positively on the VKLM local GDP's growth. However, if compared to the Province as a whole it would appear that VKLM is not leveraging the full potential of the tourist attractions in the area as the municipality is only ranked 10th out of all the municipalities.

1.3.10 Transport

Various national, provincial and municipal roads run through the VKLM, with many regional routes converging at Delmas which lends to its strategic significance. Consequently, the municipality features a well-developed regional road and rail infrastructure. The N12 national toll road that links Johannesburg with Nelspruit runs from east to west through the northern part of the municipality. This road also links the municipality with the Maputo Development Corridor.

The major provincial roads in the municipal area are:

- R50 that links Tshwane with Standerton
- R42 that links with Bronkhorstspuit
- R555 that links Springs with Witbank
- R548 that links with Balfour
- R42 that links with Nigel

The following are the main features/ issues pertaining to public transport in the Victor Khanye Municipal area:

- Long distances between low-income residential areas and employment areas (Botleng Extensions 3 and 4 – Delmas CBD/ Industrial Areas; and Botleng and Extensions – Rietkol and Springs)
- No formal public transport (buses, or rail) are available in area
- Efficient and flexible private transport facilities are available (taxis), but are relatively costly
- Well-developed transport nodes (taxi ranks)

The relationship between where people live and work is distorted and settlements are not integrated. This is especially evident between Botleng Extension 3 and 4.

The railway sections that traverse the municipal area include:

- One running alongside the R555
- A southern branch that extends into the south of the Municipality where it terminates

This rail network stretches from Gauteng in the east into Mozambique (Komatipoort and onwards) in the west. It connects the municipality to adjacent and regional markets, and this strength should be leveraged and strongly promoted.

A major initiative, according to the Nkangala IDP, is the Nkangala International Cargo Airport. This project aims to enhance and integrate the entire import and export industry in the region through the construction of an airport with international status that will deal primarily with but not be limited to cargo. Land to the north of Delmas has been earmarked for this initiative. A Johannesburg-based company proposed to build the International Freight Airport in Delmas.

Beside air cargo facilities, an area is proposed to be used as Free Trade Zone (FTZ) at the airport and the peripheral areas are proposed to be developed for mixed use including a conferencing facility.

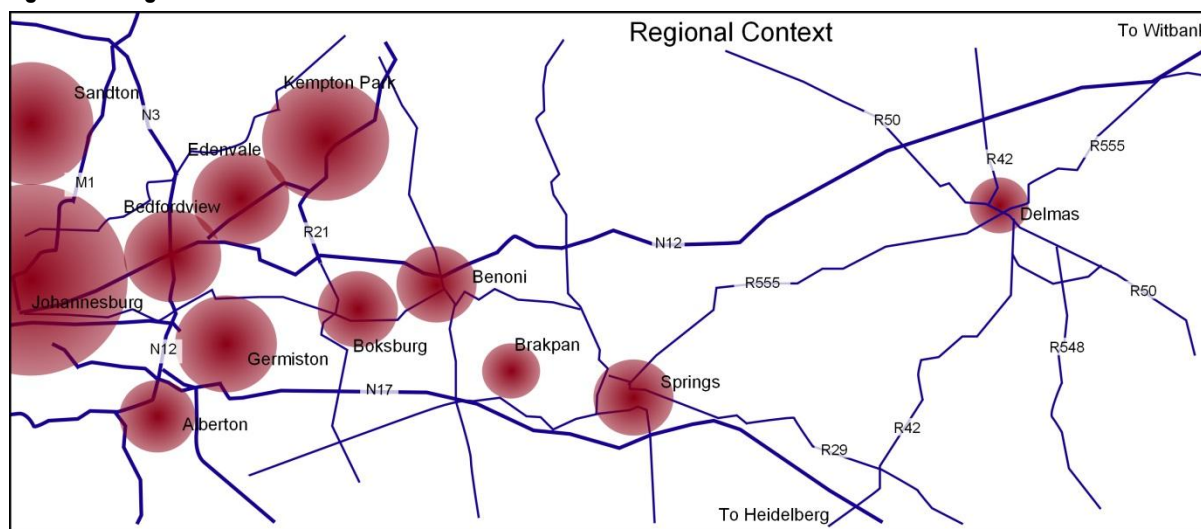
1.4 Spatial Development Rationale

1.4.1 Spatial Development

VKLM is located in the Nkangala District in Mpumalanga. It covers a geographic area of approximately 1 567 square kilometres.⁸

The VKLM is well connected to both Gauteng and Mpumalanga. Regional access is provided via the N12, R555, R50 and R42.

Figure 11: Regional Context



VKLM's location on the edge of Gauteng is an advantage in terms of transport of agricultural and mining products to processing facilities and markets.

The Spatial Development Framework (SDF) of the VKLM translates the IDP of the Municipality into spatial principles and strategies and thus constitutes the spatial implementation of the IDP. The SDF focuses on integrating the fragmented spatial structure of the municipality with the emphasis of ensuring that all communities have equitable access to sustainable services. The SDF also ensures that economic, cultural, recreational and educational activities and opportunities reach communities in dispersed rural areas in an efficient manner. Key to this was to align the SDF with that of the Nkangala District, and providing spatial inputs to the pilot Comprehensive Rural Development Programme (CRDP) initiative spearheaded by the Department of Rural Development and Land Reform.

The SDF also creates a spatially based policy framework whereby change, needs and growth in the VKLM is managed positively in a coordinated manner to the benefit of all stakeholders. It focuses on effective, optimised land usage within the broader context of protecting the existing values of the VKLM environs, i.e. as a tourism destination and a rich historical and cultural area. The SDF also protects the functioning of the current environmental ecosystems and ensures that future developments take full cognisance of these factors and incorporates them in the strategies developed.

⁸ Municipal Demarcation Board

Figure 12: Existing spatial structure

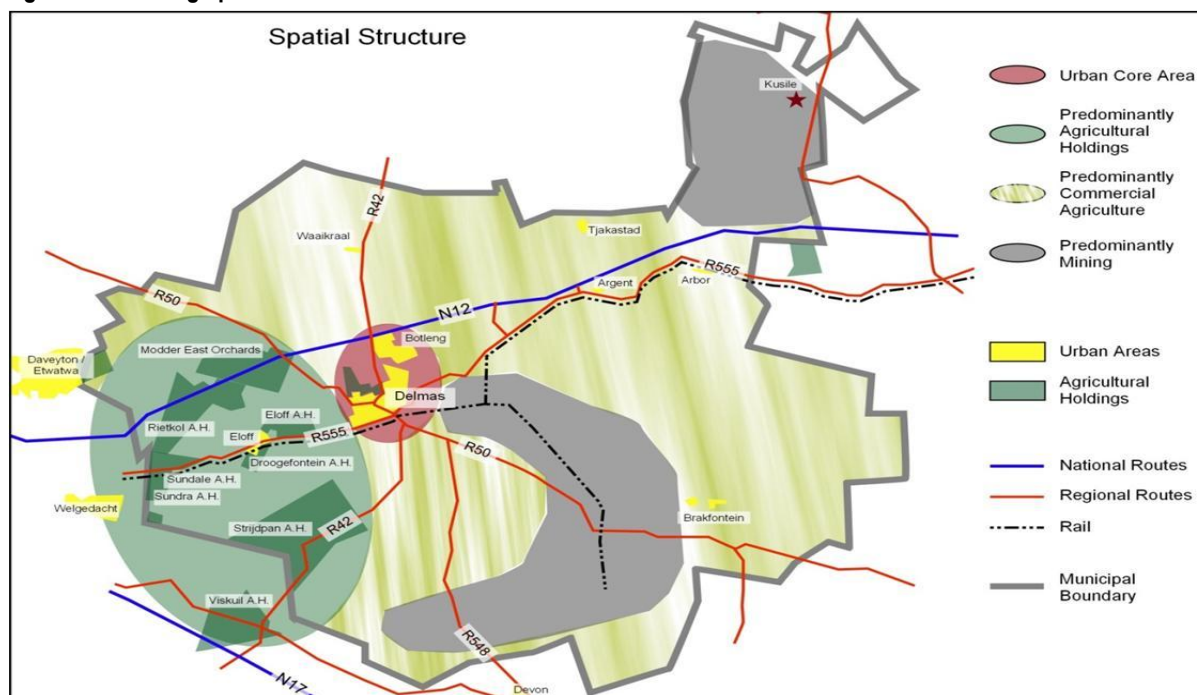


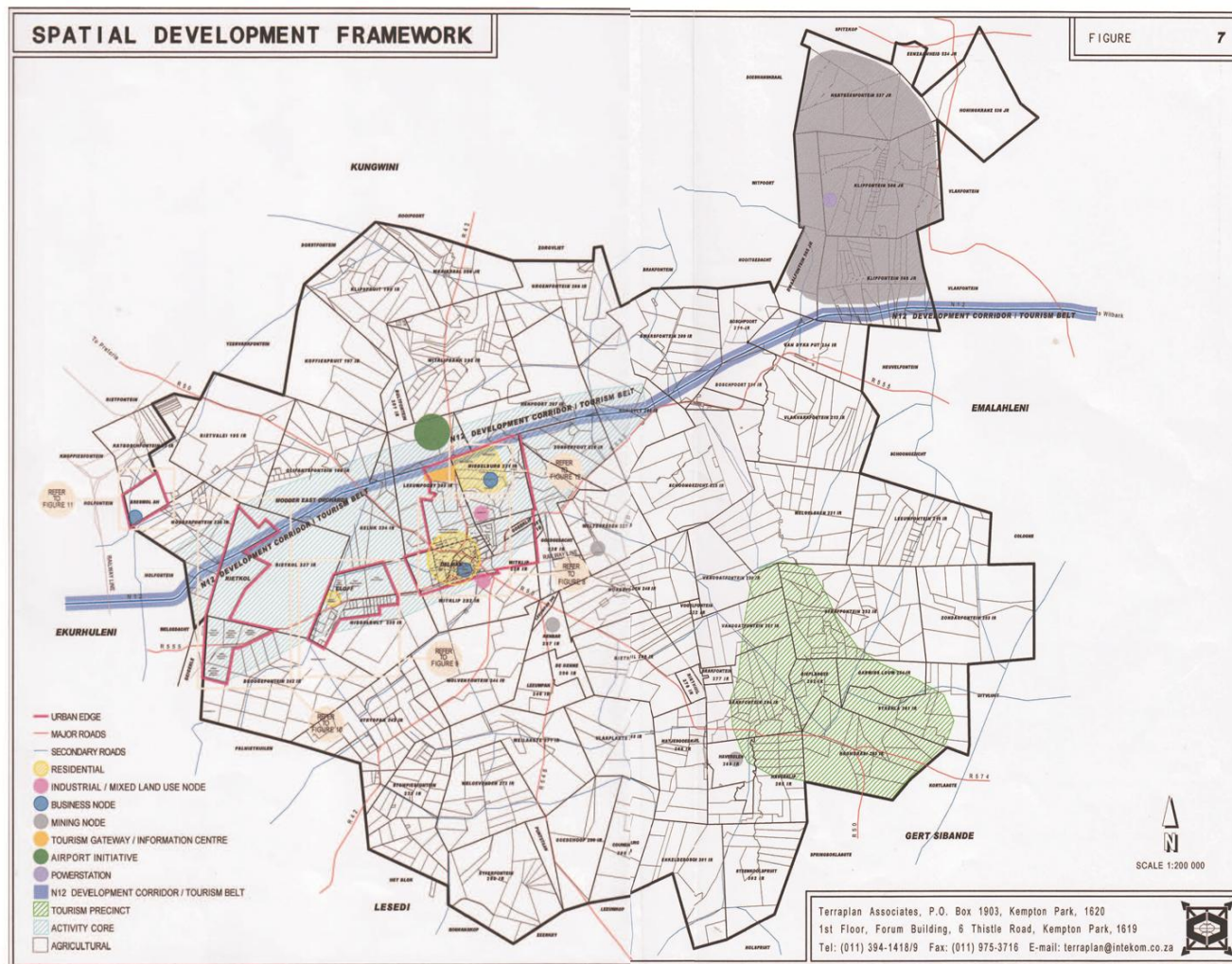
Figure 12 illustrates the existing spatial structure and distribution of land use within the VKLM environs. It is clear that the VKLM could be classified into two district spatial zones, namely:

- The **urban zone**, including Delmas and Botleng, where most of the social amenities and community services are located. This proposed activity core in the SDF also targets this zone
- The **rural zone**, where mining activities and agriculture dominate. This zone is characterised by small, isolated settlements and lower levels of access to services, but the majority of the VKLM population reside in the rural communities

In essence Delmas, Botleng and Delpark are the main formal urban with the latter two predominantly residential areas and Delmas incorporating a residential area, central business district and industrial area. To the west of Delmas are agricultural holding areas with the remainder of the municipal area characterised by commercial agriculture, mining, and associated small settlements.

Going forward, a major development is the construction of the Kusile Power Station which will have a significant impact on development in the area and subsequently lead to the future extension of mining activities and related residential demand around the existing urban core areas. As no new residential areas are planned to absorb the anticipated influx of labour for this development, a need for new housing will have to be accommodated in and around the existing urban core areas. The future extension of mining activities in response to the commissioning of the new Kusile Power Station will also have to be accommodated in these developments.

Figure 13: Spatial development framework



There are a number of other major projects and initiatives in the pipeline as per the approved SDF⁹, some of which are in the process of implementation and others that, when implemented, will accelerate economic growth and contribute to the projected GDP target being achieved.

Some of these projects already in the process of incubation include:

- Urban Edge and Residential expansion
- Business / Industrial / Mining and mixed land use nodes
- Tourism gateway / information centre
- Kusile Power station
- N12 development corridor / Tourism precinct and belt
- Cargo airport and Township Establishment for Nkangala Airport City has been submitted (Delmas Extension 30).
- Township Establishment on Portion 7 of the Farm Modderfontein 236 IR (Eastside Juncin Development)

⁹ VKLM Spatial Development Framework 2010

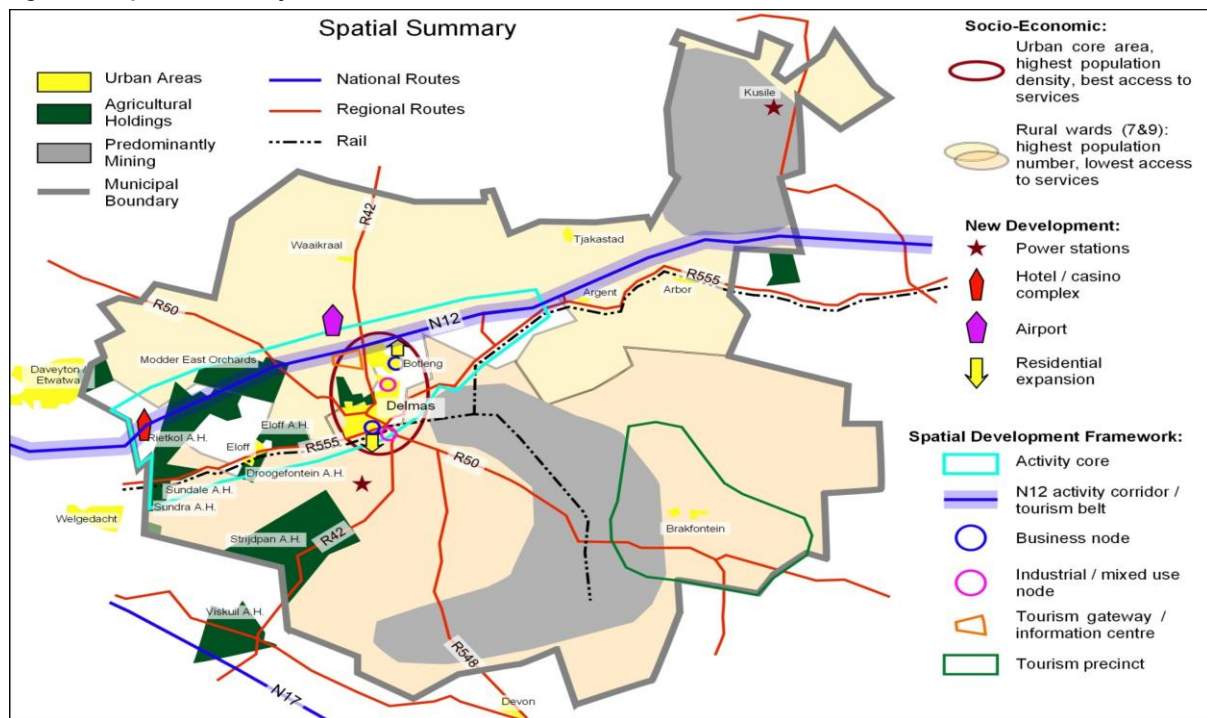
- Erf 273 Delmas West Extension 2 was subdivided to accommodate a residential, Business and Industrial nodes
- Township Establishment of certain portions of Breswol Agricultural Holdings

The downside of this economic growth is the Influx of people seeking job opportunities in the Kusile Power Station and new mines placing extreme pressure for the rapid provision of housing and associated service infrastructure. These new developments will also further exacerbate and compound the accelerated deterioration placed on the existing local and provincial road network. This will call for coordinated, holistic and detailed planning for comprehensive new infrastructure to enable funding applications to be formulated well in advance of anticipated need for project commencement.

1.4.2 Land Use by Area

The following section reflects in more detail the proposed land use management principles embodied in the current SDF.

Figure 14: Spatial summary



The development structure of the town should be consolidated in a rectangular shape between N12 freeway in the north and the railway line to the south. Residential development in the form of in-fill development and or densification should be accommodated and promoted in Delmas West Extension 4, adjacent to the railway line and to the south of Delpark up to the flood line. Others areas for consideration include the east of Botleng and to the south of the Old Witbank Road including the Union Forest Plantation Agricultural Holdings. Also included are the north of Delmas Extension 4, to the southern portion of the Remainder of the farm Leeuwpoot and the portion 6 of the farm Middelburg (Botleng Extensions 5, 6 etc).

In the medium to long term pressure for residential expansion could also expand into the Leeuwpoot area and immediately to the north of the agricultural holdings to the west or

route R42. The area between Botleng Proper and Botleng Extensions 4 and 5, which is geologically unsuitable for residential development (dolomite), can be utilised for the future mixed low intensity uses such as sports and recreation or urban/farmer training and/or individual industrial development on geologically stable pockets of land. The land earmarked for residential purposes should be sufficient to deal with estimated housing backlog for Delmas which is currently estimated at 4,257 units¹⁰.

Community facilities should in principle be concentrated around the four proposed Thusong Multi Purpose Community centres. Council intends to develop the centre of the area on the western portion of the farm Leeuwpoort as the future main municipal complex for Delmas.

With respect to regional open space development the Bronkhorstspuit draining system through Delmas/Botleng is a strong farming area around which urban development should take place. This area can serve as an open space for recreation and also cater for the sports needs of the community.

In the Eloff area and surrounds the core residential component is located to the north and south of the railway line. The agricultural holdings areas will be used for rural residential purposes with a condition that the subdivision of holdings are restricted to a minimum size of 7,500m² with the necessary excision application, as per the approved Council policy. Socio-economic activities must be accommodated as linear business developments adjacent to the R555 and the railway line as well as in the nodes within the residential area in the western parts of the Eloff Township, parallel to the Provincial Road, which bisects the town from north to south.

Business rights will also be allowed and industrial uses must be concentrated and clustered together to the south of the railway. A multi- purpose centre is proposed on the western boundary of Eloff Township close to the existing Shopping Centre. It should be noted that limited bulk services are available in this area and detailed studies pertaining to availability of the requisite bulk infrastructure need to be evaluated and submitted before any township establishment applications can be considered.

The Sundral, Springs and Rietkol Agricultural Holdings are regarded as rural residential areas with limited small scale farming operations. Throughout the area numerous illegal land uses are also present. To alleviate this problem, Council has adopted a policy allowing certain economic activities within the area so as to cluster the economic activities and alleviate the pressure on maintenance of roads, etc.

Certain areas have been identified as economic node points, namely the properties in the Rietkol Agricultural holdings fronting on to the N12 freeway and/or the areas immediately to the south of and north thereof. It is important to manage land use change in the area due to a lack of bulk infrastructure services, which could result in excessive pollution. It is also necessary to protect the rights of land owners in the area which use the area mainly for rural residential purposes and/or agricultural purposes. For the same reason, Council should not allow any further subdivision of agricultural land and larger farm portions, subdivided into agricultural holdings in the area.

¹⁰ Census 2011

Business use development will also be considered in the southern portion of the Springs Agricultural Holdings adjacent to route R555, as well as the agricultural holdings directly fronting onto the east/west link road through the Rietkol Agricultural Holdings and in the southern portion on the Sundra Agricultural Holdings.

The Breswol Agricultural Holdings is located on the western boundary of the Delmas Municipal area, directly adjacent to the east of Daveyton/ Etwatwa. Development pressure is being experienced in this area for the establishment of at least 600 to 1000 residential erven (affordable housing). Due to the lack of infrastructure in the Rietkol/ Sundale / Springs Agricultural Holdings area, the Breswol Agricultural Holdings area is best suited to accommodate such development as bulk infrastructure services are available in (Ekurhuleni Metropolitan Municipality – Gauteng). Parts of the Breswol Agricultural Holdings have recently been developed by the Ekurhuleni Metro via a cross border agreement. It is therefore proposed that Breswol Agricultural Holdings be earmarked for residential development with the supporting facilities such as a business centre, schools, etc. The initial development will comprise of 1 000 erven with the business facilities supporting the area.

The major challenges facing VKLM and needs to be addressed in terms of their SDF is prioritising access to basic services to the wards with the highest population numbers, namely Wards 7 and 9, and dealing with the predominately extensive rural wards with dispersed mining and agricultural settlement and their dispersed settlement pattern which impact on service delivery as a result of cost and access.

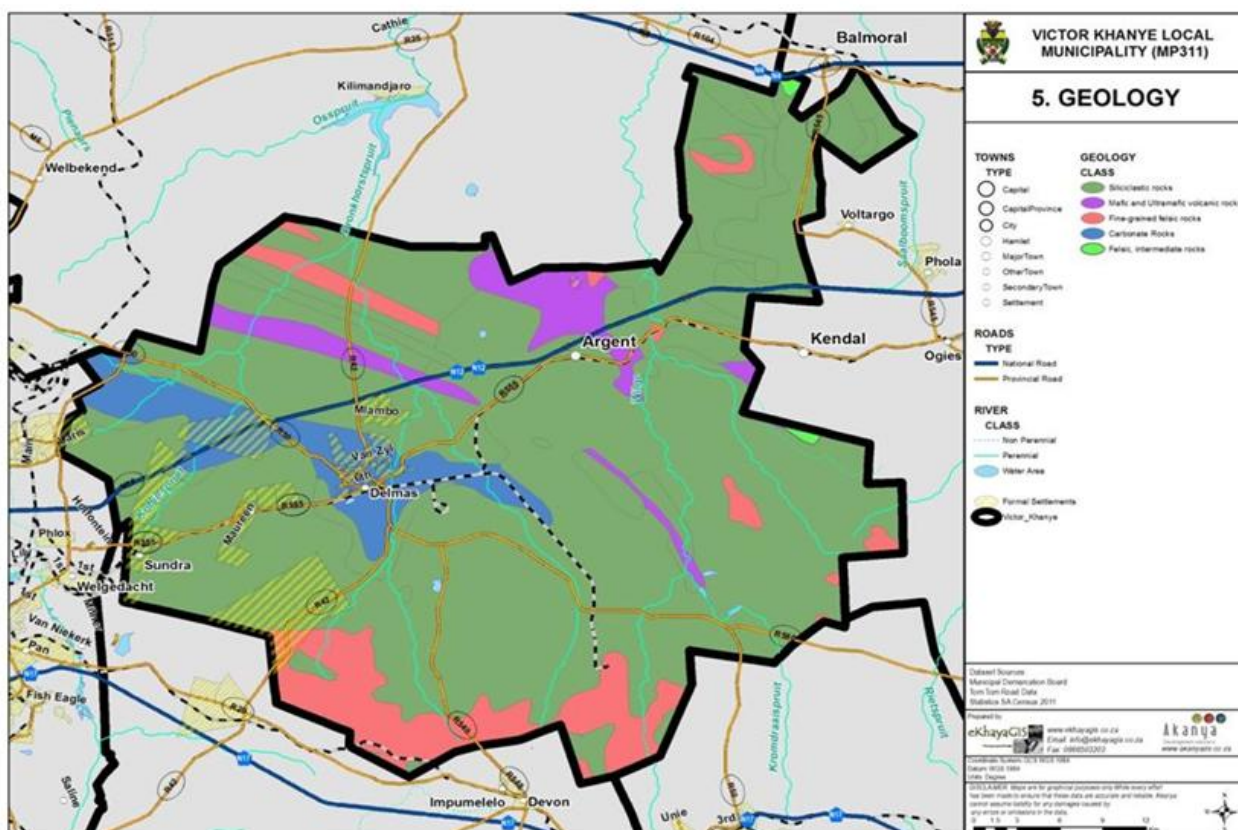
1.4.3 Biophysical Environment

The landscape of the VKLM environs is characterised by flat to gentle topography of grassland and cultivated land. Steeper slopes are found to the north of Delmas in the direction of the Bronkhorstspuit Dam. A number of rivers transverse the municipal area with the Koffiespruit, Wilge, and Kromdraaispruit being the most prominent areas. These generally drain in a northerly direction.

Regionally Delmas sits within the sub-water management area of the Upper Olifants. The climate is typical Highveld with a mean annual rainfall of between 600 and 800 mm. Average mean maximum temperature ranges between 25°C and 29°C and the mean minimal temperature between -1.9°C and 2.0°C. According to the Mumpalanga Provincial Growth Development Strategy, global climate change will impact upon the province, specifically on agriculture, water resources, biodiversity, forestry and human health.

In terms of the biophysical environment, the VKLM has certain features which impact on development. Firstly, the area is characterised by dolomite rock which impedes development. This rock occurs mostly in the developed urban area and in parts of the smallholding area (carbonate rocks) as indicated on the following map.

Figure 15: Biophysical environment



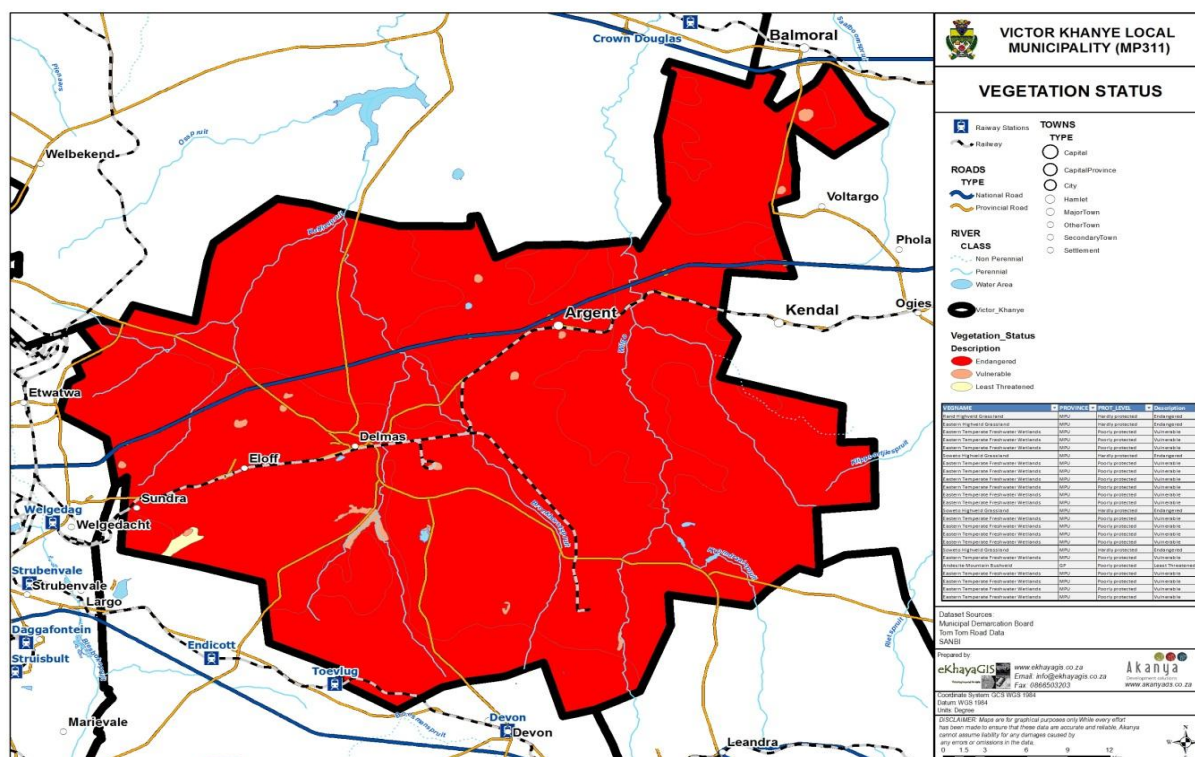
The area is characterised by extensive agriculture and mining activities which may pose a threat to the natural environment if not properly managed. It is therefore necessary to assess the protection station of natural systems in the area. In terms of natural vegetation, almost the entire VKLM area is considered to be endangered.¹¹ This assessment is, however, based on a national scale database and more detailed local studies would have to be conducted to assess the impact on and sensitivity status of this specific area.

Nearly 9% of the province's ecosystems are endangered, some critically. In more general terms, if the overall ecosystem status is reviewed (including fauna and flora);¹² only a small section of the VKLM on its southern border is classified as critically endangered. Large parts of the area, including areas around water courses, are however classified as vulnerable.

¹¹ SANBI 2012

¹² SANBI 2012

Figure 16: Vegetation status



The VKLM does not host many threatened flora, with only five Red Data plant species having been recorded in the municipal area. A number of small isolated pockets considered to be significant, and important biodiversity value are however found throughout the municipality area. Notably there are no “irreplaceable” hotspots in the VKLM, however, there are “highly significant” patches in terms of biodiversity, namely the north-eastern corner of the Municipality, the north-western corner, around Delmas, and finally a patch in the south of the municipal area.

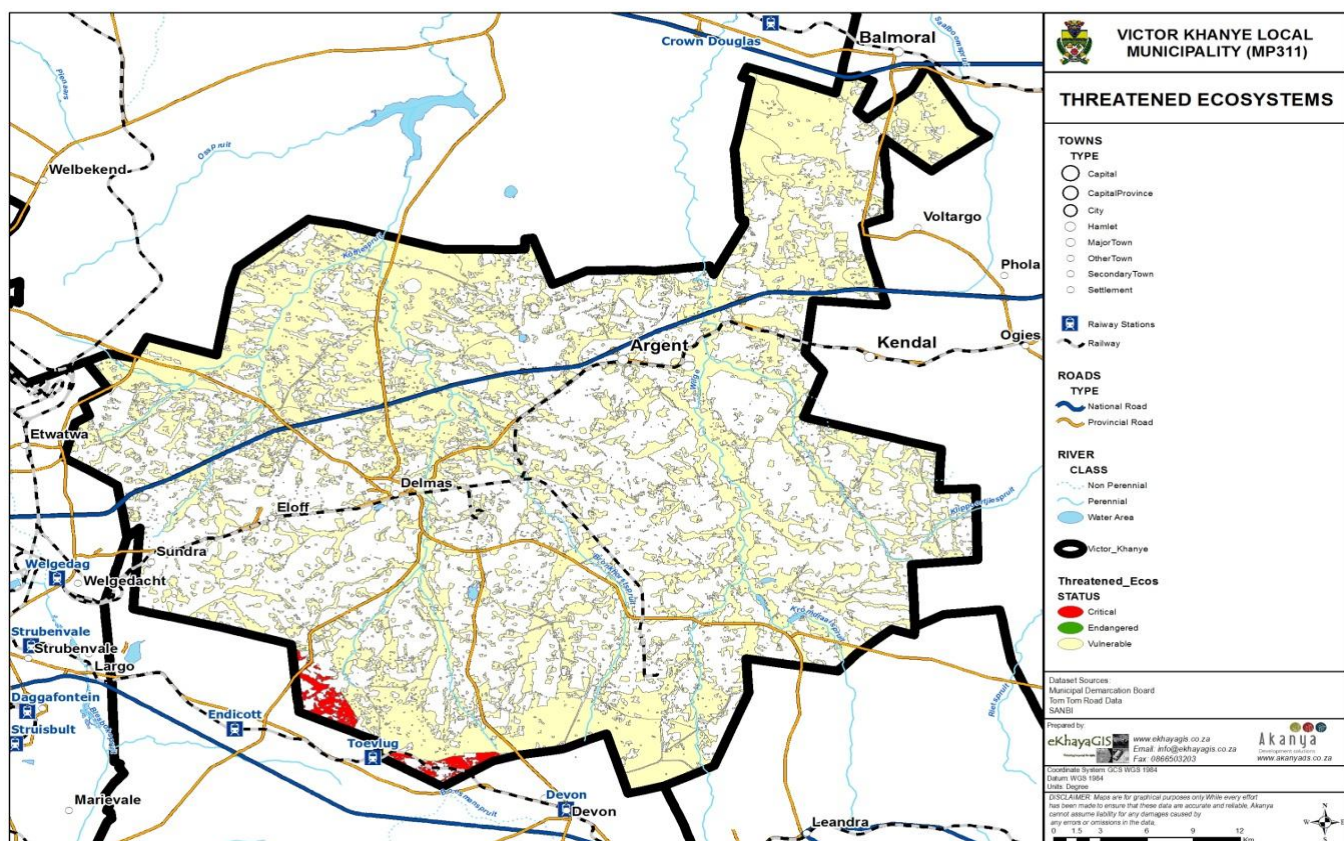
Furthermore, there are concentrations of “important and necessary” biodiversity, namely the north-western block, the north-eastern block, the area east of Argent, and the area along the southern municipal boundary.

Conserving these areas is of extreme importance as Victor Khanye is particularly threatened with ecosystem collapse. There are no existing nature reserves in the Victor Khanye Municipality.

Again, this status is based on national scale datasets and specific developments should be subjected to detailed environmental impact assessments to assess local impact. An overview of ecosystem status is indicated on the map below.¹³

¹³ SANBI 2012

Figure 17: Threatened ecosystems



The key concern in terms of the natural environment is the lack of formal protection of ecosystems/ sensitive areas in the VKLM. This is an issue that has to be urgently addressed, in view not only of existing activity in the area but also in terms of the expected expansion of human activity in the short to medium term future (e.g. power station, mining, associated human settlements).

1.4.4 Biodiversity

Chapter 2, section 24 of the South African Constitution secures the right of all citizens to an environment that is not harmful to their health. The state of air, water, waste, biodiversity and land are some of the key elements in determining the state of the environment. Unfortunately the rapid growth of mining activities has a detrimental impact to the valuable biophysical elements of the environment and has to be rigorously controlled and managed. The following issues have been raised by the State of Environmental Resources and are not sufficiently addressed by various departments and local government institutions within the District:

- Location of industries vs. residential areas (relating to land use)
- Rezoning of areas that might result in an increase in air pollution (relating to land use)
- Management of greenhouse gases (relating to Environmental Management)

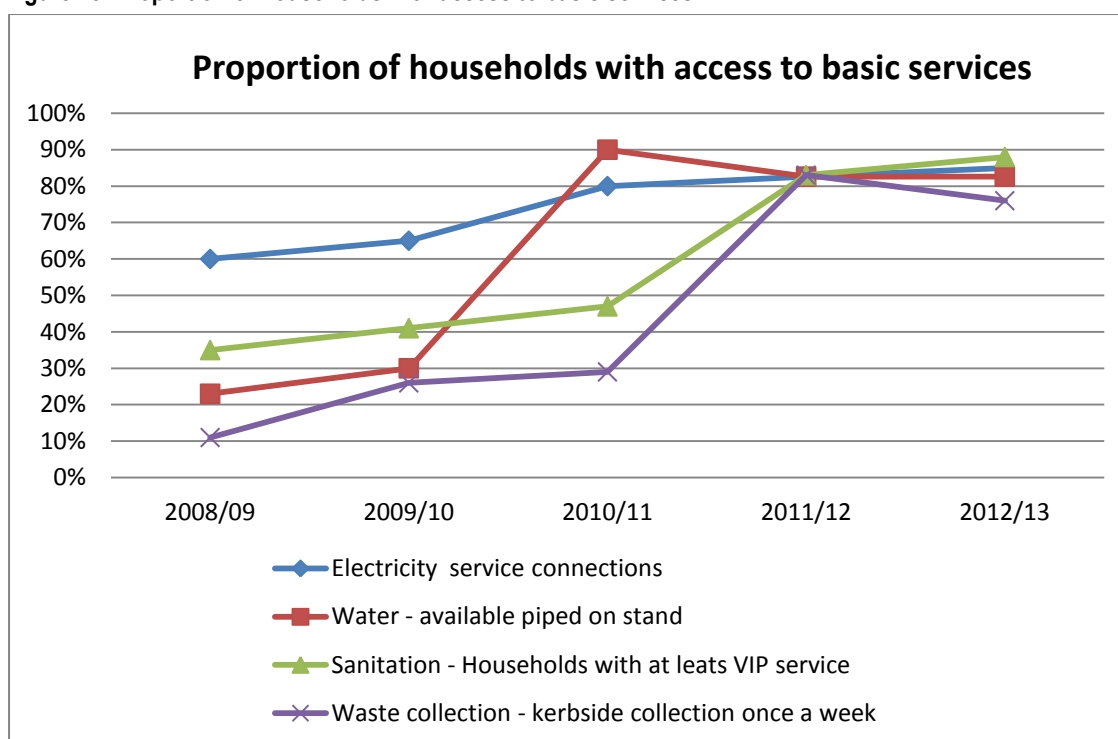
Environmental and pollution control is currently not a core function of VKLM as this responsibility is vested in the Nkangala District municipality. The VKLM has acknowledged the importance of this function and will prioritise the appointment of and funding availability and a suitably qualified person to assume this role and establish sound working relationships with the local mining fraternity.

2.1 General Overview

Access to social and economic services enables people to participate fully in the economy and their communities. When services such as water, energy and transport are available to communities, they are provided the opportunity to become economically active and contribute towards their own self independence as well as the growth of their community that they reside within.

The proportion of households with access to basic services has increased significantly since 2008/9.¹⁴ These services are based on the minimum levels of standard as defined by the municipality and depicted in the following graph.

Figure 18: Proportion of households with access to basic services



2.1.2 Water and Sanitation

Approximately 17 100 households out of 20 548 households (83,2%) have access to potable water on their stands, excluding rural areas. The municipal council has provided the majority of the households in rural areas with borehole water, with the balance serviced by water tanker. The lack of provision of minimum standards of water negatively impacts on environmental issues associated with inadequate levels of sanitation infrastructure, as most households without potable water are still reliant on pit latrines or septic tanks. At least 2 432 of the households (11,8%) in VKLM have not been provided with standard basic levels of sanitation. Water supply in Victor Khanye, Botleng, Delpark and other Extensions are supplied by means of boreholes.

¹⁴ 2012/13 VKLM Annual Report

2.1.3 Electricity

Approximately 85.1% of households in the Victor Khanye Municipal area use electricity for lighting. The balance, mainly residents of the rural areas and farm dwellers use candles as a means of lighting. The electricity network within Victor Khanye Local Municipality is ageing and has become inefficient. The main electricity substation is under severe pressure and needs to be upgraded since the electricity demand is increasing.

2.1.4 Roads and Storm Water

Roads infrastructure at Victor Khanye area was originally designed for the low volume traffic. The traffic volume has increased due to growth within the industrial and farming sector. Sundra, Eloff, Leeupoort, Rietkol, Botleng and Delpark have inadequate storm water drainage systems and as a result houses are flooded during raining seasons. The estimated kilometer of Municipal roads and Provincial roads around Victor Khanye is 245km and 170km (excluding 50km National Roads) respectively.

2.1.5 Waste Removal

According to the 2011 Census 96% of households receive a regular service from the municipality and 76% of which are beneficiaries to weekly scheduled kerb side waste collection services.

This is again illustrated in the following tables with respect to the number of households accessing minimum levels of service. It should be noted that with respect to sanitation the minimum service level has been amended to water borne access connection as from the middle of the 2013/14 financial year and this will impact on the household levels currently expressed and consequently the backlog figures as stated.

Table 17: Access to Basic Services

Service	Min Service level	No of H/holds	Access	%
Sanitation	VIP toilet	20548	18116	88.2%
Water	Piped water on stand		17100	83.2%
Electricity	Connection to H/hold		17436	84.9%
Housing	RDP		16291	79.3%
Waste Management	Kerbside collection		15558	75.7%
Roads	Ashphalt	N/A	127	41.50%

Actual backlogs as of the end of the 2012/13 financial year are reflected in the table below¹⁵

¹⁵ Census 2011

Table 18: Service Backlogs

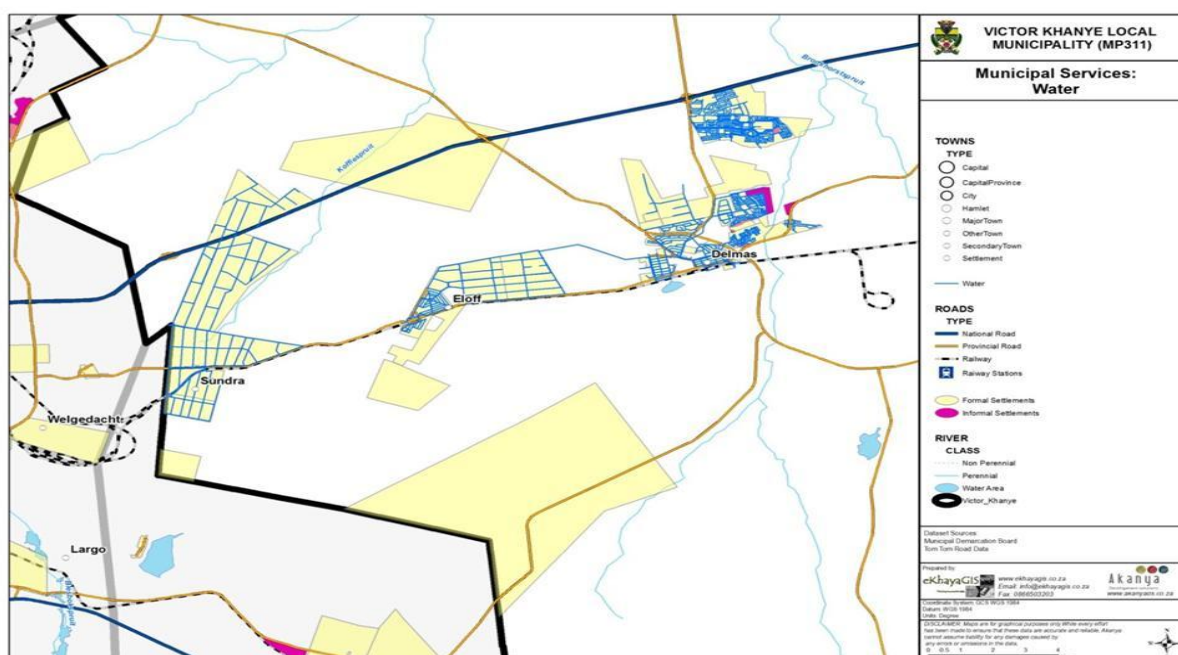
Service	Min Service level	No of H/holds	Backlog	%
Sanitation	VIP toilet	20548	2432	11.8%
Water	Piped water on stand		3448	16.8%
Electricity	Connection to H/hold		3112	15.1%
Housing	RDP		4257	20.7%
Waste Management	Kerbside collection		4990	24.3%
Roads	Ashphalt	N/A	179 (gravel)	58.50%

2.2 Detail by Service Provision

2.2.1 Water

According to the latest Stat SA figures (2011), approximately 83% of households have access to piped water inside a dwelling/institution or yard. A further 8% has access to water within less than 200m, bringing the total up to 91% of households with access to water within 200m distance of their dwellings. If we extrapolate this figure by the projected SDBIP¹⁶ outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known increase in h/holds to approximately 22,516 units the percentage of households with access to minimum levels of water provision will increase to 95,1% over the next four (4) years.

Figure 19: VKLM Water services



¹⁶ 2013/14 SDBIP

The provision of water services by Ward is illustrated in the following table:

Table 19: Provision of water services

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Piped (tap) water inside dwelling/institution - Piped (tap) water inside yard	1 596	1 098	3 791	1 529	1 834	1 709	2 288	1 566	1 689	17 100
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	27	407	103	1	2	9	291	96	699	1 636
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	4	7	231	4	-	2	107	23	79	457
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution - Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	3	4	226	-	1	2	52	11	172	473
No access to piped (tap) water	18	107	18	20	3	57	276	58	326	882
Unspecified	-	-	-	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-	-	-	-
Grand Total	1 648	1 623	4 369	1 555	1 841	1 778	3 014	1 755	2 965	20 548

The residents within the urban area receive water from thirteen (13) boreholes. This water is treated by the new 15MI Water Treatment Plant. All residents in urban areas now receive water from this plant, although rural communities are still reliant on water provision through the employment of water trucks and chlorinated boreholes. The areas of Eloff, Sundra and Rietkol and some agricultural holding areas receive water direct from Rand Water. The commissioning of the newly installed Rand Water bulk water pipeline from Bloemendal now supports the water distribution requirements of all Delmas residents ensuring that a sustainable supply of good quality potable water will be available to all residents

With the new development in Botleng Extension 5, Victor Khanye Extension 17 and other residential developments and the expansion of McCain Foods, the demand for water now exceeds the supply. The demand for water is estimated at 18MI per day and the boreholes are currently delivering only 16MI per day. Rand Water supplied to Eloff is used to augment the water supply to Victor Khanye, which negatively affect certain areas, e.g. Eloff Agricultural Holdings.

Higher positioned areas experience water shortages when the level in the reservoirs reaches certain low levels, e.g. Botleng Extension 4, Leeupoort and Eloff Agricultural Holdings, Victor Khanye West and Delmas Extension. A joint project to be funded by a variety of provincial stakeholders is planned for 2014/15 with respect to the construction of a new 4MI reservoir at Eloff to address the problem of inadequate water supplies.

The rural communities around VKLM predominately obtain their water supply from boreholes supplemented by water tankers as required. However the communities are scattered all over the municipal area e.g. Hawerklip situated approximately 21km south east, and Groenfontein situated 34km North East from Delmas respectively. These communities receive water by

means of a water tanker. The majority of the communities live on privately owned lands and the relevant owner would be reluctant to provide services to people not working on the farm. Some of these rural boreholes are biologically contaminated therefore no longer maintained or functional.

The existing water supply network consists of the following infrastructure:

Table 20: Water network infrastructure

Water Supply Network	Measure	Quantity / Length
Borehole	No	37.00 ¹⁷
Bulk mains	Km	71.83
Distribution	Km	250.14
Distribution points	No	38.00
Pump stations	No	9.00
Water treatment works	No	1.00
Reservoirs	No	14.00
<i>Source: VKLM Immovable Asset Register, June 2011</i>		

There has been a general lack of planning, manifesting it through the absence of an Asset Management Plan (AMP). The current focus of Water Service Authorities (WSA) is almost exclusively to meet the backlog-eradication targets. The addition of new infrastructure and consumers to the existing schemes and the redirection of budgets away from the O&M to the construction of new connections compound the problem. **(Detailed information can be found on Water Service Development Plan.)**

High water losses; currently estimated at approximately 26% of the total water abstracted, equating to approximately a value of 0.937 Million m³/a. These losses are attributed amongst other issues to the aging infrastructure and ill-informed consumer awareness. The old asbestos water pipes cause high frequency of pipe breakages, which contributes negatively to the water shortage and water quality. Various initiatives have been implemented in 2013/14 to address this issue and reduce the loss to a more acceptable level of 15% including a comprehensive assessment of losses attributable to infrastructure malfunctioning. The Nkangala District municipality is currently funding a project to replace these asbestos pipes and the Botleng reservoir is scheduled to be refurbished to improve operational efficiency

2.2.2 Sanitation

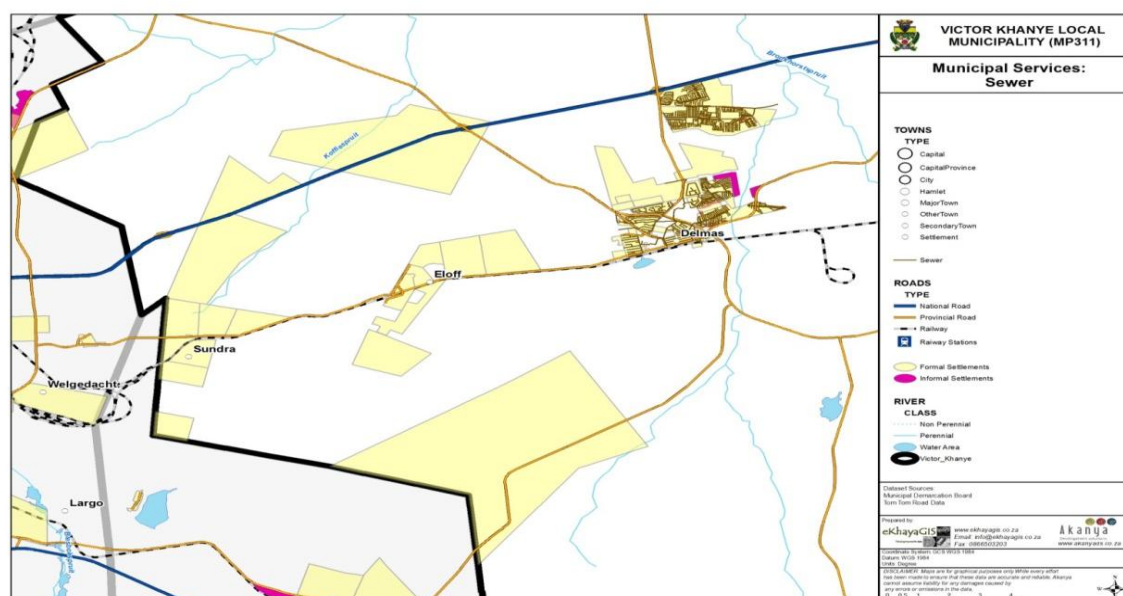
According to the latest Stats SA figures (2011), around 84% of households in the VKLM have access to flush or chemical toilets. A further 10.4% have access to various forms of pit latrines. If we extrapolate this figure by the projected SDBIP¹⁸ outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known increase in h/holds to approximately 22,516 units the percentage of households with access to minimum levels of sanitation will increase to 99,0% over the next four (4) years.

However, this is still based on the premise that VIP toilets will still be considered a minimum level of service delivery and the impact to the backlog figures need to be assessed if this is upgraded to a water borne sanitation system.

¹⁷ On asset register, but some are obsolete and others non- operational

¹⁸ 2013/14 SDBIP

Figure 20: VKLM Sewer services



The provision of sanitation services by Ward is illustrated in the following table.

Table 21: Sanitation services by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Flush toilet (connected to sewerage system)	1 605	1 095	3 672	1 520	1 807	1 741	1 209	595	1 253	14 498
Flush toilet (with septic tank)	9	1	116	6	18	13	504	679	276	1 623
Chemical toilet	-	2	541	-	-	-	98	4	41	686
Pit toilet with ventilation (VIP)	1	9	4	2	4	10	107	5	90	232
Pit toilet without ventilation	4	23	5	9	-	11	700	330	759	1 840
Bucket toilet	26	357	-	1	2	1	118	31	169	705
Other	1	45	14	16	3	2	151	80	186	499
Unspecified	-	-	-	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-	-	-	-
Grand Total	1 646	1 531	4 353	1 554	1 833	1 778	2 888	1 726	2 774	20 083

All households in the urban areas of Delmas and Botleng utilise waterborne systems, whilst parts of Eloff are connected to the municipal (water borne) sewerage line. Other areas of Eloff and agricultural holdings such as Sundra, Rietkol, Leeupoort and the rural areas make use of septic tanks services. Rural settlements are utilising VIP toilets and biochemical toilets. It is the intention of the municipality to eradicate these methods of sanitation where possible, but the terrain and accessibility of many of the rural settlements prohibits an accelerated cost effective approach to this major problem.

There are three Waste Water Treatment Works (WWTWs) currently in operation. The Delmas WWTW is hydraulically overloaded and needs to be upgraded due to its aging infrastructure as it also does not comply with accepted effluent standards. The planned part

refurbishment of the plant was completed in the 2012/13 financial year, but the other phases of upgrade are basically to maintain the status quo at minimum levels of service. The Botleng WWTW is also overloaded and requires upgrade: the capacity of the Delmas Sewer Plant is 5MI and the Botleng 4MI; the two plants receive almost 7-8MI and 5-6MI respectively per day. The overload is mainly caused by new residential and industrial developments.

The aging infrastructure associated with these sanitation schemes result in significant costs increases with respect to maintenance and refurbishment. An ongoing programme to replace the sewer pipelines in the worst affected areas is jointly funded by the VKLM and Nkangala District municipality.

The residents of Sundra, Eloff, Rietkol, Leeupoort and Modder East Orchard are still making use of septic tanks and pit latrines which have potential to contaminate ground water. Several of these areas are also making use of ground water for household purposes.

A project has been included in the 2013/14 SDBIP to develop a business plan and source appropriate MIG funding in conjunction with Rand Water and the Department of Water to replace the existing WWTW situated in Botleng. The department is also presently installing a new water/sanitation reticulation system that commenced at the end of 2013. Another Capital project already identified for the forthcoming 2014/15 financial year is the replacement of the existing 200mm pipeline feed to the Botleng ext 14 pump station which is inadequate to cope with current demands. The extension of the sewerage reticulation system in Botleng Ext 7 and parts of Eloff are currently being progressed funded by MIG infrastructure grant.

The existing sanitation network consists of the following infrastructure

Table 22: Sanitation Network Infrastructure

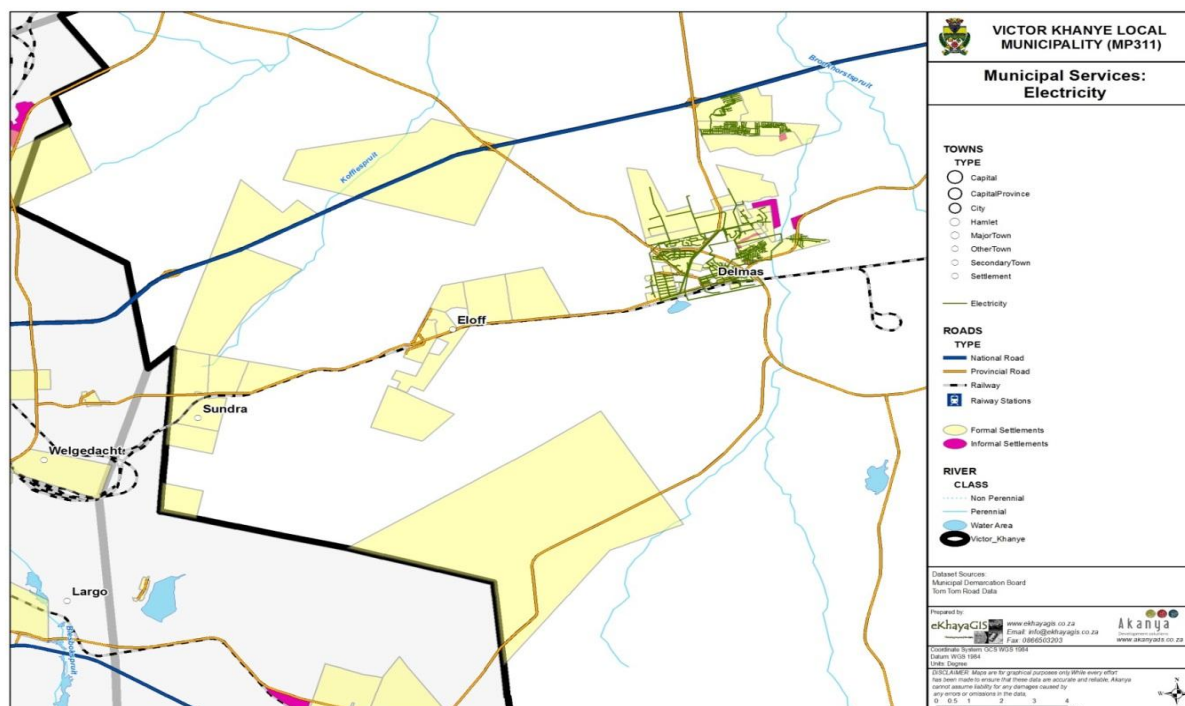
Sanitation Network	Measure	Quantity / Length
Outfall sewers	Km	11.52
Pump stations	No	7
Reticulation	Km	144.73
Waste water treatment works (WWTW)	No	3
<i>Source: VKLM Immovable Asset Register, June 2011</i>		

2.2.3 Electricity

Approximately 85% of households in the VKLM have access to electricity. If we extrapolate this figure by the projected SDBIP¹⁹ outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known increase in households to approximately 22,516 units, the percentage of households with access to electricity will increase to 94,9% over the next four (4) years.

¹⁹ 2013/14 SDBIP

Figure 21: VKLM electricity services



Delmas and parts of Botleng and Extensions are serviced by the VKLM. The other areas of Eloff, Sundra, Rietkol, Botleng Ext. 3 and the rural areas receive electricity directly from Eskom and therefore do not fall under the municipalities billing system, but require to be upgraded to ensure that communities receive uninterrupted services.

The electricity network within VKLM is ageing and has become inefficient. The main electricity substation is under severe pressure and needs to be upgraded since the electricity demand is increasing due to developments both in the residential, commercial and industrial sectors. These developments include the following

- Proposed industrial developments e.g. Sephaku Cement Factory, Shopping Mall Botleng Ext.3
- Industrial expansions e.g. McCain Foods
- New residential development e.g. Botleng Ext. 5, Delmas Ext.17 and West ridge Estates

The infrastructure within the area supplied by Eskom (Eloff, Sundra, Botleng and Extension 3) needs to be upgraded to ensure that communities receive uninterrupted services.

The advent of Pre-paid electricity metering has significantly improved revenue collection and this coupled with the 50/50 system of credit and arrears payment through card purchases is enabling the municipality to reduce the outstanding debtor base.

The installation of the network to the new 20MVA sub-station will be finalised in the 2013/14 financial year.

High electricity losses, currently estimated at approximately 19%, as a result of aging infrastructure and illegal connections pose a significant challenge to the municipality. Various initiatives have been implemented in 2013/14 to address this issue and reduce the loss to a more acceptable level of 15%. The practice of illegal electricity connections not only impact on revenue receipts, but create a major safety risk. A project in conjunction with the Finance

department has identified possible offenders and resulted in the illegal connections being terminated. Other initiatives being explored include the introduction of “smart” meters which eliminate the possibility of illegal connections being effected by community members.

A programme was initiated and funded by Eskom; currently on hold, with respect the installation of solar panels in all wards, which would not only address the problem of illegal connections, but further the strategy encompassed in fostering a green economy.

It is interesting to note the energy dependency levels by Ward for various domestic applications as illustrated in the following tables.

Table 23: Energy for Cooking

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Grand Total
Electricity	1 000	629	3 043	1 108	1 395	1 078	1 703	1 271	1 825	13 052
Gas	33	18	55	23	4	101	172	163	127	695
Paraffin	52	356	518	35	23	77	274	181	161	1 676
Wood	4	25	46	18	8	15	379	90	569	1 155
Coal	547	578	684	358	402	493	462	34	273	3 832
Animal dung	2	2	5	-	-	-	6	2	3	19
Solar	3	4	5	1	6	2	7	6	3	37
Other	1	-	-	-	-	2	-	-	1	4
None	6	12	13	12	3	9	11	8	3	76
Unspecified	-	-	-	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-	-	-	-
Total	1 648	1 623	4 369	1 555	1 841	1 778	3 014	1 755	2 965	20 548
Grand Total	1 648	1 623	4 369	1 555	1 841	1 778	3 014	1 755	2 965	20 548

Table 24: Energy for Fuel

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Grand Total
Electricity	777	397	1 843	646	689	738	1 383	1 025	1 519	9 018
Gas	34	24	52	16	16	40	106	116	151	556
Paraffin	20	122	59	4	8	20	95	56	86	470
Wood	7	39	63	20	10	15	449	177	648	1 428
Coal	658	817	1 854	724	908	620	539	52	324	6 495
Animal dung	-	2	2	-	1	2	7	-	2	15
Solar	7	-	10	2	-	1	8	19	3	49
Other	-	-	-	-	-	-	-	-	-	-
None	144	223	486	142	209	341	428	311	233	2 516
Grand Total	1 648	1 623	4 369	1 555	1 841	1 778	3 014	1 755	2 965	20 548

Table 25: Energy for Lighting

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Grand Total
Electricity	777	397	1 843	646	689	738	1 383	1 025	1 519	9 018
Gas	34	24	52	16	16	40	106	116	151	556
Paraffin	20	122	59	4	8	20	95	56	86	470
Wood	7	39	63	20	10	15	449	177	648	1 428
Coal	658	817	1 854	724	908	620	539	52	324	6 495
Animal dung	-	2	2	-	1	2	7	-	2	15
Solar	7	-	10	2	-	1	8	19	3	49
Other	-	-	-	-	-	-	-	-	-	-
None	144	223	486	142	209	341	428	311	233	2 516
Grand Total	1 648	1 623	4 369	1 555	1 841	1 778	3 014	1 755	2 965	20 548

The existing electricity network consists of the following infrastructure

Table 26: Electricity Network Infrastructure

Electricity Network	Measure	Quantity / Length
LV Conductor	Km	136.83
MV Conductor	Km	73.08
MV Mini-Sub	No	25
MV Pole Transformer	No	7
MV Primary Sub	No	11
MV Switch Kiosk	No	19
<i>Source: VKLM Immovable Asset Register, June 2011</i>		

2.2.4 Waste Removal

Waste management is a constitutional obligation in terms of section 24 of the National Waste Management Act of 2007. Municipalities are obliged to implement their waste management operations in a manner that their waste disposal systems comply with all legislative standards. In accordance with this directive the municipality focuses on the following fundamental objectives:

- To provide an efficient waste removal service
- To minimise waste through recycling
- To increase the lifespan of the landfill site
- Provide an environment not detrimental to the health, mental and physical well being of the community

Around 75% of households in the VKLM receive weekly kerbside refuse removal collection services, with 21% serviced by means of the provision of plastic bags and skip removal. If we extrapolate the figure by the projected SDBIP²⁰ outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known increase in

²⁰ 2013/14 SDBIP

households to approximately 22,516 units, the percentage of households with access to kerb side waste collection will increase to 87,0% over the next four (4) years.

Table 27: The collection method employed by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Removed by local authority/private company at least once a week	1 597	998	3 762	1 383	1 783	1 689	1 544	1 287	1 096	15 139
Removed by local authority/private company less often	1	98	39	106	38	3	67	22	45	420
Communal refuse dump	-	86	4	1	2	6	89	118	33	339
Own refuse dump	32	380	539	52	14	67	1 075	276	1 362	3 798
No rubbish disposal	14	58	13	4	4	10	197	40	377	717
Other	4	4	12	8	1	2	41	10	52	135
Grand Total	1 648	1 623	4 369	1 555	1 841	1 778	3 014	1 755	2 965	20 548

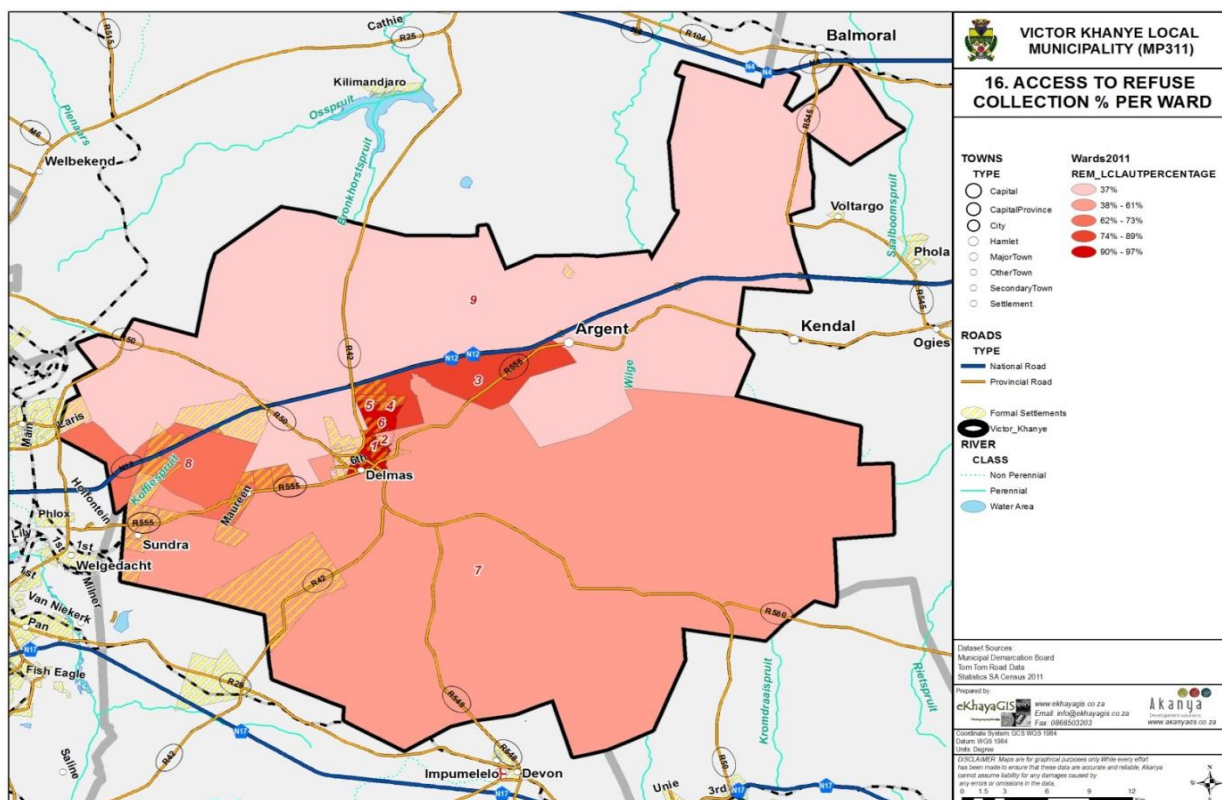
The waste management service is rendered by the Municipality with the employment of four (4) refuse compactor trucks and mass containers servicing the black bag method of collection, which are mainly restricted to the Informal Settlements. Refuse is removed in most of the Botleng areas twice a week and in Delmas, Sundra and Eloff once a week. In Sundra, Delmas and Eloff refuse is removed through the black bag system and the rest via containers. No service is delivered in the rural areas due to the shortage equipment, funds and personnel. A challenge with waste removal is that some of the roads, especially in Botleng Ext 6 are almost inaccessible during the rainy season. Due to the fast expansion of the communities, additional refuse trucks will be needed in the not too distant future. The development of new settlements will place added pressure on the present resources specifically the landfill site in Botleng Ext. 4.

It must be understood that access to communities plays a pivotal role in the ability to provide kerbside waste collection services and therefore the need for alternative methods of collection to be employed. The rural wards (Wards 7 and 9) have the lowest levels of access to refuse removal services (between 37% and 61% of households respectively) as reflected in the following map.

Recycling has been prioritised in 2013/14 with the development of a Waste recycling strategy and linking this to a job creation project funded by either leveraging funds from the Neighbourhood Development Partnership Grant or Expanded Public Works Programme. This will be an integral programme for the municipality in the 2014/15 financial year.

Illegal dumping is a continuous problem in most area in Delmas and surrounding environs and is removed as hot spots are identified or reported by community members.

Figure 22: Access to refuse collection



The VKLM has one landfill site, which has reached its maximum (100%) capacity. The greatest challenge in the section is a lack of dustbins and lack of access to the landfill site due to community resistance, a situation which leads to illegal dumping.

The landfill site was budgeted to be refurbished in the 2013, but the community residing in the informal settlement of Mawag adjacent to the landfill site resisted these initiatives and prevented normal dumping operations and the planned upgrade from being implemented. A protracted impasse has continued with numerous negotiations with various stakeholders being held over a period of time. In the middle of 2013 negotiations progressed in a more positive note and a meeting with the Department of Human Settlement (DoHS) resulted in agreement in principle being reached for the allocation of appropriate funding for the provision of approximately 600 housing units on existing serviced stands. This will permit the relocation of the community members involved in the dispute and therefore enable restructuring operations to resume. However, this will only occur at the end of the 2013/14 financial year.

2.2.5 Roads and Storm Water

The estimated kilometers of Municipal and Provincial roads within the boundaries of VKLM is estimated at 245 km and 170km (excluding 50km National Roads) respectively. Roads infrastructure in and around the VKLM area were originally designed for low volume traffic, however these volumes have increased significantly over the past few years, due to the rapid growth within the industrial sector, specifically mining activities. As a result road surfaces in the VKLM are in urgent need of refurbishment and upgrade due to current

excessive use, mostly by heavy vehicles. It is estimated that 59% of roads in the VKLM are in a state of disrepair.

The major provincial roads in the municipal area are:

- R50 that links Pretoria with Standerton
- R42 that links with Bronkhorstspuit
- R555 that links Springs with Witbank
- R548 that links with Balfour
- R42 that links with Nigel

There is a backlog in terms of roads and storm water maintenance because of inadequate resources and the level of old infrastructure that accrues significant maintenance costs. The roads have deteriorated to the point where patching is not a feasible option, but rehabilitation is required.

There is also a backlog in terms of existing gravel roads that need to be upgraded to tar macadam surfaces of 111 kms and these are located in the urban residential areas of:

- Botleng Proper, Botleng Ext 1,2, 3, 4, 5 and 6,
- Sundra and Eloff
- Delpark 11

The maintenance of gravel roads is currently a challenge due to the existence of old equipment, coupled with inadequate staff resources, but a project is on-going to ensure that the priority areas are addressed as required. Many roads in VKLM have inadequate or non-existent storm water drainage systems, resulting in serious flooding of households in specific areas during the rainy season. The condition of the following provincial roads within the VKLM area of jurisdiction has also deteriorated to such an extent that repairing thereof will not be cost effective:

- Victor Khanye /Pretoria /Leandra Road
- Ogies Road
- Eloff Road

There is a challenge in terms of access to the following schools in Botleng Extension 3 and 4, Sizuzile Primary School, Phaphamani and MM Motloung Secondary Schools. Farm schools have been taken over by the Department of Education and as a result access roads that were previously maintained by farm owners are neglected.

The existing road network consists of the following infrastructure²¹.

Table 28: Road Network Infrastructure

Road Surface	Length (km)
Bituminous	229.70
Concrete or block surface	5.33
Gravel	63.89

²¹ Source: VKLM Immovable Asset Register, June 2011

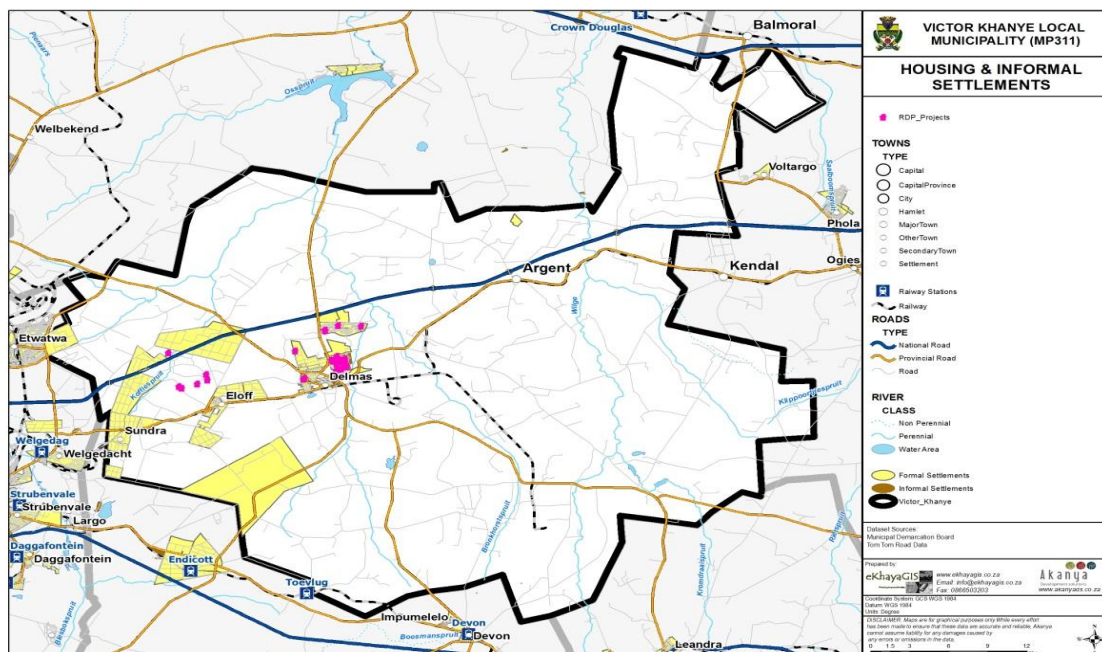
2.2.6 Human Settlements

The VKLM is cognisant that phrase “housing” is much broader than a “house”. Housing encapsulates the physical structure, which is the house, as well as the services that go with it, water and sanitation infrastructure, electricity, roads and storm water. Thus, accelerated provision and facilitation of access to housing can potentially provide a holistic approach to alleviate the service delivery backlog. It must be taken into account that any housing programme has both a social and economic imperative. With that realisation, creation of sustainable human settlements will be achieved. The issue of lack of low-income housing was highlighted as one the factors that lead to the increasing backlog. There are members of the community who are currently employed but cannot afford to purchase a house in the free market. Emanating from the community outreach meetings, communities have identified the need for government intervention and the forging of Public Private Partnerships (PPPs) in supporting those who cannot afford their own housing and do not qualify for the RDP and other low income housing schemes.

According to the latest figures (Stats SA 2011), just over 79.2% of households in the VKLM live in formal dwellings/structures. If we extrapolate the figure with respect to formal housing units by the projected SDBIP²² outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known projected increase in h/holds to approximately 22,516 units the percentage of households with access to electricity will increase to 89,8% over the next four (4) years.

The following map illustrates the areas where low cost housing projects (RDP) are in various stages of planning and/or construction:

Figure 23: Housing and informal settlements



The following table illustrates the range of household units to be found within the VKLM demarcated ward boundaries.

²² 2013/14 SDBIP

Table 29: Dwelling Types

Dwelling Type	No Off	%
House or brick/concrete block structure on a separate stand or yard or on a farm	15522	75.50%
Traditional dwelling/hut/structure made of traditional materials	521	2.50%
Flat or apartment in a block of flats	202	1.00%
Cluster house in complex	40	0.20%
Townhouse (semi-detached house in a complex)	30	0.10%
Semi-detached house	111	0.50%
House/flat/room in backyard	244	1.20%
Informal dwelling (shack; in backyard)	906	4.40%
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	2252	11.00%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	142	0.70%
Caravan/tent	57	0.30%
Other	521	2.50%
Total	20548	

The issue with housing is that although the municipality is instrumental in the provision of serviced stands the authorisation and allocation of funds for the actual construction of housing units is the responsibility of the DoHS. This challenge is further compounded in so much that the allocation of housing units is conducted on an annual basis with the resultant challenges for municipalities to project for infrastructure planning needs to support this development in the forthcoming years. The appointment of consultants, contractors etc., remain the responsibility of DoHS and limit the municipality to the role of overseer with no management control of progress, quality and related costs.

Land for housing development and land reform is a challenge due to lack of available land and dolomite conditions. Only the following land may be taken into consideration for development:

- Remainder of the Farm Leeupoort 205 IR earmarked as mixed land uses
- Remainder of the Farm Middelburg 231 IR: (Botleng X7) 1200 stands established and the pegging of the erven is in progress
- Portion of Erf 675 Eloff
- Erf 676 Eloff (52 Erven)
- Delmas Ext 17

With respect to land reform there are no serious issues regarding outstanding land claims in the area. The only outstanding claim currently is in respect of the Farm Straffontein 252 IR (Portion 15 and Portion 16).

2.2.7 Planning and Development

A new Land Use Management Scheme (Town Planning Scheme) was compiled and submitted during October 2013. The Scheme consists of three basic components:

- Scheme Clauses and Schedules, detailing the working of the Scheme
- Development, regulations and administrative procedures
- Scheme maps, attaching a zone to each property in the Municipality
- A Register and Record of certain applications, containing the land use rights to all properties

A total of 41 applications were submitted and approved in 2012/13 compared to 38 during 2011/2012, representing an increase which will have a positive impact on development in the municipality.

The following private developments will have a significant impact on the delivery of bulk infrastructure and basic service delivery requirements in the area:

- Township Establishment for Nkangala Airport City has been submitted (Delmas Extension 30)
- Township Establishment on Portion 7 of the Farm Modderfontein 236 IR (Eastside Junction)
- Erf 273 Delmas West Extension 2 was subdivided to accommodate a residential, Business and Industrial nodes
- Township Establishment of certain portions of Breswol Agricultural Holdings

2.2.8 Disaster / Emergency Services

The Disaster Management unit is responsible for the planning, prevention, response, mitigation and rehabilitation of disaster risks and significant events that occur or threaten to occur and could negatively impact on communities or result in serious disruption of services within the municipal boundaries. Due to development and the increase in population, our communities are becoming more exposed to potentially serious hazards and risks. VKLM is frequently affected by hazards such as fires, vehicle accidents, technological and environmental threats, natural phenomena, service disruption and crime. Disaster Management incorporates the Fire Service as its response function as they are the first responders to incidents where life and property are under threat.

The Fire Department is now fully operational on a 24 hourly basis with all outstanding posts being filled. A new fire response truck and water tanker was purchased, upgrading the current facilities to a higher level of readiness.

2.2.9 Transport

Various national, provincial and municipal roads run through the Victor Khanye Local Municipality, with many regional routes converging at Delmas which lends it strategic significance. Consequently, the Municipality features a well-developed regional road and rail infrastructure. The N12 national toll road that links Johannesburg with Nelspruit runs from east to west through the northern part of the municipality. This road also links the

Municipality with the Maputo Development Corridor. The VKLM with the support of the Nkangala District municipality has developed the Integrated Transport Plan (ITP).

There is no formal public transportation system provided in VKLM, with that role relegated to the private sector by way of an efficient and flexible transport facility providing taxis, with well developed transport routes and taxi ranks. The main challenges faced by communities is the relatively long distances between the low-income residential areas of Botleng Extensions 3 and 4 and employment areas of Delmas CBD/ and surrounding industrial areas. The relationship between where people live and work is distorted and settlements are not integrated, a legacy of the old apartheid system of land management, this is especially evident between Botleng Extension 3 and 4.

When we consider the main industrial area for employment is situated in Springs, the relationship with respect to travel is further exasperated for employees in the communities residing in Rietkol, Botleng and extensions. The end result is relatively high transport costs.

With respect to Rail infrastructure, the railway sections that traverse the municipal area include a network running parallel with the R555 provincial road and a southern branch that extends into the south of the Municipality where it terminates. This railway stretches from Gauteng in the east into Mozambique via Komatipoort and onwards in the west. It connects the Municipality to adjacent and regional markets, and this strength should be actively promoted.

The VKLM and Nkangala District are currently championing a major initiative with respect to the establishment of the Nkangala International Cargo Airport. This project aims to enhance and integrate the entire import and export industry in the region through building an airport with international status that will deal primarily with but not be limited to cargo. Land to the north of Delmas has been earmarked for this initiative. A Johannesburg-based company proposed to build the International Freight Airport in Delmas. Beside air cargo, an area to be used as Free Trade Zone at the airport as well as conferencing facilities near the airport will be considered.

2.2.10 Sports and Recreation

Sport and Recreational programmes play a major role in youth development and they contribute towards social harmony in the community and reduction of crime.

VKLM has a challenge in the provision of adequate Sporting and recreational facilities to enable the community to safely and effectively participate in Sports, Arts and cultural activities. The present facilities are either inadequate or in a state of disrepair and in urgent need of upgrade and replacement. When we consider the high percentage of youth in the community; the majority of whom are unemployed, the need for appropriate and well maintained recreational facilities becomes a priority to allow them to engage in sporting activities of their choice. The sector department responsible for this function has limited capacity and in VKLM the level of backlogs in the provision of basic services has previously precluded recreational facilities being afforded any priority.

The existing Sports Centre at Delmas currently provides the communities of the municipality with access to sport facilities; however a need exists to extend this service in order to accommodate communities in the periphery, particularly communities from areas such as Botleng who have limited access to sport facilities. The need for sport facilities for soccer,

netball, etc. (ward 6) has been highlighted by the communities and this could be best addressed with the construction of a multi sports complex. The situation for farming communities is another challenge for VKLM as facilities are largely not available, as land ownership resides is mainly in the hands of the farmers.

A study was recently conducted to establish the nature and condition of all sporting facilities in the VKLM as a prerequisite of developing a Sports and Recreation Strategy document. An ongoing project addresses the maintenance and where appropriate upgrade of existing facilities.

2.2.11 Education / Libraries

As education is the responsibility of province, the VKLM is restricted in its endeavours and initiatives to the promotion of a learning environment through the provision of Library facilities to the communities it serves. This initiative is solely dependent on the availability of sector department involvement for the provision of adequate funding. The municipality has three libraries; one in Delmas, Botleng Ext. 3 and Sundra. The latter is currently operating on a part time basis. The libraries situated in Delmas and Sundra were refurbished in the current financial year.

Negotiations with a Public Private Partnership (PPP) namely, the Eyethu Mine have secured a lucrative sponsorship to introduce a mobile library facility in the community. The PPP has agreed to not only purchase and equip a vehicle to be used as a mobile library, but will support full operational costs for a period of two (2) years as part of their social responsibility programme.

The department has installed internet access in all its libraries and has observed a significant increase in the youth utilising this service. It plans to actively promote this service through advertising and in-house marketing initiatives and currently holds computer classes every second Saturday. There is however a shortage of books in all the libraries.

2.2.12 Gender, Disability and Children

In VKLM, these functions do not receive the attention that they should be afforded, mainly due to the lack of a singular qualified person designated to be responsible to implement the initiatives necessary to improve the current impasse with respect to the issue of women empowerment and gender equality, disability and child rights. The question of adequate funding is another criteria currently lacking to provide financial support for meaningful change. The VKLM requires prioritising the appointment of a suitably qualified person to enable a meaningful response to be directed to this important part of community wellbeing.

2.2.13 Communication

Integral to the process of ensuring the provision of an accessible and accountable service to the community is the development of a broad base of communication to enable the community at large to be correctly informed and in turn participate and respond to specific needs and issues that arise in their areas of the community.

The primary function of communications is the dissemination of relevant information in an acceptable format that is accessible to all stakeholders within the community and ensuring the establishment of a multi communication network and platforms to ensure the community can participate in the administrative affairs of the municipality. A secondary, but equally important function is the marketing and positive branding of VKLM through various media social mediums.

The appointment of a communication officer has enabled the establishment of a solid foundation in which further enhancements will be added. The main aim of VKLM's communication strategy is to ensure that all mechanisms, processes and dynamics are employed to communicate and solicit a shared understanding from all stakeholders, of the municipalities' developmental objectives and therefore create a medium to leverage participation by the community at large. This will ensure a culture of trust and transparency, based on honesty and openness will be created. Achievements to-date include the quarterly publication of a municipal newsletter and pocket editions of the 2013/14 IDP.

2.2.14 Youth

The District has a large population of youth with a high percentage of unemployment and lack of requisite education level or skills to fully leverage the employment market. VKLM is fully aware of this unacceptable situation and has recognised this challenge and given priority through its bursary and Extended Public Works Programme (EPWP) programmes to provide both financial and employment opportunities.

The main priority of this division is to ensure that effective structures are established to enable equitable representation of the youth in the economic and decision making forums.

VKLM needs to build on the successes achieved with respect to the improvement in the matric pass rate and communicate to learning institutions throughout the area to encourage and incentivise existing learners to complete their respective learning curriculums and enhance their employment prospects through higher education levels and access to District financial assistance for advanced tertiary education.

A 2014/19 Integrated Youth Development Strategy is in the process of being developed to be adopted by Council and will need to be supported with appropriate funding and the engagement of external strategic partners to ensure success. It was important to establish a sound base to understand the extent and location of the unemployed youth and to this end a credible database has been developed.

2.2.15 Traffic, Safety and Security

The municipality in cooperation with the Mpumalanga Provincial government deploys traffic officers for the enforcement of traffic laws in monitoring the road networks that cover the areas of Sundra, Eloff, and Delmas, Vukuzenzele and Extensions and portion of N12.

The Municipality acts on an agent basis on behalf of the Mpumalanga Provincial Government on the testing and issuing of Learners and Drivers licenses as well as vehicle licenses. Currently there is insufficient office space at the licencing which has been identified and will be addressed.

The logistical layout of the facility is another reason of concern for the community members applying for driving tests as the licensing office and the license-testing center are separated and far apart, resulting in the public being exposed to unnecessary traveling on their part

The e-Natis system is frequently offline and there is a need to address this problem to ensure the effective operation of the office administration and the provision of a reliable service to the community.

2.2.16 Financial Viability and Finance Management

Financial liquidity is about the institution's ability to be in a positive cash flow position, to be able to pay its short term financial obligations. The foundation of this will be built around an effective and efficient revenue, debtor and credit rating system. The system must ensure financial synergies that will lead to optimum receipt of payment for services provided

The current collection rate achieved by the municipality reflects 74,0 % with an improvement level of 68,0 % targeted for the current 2013/14 financial year. Funding is sourced from own revenue with the balance of funding being derived through the equitable share allocation augmented by various conditional/unconditional grant funding as directed by way of the annual Distribution of Revenue Act (DoRA).

As the municipality operates on the principle of a balanced budget, Capital expenditure is restricted to the available funding raised through own revenue; net of operating expenses, and grant funding leveraged through DoRA and the Nkangala District municipality. Therefore it is imperative that consumers pay for services rendered with respect to water, sanitation, waste collection, electricity and rates. Other sources of revenue to the municipality are limited and do not constitute a positive contribution.

The Municipality makes use of a 50/50 programme whereby 50% of the amount tendered for purchase of electricity is allocated to the outstanding account. Municipal accounts are distributed on a monthly basis, based on a fixed portion consisting of property rates, refuse and sanitation levies and variable portion based on the actual consumption of water and electricity .The consumption of water and electricity is determined from the actual meter readings. The accuracy, completeness of readings cannot be 100% confirmed due to age of the infrastructure.

2.2.17 Organisational Development

As directed by the Employment Equity Act, Act 55 of 1998, and a five-year Employment Equity Plan was compiled and submitted to the Department of Labour in 2008. Over and above the plan, appointments at senior management level were done in a representative manner. One of the Council's goals is to recruit females to management level to achieve gender representation at the senior management level. On the internal processes, the VKLM has achieved considerable success as far as human resource matters are concerned. Among these achievements is the implementation of the Employment Equity Plans encompassing the following:

- employment of people with disabilities
- designing a system of delegations
- compilation and review of human resource policies

- Implementation of a Performance Management System
- capacity building of employees through a structured Human Resource Development Programme

The coordination and integration of the PMS, capacity building for Councillors and senior management was achieved in the current year with appropriate training workshops conducted in the field of performance management and associated legislation. Retention of skills as well streamlining of the organisational structure and internal administrative processes are some of the issues that still need to be improved.

2.2.18 Performance Management

Performance management lays the foundation to enable informed decisions to be made by senior management to effect the achievement of the municipality's goals and strategic objectives. In essence performance management is fundamentally simple and implementable in its implementation and execution, but it is essential in the effective, efficient and economics of any organisation. The VKLM engaged the services of a service provider in March 2013 to assist it with the implementation of an organisational performance management system incorporating an automated approach to measuring and evaluating on the progress of implementing its Service Delivery Budget Implementation Plan (SDBIP). The service provider will also assist in the facilitation and development of the IDP.

The VKLM now generates comprehensive quarterly performance reports measuring progress on a variety of developed performance indicators and project milestones. These reports cumulate in the compilation of the VKLM Annual Performance Report which in turn is integral in informing the review process for the new cycle development of the IDP.

Individual performance management is currently limited to section 56 senior managers, but will be cascaded to lower levels of management going forward.

The VKLM seeks to enhance the performance management culture amongst all Councillors and officials. A PMS workshop was conducted with all officials and councillors in the 2013/14 financial year to ensure a common base of understanding of respective roles and responsibilities as legislated with respect to PMS.

2.2.19 Information Communication Technology (ICT)

Institutional Development and more specifically Information Communication Technology and Systems play a vital role in any municipality as the status and or availability thereof or access thereto determines the manner in which the allocated powers and functions are exercised and performed. Some of the information technology and or systems that are current being used by this municipality is outdated and in certain instances nonexistent.

The VKLM has taken a holistic approach to these challenges and appointed a service provider to capacitate the ICT unit with the purpose of improving the existing status quo.

2.2.20 Occupational Health and Wellness

The welfare and safety of workers are entrenched in the Occupational Health and Safety Act of 1993. The main focus in occupational health is on three different objectives:

- the maintenance and promotion of workers' health and working capacity
- the improvement of working environment and work to become conducive to safety and health
- development of work organisations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings

The concept of working culture is intended in this context to mean a reflection of the essential value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the managerial systems, personnel policy, principles for participation, training policies and quality management of the undertaking.

The VKLM subscribes to the principle of ensuring that employee's welfare, health and wellbeing are first and foremost in fostering a content and productive workforce. For this reason it has developed a Wellness Employee policy and has implemented various initiatives in this respect during the current year.

3 Development Strategies – Programmes and Projects

3.1 Overview

Section 153 of the Constitution states that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; promote the social and economic development of the community; and participate in national and provincial development programmes²³.

This implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities for the purpose of:

- ensuring cohesive focus in terms of building a developmental government that is efficient, effective and responsive
- strengthening accountability and striving for accountable and clean government
- accelerating service delivery and supporting the vulnerable
- fostering partnerships, social cohesion and community mobilisation

Within the above framework, municipalities are required to manage its own strategic focus to embrace and reflect the strategic priorities identified by national government. In a proactive step to comply with national requirements, the VKLM has embarked on a strategic planning review process to align its IDP to national strategic priority areas. This approach supports full integration between spatial planning, community needs, strategic development, measurement and budgeting as is required by organisational performance management methodology as well as ultimately sound unqualified governance.

The Performance Management Guidelines for Municipalities of 2001²⁴, paragraph 5.1 states that, “The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. PM fulfils the implementation management, monitoring and evaluation of the IDP process.”

The PM guidelines state the following guidelines regarding the setting of priorities:

Consistent with the event-centred approach in the IDP guide, the IDP should deliver the following products:

- *An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities*
- *A long term development vision for the municipal area that overcomes its development challenges*
- *A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area*

²³ South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

²⁴ The Performance Management Guide for Municipalities is available on: www.thedplg.gov.za

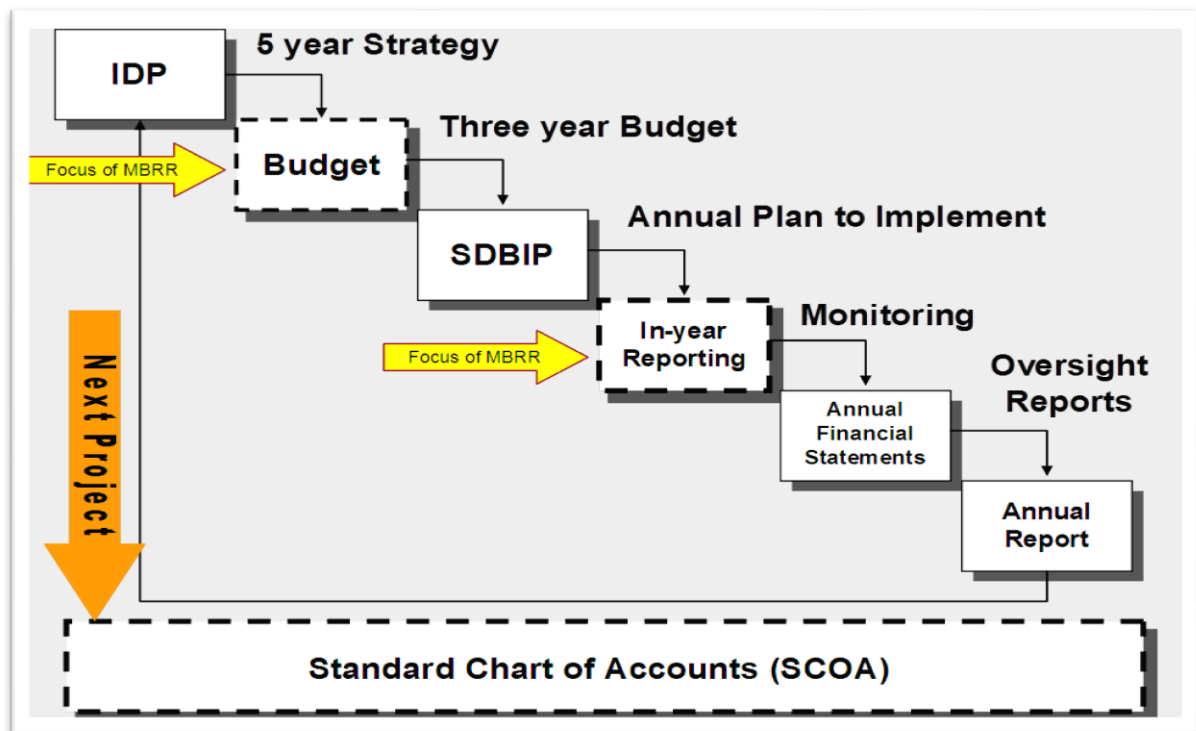
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and realisation of the development vision
- Additional projects identified which contribute to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality
- A spatial development framework
- Disaster management plans
- Operational strategies

Priorities are essentially the issues that a municipality focus on in order of importance to address the needs that exists within the communities. Municipalities are also the “face of government” in as much as it has close contact with communities and therefore should channel all other service delivery related needs to the relevant provincial or national sector departments.

The purpose of Strategic Planning is:

- An organisation’s process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people
- The formal consideration of an organisation’s future course. All strategic planning deals with at least one of three key questions:
 - What do we do?
 - For whom do we do it?
 - How do we excel?

Figure 24: The Integrated Accountability cycle as prescribed by National Treasury



3.2 KPA and Goals

This section of the IDP document details the strategy that VKLM will follow to ensure the achievement of national and provincial strategic objectives aligned to its own realities and identified goals.

The following Key Performance Areas and Strategic Goals have been adopted by the municipality for the purposes of reporting on the attainment of the Institutional performance indicators and targets.

- **KPA 1: Infrastructure and Basic Service Delivery**
 - Goal 1: Improved provision of basic services to the residents of VKLM
 - Goal 2: Improved social protection and education outcomes
- **KPA 2: Financial viability and Finance Management**
 - Goal 3: Improved Compliance to MFMA and VKLM Policy Framework
- **KPA 3: Institutional Development and Transformation**
 - Goal 4: Improved efficiency and effective of the Municipal Administration
- **KPA 4: Good Governance and Public Participation**
 - Goal 5: Improve community confidence in the system of local government
- **KPA 5: Spatial Rationale**
 - Goal 6: Increase regularisation of built environment
- **KPA 6: Local Economic Development**
 - Goal 7: Increased economic activity and job creation

3.3 Programmes

Based on these Strategic Goals the municipality has developed the following programmes and strategies that will be implemented and incorporated in the Service Delivery and Budget Implementation Plan in support of the achievement of the outcomes required.

Table 30: Strategic Programmes

KPA	Strategic Goal	Programme	Ref No
KPA 1	Improved provision of basic services to the residents of VKLM	Water	1
		Sanitation	2
		Electricity	3
		Roads and Storm Water	4
		Human Settlement	5
		Waste Removal	6
		Disaster Management	7
		Road Safety	8
		Cemeteries	9
		Environment	10
		Project Management	11
KPA 1	Improved social protection and education outcomes	Education / Libraries	12
		Mainstreaming of Disability and Gender	13
		Mainstreaming HIV/AIDS	14
		Elderly	15
		Community Upliftment	16

KPA	Strategic Goal	Programme	Ref No
KPA 2	Improved compliance to MFMA and VKLM policy Framework	Financial Management	17
		Financial Viability	18
		Revenue	19
		Supply Chain Management	20
KPA 3	Improved efficiency and effective of the Municipal Administration	Organisational Development	21
		Performance Management	22
		ICT	23
		Workplace Health and Safety	24
		Labour Relations	25
KPA 4	Improve community confidence in the system of local government	Good Governance	26
		Internal Audit	27
		Risk Management	28
		Community Participation	29
		Communication	30
		Customer/Stakeholder Relationship Management	31
KPA 5	Increase regularization of built environment	Land Tenure and Spatial Development	32
KPA 6	Increased economic activity and job creation	Economic Growth and Development	33

3.4 Community Participation

A good participation process is characterised by commitment from the decision maker as well as from all affected participants. All relevant stakeholders should be provided access to participate directly or through representation. The participation should provide a true opportunity to influence result. In order for the Integrated Development Planning process to be an activity that addresses the real needs of the entire community, the municipality organised a number of engagements to ensure that the communities in each Ward and those who have vested interest were afforded the opportunity to shape the IDP according to their needs and interests.

From the most recent cycle of IDP community participation meetings the following table of community needs was raised and discussed as being priority issues challenging the community in each of the respective Wards.

The following tables illustrate the community needs by ward:

Table 31: Ward 1: Councillor Nhlapo M

Focus area	(2011/12)	(2012/13)	(2013/14)
Housing	Incomplete units. Replacement of asbestos roofs	Replacement of asbestos roofs Completion of RDP units Leaking roofs	Rain water get into the houses when it rains Leaking roofs
Unemployment	High rate of Unemployment	High rate of Unemployment	High rate of Unemployment among the youth
Solid waste	A need for dustbins	A need for dustbins	A need for dustbins
Air quality	Unbearable smell from sewage plant	Unbearable smell from sewage plant	-

Table 32: Ward 2: Councillor Yeko D

Focus area	(2011/12)	(2012/13)	(2013/14)
Toilets	Bucket systems in Mandela informal settlement	Bucket systems in Mandela informal settlement.	Need for communal toilets at Mandela
Mayoral projects	Criteria used to select mayoral project candidates	Criteria used to select mayoral project candidates.	-
Rates	Clarity on flat rates	Water tariffs are high	-
Drugs	Drugs		Additions to drugs from young people
Speed hump	High speed hump at Rakwena street		
Housing		Need for RDP houses Leaking roofs	Standard time for waiting for a RDP house
Solid waste		Need for dust bins	Still waiting for the allocations of dustbins
Unemployment		High rate of Unemployment	High rate of Unemployment

Table 33: Ward 3: Councillor Mlambo M

Focus area	(2011/12)	(2012/13)	(2013/14)
Water	Water tanker to reach all affected areas	Regular water interruptions	
Electricity		Need for High mast poles	Need for High mast poles
Clinic	Clinic to operate 24hrs		
Business sites		Business sites	-
Unemployment		Unemployment rate is high	Unemployment rate is high
Road access		Tarring of all outstanding access roads within the ward	Tarring of all outstanding access roads within the ward
Unbearable smell		Unbearable smell from the factor that is around	Unbearable smell from the factor that is around

Table 34: Ward 4: Councillor Buda K

Focus area	(2011/12)	(2012/13)	(2013/14)
Roads	Maintenance of access roads	Speed humps on main roads	Repair and maintenance of roads
Houses	Need for RDP houses	-	Repair of RDP houses
Water	Regular water interruptions	-	-
Solid waste	Request for dustbins		Request for dustbins
Unemployment		Unemployment rate is high	Unemployment rate is high

Table 35: Ward 5: Councillor Ngoma H

Focus area	(2011/12)	(2012/13)	(2013/14)
Housing	Cracked RDP housing units	RDP housing allocation	RDP housing allocation
Water	Water Saving awareness program		Registration on Social grant
Unemployment	Criteria used to select mayoral project candidates.		

Table 36: Ward 6: Councillor Shabangu C

Focus area	(2011/12)	(2012/13)	(2013/14)
Water	Water gets into houses when it rains.	Request for proper drainage system	Request for proper drainage system
Road	Main road to be repaired.		Main road to be repaired as it was washed away by rain
Sports fields	Sports fields		Clearing of sport fields next to IEC
Toilets	Request to repair toilets	Request to repair toilets	Request to repair toilets
Electricity	Vending machine at I.EC offices	High mast poles	Appreciating of Vending machine
Geysers	Leaking Installed geysers	Request to repair toilets	Request to repair toilets

Table 37: Ward 7: Councillor Zulu Z

Focus area	(2011/12)	(2012/13)	(2013/14)
Houses	RDP houses	Cracked RDP houses	Cracked RDP houses
Electricity	Electricity connection in farms		
Drugs	Drugs		
Health care	Mobile clinic	Mobile Clinic	Mobile Clinic
Water	Maintenance of Dryden pumping machine	Boreholes.	

Focus area	(2011/12)	(2012/13)	(2013/14)
Agriculture	Planting next to the roadside	-	-
Relocation	Relocation process of Rietkol people		
Sports facilities		Sports fields are required	Sports fields are required
Sanitation		Toilets	Toilets
Scholar transport		Scholar transport	

Table 38: Ward 8: Councillor Bath J

Focus area	(2011/12)	(2012/13)	(2013/14)
Houses	Housing objection for RDP	RDP houses	RDP houses
Tenders	Criteria used for awarding of tenders	-	-
Sewage	Sewage removal truck	Regular removal of the waste (from septic tanks)	-
Electricity	High mast poles	Electricity connection at savannah	Electricity connection at Savannah
Water	Water connection		-
Farm workers	Unfair Farm workers		-
Land		Request for land to build RDP	-

Table 22.9: Ward 9: Councillor Nkabinde S

Focus area	(2011/12)	(2012/13)	(2013/14)
Land	Land	Land	Land
Water	Boreholes.	Water tanker	Water tanker is not reaching all areas
Houses	Cracked housing	-	
Clinic	Mobile Clinic is not reaching all points identified	-	Mobile Clinic is not reaching all points identified
Electricity	Electricity connection to their settlement	Solar panels	Request for Electricity connection to their settlement
Sanitation		VIP toilets	VIP Toilets
Unemployment		Criteria is used for hiring in the mines	
Scholar transport		Scholar transport	Scholar transport

3.5 SWOT Analysis

A SWOT Analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats of an organisation. It involves the identification of internal and external factors that are favourable and unfavourable to achieve the objectives of an organisation.

- **Strengths:** Attributes within the municipality that are helpful in achieving results
- **Weaknesses:** Attributes within the municipality that is harmful to achieving the desired results
- **Opportunities:** *External* conditions that can be helpful to achieving the desired results
- **Threats:** *External* conditions that can be harmful to achieving the desired results

The VKLM has reviewed and updated the original SWOT Analysis developed in the previous cycle to assist the process of reviewing the IDP. The current SWOT Analysis as extracted from the 2013/14 IDP and amended in respect to certain departmental updates is as follows:

Table 39: SWOT Analysis

STRENGTHS	
Good working relationships	Functional PPP initiatives
Achieved Blue drop status (Water quality)	Skilled Management Staff
Leadership commitment	Functional Intergovernmental Forum
Strategic geographic location (N12/N4 route corridor).	Municipal learnerships and other forms of financial assistance
Good historical background	
WEAKNESSES	
Shortage of solid waste removal containers (dustbins, bulk waste containers)	Lack of suitable or adequate office accommodation
Unfilled budgeted posts	Document / Records management.
Poor ICT Strategy and Systems compromises Municipal Data Security	Poor rural focus (municipal services delivery)
Poor internal and external communications channels	Low municipal staff morale
IDP not fully implementable	Poor municipal by-laws enforcement
Lack of skills in low level employees	Congested “schedule of events”
SCM processes too restrictive for normal operations	Aging infrastructure with respect to service delivery

Financial constraints	
OPPORTUNITIES	
Forthcoming Development of International Cargo Airport (attraction of investors and new job opportunities)	Rehabilitations of coal dumps and mine land resulting in job creation
Anchor development projects	Close proximity to markets & exports (GP)
Access to developmental finance for agriculture, tourism and other business	Availability of public/private sector learnership and bursaries
Provision of acceptable sanitation in rural areas	
THREATS	
Unrestricted office access a security risk	Loss of institutional memory
Mushrooming of informal settlements	IDP and Risk Management plans developed for compliance purposes
Developments in the wetlands	No support structures for Business Chambers on the municipal LED Strategy
Illegal sand mining	No Debt collection /credit control strategy and approach
Environmental pollution	High unemployment rate (poverty).
Service delivery protests	Remoteness of municipal service points and amenities for rural communities.
Uncleared Dolomite sites (severe injuries) Tensions between the Municipality and the Farming organisation	Decreasing water table due to mining activities and farming Land invasion (informal settlements)
Shortage of land for future developments	Poor management of Mining Exploration/Development and rehabilitation
Limited local fresh produce	

3.6 National and Provincial priorities

In order to ensure that there is proper alignment between the strategic direction of the municipality, it is necessary to keep the National and Provincial priorities in mind during the review of the strategic intent of the municipality. Cognisance was taken of the following legislative guidelines and developmental plans during the process of formulating the review of the VKLM IDP document:

- 2009 Electoral Mandate
- Millennium Development Goals
- National Development Plan – Vision for 2030

- National Government's Outcome 9
- Medium Term Strategic Framework (MTSF)
- COGHSTA Strategic Plan 2009-2014
- Local Government Turn Around Strategy (LGTAS)
- Green Paper on National Strategic Planning (2009)
- Green Paper: Improving Government Performance: Our Approach (2009)
- CoGTA's Business Plan 2011-2011
- The Mpumalanga Vision 2030, Strategic Implementation Framework 2013-2030 v2
- The National Spatial Development perspective 2006
- The Victor Khanye Spatial Development Framework 2010
- State of the Nation Address 2014
- State of the Mpumalanga Provincial Address 2014

More detail of the important issues arising from these documents are summarised below.

3.6.1 2009 Electoral Mandate

In 2009 the Ruling Party has identified 5 priority areas for the next 5 years:

- Creation of decent work and sustainable livelihoods
- Education
- Health
- Rural development, food security and land reform
- The fight against crime and corruption

3.6.2 Millennium Development Goals

The Millennium Development Goals are as follows:

- Develop a global partnership for development and eradicate extreme poverty and hunger
- Ensure environment sustainability
- Reduce child mortality, Improve maternal health and Combat HIV/AIDS, Malaria and other diseases
- Promote gender equality and empower women
- Achieve universal primary education

3.6.3 National Development Plan – Vision For 2030

The National Development Plan²⁵ developed by the National Planning Commission and unveiled on 11 November 2011 states that:

South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership, and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to

²⁵ National Development Plan is available at: <http://www.npconline.co.za>

be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like.

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs.

Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan.

This will be achieved by prioritising the following initiatives:

- An economy that will create more jobs
- Improving infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effect of apartheid
- Improving quality of education, training and innovation
- Quality health care for all
- Social protection
- Building safer communities
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

3.6.4 National Government's Outcome 9

Cabinet approved government performance monitoring and evaluation system and the management for outcomes.²⁶ This includes 12 outcomes that collectively address the main strategic priorities of government.

Outcome 9, “A responsive, accountable, effective and efficient local government system”, specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district priorities and strategies. The Delivery Agreement for Outcome 9²⁷ identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

- Output 1: Implement a differentiated approach to municipal financing, planning and support
 - Policy framework for differentiation
 - More autonomy to six metros and top 21 municipalities in respect of infrastructure and housing delivery
 - A focused intervention for clearly defined smaller municipalities

²⁶ Guide to the outcomes approach, Version: 1 June 2010

²⁷ Delivery Agreement for Outcome 9, 30 September 2010

- Output 2: Improved access to basic services
 - Increased access to basic services
 - Bulk infrastructure fund established
 - Established special purpose vehicle
- Output 3: Implement the community work programme and cooperatives supported
 - Job creation supported through the community work programme
 - Job creation supported through the establishment of cooperatives where feasible
- Output 4: Actions supported by the human settlement outcomes
 - Increased densities in Metro's and large town supported
 - Land acquisition for low income and affordable housing supported
 - Informal settlements in 45 priority municipalities upgraded
- Output 5: Deepened democracy through a refined ward committee model
 - Review and strengthen the legislative framework for Ward Committees and community participation
 - Support measures to ensure that 90% of ward are fully functional by 2014
- Output 6: Improved municipal financial and administrative capacity
 - Improved audit outcomes of municipalities
 - Reduced municipal debt
 - Municipal overspending on Opex reduced
 - Municipal under spending on Capex reduced
 - Municipalities spending less than 5% of Opex on repairs and maintenance reduced
 - Improved administrative and human resource management practices
- Output 7: Single window of coordination
 - Review local government legislation
 - Coordinated support, monitoring and intervention in provinces and municipalities

3.6.5 Medium Term Strategic Framework (MTSF)

A number of new National and Provincial initiatives have been developed over the last few years that influence the strategic plans of local government. Amongst them is the Medium term Strategic Framework²⁸ issued by the Minister in the Presidency: Planning during July 2009. This Framework is based upon the 4th democratic elections that ushered a new electoral mandate which defines the strategic objectives and targets of government for the period 2009 -2014. This Framework builds on successes of the fifteen years of democracy and is a statement of intent identifying the development challenges facing South Africa and outlining the medium-term strategy for improvements in the conditions of life of South Africans and for our enhanced contribution to the cause of building a better world. The MTSF is meant to guide planning and resource allocation across all spheres of government. Municipalities are expected to adapt their IDPs in line with the national medium-term priorities. These priorities are:

- Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
- Massive programme to build economic and social infrastructure
- Comprehensive rural development strategy linked to land and agrarian reform and food security
- Strengthen the skills and human resource base

²⁸ Medium Term Strategic Framework (MTSF) is available on www.info.gov.za

- Improve the health profile of all South Africans
- Intensify the fight against crime and corruption
- Build cohesive, caring and sustainable communities
- Pursuing African advancement and enhanced international co-operation
- Sustainable resource management and use
- Building a developmental state, including improvement of public services and strengthening democratic institutions

3.6.6 COGTA Strategic Plan 2009-2014

At the onset of the fourth democratic government, The Department of Provincial and Local Government were restructured as the Department of Cooperative Governance and Traditional Affairs (COGTA). In terms of the Green Paper CoGTA is placed at the centre of Government as a key partner to the National Planning Commission and the Monitoring and Evaluation Unit in the Presidency. CoGTA is further responsible for aligning its priorities to that of National Government. Its key priority areas as set out in the MTSF and Strategic Plan 2009-2014²⁹ include:

- Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive
- Strengthen Accountability and Clean Government
- Accelerating Service Delivery and supporting the vulnerable
- Improving the Developmental Capability of the Institution of Traditional Leadership
- Fostering Development Partnerships, Social Cohesion and community mobilisation

3.6.7 Local Government Turnaround Strategy (LGTAS)

Cabinet approved a comprehensive LGTAS on 2 December 2009.³⁰

The **five strategic objectives** of the LGTAS are to:

1. *Ensure that municipalities **meet basic needs** of communities.* This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs
2. *Build **clean, responsive and accountable** local government.* Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities
3. *Improve **functionality, performance and professionalism** in municipalities.* Ensure that the core administrative and institutional systems are in place and are operational to improve performance
4. *Improve **national and provincial policy, support and oversight to local government***

²⁹ Department Cooperative Governance and Traditional Affairs. 2009. Strategic Plan FY 2009-2014. Available at: http://www.thedplg.gov.za/index.php?option=com_docman&task=cat_view&gid=118&Itemid=27

³⁰ Department Cooperative Governance and Traditional Affairs' Local Government Turnaround Strategy, November 2009. Available at: http://www.dplg.gov.za/index.php?option=com_docman&task=doc_download&gid=476

5. Strengthen **partnerships** between local government, communities and civil society. Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development

3.6.8 Green Paper: National Strategic Planning (2009)

The Office of the Presidency has published a Green Paper on National Strategic Planning³¹ during 2009. Section 3 of the Green Paper quotes the economist James K Galbraith as follows: "Planning, properly conceived, deals with the use of today's resources to meet tomorrow's needs." The Green paper further expresses the view that strategic planning means strengthening the relationship between state (government spheres) and society.

Section 19 of the Green Paper provides information on the roles of sub-national spheres of Government in National planning. It states that National strategic planning should inform and be informed by sector plans and provincial and local plans. The principles of this approach are informed by Section 41 (1) of the Constitution:

- (1) All spheres of government and all organs of state within each sphere must-
- a) preserve the peace, national unity and the indivisibility of the Republic
 - b) secure the well-being of the people of the Republic
 - c) provide effective, transparent, accountable and coherent government for the Republic as a whole
 - d) be loyal to the Constitution, the Republic and its people
 - e) respect the constitutional status, institutions, powers and functions of government in the other spheres
 - f) not assume any power or function except those conferred on them in terms of the Constitution
 - g) exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere
 - h) co-operate with one another in mutual trust and good faith by-
 - i. fostering friendly relations;
 - ii. assisting and supporting one another;
 - iii. informing one another of, and consulting one another on, matters of common interest;
 - iv. co-ordinating their actions and legislation with one another;
 - v. adhering to agreed procedures; and
 - vi. avoiding legal proceedings against one another.

The Green Paper further states that the key principles of effective government planning relates to the notion that different spheres of government are able to affect one another. Various spheres of government should work together to establish effective and efficient plans.

³¹ The Green Paper: National Strategic Planning is available on www.info.gov.za

3.6.9 Green Paper: Improving Government Performance: Our Approach

The Presidency also published another Green Paper: *Improving Government Performance: Our Approach*³² during 2009. This Green Paper was developed with the aim of translating Government's electoral mandate into a clear set of outcomes and output measures. It is envisaged that these outcomes and output measures will assist Government in delivering on the ten priority areas in the MTSF. Performance monitoring and evaluation must not be an end in itself but the means to achieve success. Outcome and output measures must be used to promote a change in behaviour and create a performance culture. Data obtained from the monitoring and evaluation process must be used to inform the planning process.

The principles highlighted in this Green Paper are the same principles and approach that will be followed during this strategic planning session for the Municipality.

3.6.10 Department of Cooperative Governance And Traditional Affairs Business Plan 2010-2011

On 31 March 2010 the Department of Cooperative Governance and Traditional Affairs has published their business plan for 2010-2011³³. Two priorities for the Department were identified. The first will be the implementation of Local Government Turn-Around Strategy and the Local Government Ten Point Plan. The primary purpose of this plan is to restore the confidence of our people in our system of local government and create a responsive, accountable, effective and efficient local government system. These ten points are:

1. Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
2. Enhance the municipal contribution to job creation and sustainable livelihoods through Local economic Development (LED).
3. Ensure the development and adoption of reliable and credible Integrated Development Plans (IDPs).
4. Deepen democracy through a refined Ward Committee model.
5. Build and strengthen the administrative, institutional and financial capabilities of municipalities.
6. Create a single window of coordination for the support, monitoring and intervention in municipalities.
7. Uproot fraud, corruption nepotism and all forms of maladministration affecting local government.
8. Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
9. Develop and strengthen a politically and administratively stable system of municipalities.
10. Restore the institutional integrity of municipalities.

The second priority is to strengthen and improve our system of cooperative governance and inter-governmental relations.

³² Green Paper on Improving Government Performance: Our Approach is available on www.info.gov.za

³³ DCOG Business Plan 2010-2011 is available on: www.dplg.gov.za

3.6.11 The Mpumalanga Vision 2030, Strategic Implementation Framework

The Mpumalanga Vision 2030 Strategic Implementation Framework (2013-2030)³⁴ is established as a direct implementation response to the national Vision 2030. It seeks to present and affirm the province's approach towards realising the adopted and articulated national vision and development plan. The decision to develop a long term strategic implementation framework emanates from the desire within the Mpumalanga Provincial Government to ensure that the Province and other stakeholders work with common purpose for the development of the province and all of its constitutive geographical areas.

In structuring the Mpumalanga Vision 2030 Strategic Implementation Framework, careful attention is focused on ensuring that there is close synergy between the implementation framework's contents and the provisions and choices defined in the national Vision 2030 plan. The implementation framework builds on sectorial and related planning interventions which have unfolded within the province. The orientation towards crafting the framework is to ensure that it remains simple and accessible, without losing the substance and complexity of the development process in the province and as is reflected in Vision 2030.

The Mpumalanga Vision 2030 Implementation Plan is furthermore directed towards decision-making and action at the macro policy level as a guide to all governance levels within the province. In so doing, attempts were made to ensure that the implementation framework establishes a balance between detail and the articulation of clear and constant high level provincial targets and strategies at the strategic level. It can be used to facilitate decision making and prioritisation, to inform choices and trade-offs, and to shape action within and outside of government. A key element in this approach was to ensure that the plan incorporates focused spatial representation of the content and intention.

The detailed strategies and actions to follow from the Mpumalanga Vision 2030 Strategic Implementation Framework are to be defined in provincial sector plans like the provincial Economic Growth and Development Path, Infrastructure Master Plan, Human Settlement Strategy, Biodiversity and Conservation Plan, Integrated Transport Master Plan, Human Resource Development Plan and the like.

Vision 2030 is predicated on an approach to change that links capabilities, to opportunities and employment, and also incorporates the establishment of focused and interlinked priorities. The Province's Implementation Framework and Plan is structured on the basis of three interrelated impact areas. The approach taken responds to the NPC conclusion that Government and other stakeholders have to be willing to prioritise and that public officials should focus most of their attention on a few strategic priorities. The overall structure for organising the Implementation Framework and Plan is depicted in figure 25.

³⁴ The Mpumalanga Vision 2030 is available at www.mpumalanga.gov.za

Figure 25: Organising structure of the plan



The logic of this approach is that in order for the socio-economic outcomes to be achieved, key mechanisms must be in place to facilitate the achievement of objectives. In turn, these mechanisms need to build on the strong foundations of a safe and cohesive society and honest and capable public service. Unless these conditions are in place, it will not be possible to drive development and create jobs through infrastructure development.

The Implementation Framework and Plan provides a basis for prioritisation during medium-term and annual planning cycles. Progress in one area supports advances in others. Section 2 summarises the key objectives and outcomes of Vision 2030. Section 3 provides an overview of the Mpumalanga development context, together with a Provincial perspective on the broader drivers of change. Section 4 integrates the various policies and strategies into a framework for prioritisation. Section 5 provides spatial perspective and Section 6 concludes with an approach for more detailed planning.

The details contained in Vision 2030 *complement the strategies that have emerged in the province* and are generally consistent with the plans that have emerged at the local level, as reflected in District and Local Integrated Development Plans (IDPs). As with the Medium Term Plan of the Province, Vision 2030 provides some indications on the choices that have to be made and the development orientation that needs to be fostered within the Province.

Vision 2030 captures in a clear and concise manner the *broader drivers of change globally and across the region*. In this respect, it correctly identifies the implications of the global and regional trends on development and the parameters within which development will unfold. It also provides a positive indication of the opportunities that stand before South Africa as a result of the key drivers of change. The Provincial Plan similarly maps provincial trends and their possible impact on development.

3.6.12 The National Spatial Development Perspective 2006

The National Spatial Development Perspective (NSDP)³⁵ serves as a spatial planning framework for meeting government's objectives of economic growth, employment creation, sustainable service delivery (with a particular focus on access to basic services), poverty alleviation, and reduction of inequalities, as well as spatial integration. The Presidency has made it clear that the NSDP principles should play an important role in the respective development plans of Local and Provincial Government, namely IDPs and PGDS

³⁵ The National Spatial Development Perspective 2006 is available at www.thepresidency.gov.za

respectively. The NSDP is premised on five principles, which seek to ensure that investment in infrastructure, and development programmes support government's growth and development objectives. It provides concrete mechanisms that seek to guide spatial planning between the three spheres of government to ensure synchronization in prioritisation.

The NSDP confronts the question of where government should invest and focus its programmes in order to achieve sustainable development and economic growth and maximum impact on employment creation and poverty reduction. The logic underpinning the NSDP is that by applying a set of common principles to spatial planning the three spheres of government will align their spatial planning, which, in turn, will lead to consistent development outcomes. Hence, the NSDP is not a plan, blueprint or prescription but a way of thinking about spatial planning. In order to contribute to the broader growth and development policy objectives of government, the NSDP puts forward a set of five normative principles:

- **Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.
- **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health, and educational facilities) wherever they reside.
- **Principle 3:** Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
- **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In areas where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In areas with low demonstrated economic potential, government should concentrate, beyond the provision of basic services, primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.
- **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

3.6.13 The Victor Khanye SDF 2010

The Victor Khanye Local Municipality compiled its original SDF in 2007/08, in terms of the Municipal Planning and Performance Reporting Regulations of 200, read in conjunction with the White Paper on Spatial Planning and Land Use Management of 2001. This document was updated in 2009 and subsequently the Nkangala District Municipality commissioned the review / update of the District and the six (6) Local municipalities in the District in 2010.³⁶ The main aim was to incorporate strategic provincial and national initiatives which fall within the Victor Khanye area into the SDF.

³⁶ The VKLM Spatial Development Framework 2019 is available from the municipality

The SDF of the VKL M translates the IDP of the Municipality into spatial principles and strategies and thus constitutes the spatial implementation of the IDP. It focuses on integrating the fragmented spatial structure of the Municipality, and ensuring that all communities have equitable access to vital services. The SDF will also ensure that economic, cultural, recreational and educational activities and opportunities reach communities in dispersed rural areas in an efficient manner. Key to this was the alignment of the SDF with surrounding local municipalities' SDFs, and providing spatial inputs to the pilot CRDP initiative spearheaded by the Department of Rural Development and Land Reform.

It also creates a spatially based policy framework whereby change, needs and growth in the Nkangala District area is to be managed positively to the benefit of everyone. It focuses on how land should be used within the broader context of protecting the existing values of the Nkangala District area i.e. preferred tourism destination, rich in historical and cultural value. It improves the functioning of the local urban, rural and natural environmental systems and assists in the identification of local opportunities for future local urban/ rural development and natural environmental conservation, and makes recommendations as to where and how development of the open space system should be managed.

3.6.13.1 Spatial Development Objectives

The following are the main Spatial Development objectives of the Victor Khanye Local Municipality:

- To brand Victor Khanye as a gateway to Mpumalanga
- To optimally use the economic development potential associated with the N12 Corridor in the vicinity of the R42 interchange (in line with Nkangala District Spatial Development Framework directives)
- Provision of land for housing (in line with Breaking Ground principles) for the different socioeconomic groups in appropriate locations
- To provide sufficient social facilities and services to all urban complexes in Victor Khanye, as well as the rural areas
- To promote the development of Thusong Centres/Multi Purpose Community Centres in Victor Khanye area (in line with the Nkangala District Municipality SDF directives)
- To enhance the tourism potential of the Victor Khanye area and achieve a sustainable equilibrium between the land demands of the mining industry, agriculture, conservation and tourism
- To promote the establishment of agro-processing industries associated with agricultural activities in the municipal area as provided for in the Nkangala District SDF

3.6.13.2 Development Priorities and Strategies

Development Priorities and Strategies are:

- Compacting the Urban Structure
- Integrate the urban and rural systems: Sustainability
- Protection of tax base
- Mixed Land Use Development
- Local Economic Development (LED)
- Exploit Urban opportunities and transportation routes

- Responsible use and management of the natural resources
- Pollution
- Geology and soils
- Community structure and facilities
- Housing standards
- Road Network
- Engineering Services and Contributions: Development right, rates and taxes
- Illegal land use

3.6.14 The State Of The Nation Address– 2014

His Excellency Jacob G Zuma, President of the Republic of South Africa on the occasion of the Joint Sitting of Parliament, Cape Town, presented his state of the Nation address on the 13th February 2014. The highlights of his address are summarised in Table 40 below, a matrix reflecting the alignment of VKLM's strategy and that of the Province.

3.6.15 The State Of Mpumalanga Province Address – 2014

The Premier of Mpumalanga, Mr David Mabuza, presented his annual state of the Province address on Friday the 28th February 2014. His speech enunciated the fact that the past Apartheid's laws are still affecting South Africans after 20 years of democracy. He stated that this long-standing exclusion is still having an adverse social and economic impact on the lives of many South Africans.

It was emphasised that the challenge of our new democracy has been to enhance social cohesion, a collective identity, and a sense of national pride, but there was still a long way to go to eradicate the past regime's ills, the Premier said. He noted that to this day, our people are still confronted by the triple and interrelated challenges of unemployment, poverty and inequality; challenges that the ruling party has been confronting since the dawn of democracy.

The matrix reflecting the alignment of the VKLM Strategy with the recent State of the Nation Address and State of the Province Address is contained in the following table.

Table 40: Matrix of Intergovernmental Strategies

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
Job creation	<ul style="list-style-type: none"> • We have created 3,7 million work opportunities over the past five years." • "Jobs are now being created again. There are now 15 million people with jobs in the country, the highest ever in our history, and over 650 thousand jobs were created last year, according to Stats SA." • According to latest Quarterly Labour Force Survey published by StatsSA, 15,177,000 people were employed in 	<ul style="list-style-type: none"> • We have created 3,7 million work opportunities over the past five years." • "Jobs are now being created again. There are now 15 million people with jobs in the country, the highest ever in our history, and over 650 thousand jobs were created last year, according to Stats SA." 	<ul style="list-style-type: none"> • Mining houses, other businesses and the municipality should embark on career guidance within schools around Victor Khanye • The municipality, jointly with business should undertake community skills audit and match available skills to job

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	<p>the last quarter of 2013 and 653,000 jobs were created in the last year</p> <ul style="list-style-type: none"> It should be noted that even if 3.7-million "work opportunities" were created it does not mean that 3.7-million people gained work. 	<ul style="list-style-type: none"> According to latest Quarterly Labour Force Survey published by StatsSA, 15,177,000 people were employed in the last quarter of 2013 and 653,000 jobs were created in the last year It should be noted that even if 3.7-million "work opportunities" were created it does not mean that 3.7-million people gained work. 	<p>opportunities; while developing scarce and required skills</p> <ul style="list-style-type: none"> The Nkangala FET College, jointly with other accredited training providers and mining houses to embark on skills development of artisans, technicians and plant operators SMME incubation and mentorship programmes on mining related and infrastructure development activities
Education	<ul style="list-style-type: none"> Matric pass rate has gone up from around 61 percent in 2009 to 78 percent last year and the bachelor passes improve each year." The number of children attending Grade R has more than doubled, moving from about 300 thousand to more than 700 thousand between 2003 and 2011." Student enrolments at universities increased by 12% while further Education and Training college enrolments have increased by 90%." Department of Higher Education and Training's 2012/13 annual report. It states that student enrolment at universities increased by 12% from 837,779 in 2009 to 938,201 in 2012/13. In 2013, the University of the Witwatersrand received over 35,000 applications for approximately 5,500 first year places. Further Education and Training 	<ul style="list-style-type: none"> Maths, Science & Technology Academy Bursaries in Maths & Science, particularly from previously disadvantaged Tech Centre of Excellency, prioritising artisan & agricultural skills To provide support to the establishment of the MP University In 2013/14, implementation of a comprehensive improvement plan intended to provide targeted support to schools that performed below 50% focusing on: The capacitating of teachers on curriculum content & delivery suitable mentors to the schools 	<ul style="list-style-type: none"> The Nkangala FET College, jointly with other accredited training providers and mining houses to embark on skills development of artisans, technicians and plant operators Career exhibitions to assist learners understand relevant and needed career choices and available bursaries

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	<p>College enrolments increased from 345,566 in 2010 to 657,690 in 2012/13</p> <ul style="list-style-type: none"> When the matric class of 2013 started grade two in 2003 there were 1,111,858 students. But by the time they came to sit for their final exams their numbers had fallen to 562,112 	<ul style="list-style-type: none"> Providing on-site curriculum support per subject Grade 12 learners to common monthly tests. the monitoring of curriculum coverage, and Hold principals, curriculum implementers & heads accountable for performance. 	
Service delivery	<ul style="list-style-type: none"> When 95% of households have access to water, the 5% who still need to be provided for, feel they cannot wait a moment longer. Success is also the breeding ground of rising expectations." The 2011 national census put the figure of households with "access to piped water" at 91.2%. The most recent general household survey, published last year by Statistics South Africa, states that 90.8% of households had "access to piped water" in 2012. The figures differ from province to province. In the Eastern Cape, for instance, only 79% of households were found to have access to piped water. Residents of Free State, Mpumalanga and Eastern Cape have consistently been least satisfied with the quality of water. In 2012, 15,1% of households in Free State felt that their water smelled bad compared to 11,7% of Mpumalanga households and only 2,4% of Gauteng households. Free State households were most likely to feel that their water was unsafe to drink (15,1%), not clear (16,5%) and not tasting 	<p>undertook initiatives with the Minister of Water & Environmental Affairs including:</p> <ul style="list-style-type: none"> The refurbishment of phase II of the Water Network at Emalahleni which is 60% complete. The target is that it must be complete by the end of April 2013. The augmentation programme using the Rust de Winter Dam for Dr. JS Moroka. Bloemendal to Delmas Pipeline which is 95% complete. This resource will ensure that water security for Victor Khanye communities is guaranteed for the next twenty years and beyond. The Municipality will be assisted to secure uptake agreements for the surplus to service the pipeline For the upcoming financial year, we have prioritised: To ensure that all our people have access to water services by the end of 2013/14 financial year. 	<ul style="list-style-type: none"> Improved storm water drainage system. Increased access to electricity by all households To provide a quality, adequate water service to all consumers within the municipality Reduce water and sanitation backlogs Increased access to electricity by all households

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	well (15,2%).”	<ul style="list-style-type: none"> To eradicate sanitation backlogs in all formal settlements & deal with the state of all over capacity waste water treatment works. To accelerate refuse removal through the municipal public works programme extend electrification to the remaining households municipalities to prioritise the implementation of the Programme of Action for Delivery Agreement on Outcome 9 and Local Government Turnaround Strategy in 2013/14 financial year. This will include: MEGA to implement Bulk water & sanitation infrastructure for the Mbombela, Nkomazi, Bushbuckridge, Mkhondo, Chief Albert Luthuli, Emalahleni, Dr. JS Moroka & Thembisile Hani through MEGA Implementing the Community Works Programme, including the programme on clean towns & villages; Support programmes for operation clean audit in all municipalities; 	
Mineral and energy	<ul style="list-style-type: none"> Parliament is finalizing amendments to the law 	<ul style="list-style-type: none"> Mine rehabilitation to rehabilitate land for 	<ul style="list-style-type: none"> Mining houses, other

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	to give effect to this very positive development, which will cut to less than 300 days, the time it takes to start a mine, from application to final approvals.”	<p>productive use, prioritising agriculture activities</p> <ul style="list-style-type: none"> • Water reclamation to purify underground water for community • MOU to be concluded, on similar areas of cooperation, with BHP Billiton the country Oman for Fresh produce & SAMSUNG on Information Technology & Communication (ITC) • Water delivery to power stations is planned by end April 2013 & opportunity exists for access to Kriel Town from the Komati Water Scheme Augmentation Project. An estimated cost of R25 million for the pipeline from KWSAP to Kriel Town would be spent. • Majuba Rail Siding Project construction will commence in the 2nd Q of 2013 to establish a pvt railway line to transport coal to Majuba Power Station coal stockyard in Amersfoort. 	businesses and the municipality should embark on career guidance and social responsibility projects.
Crime	<ul style="list-style-type: none"> • “The overall crime rate has decreased by 21 percent since 2002...”While overall crime rates may have decreased by 21% between 2002 and 2012, the ISS noted that “overall levels of crime [for 2011/2012] are actually quite comparable with the levels recorded in 1994/1995”. • The decline in crime has also not been uninterrupted. According to the ISS, a “3% increase in total crime levels was recorded in the two-year period between 2007/08 and 	<ul style="list-style-type: none"> • Reducing contact crime by 4-7%, with major focus on all hot spots in the Province • Roll-out a ‘365 days’ programme on No Violence against Women and Children. 	<ul style="list-style-type: none"> • Reduce incidences of Fraud and Corruption

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	<p>2009/10”, which was followed by marginal decreases in the subsequent two years.</p> <ul style="list-style-type: none"> In the last year all forms of serious and violent crimes – including murder, attempted murder, house robbery, and street robbery – all of these have increased. Murder is of particular concern, because the [murder rate] had been coming down – and this is the first time murder has increased in seven years.” 		
Economic growth	<ul style="list-style-type: none"> On average, the economy has grown at 3,2 percent a year from 1994 to 2012 despite the global recession which claimed a million jobs.” Jobs are now being created again. There are now 15 million people with jobs in the country, the highest ever in our history, and over 650 thousand jobs were created last year, according to Stats SA.” Prior to the recession South Africa’s unemployment rate was 21.9%. According to StatsSA, 4,830,000 South Africans are classified as unemployed, resulting in an unemployment rate of 24.1%. But StatsSA uses a very narrow definition of “unemployment” which refers only people who are unemployed but actively seeking work. 	<ul style="list-style-type: none"> Economic Growth: In 2010, the economic growth rate of MP was at 3,1% but decrease to 2,3% in 2012, Enterprise development on 2 projects: <ul style="list-style-type: none"> Industrial Park to promote SMMEs and Cooperatives development Procurement to enhance targeted procurement to promote local enterprises Renewal focusing on 3 projects: of mining towns Upgrading & maintenance of the coal haulage network Social Labour Plans to realign Social Labour Plans to support both urban renewal initiatives and labour supply centres. 	<ul style="list-style-type: none"> To provide a systematic spatial/land development control To ensure stability in Commercial Agricultural Business Increased economic participation by the youths Economic Growth and Development
Health	<ul style="list-style-type: none"> “Mother to child transmission of HIV has declined sharply and we have doubled the number of people who are receiving anti-retroviral treatment, from one million to 2.4 million people in 2013.” 	<p>In 2013/14, will prioritize the provision of ECD infrastructure & training of ECD practitioners</p> <ul style="list-style-type: none"> Will work in partnership with traditional leaders in ensuring that our 	

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	<ul style="list-style-type: none"> • More than 20 million South Africans have taken the HIV test since the launch of the campaign in 2011 which indicates confidence in the health system.” • A recent study published by the World Health Organisation showed that mother-to-child transmission of HIV in South Africa dropped from 8,5% in 2008 to 3,5% in 2010 and 2,7% in 2011. 	<p>schools become centres of excellence.</p> <ul style="list-style-type: none"> • MRTT to focus on skills programmes in hospitality, tourism, technical & entrepreneurial fields. • MP University to be comprehensive, offering traditional & university of technology type programmes. • institutions comprehensive improvement plan key interventions: • Finalising the appointment of CEOs in all hospitals by the end of April 2013 Complete all outstanding minor repairs and maintenance by the end of June 2013. • HIV & AIDS prevalence rate increased from 2010 at 5.1 to 36.7 in 2011. Gert Sibande dist. has the highest amongst the districts in the country at 46, 1% in 2011. • Will strengthen the implementation of Nat. & Prov. HIV, STI & TB Strategic Plan for 2012 – 2016 • Will strengthen the MP Aids Council • Reducing contact crime by 4-7%, with major focus on all hot spots in the Province • Roll-out a ‘365 days’ programme on No Violence against Women and Children. 	
Tourism	<ul style="list-style-type: none"> • The tourism industry has grown dramatically. In 1993, South Africa received a mere 3 million foreign visitors. By 2012, the figure had grown to 13 million visitors.” 		<ul style="list-style-type: none"> • Social and culture integration and conservation of important cultural and historic sites-promote and conserve sites

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
	<ul style="list-style-type: none"> The latest tourism report from StatsSA confirms that during 2012 “about 13,8 million foreigners arrived in South Africa”. Not all of these, however, are considered tourists. StatsSA states 94,7% of foreign arrivals in 2012 were “visitors” of which 29,7% were “same day visitors” and 70,3% – or 9,2-million people – were overnight visitors or “tourists”. The balance was classed as business travellers, students and workers. 		
Housing	<ul style="list-style-type: none"> In housing, about 3 million housing units and more than 855 thousand serviced sites were delivered since 1994.” “Nearly 500 informal settlements have been replaced with quality housing and basic services over the past five years.” The current baseline used to measure the number of informal settlements in South Africa comes from 2009. It states that there are approximately 2,700 informal settlements across the country, and that households in these settlements continue to grow at around 3% per annum. (According to the human settlements department, this figure will be updated during the course of 2014) A recent report from the Housing Development Agency suggests that the number of households living in informal settlements has stabilised since 2001. In 2011 there were approximately 1,66-million households in informal residential areas or shacks not in a backyard. 	<p>In 2013/14 prioritising to:</p> <ul style="list-style-type: none"> finalise the outstanding work on the establishment of integrated Human Settlements in Klarinet, Emakha-zeni, Dipaliseng and Thaba Chweu Conduct township establishment in Emalahleni, Govan Mbeki, Steve Tshwete and Mbombela as part of eliminating informal settlements. 	<ul style="list-style-type: none"> Reduced housing backlog

ISSUES	STATE OF NATION ADDRESS	STATE OF PROVINCE ADDRESS	VICTOR KHANYE STRATEGIC FOCUS
Land Restitution	<ul style="list-style-type: none"> • Since 1994, nearly 5,000 farms, comprising 4.2 million hectares, have been transferred to black people, benefiting over 200,000 families.” • Nearly 80,000 land claims, totalling 3.4 million hectares, have been settled and 1.8 million people have benefited.” • The 2012/2013 annual report of the Commission on the Restitution of Land Rights states: “A total of 77,334 claims have been settled to date. Of these, 71,292 claims were settled by payment of financial compensation of R6, 561,021,691 to claimants.” • The annual report also indicates that a “total of 111,278 people benefitted from the restitution programme in the 2012/13 financial year”. 		-

Based on the evaluation of all the analysis, the SWOT, the Strategic Intent etc., the VKLM has structured the following strategies contained within their developed programmes to ensure that alignment of all factors will result in the priorities of the municipality being achieved and that appropriate resources can be allocated rationally.

3.7 Strategic Objectives and Programmes

KPA 1: Infrastructure and Basic Service Delivery

Aging Infrastructure, limited Capital budget funding and a high migration of populace requires a project prioritisation process to be adopted and a phased approach to addressing the service delivery backlog. The municipality has adjudicated that the lack of an overall Master Plan with respect to a comprehensive approach to infrastructure development has been of significant concern, but this will be addressed in the forthcoming 2013/14 financial year.

Service delivery to the citizens of VKLM is viewed from two perspectives. The first premise is that of the provision of basic municipal services such as water, sanitation, electricity and

roads among others. The second perspective is the provision of social services such as education and social welfare. Two goals have been developed to cover these.

Goal 1: Improved provision of basic services to the residents of VKLM

Statement: To provide all communities with affordable, qualitative and effective standards of basic or higher levels of services and ensure the integrity of sustainable human settlements. The main focus of this goal is primarily directed at the eradication of service backlogs, balanced with community need priorities and available funding that can be leveraged through own resources and grant sources.

Within Goal 1, VKLM have identified and developed eleven (11) specific programmes that portray the various types of services that will be provided by the municipality.

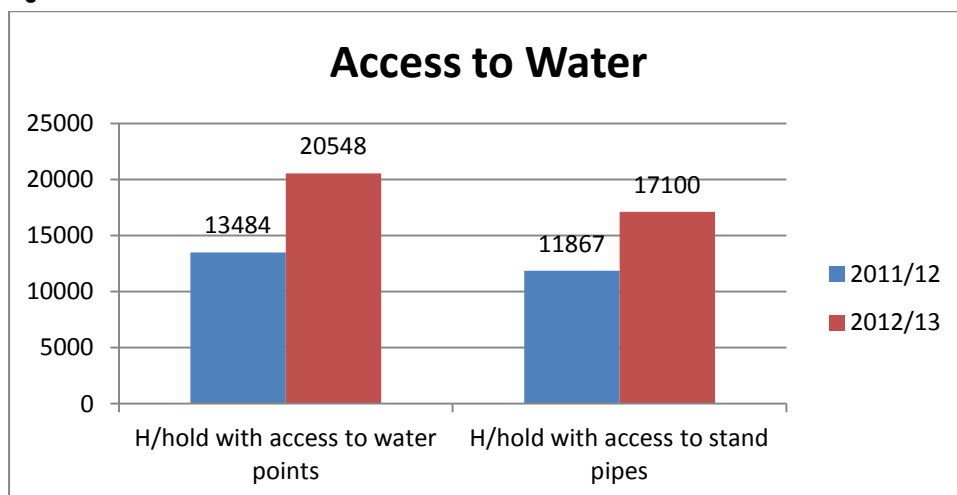
- **Strategic Objective: Reduce water backlogs**

Programme 1: Water

Statement: To provide in the medium term all communities with a sustainable uninterrupted supply of quality potable water at a minimum service level standard of a standpipe, no more than 200mm from their household unit and eradicate the current backlog.

The VKLM strategy for 2014/15 is to further eradicate the current backlog estimated at 3,448³⁷ households excluding the 2013/14 target as illustrated below.

Figure 26: Access to water



Significant strides have been made to-date to eradicate service backlogs and a joint project funded by a variety of provincial stakeholders is currently constructing a new 4Ml reservoir at Eloff to address the problem of inadequate water supplies at an estimated cost of R11,000,000. The construction of the new reservoir will be completed by the end of the 2014/15 financial year which will significantly increase the water holding reserve capacity of

³⁷ Census 2011

VKLM and contribute to the realisation of sustainable water provision and cater for future anticipated demand. In the current year the Botleng reservoir is scheduled to be refurbished to improve operational efficiency in water supply.

The commissioning of the newly installed Rand Water bulk water pipeline from Bloemendal; which now supports the water distribution requirements of all Delmas residents, will be connected to the Botleng reservoirs as the last stage of this project during 2014/14 at a cost of R2 500 000 funded by VKLM.

A challenge to the municipality relates to access to the rural areas that are still reliant on receiving their water supply from boreholes and the dolomite nature of the topography of the area which inhibits infrastructure development. For this reason the VKLM still intends to invest approximately R4 000 000 over the next five (5) years in the exploration and installation of additional borehole facilities to maintain a sustainable water supply to these rural areas.

High water losses; currently estimated at approximately 26% of the total water abstracted, is another challenge being addressed, these losses are mainly attributable to the aging infrastructure and ill-informed consumer awareness. This raises the need to replace this infrastructure and therefore conserving water resources from unnecessary loss. The VKLM is targeting to reduce the loss to a more acceptable level of 15% including a comprehensive assessment of losses attributable to infrastructure malfunctioning. As an interim measure and to assist the monitoring and subsequently curb these losses, the VKLM has earmarked the installation of water isolating valves and sectional water meters. A concerted public awareness campaign will also be undertaken to target consumers to be “water wise” in their use and maintenance of water appliances. A project to repair leaking domestic taps in Botleng extension 3&4 will also be undertaken in this regard.

The old asbestos water pipes are another major contributor to water losses due to a high frequency of pipe breakages, which contributes negatively to the water shortage and water quality. The Nkangala District municipality is currently funding a project to replace these asbestos pipes and will be ongoing until 2018.

- **Strategic Objective: Reduce sanitation backlogs**

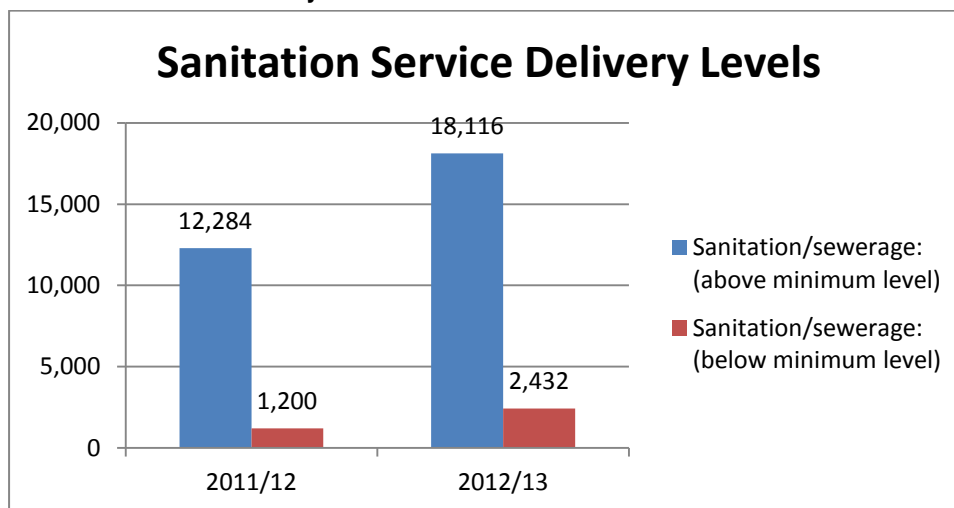
Programme 2: Sanitation

Statement: To provide all communities with basic or higher levels of sanitation as circumstances permit and maintain the system at optimum operational levels at all times through the establishment of an infrastructure capable of handling the required capacity for effective sewerage treatment and environmental disposal..

The VKLM strategy for 2014/15 is to further eradicate the current backlog estimated at 2,432³⁸ households excluding the 2013/14 target as illustrated below.

³⁸ Census 2011

Figure 27: Sanitation service delivery levels



Significant strides have been made to-date to eradicate service backlogs. The Delmas WWTW has been refurbished, but still requires additional phases of the upgrade to be completed which is envisaged will continue until 2017, just to maintain the status quo at minimum levels of service. The Botleng WWTW is also overloaded and this will also be scheduled to undergo upgrades to maintain optimum efficiency levels. A project has been included in the 2013/14 SDBIP to develop a business plan and source appropriate MIG funding in conjunction with Rand Water and the Department of Water Affairs (DWA) to construct a new WWTW located in Botleng. Assuming the funding is approved construction will commence in the 2014/15 financial year.

The aging infrastructure associated with these sanitation schemes result in significant costs increases with respect to maintenance and refurbishment costs. An ongoing programme to replace the sewer pipelines in the worst affected areas is jointly funded by the VKLM and Nkangala District municipality.

The department is also presently installing a new water/sanitation reticulation system that commenced at the end of 2013 that will cater for new proposed residential developments. Another Capital project at an estimated cost of R 9 000 000 that has been identified for the forthcoming 2014/15 financial year as a priority, relates to the replacement of the existing 200mm pipeline feed; with a 500mm pipe, from the Botleng ext 14 sewerage pump station to the Botleng WWTP. This has been necessitated as the current infrastructure is inadequate to cope with current demands, resulting in frequent blockages being experienced.

The extension of the second phase of the sewerage reticulation system in Botleng Ext 7 and parts of Eloff are currently being progressed funded by MIG infrastructure grant and will include a new sewerage pump station for the western side of Eloff.

The decision by the Province MEC in early 2014 to phase out the implementation of the VIP toilet system will also place an additional burden on the municipality to source additional funding for the installation of infrastructure to support the implementation of water borne sanitation at a later stage. This directly impacts on the provision of Water services as demand for supply will significantly increase.

The provisional Capital Budget for Water and Sanitation is illustrated in the following table, but is dependent on funding being made available.

Table 41: Provisional Capital Budget for Water and Sanitation

Project Name	IDP Number	Project Description	Funded	Budget Estimation		
				2014-2015	2015 - 2016	2016 - 2017
Access to sanitation for rural settlements	HPC01-2014	Installation of convertible VIP Toilets	VKLM/NDM	R 3,000,000	R 3,000,000	R 3,000,000
Completion of the replacement of asbestos pipes	HPC02-2014	Replacement of asbestos pipes at Ellof, Delmas, Sundra and Botleng	NDM	R 5,000,000	R 5,000,000	R 8,000,000
Upgrading of Delmas Waste water treatment plant	HPC03-2014	Completion of the remaining part that needs to be upgraded	VKLM/NDM/DWA/COGTA	R 100,000,000	R 0	R 0
Upgrading of storm water drainage systems	HPC04-2014	Extending the existing drainage and increasing the capacity of the drainage	VKLM	R 3,000,000	R 5,000,000	R 5,000,000
Provision of water in rural areas	HPC05-2014	Drilling of new boreholes and installation of water tanks and communal standpipes in all rural wards	VKLM/NDM	R 0	R 4,000,000	R 4,000,000
Development of comprehensive infrastructural maintenance plan	HPC06-2014	Access the current state of the municipal infrastructure and align future infrastructure developments with SDF.	VKLM/NDM	R 500,000	R 500,000	R 300,000
Review of water service development plan	HPC07-2014	Access the current state of the municipal water service infrastructure, water supply and demand. Align future infrastructure developments with SDF and population growth.	VKLM/NDM	R 500,000	R 500,000	R 300,000
Repair of water leaking taps and cisterns at Botleng Extension 3 and 4	HPC08-2014	Repair of water leaking taps and at Botleng Extension 3 and 4	VKLM	R 1,000,000	R 0	R 0
Upgrade sewer line from Ext. 14 sewer pump station to Botleng Waste Water Treatment Plant	HPC09-2014	Increasing the capacity of the existing sewer pipeline from Extension 14 Sewer Pump Station to Botleng Waste Water Treatment Works	VKLM/NDM	R 5,000,000	R 4,000,000	R 0
Procure of a new crane truck	HPC10-2014	Procure a 5ton crane truck for repairing boreholes and electric transformers	VKLM/NDM	R 1,500,000	R 0	R 0

Project Name	IDP Number	Project Description	Funded	Budget Estimation		
				2014-2015	2015 - 2016	2016 - 2017
Connection of Rand Water to Botleng Reservoir	HPC11-2014	Connect Rand Water pipeline to Botleng Reservoirs	VKLM/NDM/DWA/COGTA	R 2,500,000	R 0	R 0
Construction of 4 Mega liters reservoir for Eloff town	HPC12-2014	Design and build new 4 Mega liters reservoir for Eloff town	VKLM/NDM/DWA/COGTA	R 11,000,000	R 0	R 0
Installation of water and sanitation services for new developments	HPC13-2014	Construction of water and sanitation reticulation systems for new residential developments complete with yard connections	VKLM/COGTA	R 10,000,000	R 10,000,000	R 40,000,000
Completion of the Phase II of water and sewer reticulation in Eloff town	HPC14-2014	Extension of the existing water and sewer reticulation, complete with new sewer pump station for Western side of Eloff town	VKLM/COGTA	R 10,000,000	R 0	R 0
Installation of water isolating valves and sectional water meters	HPC16-2014	Determination of a strategic location and installation of water meters per extension with isolating valves.	VKLM/NDM	R 0	R 3,000,000	R 0
Installation of a sewer dump pit for vacuum truck at Eloff sewer pump station	HPC17-2014	Upgrade Eloff sewer pump station to allow vacuum truck to dump	VKLM	R 1,000,000	R 0	R 0
Upgrading of Kgomo street sewer pipeline	HPC18-2014	Increasing the capacity of the existing sewer pipeline at Kgomo street	NDM	R 6,000,000	R 0	R 0
Fencing of reservoirs and pump stations	HPC19-2014	Installation of boundary fence for all existing reservoirs and pump stations	VKLM	R 6,000,000	R 6,000,000	R 0
Construction of a Wastewater Treatment Package Plants for Savana	HPC20-2014	Construction / provision of a pre-fabricated structure that can provide method of treating wastewater to final effluent that can be released safely into the environment for a small rural community.	VKLM	R 4,000,000	R 3,000,000	R 0
			Total	R 170,000,000	R 44,000,000	R 60,600,000

- **Strategic Objective: Increased access to electricity to all households**

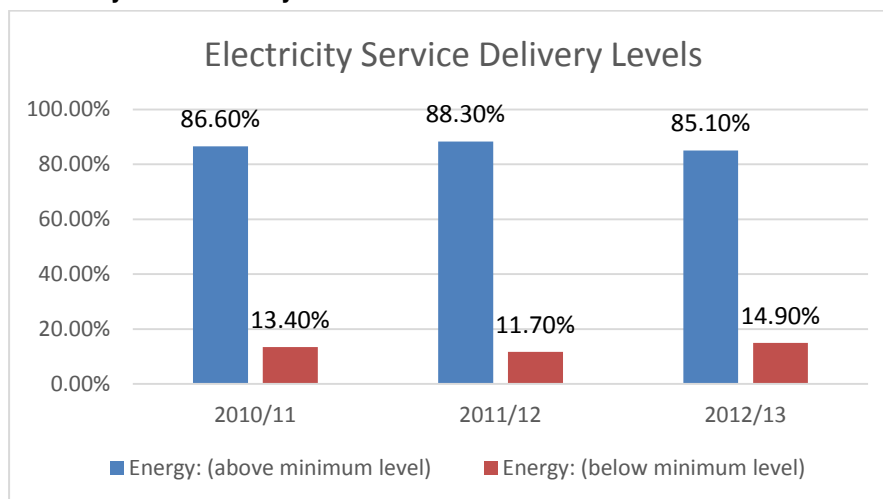
Programme 3: Electricity

Statement: To provide all communities with access to sustainable and reliable electricity supply or alternative economic methods of electricity provision for domestic household use

The VKLM strategy for 2014/15 is to further eradicate the current backlog estimated at 3,112³⁹ households excluding the 2013/14 target as illustrated below.

³⁹ Census 2011

Figure 28: Electricity service delivery levels



The electricity network within VKLM is ageing and has become inefficient. The main electricity substation needs to be upgraded since the electricity demand is increasing due to developments both in the residential, commercial and industrial sectors. The infrastructure within the area supplied by Eskom; Eloff, Sundra, Botleng and Extension 3, is also in need of upgrade to ensure the sustainable provision of uninterrupted services to the community and businesses. The first phase of this upgrade has been completed with the installation of the network to the new 20MVA sub-station. To cater for the increased demand being experienced from residents in Botleng Ext 4 and Vukuzenzele it is proposed to replace the 100Kva transformers with 200Kva units.

The establishment of new residential stands in developments at Botleng Ext 7 and Delmas Ext 17 will require the Installation of electrical infrastructure and household connections to approximately 1,725 household stands at a cost of R 24 000 000 over the next two (2) years. The Dept of Human Settlements has also indicated that it will be constructing 1,800 housing units in planned new residential developments in 2014/15 at Botleng Ext 3 & 4. It is also planned to extend the electricity network to the areas of Waaikraal, Argent, Abour and Savanna at a cost of R 2 000 000, as well as the provision of a ring feed network to Botleng Ext 4 to 7 and upgrading the existing 11Kv overhead line to Botleng Ext 4 at a total cost of R6 500 000.

The division also experiences high electricity losses; currently estimated at approximately 19%, which are being addressed and currently targeted to be reduced to a more acceptable level of less than 15%. A project currently being evaluated in conjunction with Eskom and an external service provider is the introduction of “smart” meters which eliminate the possibility of illegal connections being effected by community members.

Other initiatives that was currently in progress, relates to the introduction of a project to install solar panels in all wards; funded by Eskom, which will not only address the problem of illegal connections, but further the strategy encompassed in fostering a green economy. This project has presently been put on hold by the sponsor, but it is hoped that it will be resurrected in the near future. From an internal perspective the VKLM is replacing all existing light fittings with energy saving units and installing motion sensors as another method of reducing unnecessary electricity consumption.

The VKLM will continue with the programme of improving the safety factor in communities with the provision of high mast pole lighting in public open spaces at a cost of R 2 500 000. The provisional Capital Budget for Electricity is illustrated in the following table, but is dependent on funding being made available.

Table 42: Provisional Capital Budget for Electricity

Project Name	Project Number	Project Description	Fund	Budget Estimation		
				2014-2015	2015 - 2016	2016 - 2017
Lighting of public open spaces	EW01-2014	Provision high mast poles and street lights	VKLM/COGTA	R 2,500,000	R 2,000,000	R 0
Provision of solar panels in all wards	EW02-2014	Provision of solar panels in all wards	ESKOM	R 0	R 0	R 0
Electrification of Rural communities	EW03-2014	Connection of electricity to Waaikraal, Argent, Abour and Savanna	VKLM	R 2,000,000	R 2,000,000	R 2,000,000
Energy saving projects	EW04-2014	Replacing of existing lights with energy saving fittings in all municipal buildings and installation of motion sensors in all offices	VKLM	R 1,500,000	R 1,000,000	R 0
20 MVA Delmas North Substation	EW05-2014	Installation of 3 x 11Kv breakers in substation and re-route cables	VKLM	R 3,000,000	R 0	R 0
Replacing of 100Kva transformers	EW06-2014	Replacing of 100Kva transformers with 200Kva to deal with extra demand from residents in Botleng ext. 4 and Vukuzenzela	VKLM	R 2,000,000	R 0	R 0
Upgrade existing 11Kv overhead line	EW07-2014	Upgrading of existing 11Kv overhead line feeding Botleng extension 4	VKLM	R 1,500,000	R 0	R 0
Provision of a ring feed network to Botleng Extension 4 to 7	EW08-2014	Installation of a new 11Kv overhead line from a new 20 MVA sub to Botleng Extension 7	DOE	R 5,000,000	R 0	R 0
Electrification of residential developments at Delmas Extension 17	EW09-2014	Installation of Electrical infrastructure and household connections to 345 stands	DOE	R 10,000,000	R 0	R 0
Electrification of new residential developments at Botleng Extension 7	EW10-2014	Installation of Electrical infrastructure and household connections to 1 380 stands	DOE	R 14,000,000	R 0	R 0
Electrification of new residential developments at Botleng Extension 3 and 4	EW11-2014	Installation of Electrical infrastructure and household connections to 1 800 stands	DHS	R 0	R 0	R 0
Provision of Aircons for new municipal offices	EW12-2015	Installation of Electrical aircons	VKLM	R 140,000	R 0	R 0
				R 41,640,000	R 5,000,000	R 2,000,000

- **Strategic Objective:**

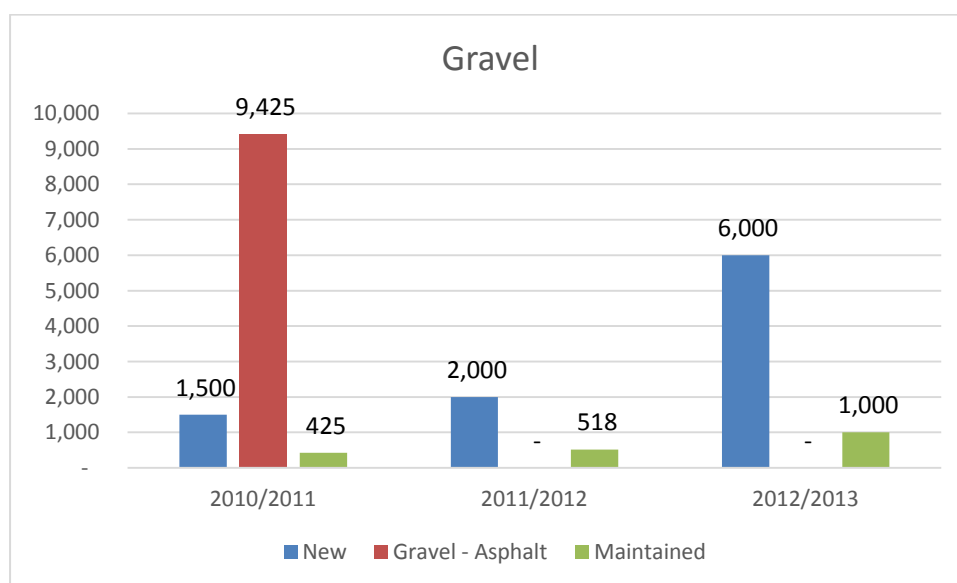
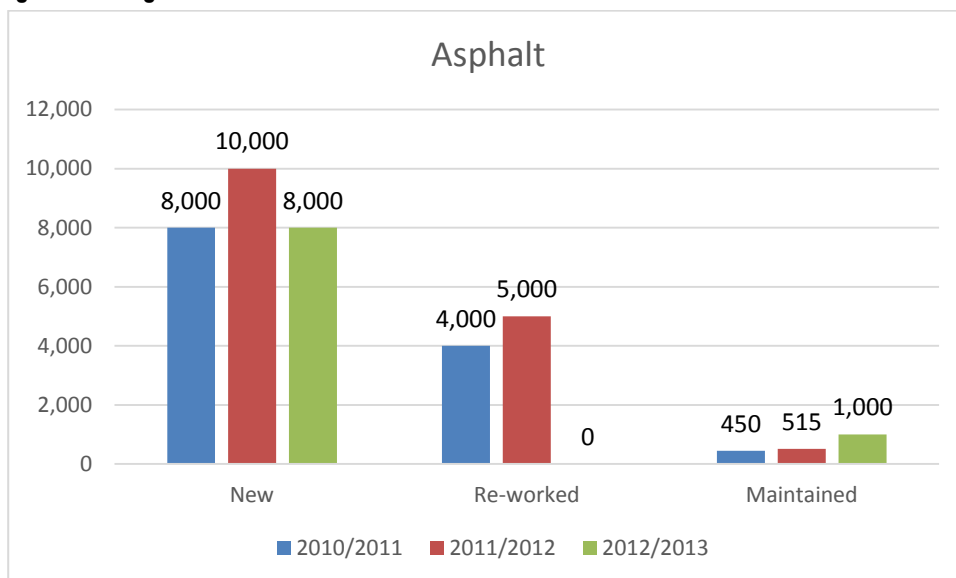
1. Improved the state of existing roads to better and acceptable standard
2. Improved storm water drainage system

Programme 4: Roads and Storm Water

Statement: To construct and maintain roads and storm water systems including the sealing of gravel roads to ensure that all municipal roads meet the minimum levels of service standards with respect to the establishment and provision of an effective transport infrastructure

As observed from the following graph actual progress in relation to needs is decidedly slow. Figures are expressed in kms (three decimal places)

Figure 29: Progress with roads



As a result of high density traffic volumes; specifically coal haulage transport, the road surfaces in the VKLM are in urgent need of refurbishment and upgrade due to current excessive use, mostly by heavy vehicles. It is estimated that 59% of roads in the VKLM are in a state of disrepair. The cost required over a period of four (4) years is estimated to be in excess of R70 000 000; including farm roads, but excluding Provincial roads, and can only be addressed if external funding can be sourced. In the interim the needs for road maintenance will be addressed on the basis of priorities identified.

There is a backlog in terms of roads and storm water maintenance because of inadequate resources and the level of old infrastructure that accrues significant maintenance costs. The roads have deteriorated to the point where patching is not a feasible option, but rehabilitation is required. The absence of inadequate funding to address this problem will result in limited progress being achieved and funding being focused on maintenance of existing road infrastructure.

The municipality has incorporated a project in the 2013/14 SDBIP to obtain Council approval to construct and install a weighbridge in Delmas which would assist in the control

and reduction of heavy vehicles utilising the VKLM road network. If approval is obtained the project would be implemented in 2014/15 with funding sourced from the District.

The VKLM will address the inadequate or non-existent storm water drainage system by ensuring that all new roads and upgrades will incorporate appropriate storm water systems. The existing storm water drainage is very old and needs to be rebuilt. It is estimated that a minimum Capital funding of R5 000 000 will be required over the next three (3) years to address this challenge. At present a limited amount of around R 300 000 per annum is incurred with respect to the maintenance of the existing storm water drainage systems.

The provisional Capital Budget for Roads and Storm water systems is illustrated in the following table, but is dependent on funding being made available.

Table 43: Provisional Capital Budget for Roads and Storm water systems

Project Name	Project Number	Project Description	Fund	Budget Estimation		
				2014-2015	2015 - 2016	2016 - 2017
Maintenance and upgrading of Storm Water drainage systems	Rsw01-2014	Maintenance and upgrading of Storm Water drainage systems in all roads around the municipality	VKLM /NDM	R 25,000,000	R 25,000,000	R 10,000,000
Maintenance and repair of farm roads	Rsw02-2014	Maintenance and repair of farm roads	VKLM	R 6,000,000	R 6,000,000	R 8,000,000
Repairing and resealing of aging road infrastructure	Rsw03-2014	Repairing of potholes and resurfacing and of roads at Delmas, Botleng, Botleng proper and Delpark	VKLM /NDM	R 25,000,000	R 25,000,000	R 10,000,000
Development of storm water master plan	Rsw04-2014	Access the current state of the municipal existing storm water infrastructure and align future infrastructure developments with SDF.	VKLM /NDM	R 5,000,000	R 0	R 0
Development of Pavement master plan	Rsw05-2014	Access the current state of the municipal existing infrastructure and align future infrastructure developments with SDF.	VKLM /NDM	R 5,000,000	R 0	R 0
Construct and rehabilitate provincial roads (Tarred and Gravelled Roads)	Rsw06-2014	Construct and rehabilitate provincial roads (Tarred and Gravelled Roads)	PW	R 50,000,000	R 50,000,000	R 100,000,000
Construct access roads and storm water drainage for new developing areas	Rsw07-2014	Design and construction of access roads and storm water drainage infrastructure	MIG	R 75,000,000	R 75,000,000	R 100,000,000
Rehabilitation of aging roads and storm water infrastructures in already developed areas.	Rsw08-2014	Re-Construction of aging roads and storm water infrastructures	NDM	R 50,000,000	R 50,000,000	R 50,000,000
				R 241,000,000	R 231,000,000	R 278,000,000

- **Strategic Objective: Reduced housing backlog**

Programme 5: Human Settlements

Statement: Although not a core function this programme focuses on the establishment of sustainable human settlements as well as the identification of areas suitable for settlement development and the sourcing of appropriate funds to secure the land for development. Another priority is the eradication of informal settlements through the proclamation of Formal settlements.

Outcome 8 of the Delivery Agreement requires that housing delivery needs to be accelerated, informal settlements upgraded and services be delivered to all. This will lead to a considerable reduction in the housing backlog. In association with the Department of Human Settlement the Municipality in the current year will construct further 1,200 housing units.

The delivery of housing units in the VKLM is the function of the Mpumalanga Provincial Department of Human Settlement and therefore the municipality has limited influence in this field.

In Botleng and its extension the predominantly residential areas cater for people in the lower income levels. Obviously the housing demand in this area reflects the highest concentration of squatter settlements on the periphery of the settlement as well as the development of backyard shack dwellings.

The Municipality has several Informal Settlements in its area of jurisdiction that require to be monitored and phased in with respect to promulgating these settlements to be re-classified as Formal Settlements. In terms of targets the VKLM has scheduled to facilitate the relocation to formalised area of communities presently residing in the areas of Mawag and Mandela informal settlements.

Table 44: Informal Settlements

Informal Settlement	No of Units
Ma-wag	481
Mandela / Nkanini	1200
Waaikraal	110
Savanna	80
Izakof	40
Arbor / Argent	260
Argent	1565
Total	3736

The provisional Capital Budget for Human Settlements is illustrated in the following table, but is dependent on funding being made available.

Table 45: Provisional Capital Budget for Human Settlements

Project Name	Project Number	Project Description	Fund	Budget Estimation		
				2014-2015	2015 - 2016	2016 - 2017
Completion of RDP housing units	HPC01-2014	Completion of RDP housing units that were not completed on previous years	DHS/VKLM	R 27,000,000	R 0	R 0
Provide adequate and skilled personnel to handle housing issues	HPC02-2014	Provide adequate and skilled personnel to handle housing issues	DHS	R 0	R 0	R 0
Provide an Assistance for the land claims	HPC03-2014	Provide an Assistance for the land claims	DHS	R 0	R 0	R 0
Formalising and relocation of informal settlement	HPC03-2014	Monitoring and controlling of mushrooming of informal settlement and relocating of households	VKLM	R 1,500,000	R 0	R 0
Provision of RDP housing units in new developed areas	HPC04-2014	Construction of RDP housing units in developed areas	DHS	R 160,000,000	R 0	R 0
Removal of rock / boulder at Botleng extension 5, 6 and 7	HPC05-2015	Removal of rocks out cropping inside property boundaries for new RDP housing	DHS	R 1,500,000	R 1,500,000	R 2,000,000
				R 190,000,000	R 1,500,000	R 2,000,000

- **Strategic Objective: Provide an efficient, safe and economical waste management**

Programme 6: Waste Management

Statement: To provide all communities with an effective waste collection and disposal management system that is environmentally compliant and raises public awareness about minimising waste generation and effective waste recycling.

National policy requires municipalities to implement Integrated Waste Management Systems (IWMS) with a focus on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining wastes be disposed of at a landfill site. Municipalities are also mandated by the Municipal Services Act, not only for providing general waste collection services and managing waste disposal facilities, but also for raising public awareness about waste management.

The present number of households serviced with kerbside waste removal services within the Victor Khanye Local Municipality is 15,558. The waste management service is rendered by the Municipality with 4 refuse compactor trucks and mass containers for these areas not being provided with kerbside removal services.

The Municipality has only one Landfill Site that has an authorised operating permit. The development of new settlements has placed significant pressure on the present resources, in such a way that the present landfill site in Botleng Ext. 4 has reached its economic capacity. The Municipality has applied for a Waste Licence in terms of the Waste Management Act and for expansion of the current cell in order to add airspace. A feasibility study was conducted to determine if the current Landfill Site can be expanded for the second Phase of

the Landfill Site development. Simultaneously the process of the development of the second cell has commenced with appropriate MIG funding being procured to cover the cost of construction. The preliminary Environmental Impact Assessments (EIA) has been concluded and work on the project is scheduled to commence early in the 2014/15 financial year. The application with respect to the second phase development and licence approval is pending and is anticipated to be received early in 2013/14.

The municipality faced serious challenges in terms of the unrest at the adjacent settlement next to the existing landfill site which prevented dumping at the site for more than a year, which resulted in a deterioration of the landfill site since the service provider that was appointed to maintain the landfill site was utilised to assist with stockpiling and removing of illegal waste to Kriel Landfill Site which was an interim arrangement.

VKLM has prioritised recycling in 2013/14 with the development of a Waste recycling strategy. In the current year the LED department has negotiated with the Department Economic Development, Environment and Tourism (DEDET) to provide funding for a project in respect of recycling industrial and domestic waste. If the funding is sourced, it is projected that it will commence by June 2015 and if successful, become an ongoing project.

The municipality will also explore alternative opportunities that will be presented with respect to implementing waste recycling initiatives through the vehicle of an EPWP incentive programme. Other municipalities have gone as far as the establishment of a permanent recycling facility; referred to as Buy Back Centres , illustrated by the venture adopted by Mkhondo Local municipality Not only is the project creating employment it will contribute towards a cleaner environment and promote a greater awareness of safer waste disposal methods within the community. These initiatives can be funded by either leveraging funds from the Neighbourhood Development Partnership Grant or Expanded Public Works Programme. This will be an integral programme for the municipality in the 2014/15 financial year.

The VKLM has many rural areas as well as informal settlements with limited access that impact on these poorer communities who face environmental health challenges relating to improper waste management control. These challenges include improper waste handling, littering, pollution and illegal dumping and pose significant and enduring environmental and health risks.

Sustainable waste management constitutes a critical element in the development of the VKLM IWMS and this will guide the municipality to progressively develop the capacity of delivering waste management services to all households and businesses in the community.

The purchase of a new skip loader truck has been budgeted in the new financial year at a cost of R 815 000 that will be funded through the District, as well as the refurbishment of the existing fleet to accommodate the hydraulic loading of “wheely bins” at a cost of R 576 000. On completion of this conversion an annual amount of R 3 000 000 will be budgeted for the purchase of 240lt “wheely bins” for distribution in the community.

- **Strategic Objective: To increase the accessibility of emergency services to the community.**

Programme 7: Disaster Management

Statement: To focus on ways and means to prevent and/or mitigate the risks and/or results of disasters and to maximise preparedness for potential emergencies and disasters, thus optimising the safe guarding of life and property.

The Disaster Management Act requires each municipality to prepare a disaster management plan for its area according to the circumstances prevailing in the area, coordinate and align the implementation of its plan with those of other organs of state and institutional role players, and regularly review and update its plan

The Disaster Management function is, by legislation, at the District Municipal level. At the local Municipal level the function is at the Directorate Community Services, in the Office of the Chief Fire Officer who is also appointed as the Manager responsible for Disaster Management. The Municipality is generally spared in terms of disasters; however the greatest risk still looming over the Municipality is water quality and the resultant consequences emanating from the increase in traffic volumes.

The VKLM is constantly assessing and identifying risks and emergencies of potential disaster situations relating to the municipality environs and evaluating the possible consequences thereof. Foremost in mind is the need to develop and implement a coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible.

The Fire and Rescue Services division is operational on a 24-hour basis. The Department respond to all Emergency incidents, which include Fires, vehicle collisions, entrapments/Rescues and various other related special services. The service strives to respond to all emergency calls within a ten (10) minute timeframe from receipt of call to dispatch of the vehicles; currently the goal is to have 80% compliance as a benchmark. The service has averaged a 92.5% response time with an average of 84% within a five (5) minute response range during office hours. The focus of the service is changing from a response outlook to that of a preventative nature. During this year various school talks were conducted by the fire fighters additional education programs are in the planning phase to also include rural settlements.

There is a need to establish a new Disaster Management Centre and this will be planned and budgeted for on completion of the new municipal offices which presently has priority due to the chronic shortage of available office accommodation to safely house all staff members.

The provisional Capital Budget for Emergency Services is illustrated in the following table, but is dependent on funding being made available.

Table 46: Provisional Capital Budget for Emergency Services

Project Name	Project Number	Project Description	Fund	Budget Estimation		
				2014-2015	2015 - 2016	2016 - 2017
Construction of a fire station	Es01-2014	Construct complete fire station inclusive of all required facilities	VKLM	R 54,000,000		
Acquire and commission Emergency vehicles and equipment	Es01-2014	Acquire and distribute veld fire skid units and associated equipment	VKLM	R 6,500,000	R 0	R 0
			Total	R 60,500,000	R 0	R 0

- **Strategic Objective:** Traffic law enforcement on all roads and streets in the municipality to curb speeding and illegal usage of roads and streets by unlicensed drivers and heavy vehicles

Programme 8: Road Safety

Statement: To ensure that all legislated road ordinance and local by-laws are enforced to provide a safe environment for all road users and minimise traffic violations and road accidents.

The Traffic Department is divided into three sections namely; Traffic, Vehicle registration and the Drivers license section. The latter two sections are run on an agency basis at the Municipality. The number of officials in the field is restricted to two (2) officers, due to the remainder of the traffic officers being at the Drivers license testing and Learners license centres the VKLM is addressing this situation and has appointed an additional two (2) staff members who have just completed their Traffic College course and will be available for deployment in the middle of the current year. For this reason The VKLM has been restricted with respect to active law enforcement and only the cooperation with the Mpumalanga Provincial Government traffic officers has been able to enforce traffic laws.

It is envisaged that the refurbishment and re-commissioning of the existing municipal weigh bridge to monitor the loads of heavy haulage vehicles and other related transport types will greatly improve the level of law enforcement and contribute significantly to the general improvement of road safety.

- **Strategic Objective:** To ensure that that the needs of all vulnerable groups in the community are addressed

Programme 9: Cemeteries

Statement: The establishment and maintenance of cemeteries in accordance with applicable by-laws and legislation

VKLM has 3 cemeteries located in Botleng, Sundra and Delmas, but there is no crematorium facility.

The municipality provides free burials to registered indigents as well as the provision of pauper burials for unclaimed bodies in its mortuaries. Approximately 400/500 burials take

place in all the three cemeteries in the municipality per annum. The facilities are maintained by the EPWP workforce. A study has been commissioned to evaluate the current life span of the existing cemeteries and identify suitable land for future development and as a result a new cemetery is planned for development in the new financial year.

- **Strategic Objective: Ensure the general environment is protected and promoted in a sustainable way**

Programme 10: Environment

Statement: To ensure that the residents of all communities within the municipal boundaries are afforded an environment that is not harmful to their health or wellbeing through the enforcement of relevant by-laws and the implementation of strict pollution control, including monitoring of water quality, air quality management, noise management and waste management

VKLM has appointed two (2) Environmental Health Practitioners who are responsible for overseeing waste disposal and containment. Other duties include overseeing the activities within community health including the monitoring of water quality, food and milk quality, the monitoring of mortuaries and child care facilities with respect to hygiene standards. Due to lack of capacity the Environmental Health Practitioners operate on a reactive basis and only respond to complaints received from the community. The primary focus of the division is to ensure that the food consumed by the community is prepared in a hygienic way, in a manner that won't be detrimental to the health and well being of consumers and is compliant to the Food, Cosmetic and Drug Act and its regulations. This is enforced through regular inspections of various high risk food premises and ensures compliance with appropriate By-law legislation.

Air quality management is currently done by the District, but there is a possibility that an air monitoring station could be established in Delmas in the future as the municipality has now been incorporated as part of the Highveld Priority Area as declared by the Minister of Environmental Affairs. VKLM does not presently have an Environmental Management Plan which is crucial to maintaining and protecting of the Environment, but this will be addressed in the forthcoming year.

The VKLM is involved in other aspects of pollution control with respect to its role in ensuring that water and sewerage standards comply with the applicable legislation. This is affected by means of monitoring the water and sewerage quality by means of sampling at various points which are then subject to analysis. The municipality subscribes to the requirements specified by both the Blue and Green Drop incentive programme. Furthermore, complaints of illegal dumping are addressed on an ad-hoc basis as reports are received from the community.

The Environmental Health Practitioners also monitor the pension pay points in the Municipal area which are regularly visited to check compliance of food handling by hawkers and sale of illegal items. Hawkers are well controlled due to the ongoing training they receive from the Environmental Health Practitioners.

- **Strategic Objective: To manage Capital project implementation in a cost effective manner**

Programme 11: Project Management

Statement: Project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives.

A project comprises of a number of activities, having a defined beginning and end undertaken to meet particular goals and objectives, usually to bring about beneficial change or added value. The temporary nature of projects requires unique management skills to ensure that it is completed within time and cost and at the desired level of quality. Therefore the primary challenge of project management is to achieve all of the project goals and objectives while honouring the preconceived project constraints.

VKLM established a project management unit in 2013 with the appointment of a project manager to ensure that the annual Capital Plan is implemented as scheduled and to monitor progress through the generation of a monthly project report submitted to the Mayoral Committee.

KPA 1: Infrastructure and Basic Service Delivery

Goal 2: Improved social protection and education outcomes

Statement: To provide communities with a safe, healthy environment inclusive of recreation and retail facilities conducive to an inclusive neighbourhood and contributing to the growth of a sustainable human settlement.

- **Strategic Objective: Increased access to the public education**

Programme 12: Education / Libraries

Statement: To provide ancillary educational support through the provision of library services to create a learning environment for all sectors of the community

The aim of library services within VKLM is to provide information, support education, and assist with the development and maintenance of a reading culture and management of an electronic information network. There are three libraries within the Municipality. Two full time libraries are provided in Delmas and Botleng and a part-time library in Sundra The municipality is operating the libraries on an agency basis on behalf of Province. All libraries have been provided with internet facilities. Funding will be sourced for the upgrade of both Sundra and Delmas Libraries during 2013/14.

To achieve the above the library services offers assistance with school projects, reference facilities, study facilities, a wide variety of books, CDs, CD-ROMS and videos, newspapers, magazines, story hours and inter-library loans.

With the ease of access to technology the library services have provided internet connectivity in all its libraries and have seen a rapid growth in the number of users. The VKLM will continue to promote the services on offer through the implementation of fun campaigns to attract younger community members and grow membership for the benefit of all.

In conjunction with the local Eyethu Mine; as part of its social responsibility programme, it is planned to introduce a mobile library facility in the community. This should be operational by the middle of the new financial year.

An exciting development for VKLM will be the opening of a new satellite campus of Nkangala Further Education Training College (FET) in Delmas. This will provide much needed access to the youth in the community to further their studies in a locally accessible institution and contribute to capacitating the youth in appropriate skills that will equip them to enhance their career and work opportunities. The facility will operate as a satellite of Nkangala FET College with the main campus still based in Middleburg and it is anticipated that the campus will be operational by the end of the current year.

- **Strategic Objective: To ensure that the needs of all vulnerable groups in the community are addressed**

Programme 13: Mainstreaming of Disability and Gender

Statement: This programme is better enunciated as the need of mainstreaming transversal issues affecting vulnerable groups within the community with the objective to promote and improve their wellbeing and life skill potential and restore human dignity whilst installing community value systems.

This programme has been further sub-divided as the needs of each are specific and requires a different approach to address each sub-group's specific needs.

Gender

The lack of a common understanding of Gender mainstreaming, obscures the challenges faced with respect to achieving gender equality in all aspects of life and requires a more holistic approach to policy decisions concerning gender and enable interventions that create unequal relations in areas of work, politics, culture etc., to be eradicated. The economically active population distribution of VKLM is weighted toward women, who experience higher unemployment levels. Predominately women source work from the informal sector with resultant lower income generation. There is an urgent need to formulate a gender mainstreaming policy to harness economic opportunities on an equitable basis.

The initial sub-programme will include Women empowerment through conducting self awareness workshops and projects directed towards the provision of life-skill training, inclusive of gender sensitivity. This will be expanded to engage women in vulnerable groups in food production through the provision of starter packs to establish food gardens. Food security will be promoted specifically in the rural agricultural areas to promote self sustainability and to contribute to poverty alleviation.

Disability

The objective of this sub-programme is to clearly enunciate the plight of disabled people in conducting their lives in a normal, dignified manner without discrimination. This would encompass being availed of infrastructure that takes cognisance of their disability; support skills development and equal job opportunities and to be recognised as an asset of the community in which they reside.

At present there is no strategy in place in VKLM or adequate funding to promote or improve the plight of people living with disabilities. The lack of adequate funding; which has been a restriction in the past, needs to reflect the nature of all transferral sub-programmes and projects that will realise the objectives of the programme. A comprehensive data base needs to be established to assist in directing future programmes and projects for specific disability groups. The specific job needs of people living with disabilities are generally not taken seriously and therefore the majority of these people are grant dependant, raising the need to provide more training for people with disabilities to empower them to enter the employment field and be more independent.

With respect to both these sub-programmes it is vitally important to capacitate these groups in appropriate skills that will enable them to enter the work-place job opportunity marketplace assisted by vehicles such as the EPWP projects. The VKLM needs to ensure that all qualifying indigents are registered and benefit from existing programmes and those new initiatives are actively pursued to provide sustainable living standards for indigents to be self-sufficient.

The VKLM currently employee's eight staff members with disabilities, equating to about 3% of the total workforce.

Children

This sub-programme with respect to the plight of children has not been afforded the priority that it deserves and urgently requires to be addressed. The impact of HIV and AIDS related illnesses has manifested itself with increasing numbers of households headed by minors and the increase in child abuse, orphans and vulnerable children in the community. VKLM needs to prioritise and be committed to mobilise all the relevant stakeholders within the community to support viable initiatives that will ensure that children are reared in safe and healthy neighbourhoods. Ultimately, we need to create a climate that is conducive to ensuring a safe, healthy and caring neighbourhood for the upbringing and development for the children of the community.

- **Strategic Objective: To ensure that the needs of all vulnerable groups in the community are addressed**

Programme 14: Mainstreaming HIV/AIDS

Statement: To reduce and prevent new infections, improve restoring the quality of life of individuals and families affected by the epidemic and managing the impact of the epidemic.

Mpumalanga has one of the highest infection rates of HIV/AIDS in the country, necessitating an aggressive and coordinated programme, adequately funded and with a developed and approved strategy to combat this life threatening illness and retard its prevalence through education in the province. It is important for people suffering from HIV/AIDS to be respected as equal human beings. Government, private institutions and individuals must affirm their dignity and worthiness and offer unconditional support.

VKLM is committed to implement proactive measures that will result in community members being educated and assisted to deal with high priority health issues such as HIV/AIDS and TB. Various projects are to be implemented in this respect. These projects support the National Aids strategy by focusing on areas related to prevention, treatment, care and support.

VKLM will focus on factors related to prevention, treatment, care and support to nurture a culture that will be conducive to promoting a long and healthy caring community through the implementation of both preventive strategies to reduce the incidence of infection, whilst addressing the needs of the people suffering and indirectly affected by HIV/AIDS. There is a need to Internally mainstream HIV/AIDS to develop policies and implement departmental HIV/AIDS workplace programmes to support employees in the municipality itself and assess the risks posed to individual departmental service delivery.

The current downside of HIV/AIDS mortalities results that households are left to the care of minor children who are forced to look after their siblings and sometimes need to leave school, to find employment in order to provide for themselves and dependent siblings.

- **Strategic Objective: To ensure that the needs of all vulnerable groups in the community are addressed**

Programme 15: Elderly / Mandela Day

Statement: To honour the memory of Nelson Mandela

VKLM decided in 2012 to honour “Madiba’s” birthday by contributing to the uplifting and wellbeing of certain nominated elderly community members through the provision of a refurbishment of their existing housing units. This programme is funded through the Executive Mayors discretionary fund and is an ongoing project.

- **Strategic Objective:** To ensure that the needs of all vulnerable groups in the community are addressed

Programme 16: Community Upliftment

Statement: Reduce social ills such as crime, drug abuse social disorder, teenage pregnancy as well as HIV/AIDS through the use of sports and cultural activities and the provision of adequate and accessible recreational facilities.

As stated earlier the VKLM community is predominantly characterized by the Ndebele culture where sport and recreation play a major role in community life. VKLM has also a predominately young population, who experience high levels of unemployment and sport facilities will contribute to youth development and be a catalyst towards social harmony in the community and reduction of crime and other prevalent ills of society. The VKLM hosts an annual Victor Khanye Mayoral Tournament to promote and encourage youth participation in sport.

The present facilities are either inadequate or in a state of disrepair and in urgent need of upgrade and replacement. For this reason the VKLM secured funding in 2013/14 through a MIG grant of R3,5 million to construct a new Sports facility. Construction of the complex has commenced and should be available for sporting activities in the first quarter of 2014/15. As a result of the study commissioned last year the other facilities will be assessed and prioritised for refurbishment.

It is generally recognised that the provision of sporting facilities alone do not contribute to creating a good quality of life and that crime and the fear of crime impact severely on the quality of both urban and rural environments. Moreover, community safety and crime prevention require more than just a reliance on effective policing or a well-functioning criminal justice system. Crime is a complex social and economic phenomenon that is linked to social change, urbanisation, power differentials, poverty, difficulties in integration, lack of opportunities, gender differences, etc. This complexity calls for a comprehensive policy framework that attends to measures such as employment, urban planning, education, transport, housing, etc. Community safety can only be achieved if social and economic conditions that encourage crime and victimisation are counteracted.

KPA 2: Financial Viability and Finance Management

Statement: The realisation of financial viability and good management principles is achieved through the application of basic economic principles supported by sound business practices

Goal 3: Improved Compliance to MFMA and VKLM Policy Framework

Statement: Compliance to all legislative and internal policy and procedural requirements within prescribed timelines

- **Strategic Objective:** Improved compliance to financial regulations

Programme 17: Financial Management

Statement: As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality.

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council. Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program

Since the Municipality's activities are mainly financed from public resources, it remains essential to be accountable through monthly reporting; Section 72 reports, and by other internal /external oversight processes. The compilation of the IDP as well as the Budget is communicated by means of forum meetings and the Ward committee system whereby all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

With respect to strategies going forward the department is actively pursuing the following financial management initiatives.

- The department is implementing a five (5) year information technology plan for the purpose of maintaining effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress
- A computerised bar-code asset management system has been implemented to maintain order and ensure accountable utilisation and reporting on assets. Several issues have arisen with respect the human element and these are presently being addressed
- The implementation of an improved radio link data network to improve the connection to the main financial server. Improve the service to the consumer

Certain policies have been updated In order to guide and ensure a sound financial base and resources to sustain municipal services on a level that is acceptable to the residents of the Municipality, these include:

- Credit Control
- Indigent
- Investment
- Tariff
- Asset Management
- Supply Chain Management
- Travelling and Subsistence

The municipality has been chosen by National Treasury as one of the twelve countrywide pilot sites for the introduction and implementation of the financial system referred to as the Standard Classification of Accounts (SCOA). The project has only commenced in the current

year and is envisaged to be tested over a period of two year before implementation nationally. The system is basically a means of facilitating the establishment of uniform financial information sets, recorded in terms of national norms and standards across the whole of government for the purpose of national policy co-ordination, reporting, benchmarking and performance measurement in the local government sphere.

- **Strategic Objective: Improved revenue collection**

Programme 18: Financial Viability

Statement: The effective management of cash to fulfil both the short- and long-term financial commitment of the organisation.

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality. The current ratio, which expresses the current assets as a proportion to current liabilities is a financial ratio which expresses the financial health of an organisation, VKLM reported a ratio of 1,07:1. An overall ratio in excess of 2:1 is considered healthy.

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs.

- **Strategic Objective: Improved revenue collection**

Programme 19: Revenue

Statement: In order to executes its mandate and fulfil in its desires it is essential that the municipality have access to adequate sources of revenue from both its own operations, intergovernmental transfers and external investors

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability. The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence,

subsidisation is supplied by means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

Municipal accounts are distributed on a monthly basis, based on a fixed portion, consisting of property rates, refuse and sanitation levies and a variable portion based on the actual consumption of water and electricity. However, the consumption of water and electricity is still reliant on actual meter readings of which the accuracy, completeness of readings cannot be 100% confirmed due to the age of the infrastructure. Shortage of staff also contributes in the inability to implement debt collection and credit control policy. The commissioning of a system to improve the correctness of meter readings in order to provide accurate municipal accounts will be pursued in the forthcoming year.

Incorrect consumer data has been another factor mitigating the municipality from effectively collecting revenue, but a comprehensive data cleansing project is near completion that should significantly address this issue.

The Municipality has amended its pre-paid electricity model by introducing a 50/50 programme whereby 50% of the amount tendered for purchase of electricity is allocated to the outstanding account. The installation of additional automated pre-paid vending machines in VKLM are being rolled out in order to provide a 24/7 service and encourage more consumers to change to this method of payment which is more cost effective for the municipality.

- **Strategic Objective: Increase the efficiency of the Supply Chain Management process**

Programme 20: Supply Chain Management

Statement: To effectively procure goods and services for the organisation in a timely and cost effective manner in full compliance to legislative requirements

In terms of the MFMA, Supply Chain Management Regulations (SCMR) each municipality must in terms of section (111) of the Act have and implement a supply chain management policy for effective control of the procurement of goods and services and the subsequent disposal of obsolete or redundant goods. This policy requires to be reviewed on an annual basis. Any deviations to this policy must be documented and reported to the Mayoral Committee on a monthly basis stating the reason for non compliance.

In terms of tenders subject to a competitive bidding process, the powers and functions vested in any official must comply with section (5) of the SCMR.

The VKLM recognises supply chain management as a crucial component of municipal financial management, the efficiency and effectiveness of the procurement function has a large impact across a municipality. As prescribed all related policies and legislative requirements were reviewed and updated accordingly and the Finance department has appointed an additional senior position in 2013/14 to support the effectiveness of this important function.

With respect to the composition of the BID Committee the VKLM adheres strictly to rules 26 to 29 of the Supply Chain Management policy of the municipality read together with, and in keeping with the SCMR and section (117) of the MFMA as an empowering legislature

provides for the Accounting Officer to appoint the Bid Committees. The composition of the Evaluation and Adjudication committees are changed during the financial year for the purpose of transparency and objective assessment of tenders submitted.

KPA 3: Institutional Development and Transformation

Statement: Human capital refers to the stock of skills and knowledge embodied in the ability to perform labour so as to produce economic value. Optimising Human Capital within VKLM refers to the development of skills and improvement of knowledge of employees through education and gaining relevant experience.

Goal 4: Improved efficiency and effectivity of the Municipal Administration

Statement: To ensure that all employees have equal access to instruments of self improvement for the purpose of attaining their optimum potential and effective contribution to the organisation.

- **Strategic Objective**

- 1. Improve the functionality of the organisational structure with the VKLM Strategy**
- 2. Improve the level of skill level of employees**
- 3. Improve the Wellness of employees**
- 4. Improve the management of EE issues**

Programme 21: Organisational Development

Statement: To create an environment that is conducive to internal employee growth and establishes institutional arrangements that permit the organisation to perform in an effective optimal manner

Organisational Development is about improving performance within VKLM. It is about improving the municipality's ability to effectively respond to changes in its external environment, and it's about increasing internal capabilities by ensuring the organisational structures, human resources systems, Job Designs, communication systems, and leadership and managerial processes fully harness human motivation and help people function to their full potential.

An initiative that will be considered is embarking on the establishment and implementation of a leadership development programme. The aim is to identify employees that display the potential to be trained on management courses and mobilise resources to enable them to do so. Further to this funding will be made available for bursaries to improve the skills of employees in various departments. As with the leadership programme, the effectiveness of training should be monitored and the impact thereof recorded.

Skills development, particularly scarce and critical skills, is one of the key issues that VKLM must focus on. The municipal economy continues to experience a shortage of certain skills in each of the key sectors. In order to address these challenges, short- to medium-term strategies are necessary to address structural imbalances in the labour market. Staff training

and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills, and attitudes required by employees to perform adequately on a given task or job. New entrants into the municipality have various skills, though not all are relevant to organizational needs of the municipality. Training and development are required for staff to enable them to partnership with the municipality to achieving its goals. It is against the backdrop of the relative importance of staff training and development in relation to organization effectiveness that this project addressed. As far as skills development initiatives are concerned, the following challenges can be highlighted:

- Skills available not relevant to the needs of the labour market
- Shortage of accessible accredited training institutions
- Available training institutions not providing training programs needed by the labour market
- Businesses/industries failure to support work-based training programs
- Business and Government not willing to support learnership/skills programs for the unemployed
- Inadequate & uncoordinated efforts by business and government to address issues of skills development

Not all SETAs are committed to fast tracking the implementation of learnership/skills programme.

The overall objective of the plan is to address the EE shortfalls of VKLM as identified, but cognisance is noted that not all the past imbalances can be addressed in one year.

Within the core administration, the most significant change during 2013/14 was the creation of a an Executive Director: Strategic Planning who is responsible for the management of central functions such as LED, Transversal Functions, Risk Management, Information Technology, and Legal Services, as well as the Political Administrative Support Staff, even though the post is currently frozen (to be filled in the 2014/2015 reporting year, subject to the Organisational Design Process). The need for constant integration and coordination of overlapping functions within the municipality and the office of the MM made this new position a necessity.

The municipality has partnered with the University of Pretoria and the University of North West for Municipal Finance Management Programme (MFMP), Certificate Programme in Management Development for Municipal Finance (CPMD) and the University of the Witwatersrand School of Public and Development Management programme to provide top managers with skills to equip them to provide a strategic leadership role within the municipality and to comply with the Minimum Competency Requirements as per MFMA Regulation.

The municipality also provides a subsidised education scheme to assist all permanent employees who wish to pursue part-time studies towards formal tertiary qualifications.

The training and development strategy of the municipality also links skills development to employment equity. While the Municipality would like to fill vacant positions with designated employees – women, black employees, and people with disabilities – it is sometimes not possible to find suitably qualified candidates.

Council approved a comprehensive human resources strategy. The need for such a strategy was identified as it was realised that human capital is key to realise 2030 strategy.

The impact of transition has led to low morale and general decline in productivity. To date, organisational transformation focused on the service delivery issues. Little attention was given to the need to focus on a strategic human resource strategy. The key challenges to be addressed by a human resource strategy are:

- the reduction in cost of human capital
- to effect change in the attitude of employees
- the enhancement of skills of employees
- the enhancement of leadership capabilities of management
- to provide institutional support through the human resources department

The key components of a human resources strategy would include:

- instilling a culture of service excellence
- planning properly for staff needs
- providing managers with tools and skills to effectively manage their staff
- ensuring parity in remuneration and conditions of service
- implementing efficient and effective employee related workflow processes
- analysing skills gaps and developing plans to close it
- Setting standards of performance

It is envisaged that the comprehensive Human Resources Strategy will be implemented during the course of 2014/15. One of the key elements of the Human Resources Strategy is the Succession and Career Pathing Plan Policy.

Considering that additional office personnel are to be appointed during the new Financial Year, the number of offices needed shall increase drastically. The condition and appearance of Council building needs to be attended. Due to the increase of personnel and offices, extra parking facilities are required. The theft of diesel, petrol and other equipment requires that security at the Municipal Workshop be beefed up. The construction of new offices requires an estimated cost of R100million and renovations and upgrading of existing offices and the FC Dumat Building R120 million.

- **Strategic Objective: Increase the roll out of PMS**

Programme 22: Performance Management

Statement: Performance management is a systematic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring improved cost effective service delivery to the community.

Improving performance to promote enhanced service delivery has been re-emphasised as a key priority of government after the 2009 elections. The aim of a performance management system is to help to clarify institutional and individual roles, arrangements and controls with regards to the management of performance. It is an integrated approach that links

organisational performance to individual performance. This integration is achieved through a cascading process where organisational objectives and targets are linked to employee performance achievements. Through this integration, the performance management system promotes accountability as well as improved decision-making and service delivery.

Service delivery or the application of activities that will ensure the achievement of strategies is achieved through the implementation of various performance management phases (planning, monitoring, reporting and evaluation). Performance management therefore becomes the primary mechanism to plan, monitor, review and improve on activities to identify what policies and processes best contribute towards the achievement of improved service delivery.

In order to ensure that municipal service delivery is as effective, efficient and economical as possible, municipalities are required to formulate strategic plans, allocating resources via a municipal budgeting process; and monitor and report on the results as required by legislation. This requires the development of an IDP to set the strategic objectives of the municipality, a budget to allocate the financial resources to key objectives and a SDBIP that assign municipal activities and resources to the achievement of strategic objectives

It is important to note that the implementation of activities based on the SDBIP within a municipality will not necessarily achieve its strategic objectives. To ensure alignment, the performance of the municipality must be managed through the implementation of a performance management system. In this way the performance management system becomes the 'glue' to ensure that activities and resources are applied towards the achievement of the strategic objectives of a municipality.

The Municipal Systems Act, No 32 of 2000, section 38 stipulates that a municipality must

- (a) establish a performance management system that is
 - i. commensurate with its resources;
 - ii. best suited to its circumstances; and
 - iii. in line with the priorities, objectives, indicators and targets contained in its IDP

In compliance with legislation the VKLM has appointed a service provider to partner the municipality in implementing an integrated performance management system (PMS). The PMS incorporates a web based automated reporting system (Lebelela) hosted by the service provider, which is a proven solution and was developed with the focus on local government needs and legislative requirements. The Lebelela System is web-based built on Microsoft Technology with a single central database to store performance information. The Lebelela system allows designated users; who have undergone appropriate system training, to input quarterly performance related information and generate detailed performance reports for the purpose of assisting senior management to make informed decisions.

The successful implementation of the PMS will equip the municipality to improve performance through effective and continuous monitoring and evaluation and thereby enhance service delivery

- **Strategic Objective: Improve the ICT infrastructure**

Programme 23: Information Communications Technology (ICT)

Statement: The integration of computer and network hardware and software which enable users to access, store, transmit, and manipulate information.

One of the initiatives to improve the standard and level of service delivery relates to the promotion of the image and use of Information and Communication Technology (ICT) within the municipality through the drafting and development of an ICT Strategy that will provide a roadmap for the extensive adoption of ICT solutions within the municipality.

Similar to other local municipalities, VKLM utilises ICT in the normal operations of the municipality, however, the municipality and its executive and administrative management has resolved to adopt other ways to utilise technology solutions to deal and manage other business related risks in addition to improving the efficiency and effectiveness of the municipality in its service delivery functions. As a first step to developing a sound ICT strategy, a detailed analysis of the municipality's current business processes was conducted.

The primary objective for the development of the ICT strategy is to ensure that VKLM is able to define and establish its ICT Unit to enable the municipality to become a focused and structured organisation, such that it could leverage ICT to drive real change. The objectives of the strategy development initiative are to ensure that there is:

- A clearly defined role for the ICT unit
- Greater engagement and transparency with departments to remove technical barriers
- Strengthened governance and assurance of ICT function
- Measurable and well defined service delivery goals
- Increased standardisation and modularisation of business processes and supporting technologies to create a platform from which the VKLM can deliver against its mandate
- Effective spending controls to ensure that new ICT solutions comply with strategy objectives
- Effective sourcing and streamlined service provider management
- Strengthened partnerships with service providers

The objectives, as set out above, should enable the VKLM ICT unit to become an effective support base to the broader VKLM organisation.

- **Strategic Objective: Increased compliance to Occupational Health and Safety Act**

Programme 24: Workplace Health and Safety

Statement: Occupational health is concerned with the health and safety of employees at work. The aim of the programme is to promote a healthy, safe and legislative compliant work environment, and a healthy, active and productive worker.

VKLM has a functional Safety, Health and Environmental Committee (SHE) established in terms of the Occupational Health and Safety Act (Act No. 188 of 1993), to provide for the health and safety of persons at work. The committee provides a communication forum between the employer and employee to address potential identified unsafe areas within the working environment. These risks areas are discussed to ensure that appropriate interventions are implemented to eliminate the risks and recommendation forwarded to the Municipal Manager to be acted upon.

All appointments with respect to the Act have been made and requisite training provided to the recipients to enable them to conduct their responsibilities and duties as prescribed by the Act. However, the committee meetings are currently erratic and do not comply with legislation as they should be held monthly. The Corporate Services directorate is addressing this challenge to ensure that the committee operates as per legislative dictates.

- **Strategic Objective: To promote and create good employee relations**

Programme 25: Labour Relations

Statement: Is the practice of managing unionised labour employment situations to establish sound communication forums for the purpose of enabling negotiated settlement and common understanding to be promoted.

The VKLM has established a Local Labour Forum (LLF) in term of the Labour Relations Act (Act No. 66 of 1995) to provide a communication forum between the employer and employee to address potential areas of conflict and promote sound working labour relations and remove barriers that impede the creation of a harmonious working environment. An active LLF exists with all relevant stakeholders meeting on a regular basis to address issues of mutual interest. These meetings are scheduled to take place on a monthly basis to further enhance the communication channels and be proactive in matters of labour grievance and concerns.

The HR department generates a report that is submitted to the Executive Mayoral Committee for consideration on a monthly basis.

KPA 4: Good Governance and Public Participation

Statement: Ensure that the institution implements the appropriate policies, procedures and controls to provide for a transparent and functional administration that involves and serves the needs of the community

Goal 5: Improve community confidence in the system of local government

Statement: Sound institutional governance will serve as an internal control system encompassing legislation, policies, procedures and people, and address the expectations of all stakeholders by directing and controlling management activities with good systems and processes.

- **Strategic Objective: Enhance Oversight over Municipal Administration**

Programme 26: Good Governance

Statement: To provide transparency and openness in the daily administration of the Institution for the benefit of all stakeholders

The municipality has made great strides in ensuring open, democratic and accountable governance. Working together with all our constituencies, significant advances have been achieved in the realisation of our objective to ensure good governance and sound administration. The establishment of a MPAC, amongst others, bears testimony to this.

Section 33 of the MSA provides that a municipality may establish committees, taking into account the extent of its functions and powers, the need for delegation and the resources available. The committee system is made up of Section 79 and Section 80 Committees:

Section 79 Committees are established by the Council from among its members. Council determines the functions of the committee and may delegate powers and duties to it. Section 80 Committees are established by the Council from its members to assist the Executive Mayor. The Executive Mayor appoints a chairperson for each committee from the Mayoral Committee and may delegate powers and duties. Political and Administration Interface processes were established to augment the above sections (79 and 80) committees. Based on its size, the municipality found it impractical to establish both section 79 and 80 Committees at portfolio committee level.

For this reason the municipality has recently restructured how the main Section 80 Committees are constituted as their role was replicated in the Section 79 Committees. This has been resolved by maintaining the same composition of council members as appointed by Council for Section 79 committees, but rotating the chairperson for a MMC. The MMCs, as chairpersons of section 80 committees, meet with the respective head of a department relevant to the MMC's portfolio and finalise reports and policies accordingly (Admin and Political interface). The various committees consider and recommend the reports and policies. These reports and policies are forwarded to the Mayoral Committee for consideration. It is then referred to Council for approval. For record and audit purposes, written decisions are necessary. The Section 80 Committees therefore perform an advisory function.

At present the Council has established three (3) main Section 79 Portfolio Committees as well as five (5) other Section 80 committees namely:

Three main Committees

- Planning, Infrastructure, Transport and Safety (PITS)
- Health and Social Services and Development (H&S)
- Finance and Corporate Services (F&C)

Other Section 80 Committees constituted comprise of:

- Budget Steering Committee
- Local Labour Forum (LLF)
- Rules and Ethics Committee
- Geographic Names Change Committee
- Policy Development Committee

The governance structure has been further augmented with the introduction of the MPAC which provides overall oversight on all municipal activities. The MPAC will undertake and manage similar functions and responsibilities for municipalities, as undertaken by the Standing Committee on Public Accounts and will in this regard assist Council to hold the executive to account and to ensure the efficient and effective use of municipal resources. The MPAC's role is to strengthen the oversight arrangements in the municipality.

The committee performs an oversight on behalf of Council and is responsible to Council through the Speaker, all members should comprise solely of Councillors appointed by resolution of a full council, but should preferably not serve on any other Committee to minimise possible conflict of interest. The actual size of the MPAC will be determined by the number of councillors in the municipality. The current VKLM MPAC is chaired by a Councillor not represented in any of the other three (3) Section 79 Portfolio committees and assisted by seven (7) other Councillors appointed by Council who apart from one (1) member sit on the other three (3) Section 79 committees and meet on a quarterly basis unless otherwise dictated.

MPAC is supported in their role by the functions of Internal Audit and Risk Assessment

- **Strategic Objective: Enhance Oversight over Municipal Administration**

Programme 27: Internal Audit

Statement: Internal auditing is a catalyst for improving an organization's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and internal business processes.

VKLM have an effective Internal Audit (IA) unit operating within the organisation that develops an annual audit plan each year of outstanding audit findings to be resolved and monitors departmental compliance on a monthly basis. The IA also performs the function of auditing the performance management system monthly / quarterly reports and submits a report on its findings to the Audit Committee for review.

Section 166 of the MFMA states that each municipality must establish an Audit Committee. This body acts as an independent advisory body to advise Council, Politicians, the Accounting Officer and management of the municipality on matters relating to internal financial controls, risk management, accounting policies, financial reporting, performance management, effective governance and performance evaluations.

In VKLM there is no separate Performance Audit Committee and the Audit Committee performs this role in respect of performance reports as well as the other duties as legislated.

The Audit Committee is a shared function provided by the Nkangala District Municipality and meets quarterly with the VKLM IA function to review the quarterly report from IA.

- **Strategic Objective**

1. **Reduced Risk tolerance level**
2. **Reduce incidence of fraud and corruption**

Programme 28: Risk Management

Statement: The identification, assessment, and prioritisation of risk; defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative, followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities.

The VKLM employs in excess of 373 staff members, runs a budget of over R292 million and owns assets. These factors amongst other issues place the municipality at risk of the occurrence of fraud and corruption by either staff or external influences. The following definition clarifies the interpretation of these activities:

Fraud is deliberate distortion of documents in order to conceal the misuse of assets for personal gain.

Corruption is the offering, giving, soliciting, or acceptance of an inducement that may influence any person to act inappropriately. Recently there was only one case of fraud and corruption confirmed in the municipality i.e. the issue of the licensing department. This occurrence has in all probabilities reminded the Municipality of the great English saying i.e. "Prevention is better than cure". The anti-corruption issue is about an attempt to avoid the occurrences of corruption, minimise the chances of such form occurring.

Risk management has been prioritised to ensure that all threats have been identified, that might hinder the municipality from attaining its objectives. The top risks that have been identified and that are in the process of being addressed through the Risk management plan include, but not limited to the following:

- Failure to address socio-economic development
- Lack of confidence and trust by service delivery beneficiaries
- Non-compliance with ICT standards

- Inability to fund service delivery demands to meet the increasing demand of services required
- Regression of service delivery standard
- Non compliance with service delivery legislation, standards and demands

The Risk Management function is relatively new to VKLM, having only being established in the latter part of the 2012/13 financial year. The Risk Manager like his IA counterpart develops a Risk Management Plan which is approved by the MM each year, identifying the risk findings to be resolved in the current year and monitors departmental progress on a monthly basis. The Risk Management Plan is subject to amendments dependent on changes in the internal and external environment.

Progress reports are generated and submitted to the Risk Management Committee via the MM and subsequent review by the District Shared Audit Committee, as per King 3 guidelines. The Risk Management Committee comprises of a chairperson appointed from the District Shared Audit Committee, assisted by the MM, IA and all of the respective Section 56 managers. The committee meets on a quarterly basis.

The main objective of the Risk Management Committee is to review and assess the effectiveness of risk management and control processes within the Municipality and to present their findings to the Risk Audit Committee.

The Risk management unit has developed certain policies and strategies during the current year of which the Fraud Prevention Policy was approved in August 2013. The other documents which have been drafted and are currently with the Policy Development Committee include:

- Risk Management Methodology
- Risk Management Strategy
- Risk Management Policy

These documents should be processed through the relevant bodies for approval and implementation in the 2014/15 financial year.

- **Strategic Objective: Increased implementation of public participation imperatives**

Programme 29: Community Participation

Statement: The creation of structures to enable communities to effectively participate in the development and economic growth of their respective communities

Section 16 of the Municipal Systems Act (2000)⁴⁰ states that a municipality should establish structures and creates a culture to promote community participation.

One of the main features about the integrated development planning process undertaken by the VKLM is the involvement of community and stakeholder organisations in the process through the implementation of IDP Forum meetings.

⁴⁰ Republic of South Africa. 2000. *Local Government Municipal Systems Act, Act 32 of 2000*. Pretoria: Government Printers.

Public Participation is guided by the “schedule of events” that is adopted by Council at the beginning of each and every year. This schedule contains dates for ordinary and special Council meetings and it also contains Ward community meetings and public events that are aimed at ensuring that the community is involved in the affairs of the municipality. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of the municipality. The primary purpose of this forum is to facilitate public participation within the community through the provision of a platform for honest discussion and identification of challenges confronting community participation, not always highlighted by the mechanism and structures such as ward councillors, ward committees and Community Development Workers feedback.

A strong working relationship has also been established with print media that exists in the VKLM. Communication through the print media is done through local, regional and national newspapers, websites, magazines and newsletters. A new newsletter was initiated in 2013 and is produced and distributed quarterly. Copies of the newsletter can also be found at the library.

Ward committees are also used effectively in VKLM to create a community platform for providing information to customers via ward meetings where community members are informed and provided with an opportunity to give input and feedback on the operations of the municipality. To improve the functional efficiency of the Ward committees, CoGTA facilitated training earlier this year for committee members on a new development planning format for monthly reporting to Council on Ward-based activities. All Wards will comply to this new reporting format from July 2014.

- **Strategic Objective: Improved Customer Relationship Management**

Programme 30: Communication

Statement: The activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behaviour

Customer service is a series of activities designed to enhance the level of customer satisfaction in so much that the feeling that a service has met the customer expectation and in this regard sound communication channels play a pivotal role in the establishment of sound customer relationships.

The communications function will continue to disseminate relevant information in an acceptable format that is accessible to all stakeholders within the community and ensuring the establishment of a multi communication network and platforms to ensure the community can participate in the administrative affairs of the municipality. Currently telephonic consumer complaints are handled by a specific response unit and after hours through a dedicated emergency call line. Consumers with billing or related service delivery queries are processed internally by the Department of Finance during normal office hours.

The need to improve on both internal and external communication to all relevant stakeholders has been addressed with the appointment during 2012/13 of a Communication Officer and the benefits are already evident with the publication of a Service Delivery Progress brochure and the development of a municipal quarterly newsletter.

A draft communication strategy has been developed, but requires to be updated prior to submission for adoption and has been incorporated in the 2013/14 SDBIP as a project. The main aim of VKLM's communication strategy is to ensure that all mechanisms, processes and dynamics are employed to communicate and solicit a shared understanding from all stakeholders, of the municipalities' developmental objectives and therefore create a medium to leverage participation by the community at large.

Regular condensed booklets will be published and available to the community on matters such as the IDP, SDBIP and Annual Report service delivery achievements. The quarterly municipal newsletter will continue to be compiled allowing the community to be informed on current progress of all relevant programmes and projects undertaken by the municipality and specific events held.

- **Strategic Objective: Improved Customer Relationship Management**

Programme 31: Customer/Stakeholder Relationship Management

Statement: Supports an organisation's strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with all relevant stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder management is a process and control that must be planned and guided by underlying principles.

A stakeholder engagement strategy is necessary to ensure that VKLM understands a wide range of interests amongst residents of the community. Engagement is an integral part of developing an understanding of the impact of the VKLM's interventions, future plans and priorities.

A satisfied customer is a precious asset. The goodwill generated by a positive customer relationship shall assist in improved revenue for the municipality. The strategy will be focused on how the community can be empowered to share and co-own pride in the municipality. Complete customer satisfaction is crucial to the VKLM's sustainable and viable existence. The continued practice and development of the Batho Pele principles will ensure the provision of an accessible and accountable service. Integral to this process will be the development of a broader base of communication strategies to enable the community at large to participate and respond to specific needs and issues that arise.

The VKLM has committed to conducting a customer satisfaction survey during the 2013/14 financial year. This will provide valuable input to the municipality to determine its course of direction with a view to improving perceived shortcomings and set a base on which future strategies will be focused. This will lay the foundation for effective Customer Relationship Management based on the participation of customers in the operations of the municipality.

As part of this drive the VKLM has committed to the development of a centralised Customer Care Unit which has been highlighted as a priority and a project has been incorporated in the 2013/14 SDBIP to address this need.

KPA 5: Spatial Rationale

Statement: The process of realising a problem within the spatial planning framework and establishing and evaluating alternative planning criteria to address the needs that influence the distribution of people and activities in spatial planning including land use, transport, economic, community planning and environmental needs.

Goal 6: Increase regularisation of built environment

Statement: To implement measures that will ensure that the “built environment” is developed in a manner that benefits and is conducive to the communities residing therein. The “built environment” is best defined as “the human-made space in which people live, work, and recreate on a day-to-day basis”.

- **Strategic Objective**

1. **To provide a systematic spatial / land development control**
2. **To ensure stability in commercial agricultural business**

Programme 32: Land Tenure and Spatial Development

Statement: Spatial planning is an integral component of the IDP process, providing a municipal perspective of spatial challenges and interventions. The different levels of plans seek to guide, direct and facilitate both public and private development, investment and growth within the province and VKLM in a manner that will expand opportunities and contribute towards the visible upliftment of all communities.

The VKLM evolved as a result of the amalgamation of the Botleng Town Committee and the Delmas Town Council. The municipality is composed of urban and semi-urban areas, i.e. Victor Khanye, Botleng, Eloff, and Sundra and the farm and villages. The apartheid planning patterns of the past are evident in the municipality. This manifest itself thorough the careful selection of natural buffers to separate the former black townships and former white suburbs as aptly illustrated by the dolomite nature of Delpark Extension 2.

Since 1994 much emphasis has been placed on the restructuring and sustainable development of urban and rural areas. In the spatial planning for the VKLM area, there is a need to spatially reflect on needs to be delivered in terms of legislated and stated developmental principles, as well as desired outcomes at national, provincial and municipal levels.

The current backlog for land and providing people with their own stands and erven/houses and title deeds are enormous and needs to be addressed. The problem in Delmas is that the town is situated on dolomite and the establishment of new residential areas are problematic. The VKLM is limited to land availability and has only land to develop that is registered in Councils name due to the fact that the surrounding land in and about Delmas is privately

owned. The VKLM will have to engage with the District to seek assistance from the Housing Development Agency (HDA) to acquire land for human settlement

The need for housing will be further exacerbated with the major challenges that the municipality will face with the prospect of job opportunities in the mining sector, resulting in a high migration of populace into the municipal boundaries resulting in an increase in the growth of informal settlements with its associated underlying problems. The municipality has committed to create formalised townships over the next few years and as targeted the residents living in the informal settlements of Mawag and Mandela in the 1st phase of this project funded by the Nkangala District municipality.

Another challenge relates to the resolution of the security of tenure issue for the farm dwellers and farm workers presently residing in farmlands. There are settlements that have existing for longer than 20 years i.e. Kwa-Isaka, Kwa-Jozua, Dryden, Argent, Arbor, Brakfontein etc. There is currently only one (1) land claims, which are still to be considered by the Department of Land Affairs and the land claims commission.

The development of a draft Land Usage Management Strategy (LUMS) was incorporated in the 2013/14 SDBIP and should be approved for implementation prior to the commencement of the new 2014/15 financial year.

The development of VKLM rural areas play a critical role in the overall economic wellbeing of the area due to the contribution it makes to the local GDP as well as being a major employer for the large predominately rural population. A project has been included in the 2013/14 to develop the VKLM Comprehensive Rural Development Strategy (CRDS), through funding to be sourced from Mpumalanga Provincial Department of Agricultural, Rural Development and Land Administration (DARDLA). This same department conducted a workshop in February 2014 to relay amongst other matters the achievements derived from the implementation of the Comprehensive Rural Development Programme (CRDP) in the eight identified municipalities; which has contributed significantly towards improving the quality of life in rural areas. The presentations main focus was based on the Outcome Approach⁴¹ namely Outcome 7: *“Vibrant, equitable and sustainable rural communities with food security for all”*.

It was stated that five (5) key outputs that have been identified and need to be addressed to achieve the desired outcome comprise of:

- Output 1: Sustainable agrarian reform with a thriving small and large farming sector
- Output 2: Improved access to affordable and diverse food
- Output 3: Improved rural services to support livelihoods
- Output 4: Improved employment opportunities and economic livelihoods
- Output 5: Enabling institutional environment for sustainable and inclusive growth

To achieve these outputs it will be necessary to accelerate economic growth and employment in the Agriculture section by implementing the three (3) focus areas as shown.

- Invest in agriculture infrastructure for value creation

⁴¹ Guide to the outcomes approach, Version: 1 June 2010

- Increase crop and livestock production
- Promote export markets

The principles embodied in the DARDLA focus areas and initiatives will be incorporated in the development of the VKLM CRDS.

KPA 6: Local Economic Development

Statement: Is an approach to economic development that emphasises the importance to integrate the two economic streams of micro-economic measures at the local level to complement macro-economic measures at the national level. LED encompasses a range of disciplines including physical planning, economics and marketing, all with the goal of building up the economic capacity of a local area to improve its economic future and the quality of life for all.

Goal 7: Increased economic activity and job creation

Statement: A sustainable and prosperous community

- **Strategic Objective**

1. **Economic Growth and Development**
2. **Increased economic participation by the youth**

Programme 33: Economic Growth and Development

Statement: Create an enabling environment to attract investment that generates economic growth and job creation

Local authorities have a legal mandate to promote social and economic upliftment in areas of their jurisdiction as outlined by the objectives outlined in section 152 of the Constitution of the Republic of South Africa.

The Municipality continues to create an environment conducive with attracting and the retention of investment. The economy of Delmas is relatively diverse, the largest sector in terms of output as well as proportional contribution being Trade followed by Agriculture and Mining.

The Municipality has developed and adopted a five year LED Strategy the aims and objectives of the Strategy are to:

- Create employment
- Develop local markets
- Promote and Support SMMEs/Co-operatives
- Decrease poverty and hardships
- Increase and explore tourism
- Infrastructure development
- Improve skills development

The 2013 -18 LED Strategy will be the basis of the VKLM project plan implementation and is anchored around the following six development thrusts:

- Agriculture and Rural Development
- Green Economy
- Industry and Commerce
- Tourism Development
- SMME and Co-operative development
- Mining and electricity development

VKLM must succeed in increasing the level of economic activity in its regions and thereby create sustainable growth and job creation opportunities resulting in a more prosperous community that can participate in an equitable sharing economy. Despite being geographically strategic positioned, VKLM has not been attracting much needed investment, reasons range from inadequate infrastructure, lack of land and outdated Economic Development Strategy.

The VKLM must become less reliant on sector funding to support its development strategies and focus on the establishment and retention of external partnerships to achieve economic growth. Investor confidence must be promoted by building positive relationships and meeting the expectations of all parties. This can be achieved through effective branding, government agency interaction, marketing initiatives and aggressive trade mission ventures.

Emphasis will be placed on self sustaining programmes that will alleviate poverty and capacitate the unemployed sector. The VKLM must strive to integrate the first and second economies to achieve an inclusive economy. The creation of programmes targeting the transfer of skills, mentorships and SMME funded developments will take foremost priority in addressing the disparate lack of job opportunities currently available. There are currently over fifty (50) SMMEs and Cooperatives registered in the Municipality database.

Funding from sector departments must become a priority to assist in partnering these endeavours. The current EPWP strategy will be reviewed to ensure alignment to National and Provincial EPWP plans, in the creation of more local jobs for the youth, establish and revive youth development programmes that will address the needs of the youth in areas of Sports and culture.⁴² Partnerships with the local mining and industrial companies must be actively encouraged to both participate in communication forums and create learnerships.

The low education levels of the youth are a major contributing factor in lost job opportunities available to them and a general lack of artisan and technical skills result in most locals being employed as general workers paid minimum wages by local industries. To address this challenge the VKLM will facilitate internship and learnership opportunities for young graduates and unemployed youth and hosts an annual career expo to expose and assist new school leavers in career decisions. The VKLM will embark on initiatives through the provision of appropriate training and funding to assist and establish youth owned SMME Co-operatives and NPOs to enter the market place.

The VKLM has entered into a PPP with Nkangala Further Education Training College (FET) and several coal mines to construct a Campus facility at a cost of R 16,000,000. The facility is a new campus located and serving the community of Delmas and will operate as a

⁴² Referenced Insight magazine, Volume 2, Issue 4

satellite of Nkangala FET College with the main campus in Middleburg. It is anticipated that the campus will be operational by the end of the current year.

The high levels of unemployment and poverty levels lead to moral decay and a concerted drive is planned to address these issues through an aggressive Local Economic Development strategy involving the progression of flagship projects including the Nkangala Cargo Airport; subject to Cabinet approval for an international airport licence, Sephaku Cement factory and Casino/ Mall developments. The Casino project also has a proviso relating to the granting of an operating gaming licence by the Mpumalanga Gambling Board, for which two investors have submitted applications

A project already in progress is the Hydroponic Boschpoort Farm project with an investment of R 500 000. This is an interesting organic concept that relates to a method employed for the cultivation of plants in a mineral nutrient liquid with or without gravel or other supporting medium. The sponsor who has been overseeing the project will relinquish this role in December 2014; thereafter the project will be self sustainable. This could see the establishment of similar projects under the umbrella of various food gardens and enable participating communities to be self sustainable and create market opportunities.

The EPWP programme will also be leveraged through the Capital Works programme and other municipal initiatives to provide job opportunities.

Other investments that are currently in progress or in the development stage include the following:

- Shoprite Checkers
- FLD Smith
- Sephaku Cement
- Universal Coal
- Wescoal
- Brankfontein Coal
- Umthombo Resources Coal
- Mbuyelo Coal
- Kusile Eskom Power Station

It is estimated that not less than 1 500 permanent jobs and additional peripheral business opportunities will be created by these initiatives.

The major projects currently in progress and/or planned with identified Public Participation Parties include the following as identified in the following table:

Table 47: Key LED Projects

Project Type	Project Description	Partner	Estimated Investment	Completion Date
Internal initiative	Construction of a industrial Hub that can accommodate 30 SMMEs and Co-ops,	NDM	R 1 000 000	June 2015
	Recycling of industrial and domestic waste	DEDET	R 2 000 000	June 2015
	Construction of a strategically located Tourism information Centre	NDM	R 2 000 000	June 2015
	Greening and open space Management	NDM	R 1 000 000	June 2015
	Construction of trading stalls for crafters and hawkers	NDM	R 2 000 000	Dec 2014
	Construction of Thusong Centre	NDM	R 4 000 000	June 2015
	Construction of Open Gym- NDM	NDM	R 2 000 000	June 2015
Private Initiative	Construction of Nkangala International Airport	Various Private Sector partners	R1 000 000 000	Commence June 2015
	Eastside Junction Development		R 500 000 000	Commence Jan 2015
	Commissioning of Mbuyelo Manungu Coal Mine		R 500 000 000	July 2014
LED Social Labour Plan Projects	Hydroponic Project Boschpoort Farm	Exxaro Coal	R 500 000	Dec 2014
	Construction of Further Education Campus	Exxaro Coal/Universal Coal/Nkangala FET College	R 16 000 000	Sept 2014
	Construction of a Community Business Advisory Centre	Exxaro Coal	R 5 000 000	Sept 2014
	Lavender farming project Arbor	Continental Coal	R 2 000 000	Dec 2014
	Construction of a foot bridge	Canyon Umthombo Resources	R 2 000 000	Dec 2014
	Skills Training Centre	Keaton Energy /Canyon Mine	R 3 000 000	Dec 2014
	Agricultural Hub	Keaton Energy	R 5 000 000	Dec 2014

4 High Level Sector Plans (SDF)

In this section we provide summaries of the available sector plans of the municipality as approved by Council. This section outlines how, after we have analysed the district spatial, socio-economic, health, safety and environmental issues of the district. The major output of the Integration Phase is the integration of plans and programmes which is provided in the table below.

Table 48: VKLM Sector Plans

Sectoral Plan	Objectives	Status
Local Economic Development Plan	Local Economic Development	S03/02/2013
Spatial Development Plan	Development Framework	S03/02/2010
Local Economic Strategy	Economic Development	SO3/02/2013
Communication Strategy	Proper Communication Channels	None
Performance Management Systems Policy	Effective Monitoring and Evaluation	S03/07/2012
Disaster Management Plan.	Disaster Mitigation Mechanism	S03/02/2010
Anti-corruption/ Fraud prevention strategy	Mitigate corruption	08/2013
Supply Chain Management Policy	Goods / Service procurement	A42/05/2013
Investment Policy.	Investment Plans	S03/02/2010
Employment Equity Policies	Fair Labour Practices	SO3/02/2010
Tariff Policy.	Set Service and Rates tariffs	S03/02/2010
Asset Management	Asset control	A42/05/2013
Town Planning Schemes.		S03/02/2010
Integrated Waste Management Plan.	Mitigating Environmental Pollution	S03/02/2010
Environmental Management Plan	Mitigating Environmental Pollution	S03/02/2010
Travelling Allowance Plan	Travelling Allowance	S03/02/2010
HIV/Aids Plan	Reduction of HIV/AIDS	A05/10/2009
Water services management Plan	Water Management	S03/02/2013
Integrated Transport Plan	Road Management	Draft for consideration of Council
Comprehensive Infrastructure Management Plans	Infrastructural Maintenance	None
Housing Chapter	Housing plan	S03/02/2013
Skills Development	Skills assessment	SO3/02/2013
Risk Assessment Plan	Identify municipal Risks	SO3/02/2013
Disaster management plan	Manage Disaster that can occur	SO3/02/2012
Indigent Policy	Poverty alleviation	A42/05/2013
Credit Control Policy	Financial viability	A42/05/2013

The operational details of all these sector plans are well-articulated in the programmes and projects detailed in Section: Development Strategies as they form the basis for strategic

planning and alignment to approved Council policy. In order to ensure that there is proper alignment between the strategic direction of the municipality, it is necessary to keep the National and Provincial priorities in mind during the review process. With this in mind cognisance was taken of the applicable National and Provincial sector plans discussed earlier in this document; Section 3: Development Strategies.

This section will only briefly reference the more significant local sector plans that influence the VKLM strategic direction.

4.1 Infrastructure and Technical Services

The main thrust of the municipality is the provision of sustainable basic services at an affordable cost and the eradication of backlogs in all service delivery categories. Thus the department of Infrastructure and Technical plays a pivotal role in the achievement of these goals. For that reason it is imperative that the principles governing these processes are correctly interpreted and fully understood.

Whilst national and provincial government are responsible for creating an enabling policy, financial and institutional (support) environment for municipal infrastructure, municipalities are responsible for planning and implementing municipal infrastructure. This is reflected in the various policies, which support the devolution of responsibility for municipal infrastructure development to the lowest possible level.⁴³ The primary role of provincial departments of local government is to lead the coordination effort between sector departments at that level in terms of supporting municipalities with the planning of municipal infrastructure to ensure that support is consolidated and streamlined and results in a holistic approach. Sector departments are responsible for ensuring that municipalities understand the implications of their policies in terms of municipal infrastructure delivery and municipal service provision. Sector departments are responsible for setting **norms and standards for their sector** and for ensuring that municipalities have a good understanding of how to achieve these norms and standards in municipal infrastructure delivery. The purpose of these norms and standards is to ensure the delivery of sustainable municipal infrastructure.

The National Spatial Development Perspective, the Provincial Growth and Development Strategies, Provincial Sector Plans; as referred to in Chapter 3 and IDPs are all key development plans that form part of the planning framework across the different spheres and sectors of government. Role players must undertake their planning responsibilities within the planning framework to ensure that they provide the necessary inputs for municipal infrastructure development.

Local municipalities are responsible for the following:

- Preparing their IDPs and IIPs based on sector planning
- the development of a 3 year Capital Plan
- the development of a 3 year Operations and Maintenance Budget
- project managing municipal infrastructure delivery throughout the project life cycle

The IDP process is managed by the municipality and the inputs to the plan must be owned by the municipality. Infrastructure investment planning (IIP) involves consolidating all those

⁴³ CoGTA, Municipal Infrastructure – Roles and Responsibilities

infrastructure projects that have been identified within the IDP and identifying the resources to construct, operate and maintain the infrastructure. There must be integration and coordination between the IDP and each sector plan if the municipality wants to address their sector (water, sanitation, roads, etc.) planning correctly and ensure that the municipal infrastructure projects resulting from these plans will be successful. IIP is undertaken over a three-year period and although sector departments are not directly involved in the development of the IIP, the success of this plan is dependent on sector involvement throughout the IDP process.

With respect to the development of local sector plans the municipality is responsible to ensure that they are aligned to Provincial Sector Plans where appropriate and submitting these to the relevant sector departments for both regulatory purposes and for consolidation of relevant information into the master sector plan.

Infrastructure development at a local level is dependent on both programme and project based activities relevant to the delivery of municipal infrastructure. Both types of activities are dependent upon adequate resources in terms of skills and funding.

To this end the VKLM has developed and obtained Council for the sector plans reflected in the table above.

The municipality has not yet developed a Land-Use Management System (LUMS) to manage the utilisation of land in the district, therefore an initiative currently in progress at the municipality involves the development of a draft LUMS for implementation in the 2014/15 financial year. The municipality is systematically developing a CRDS to compliment the LUMS, although this strategy will only be developed in the new 2014/15 financial year to ensure alignment to the latter.

To ensure that the municipality optimises the projected life cycle of existing infrastructure it is planned to develop a comprehensive infrastructure maintenance plan to realise a cost effective, proactive approach to maintenance.

VKLM has identified the need to develop a Master Infrastructure Development Plan that will entail a holistic approach to future infrastructure development taking cognisance of all services provided by the department. Due to the magnitude of this exercise an external service provider will be appointed in the new 2014/15 financial year to complete this document. The existing Water Services Development Plan (WSDP) is due for review, but will depend on whether a Master Plan as envisaged above will be developed in the near future.

4.2 Spatial Development Framework (SDF)

This is the foundation to which the overall strategy of the municipality is determined. The SDF of VKLM translates the IDP of the municipality into spatial principles and strategies and thus constitutes the spatial implementation of the IDP. The SDF focuses on integrating the fragmented spatial structure of the Municipality, and ensuring that all communities have equitable access to vital services. The SDF also ensures that economic, cultural, recreational and educational activities and opportunities reach communities in dispersed rural areas in an efficient manner. Key to this was to align the SDF with surrounding local municipalities' SDFs, and providing spatial inputs to the pilot CRDP initiative spearheaded by the Department of Rural Development and Land Reform.

It also creates a spatially based policy framework whereby change, needs and growth in the VKLM areas is to be managed positively to the benefit of everyone. It focuses on how land should be used within the broader context of protecting the existing values of the VKLM area, i.e. tourism destination, rich historical and cultural area. It improves the functioning of the local urban, rural and natural environmental systems and assists in the identification of local opportunities for future local urban/rural development, and natural environmental conservation, and makes recommendations as to where and how development of the open space system should be managed.

The reviewed SDF also guides and informs the following:

- Direction of growth
- Major movement routes
- Special Development Areas for targeted management and investment to redress past imbalances
- Conservation of the natural and built environment
- Areas in which the intensity of land development could either be increased or decreased
- Areas in which particular types of land use should be encouraged and others where it should be discouraged
- Is a strategic, indicative and flexible tool to guide planning and decisions on land development
- Develops an approach to the development of an area which is clear enough to allow decision-makers to deal with the unexpected
- Develops a spatial logic which guides private sector investments
- Ensures the social, economic and environmental sustainability of the area
- Identifies spatial priorities and places that must be prioritised in the development process, with specific emphasis on supporting the objectives of the CRDP programme

4.3 Human Resource Management Strategy/Plan (HRMS)

The VKLM Council approved a comprehensive HRMS at the beginning of 2013. The need for such a strategy was identified as critical as the development of human capital was integral to the realisation of the Mpumalanga Vision 2030, Strategic Implementation Framework. The HRMS is fundamentally a holistic approach for maximising the effectiveness of the municipality's employees in supporting the VKLM Business Strategy. The HRMS has been aligned to these principles and is central to the delivery of the strategic objectives of the VKLM and core service delivery commitments. In essence the HR strategy sets out how our human resources will be developed to meet these strategic human resource issues and provide the necessary support to achieve these goals. It is envisaged that the comprehensive HRMS will be fully implemented during the course of 2014/15.

The Corporate Services department has developed a comprehensive list of appropriate Human Resources Management plans to guide the programmes and projects of the municipality, these policies etc. are detailed in the following table.

Table 49: HR Policies and Plans

HR Policies and Plans				
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	HR Employment Policy	100%		2011/11/09
2	HR Experiential & Training Policy	100%		2011/11/09
3	Code of Conduct for employees			Municipal Systems Act
4	Delegations, Authorisation & Responsibility		100%	2011/08/11
5	Disciplinary Code and Procedures			SALGBC Disciplinary Agreement
6	Employment Equity Plan	100%		2011/11/09
7	Grievance Procedures			SALGBC Main Collective Agreement
8	HIV/Aids			2011/11/09
9	Leave	100%		SALGBC Main Collective Agreement
10	Official Journeys	100%		2011/11/09
11	Official Working Hours and Overtime	100%		BCE & Overtime Policy
12	Organisational Rights			SALGBC
13	Bereavement Policy	100%		8/1/2013
14	Employment Equity Policy	100%		8/1/2013
15	Training and Development	100%		8/1/2013
16	Attraction and Retention Policy	100%		8/1/2013
17	HR Strategy	100%		8/1/2013
18	Dress Code Policy	100%		8/1/2013
19	Exit Policy	100%		8/1/2013
20	Succession and Career Pathing Policy	100%		8/1/2013
21	Incapacity due to Poor Work Performance	100%		8/1/2013
22	Employee Wellness Policy	100%		8/1/2012
23	Bursary Policy	100%		8/1/2012
24	Occupational Health Policy	100%		8/1/2012
25	PMS Policy	100%		8/1/2012
26	Hospitality Policy	100%		10/31/2012

Certain policies/plans have more strategic significance than others and a few of these have been selected to expand further their composition and impact on the strategic direction of the municipality.

4.3.1 Succession and career Path policy

A motivated workforce is a productive one and therefore one of the key elements of the HRMS is the Succession and Career Path Plan Policy, in so much as ensuring that suitably qualified people are available **internally** to fill posts which will arise within any specific department over forthcoming years. This will develop each staff member's potential skill

base to its fullest extent and that there is a career mapped out for him/her in the municipal service. The aim should be an attempt to train and develop the employee to the extent that he/she is able to reach the level of seniority to which he/she aspires and to be able to competently undertake the duties attached to that post.

4.3.2 Employment Equity Policies (EEP)

As directed by the Employment Equity Act, Act 55 of 1998, and a five-year EEP was developed in line with best practice and legislative requirements. The annual review plan is based on Census 2011 of the Statistic South Africa. Over and above the plan, appointments at senior management level have been prioritised in a representative manner. One of the Council's goals is to increase the number of female recruits to management level to achieve gender representation at the senior management level. The Employment Equity Act should not only be viewed in terms of race and gender, but also right across the organisation, i.e. various job levels and business units

The approved VKLM's EEP addresses the imbalances of gender equity in the workforce and policies have been developed to assist in management practices like recruitment policies, employee wellness policy etc.

The employment equity policy of VKLM strives to:

- foster diversity in the workplace
- eliminate all forms of unfair discrimination
- ensure that all the employees are equitably represented within the municipality's environment
- prepare the ground for effective change through appropriate and ongoing investment in training and development
- prohibit and combat unfair discrimination and harassment among employees; and provide reasonable accommodation of designated groups, in particular people with disabilities

4.3.3 Skills Development

Skills development, particularly scarce and critical skills, is one of the key issues that influence the choices available to VKLM due to its location and the ability to attract appropriately qualified candidates resulting in the shortage of certain skills in key sectors of the organisation. Staff training and development are based on the fundamental premise that staff skills need to be improved for organisations to grow and that training is a systematic development of knowledge, skills, and attitudes required by employees to perform adequately on a given task or job. It is against the backdrop of the relative importance of staff training and development in relation to organisation effectiveness that the VKLM place so much importance to the programme of Organisational Development. The Skills Development Plan (SDP) is compiled annually and reflects the requisite staff and organisational training needs for the year under review.

In addition to the SDP the municipality also provides a subsidised education scheme to assist all permanent employees who wish to pursue external part-time studies towards formal tertiary qualifications.

The training and development strategy of the municipality also links skills development to employment equity. While the Municipality would like to fill vacant positions with designated employees – women, black employees, and people with disabilities – it is sometimes not possible to find suitably qualified candidates. It is in this spirit that the provision of training and development opportunities is more inclined to benefit designated employees. In this way the municipality is creating a skills pool from which it can draw previously disadvantaged groupings for promotional opportunities; following recruitment processes, that is, suitably qualified employees to apply for promotional positions.

4.4 Good Governance

The municipality has made great strides in ensuring open, democratic and accountable governance. Working together with all our constituencies, significant advances have been achieved in the realisation of our objective to ensure good governance and sound administration. The establishment of a Municipal Committee on Public Accounts (MPAC), amongst others, bears testimony to this.

To assist the Council and Executive Mayoral Committee to exercise their role and responsibility in overseeing the activities of the Municipality, certain committees have been established to perform a monitoring, oversight and report back role to either the Executive Mayoral Committee or Council. These committees are established in line with Section 33 of the MSA which states that a municipality may establish committees, taking into account the extent of its functions and powers, the need for delegation and the resources available. The committee system is made up of Section 79 and Section 80 Committees. Section 79 Committees are established by the Council from among its members. Council determines the functions of the committee and may delegate powers and duties to it. Section 80 Committees are established by the Council from its members to assist the Executive Mayor.

At present the Council has established three (3) Section 79 committees which are now referred to as Monitoring Committees as per Council resolution approved in July 2013. The committees are referred to as:

- Planning, Infrastructure, Transport and Safety (PITS)
- Health and Social Services and Development (H&S)
- Finance and Corporate Services (F&C)

To strengthen the transparency and accountability of the municipalities' administration, VKLM uses a shared service Audit Committee from Nkangala District Municipality to provide oversight and recommendations on financial processes, performance management matters, processes followed by the IA, Risk Management matters, the Auditor General's report, etc. and it further provides advice to the Executive Mayor through the Mayoral Committee.

The following policies/ plans have been developed and approved to entrench the principles of governance within the municipality:

- Performance Management Systems Policy
- Anti-corruption/ Fraud prevention Strategy
- Supply Chain Management Policy
- Risk Assessment Plan

The implementation of these policies is described in more detail in Section 3: Development Strategies of this document.

4.5 Financial Management Policies

Any organisation that wishes to remain financially viable needs to ensure that a sound financial base with appropriate policies and procedures are in place to sustain municipal services on a level that is acceptable to the residents of the municipality. The financial policies of the municipality are reviewed and updated on an annual basis to ensure that they reflect current legislation and needs. To comply with this directive the following policies are currently in place:

4.5.1 Credit Control Policy

The policy was introduced in order to ensure effective recovery of outstanding debts owed to the Municipality. Without denying the residents excess to a basic municipal service, measures are introduced to act against non-payers.

4.5.2 Indigent Policy

The municipality fulfils the promise of giving access to basic services to the under-privileged or indigent households through the assistance of the Indigent Policy. The policy was introduced to financially assist the poorest of the poor by means of a subsidy financed from the equitable share from National government. Different categories of indigence were determined according to the levels of income. The subsidy is determined according to the category of indigence. The updating of the Indigent register has been completed, but although all the applications have been received the verification process by the respective Ward committees is still in progress and is anticipated to be completed in the current 2013/14 financial year. Approved registered Indigent consumers qualify for free basic services (in terms of the Policy) such as rates, refuse, sewerage, and 6kl of water and 50kw of electricity depending on their indigent status. However, free 6kl of water and 50kw of electricity are extended to all consumers.

4.5.3 Investment policy

As per requirement of the Municipal Finance Management Act, No 56 of 2003, an investment policy was introduced in order to guide the investment of surplus funds as well as the Loan Redemption Fund.

4.5.4 Tariff policy

The Tariff policy was introduced in order to determine the scope and nature of all tariffs as well as the level thereof. Tariffs are charged in order to raise income for sustaining the municipal services.

4.5.5 Asset Management Policy

The policy was introduced in order to guide the effective, efficient, and economical acquiring, utilisation, depreciation, writing off and selling of Council's assets.

4.5.6 Supply Chain Management Policy

The policy was introduced in order to guide effective, efficient, economical, and transparent procurement procedures.

4.5.7 Travelling and Subsistence Policy

The policy was introduced in order to guide the reimbursement of travelling and subsistence expenses incurred by Councillors and officials.

4.6 Local Economic Development Plan (LED)

The LED is a component of the VKLM's overall strategic plan as outlined in the IDP Planning process. The strategy provides the municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation.

Numerous opportunities exist for economic development in VKLM as highlighted in the table in Section 3, Programme 33, Economic Growth and Development. A number of these projects had to be facilitated and funded by engaging with Public Private Partnerships as well as the Nkangala District. The implementation of these projects will ensure that more job opportunities are created, skills development occurs and that SMME and Coop development is enhanced. Priority projects were identified based on job creation, skills development, community involvement, SMME development and overall economic impact.

4.7 Integrated Waste Management Plan (IWPM)

The purpose of the IWMP is to enable the municipality to progressively develop an IWMS capable of delivering waste management services to all households and businesses in the communities that it serves.

National policy requires municipalities to implement IWMS with a focus on prevention and minimisation of waste, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining wastes be disposed of at a landfill site. Municipalities are also mandated by the Municipal Services Act, not only for providing general waste collection services and managing waste disposal facilities, but also for raising public awareness about waste management.

Waste management by inference is the “generation, prevention, characterisation, monitoring, treatment, handling, reuse and residual disposition of solid wastes”. There are various types of solid waste including municipal (residential, institutional, commercial), agricultural, and special (health care, household hazardous wastes, sewage sludge).

To date, the municipality is practising a traditional practice of waste management, namely a method that focuses on waste after it has been generated by means of burying the waste in a Landfill site. A properly designed and well-managed landfill can be a hygienic and relatively inexpensive method of disposing of waste materials. However, the adverse of this can create adverse environmental impacts such as wind-blown litter, attraction of vermin and generation of liquid leachate and methane and carbon monoxide gases. This gas can create odour problems, kill surface vegetation and is commonly referred to as a “greenhouse gas”

as part of “green economy” principles there is methods employed to harness this gas for the purposes of electricity generation.

Recycling as the name implies is a method employed with reference to the collection and reuse of waste materials such as empty beverage containers. The materials from which the items are made can be reprocessed into new products. There are various methods that can be introduced for effective recycling many of which are practiced in various towns and cities throughout S Africa.

VKLM has prioritised recycling in 2013/14 with the development of a Waste recycling strategy. In the current year the LED department has negotiated with the Department Economic Development, Environment and Tourism (DEDET) to provide funding for a project in respect of recycling industrial and domestic waste. If the funding is sourced, it is projected that it will commence by June 2015 and be effectively rolled out in the various recycling methods employed.

4.8 HIV/AIDS Plan

The South African Constitution respects the human rights of all people. The reaction to HIV/AIDS in our country has resulted in the infringement of many of the fundamental freedoms and human rights the Constitution affirms. Discrimination, degradation, assaults, dehumanisation are all important human rights issues for society to be able to address. It is important for people suffering from HIV/AIDS to be respected as equal human beings. Government, private institutions and individuals must affirm their dignity and worthiness and offer unconditional support. It is on the basis of the above that VKLM developed its HIV/AIDS Plan.

Mpumalanga has one of the highest infection rates of HIV/AIDS in the country, necessitating an aggressive and coordinated programme, adequately funded and with a developed and approved strategy to combat this life threatening disease and retard its prevalence through education. In conjunction with the Nkangala District municipality and Provincial initiatives and aligned to the VKLM HIV/AIDS plan the municipality will focus on factors related to prevention, treatment, care and support to nurture a culture that will be conducive to promoting a long and healthy caring community through the implementation of both preventive strategies to reduce the incidence of infection, whilst addressing the needs of the people suffering and indirectly affected by HIV/AIDS.

4.9 Disaster Management Plan (DMP)

The VKLM DMP has been developed in order to provide all relevant stakeholders with the general guidelines and role that the municipality will assume during the initial response to an emergency and an overview of their responsibilities during the course of an emergency or disaster situation occurring. For the DMP to be effective it is important that all concerned parties be made aware of its provisions and that every relevant stakeholder is well versed on their respective role and responsibility assigned to them during the course of any emergency that may arise. This will provide for a quick cohesive and coordinated response to any emergency/disaster situation that may arise and mitigate the negative impact that could arise from such events.

4.10 Fraud and Corruption Strategy

The question of eradicating corruption is of utmost importance to the Government and was again raised as an area of major concern to be vigorously pursued in the recent State of the Nation Address and Provincial Address delivered in February 2014 by our President Mr Jacob Zuma and Provincial Premier Mr David Mabuza respectively.

Fraud is defined as a dishonest activity causing actual or potential financial loss to an organisation. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit. Corruption, on the other hand, refers to the dishonest activity in which a person acts contrary to the interests of the organisation and abuses his/her position of trust in order to achieve some personal gain or advantage for them or provide an advantage/disadvantage for another person or entity.

The Risk management unit has developed certain policies and strategies during the current year of which the Fraud Prevention Policy was approved in August 2013. This policy has been facilitated to Councillors and senior management staff to familiarise them with the contents and purpose of the policy. The other documents which have been drafted and are currently with the Policy Development Committee include:

- Risk Management Methodology
- Risk Management Strategy
- Risk Management Policy

These policies and strategies should all be processed through the relevant bodies for approval and implementation before the commencement of the 2014/15 financial year.

5.1 Executive Summary

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of the Victor Khanye Local Municipality for the financial year 2013/14. In terms of the Municipal Finance Management Act (MFMA) Circular 13 “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”⁴⁴

This SDBIP was developed on the basis of the Council approved IDP, and MTREF. Council approved the revised IDP and the Medium Term Revenue and Expenditure Framework (MTREF) on the 20th March and 30th May 2013 respectively, in accordance with Section 29 of the MSA and Section 21(b) of the MFMA.

The SDBIP therefore serves as a “contract” between the Administration, Council and community and facilitates the process for monitoring management accountability for its performance in the achievement of the municipalities’ strategic objectives throughout the financial year under review. The SDBIP should therefore determine and inform the individual performance agreements between the mayor and the municipal manager as well as the municipal manager and managers directly accountable to him. This enables performance to be monitored by all stakeholders in the implementation of the municipalities’ strategic objectives and execution of the budget. The SDBIP gives meaning to both of the reporting mechanisms of the MFMA section 71 and 72 reporting processes, through the effective setting of quarterly service delivery and monthly budgeted targets, thus providing credible information for management to make informed decisions

5.2 Legislation

Section 1 of the MFMA defines the SDBIP as: “A detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and the execution of its annual budget, and which must include the following:

- a) projections for each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter”

Section 53 of the MFMA (1) (c) (ii) states that the SDBIP is approved by the Mayor within 28 days after the approval of the budget. Section 53 (3) (a) further states that the Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

⁴⁴ MFMA Circular No 13, Service Delivery and Budget Implementation Plan

5.3 2013/14 SDBIP Development

This SDBIP document was informed and developed from the reviewed 2013/14 IDP and therefore embodies the collective blueprint for the desired strategic direction of the municipality for the next financial year. The VKLM's strategic intention is to ensure that the 2013/14 financial year will result in the achievement of a lasting legacy and be instrumental in building a truly developmental Local Municipality, where social upliftment, an inclusive regional economy and material prosperity of the community is paramount.

National Treasury state in MFMA Circular No 13 that the following five components should be the focus of how a municipality should make public the contents of the SDBIP. These five necessary components are:

- Monthly projections of revenue to be collected for each source
- Monthly projections of expenditure (operating and capital) and revenue for each vote⁴⁵
- Quarterly projections of service delivery targets and performance indicators for each vote
- Ward information for expenditure and service delivery
- Detailed Capital Works Plan broken down by ward over three years

The vision developed by the Municipality is striving to be:

A prosperous Mpumalanga Western Gateway city for a cohesive developed community⁴⁶

It is within this context that the vision has been translated into the following key strategic thrusts and developmental goals that are categorised as reflected in the following table.

Table 50: Strategic Thrusts and Developmental Goals

Key Performance Area	Strategic Thrust	Strategic Goal
KPA 1 - Basic Service Delivery and Infrastructure	Service Delivery	Improved provision of basic services to the residents of VKLM
		Improved social protection and education outcomes
KPA 2: Financial Viability and Finance Management	Financial Viability	Improved compliance to MFMA and VKLM policy Framework
	Financial Management	

⁴⁵ MFMA Circular No 12, Definition of "Vote"

⁴⁶ 2013/14 IDP

Key Performance Area	Strategic Thrust	Strategic Goal
KPA 3: Institutional Development and Transformation	Organisational Development	Improved efficiency and effective of the Municipal Administration
	Performance Management	
	Operational Efficiency	
KPA 4: Good Governance and Public Participation	Accountability	Improve community confidence in the system of local government
	Good Governance	
	Customer Relationship Management	
KPA 5 : Spatial Development	Land Tenure and Spatial Development	Increase regularization of built environment
KPA 6: Local Economic Development	Economic Growth and Development	Increased economic activity and job creation

The SDBIP is essentially a detailed one year plan of the municipality's strategic plan incorporating quarterly targets and three year outer targets and Capital plan as required by the MFMA.

The SDBIP facilitates the process of holding management accountable for their performance by measuring actual performance in service delivery against quarterly targets and the budget, based on monthly projections of revenue and expenditure. The SDBIP therefore informs and totally aligns the objectives as reflected in the individual performance agreements of the municipal manager and senior managers.

The Constitution and the Local Government statutes enjoin Local Municipalities with the obligation of positively influencing economic growth as well as improving the general well being of its communities. It is in recognition and pursuit of these obligations that the VKLM has resolved to embrace the National and Provincial development objectives in meeting the 2014 Millennium Development Targets. In doing so, the VKLM has promoted infrastructure development and upgrading as paramount in fulfilling its local economic development objective through aggressive implementation of its Capital Budget, inclusive of its Municipal Infrastructure Grant (MIG) programme. VKLM is therefore determined to continuously monitor and evaluate its performance in attaining the objectives as articulated to herein, so as to make the Local Municipality deliver on its strategic mandate.

The Institutional scorecard reflects the planned outcomes of the Strategic Objectives, and the outputs that will be monitored and reported on a quarterly basis to the Executive Mayor and Council. These reports will inform the Annual Report that will be compiled and submitted to National Treasury as prescribed by the MFMA.

5.4 Conclusion

Accountability and transparency in the way we manage this institution in terms of financial and human capital is what will ensure the successful achievement of the 2013/14 strategic objectives to the satisfaction of all stakeholders. We therefore present this SDBIP for the 2013/14 financial year and trust that we deliver on the mandate that we have adopted and realise the aspirations of the communities that we serve. This will be demonstrated when we report on our activities through the Quarterly Lekgotla and Annual Report to ensure that we can be proud of our achievements delivered by a cohesive and transparent administration.

6 SDBIP Scorecard by Department – KPA Measurement and Projects

6.1 Office of the Municipal Manager

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved social protection and education outcomes	Elderly	# of events scheduled and held ito of the elderly	1.14	1.14.1		Oper Cost	1	1	N/A	N/A	N/A	1	1	2	2
		Mainstreaming of Disability and Gender	# of events scheduled and held ito of mainstreaming		1.14.2		Oper Cost	1	1	N/A	N/A	N/A	1	1	2	2
		Mainstreaming HIV/AIDS	# of HIV/AIDS educational awareness campaigns implemented to capacitate and build communities	1.15	1.15.1	R 70	Vote No 4537	1	N/A	1	N/A	N/A	1	2	3	3

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	Draft Annual Report submitted on or before the 31st August	2.1	2.1.13		Oper Cost	Draft AR submitted to the office of the AG as legislated	Draft AR submitted to the office of the AG as legislated	N/A	N/A	N/A	Draft AR submitted to the office of the AG as legislated	Draft AR submitted to the office of the AG as legislated	Draft AR submitted to the office of the AG as legislated	Draft AR submitted to the office of the AG as legislated
			Submission of Final Annual Report to Council by the 31st January		2.1.14		Oper Cost	Final AR submitted to the office of the AG as legislated	N/A	N/A	Final AR submitted to the office of the AG as legislated	N/A	Final AR submitted to the office of the AG as legislated	Final AR submitted to the office of the AG as legislated	Final AR submitted to the office of the AG as legislated	Final AR submitted to the office of the AG as legislated
			% spend of the Departmental operational Budget (MM only)		2.1.20	R 16,636	Oper Cost	New	80%	85%	90%	96%	96%	96%	96%	96%

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Operational Efficiency	Improved efficiency and effectivity of the Municipal Administration	Performance Management	% attainment in organizational performance (MM only)	3.4	3.4.1	R 400	Vote No 4482	76.7% (3rd Qtr 12/13)	95.0%	95.0%	95.0%	95.0%	95.0%	100.0%	100.0%	100.0%
			% attainment in organizational performance (Total)	3.4	3.4.2	R 400	Vote No 4482	67.9% (3rd Qtr 12/13)	92.0%	92.0%	92.0%	92.0%	92.0%	100.0%	100.0%	100.0%
		ICT	% of AG queries ito ICT resolved by 31st March	3.5	3.5.1	R 4,687	C/C 0310	New	N/A	N/A	100% of AG Managem ent Letter findings resolved	N/A	100% of AG Managem ent Letter findings resolved	100% of AG Managem ent Letter findings resolved	100% of AG Managem ent Letter findings resolved	100% of AG Managem ent Letter findings resolved

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets			
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17	
Accountability	Improve community confidence in the system of local government	Community Participation	# of Ward operational plans submitted to Council per quarter	4.1	4.1.1	R 800	Vote No 4415	New	9	18	27	36	36	36	36	36	
			# of Ward Committees meetings held per quarter		4.1.2			New	9	18	27	36	36	36	36	36	
			# Community stakeholder meetings facilitated and attended (Public Hearings)		4.1.3			New	9	16	54	63	63	63	63	63	
Good Governance			Final IDP tabled and approved by Council by the 31st March		4.1.4		Vote No 4491	Final IDP tabled and approved by Council	N/A	N/A	Final IDP tabled and approved by Council	N/A	Final IDP tabled and approved by Council	Final IDP tabled and approved by Council	Final IDP tabled and approved by Council	Final IDP tabled and approved by Council	Final IDP tabled and approved by Council
			% of notices submitted to the media houses relating to Council and municipality activities		4.1.5	R 300	Vote No 4415	New	100%	100%	100%	100%	100%	100%	100%	100%	
			# of Lekgotla quarterly meetings held		4.1.6		Oper Cost	New	1	2	3	4	4	4	4	4	
			Communication		# of initiatives implemented to improve communication channels	4.1.7	R 500	Vote No 4415	New	1	2	4	5	4	4	4	4

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Good Governance	Improve community confidence in the system of local government	Good Governance	Final SDBIP approved by Executive Mayor within 28 days after approval of Budget	4.2	4.2.1		Vote No 4491	Final SDBIP approved by Executive Mayor	N/A	N/A	N/A	Final SDBIP approved by Executive Mayor	Final SDBIP approved by Executive Mayor	Final SDBIP approved by Executive Mayor	Final SDBIP approved by Executive Mayor	Final SDBIP approved by Executive Mayor
			# of By-laws promulgated		4.2.8	R 20	Vote No 4493	New	N/A	N/A	1	N/A	1	1	1	1
			% of disciplinary proceedings initiated its reported cases of fraud and corruption	4.3	4.3.1		Oper Cost	New	100%	100%	100%	100%	100%	100%	100%	100%
		Risk Management	% execution per quarter of Risk based Audit Plan in line with detailed time schedule	4.2	4.2.4		Oper Cost	100%	100%	100%	100%	100%	100%	100%	100%	100%
			# of Risk Management reports submitted to the Risk Management Committee per quarter		4.2.11		Oper Cost	New	1	2	3	4	4	4	4	4

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Good Governance	Improve community confidence in the system of local government	Internal Audit	% of Internal Audit Findings resolved per quarter (Total)	4.2	4.2.3		Oper Cost	100%	100%	100%	100%	100%	100%	100%	100%	100%
			# of Internal Audit reports submitted to the Audit Committee per quarter		4.2.5		Oper Cost	New	1	2	3	4	4	4	4	4
			% of AG Management Letter findings resolved by 31st March (MM only)	2.4	2.4.6		Oper Cost	100% of AG Management Letter findings resolved	N/A	N/A	100% of AG Management Letter findings resolved	N/A	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved
Customer Relationship Management		Customer/Stakeholder Relationship Management	# of quarterly Customer Complaint reports submitted to Council (inclusive of Presidential Hotline)	4.5	4.5.1		Oper Cost	New	1	2	3	4	4	4	4	4

KPA 6: Local Economic Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Economic Growth and Development	Increased economic activity and job creation	Economic Growth and Development	# of new PPP's negotiated ito signed MOU's or SLA agreements leading to economic development	6.2	6.2.1		Oper Cost	New	N/A	1	2	N/A	2	2	2	2
			# of initiatives scheduled and held ito of the youth		6.2.2	R 470		New	N/A	2	3	6	6	6	6	6
			# of beneficiaries of SMME's and Cooperatives capacity building skill workshops scheduled and held		6.2.3	R 70	Vote No 4525	New	30	60	90	120	120	120	120	120
			# of events held to promote tourism within the municipality		6.2.4	R 30		New	1	N/A	N/A	1	2	2	2	2

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Operational Efficiency	Improved efficiency and effectivity of the Municipal Administration	ICT	KPA 3	Implementation of the approved 2013 ICT strategy	3.5	MM 01	R 500	Vote No 4660	Optimum Institutional performance	Jul-13	Jun-14	Develop a Draft ICT strategy and submit to Council for approval	Implement streamlined vendor management process and conduct Service Provider performance reviews	Achieve a "Good Rating" on the bi-annual internal business alignment survey	Define and obtain Council approval for developed ICT Architecture and standards
Accountability and Good Governance	Improve community confidence in the system of local government	Community Participation	KPA 4	Develop a communication strategy to enhance communication with the community.	4.1	MM 02		Oper Cost	Informed stakeholders	Jul-13	Jun-14	Develop a Draft Communication strategy and submit to Council for approval	Source appropriate funding (Adjusted Budget process) to support the strategy document	Develop a communication operational plan and submit to Council for approval	Implement operational plan for effective branding and promotion of VKLM corporate image
		Good Governance		Implementation of the approved 2013 Preventative Fraud and Corruption Plan	4.3	MM 03		Oper Cost	Reduced incidences of Fraud and Corruption	Jul-13	Jun-14	Submit the Draft Fraud Prevention Plan to the Risk Management Committee for comment and thereafter to Council for approval	Arrange communication and training workshops for all staff to related policies and procedures	Implement a monitoring and communication system to update staff to new and existing policies and procedures and induction for all new staff	Internal Audit to audit internal process controls and financial systems to mitigate the risk of fraud and corruption
		Customer/Stakeholder Relationship Management		Develop a Customer Awareness and Care strategy	4.5	MM 04		Oper Cost	Improved Customer Relationship Management	Jul-13	Jun-14	Develop a Draft Customer Care strategy based on Batho Pele principles and submit to Council for approval	Arrange training workshops for all front-end staff to the Batho Pele principles and Customer Care strategy	Establish a centralised Customer Care Centre within the municipality incorporating a dedicated hotline to deal with consumer complaints	Review findings of community satisfaction survey and hotline complaints and update strategy accordingly

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Customer Relationship Management	Improve community confidence in the system of local government	Customer/Stakeholder Relationship Management	KPA 4	Develop a questionnaire and conduct a community survey to satisfaction with service delivery	4.5	MM 05		Vote No 4415	Improved Customer Relationship Management	Jul-13	Jun-14	MM to approve proposed questionnaire format and content	Circulate questionnaire to all consumers by the end of November 2013	Evaluate completed questionnaire forms and draft a summary report	Submit report to MM and EM for comment and develop Strategy Plan to address issues
Economic Growth and Development	Increased economic activity and job creation	LED	KPA 6	Develop and implement a sustainable and competitive Investment Plan	6.2	MM 06	R 500	Vote No 4525	Economic Growth and Development	Jul-13	Mar-14	Conduct consultative forums with relevant external stakeholders	Develop Draft LED Investment Plan	Submit LED Investment Plan to Council for approval	N/A
				Develop Youth Development strategy		MM 07				Jul-13	Jun-14	Develop Draft Youth Development Strategy	Circulate Draft document to external stakeholders for comment and input	Develop Business Plan to support Youth Development Strategy	Submit Youth Development Plan to Council for approval
				Hosting of an LED Summit		MM 08	R 130			Jul-13	Sep-13	LED Summit hosted by municipality	N/A	N/A	N/A

6.2 Office of the Executive Mayor

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved social protection and education outcomes	Mandela Day	# of scheduled initiatives implemented		1.12.3	R 300	Vote No 4417	New	3	N/A	N/A	N/A	3	4	4	4
		Community upliftment	# of initiatives focused on improving the life of designated groups (annual)		1.12.4	R 500		New	1	2	3	4	4	6	6	6

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Operational Efficiency	Improved efficiency and effectivity of the Municipal Administration	Performance Management	% attainment in organizational performance (OEM only)	3.4	3.4.7	R 400	Vote No 4482	New	95.0%	95.0%	95.0%	95.0%	95.0%	100.0%	100.0%	100.0%

6.3 Financial Services

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	# of section 71 MFMA reports submitted to Mayoral committee within legislative timeframes	2.1	2.1.1			12	3	6	9	12	12	12	12	12
			Draft Annual Financial Statements (AFS) submitted on or before the 31st August		2.1.2			Draft (AFS) submitted	Draft (AFS) submitted	N/A	N/A	N/A	Draft (AFS) submitted	Draft (AFS) submitted	Draft (AFS) submitted	Draft (AFS) submitted
			% compliance to MFMA checklist on a quarterly basis		2.1.3			100%	100%	100%	100%	100%	100%	100%	100%	100%
			Approval of MTREF Budget by the 31st May (annual)		2.1.4			MTREF Budget approved	N/A	N/A	N/A	MTREF Budget approved	MTREF Budget approved	MTREF Budget approved	MTREF Budget approved	MTREF Budget approved
			% of approved (compliant) invoices paid within 30 days		2.1.5			100%	100%	100%	100%	100%	100%	100%	100%	100%

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	% spend on conditional MSIG grant	2.1	2.1.7			100%	N/A	N/A	N/A	100%	100%	100%	100%	100%
			% spend of the total operational Budget (report only)		2.1.8			New	80%	85%	90%	96%	96%	96%	96%	96%
			% spend on employee costs to the total operational Budget		2.1.9			28.9%	<34%	<34%	<34%	<34%	<34%	<34%	<33%	<33%
			% spend of the Departmental operational Budget (Finance only)		2.1.18	R 17,242	Oper Cost	New	80%	85%	90%	96%	96%	96%	96%	96%
			# of quarterly financial statements (FS) submitted		2.1.19			4	1	2	3	4	4	4	4	4

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	% of unaccounted electricity ito of cost - report only (annual)		2.2.1			19%	15%	15%	15%	15%	15%	13%	12%	11%
		Supply Chain Management	% of Internal Audit findings ito the SCM resolved (Annual)		2.3.1			100%	N/A	N/A	N/A	100%	100%	100%	100%	100%
			Average # of days elapsed on successful bids awarded as per the competitive bidding process for tenders over R200,000	2.3	2.3.2			<60 days	<60 days	<60 days	<60 days	<60 days	<60 days	<60 days	<60 days	<60 days
		Risk Management	Annual submission of the asset variation report to the MM	2.4	2.4.1	R 500	NDM	Final report to MM	Final report to MM	N/A	N/A	N/A	Final report to MM	Final report to MM	Final report to MM	Final report to MM
		Financial Viability	% Debt coverage ratio (GKPI)		2.5.1			9.1	9.8	9.8	9.8	9.8	9.8	10.7	12.0	12.0
			% outstanding service debtors to revenue (GKPI)	2.5	2.5.2			14.9%	14.5%	14.5%	14.5%	14.5%	14.5%	13.5%	12.8%	12.8%
			Cost coverage ratio (GKPI)		2.5.3			2.5	4.9	4.9	4.9	4.9	4.9	6.7	8.2	8.2

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Operational Efficiency	Improved efficiency and effectivity of the Municipal Administration	Performance Management	% attainment in organizational performance (Finance only)	3.4	3.4.6	R 400	Vote No 4482	84,8% (3rd Qtr 12/13)	N/A	N/A	N/A	95.0%	95.0%	100.0%	100.0%	100.0%
		ICT	% availability of ICT services per quarter ito of financial systems	3.5	3.5.2	R 500	Vote No 4450	96.8%	97%	97%	97%	97%	97%	97%	97%	97%

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Good Governance	Improve community confidence in the system of local government	Internal Audit	% of Internal Audit Findings resolved per quarter (Finance only)	4.2	4.2.13			100%	100%	100%	100%	100%	100%	100%	100%	100%
			% of AG Management Letter findings resolved by 31st March (Finance only)	2.4	2.4.2			100% of AG Managem ent Letter findings resolved	N/A	N/A	100% of AG Managem ent Letter findings resolved	N/A	100% of AG Managem ent Letter findings resolved	100% of AG Managem ent Letter findings resolved	100% of AG Managem ent Letter findings resolved	100% of AG Managem ent Letter findings resolved

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Revenue	KPA 2	Development of Revenue Enhancement Plan to improve Cash Flow	2.2	BT 01			Revenue enhancement	Jul-13	Jun-14	Develop tender specification and advertise for the services of a Service Provider to conduct an evaluation and TAS	Appoint service provider and review evaluation report to assess funding implications and cater for in Adjusted Budget process	Compile Business Plan and submit report to Portfolio Committee and Council for approval	Implement 1st phase of Revenue Enhancement Plan

6.4 Corporate Services

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	% spend of the Departmental operational Budget (CS only)	2.1	2.1.16	R 19,290	Oper Cost	New	80%	85%	90%	100%	100%	100%	100%	100%

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Organisational Development	Improved efficiency and effective of the Municipal Administration	Organisational Development	Review organisational structure (aligned to the IDP) and submit to Council for approval	3.1	3.1.1			New	N/A	N/A	N/A	Organisational structure approved	Organisational structure approved	Organisational structure approved	Organisational structure approved	Organisational structure approved
			% of Females awarded learnerships ito the Gender Equality programme (annual)		3.1.2			New	60%	N/A	N/A	N/A	60%	60%	60%	60%
Operational Efficiency			% of approved budgeted vacant posts filled ito of the Implementation Plan within (3) months		3.1.3			100%	100%	100%	100%	100%	100%	100%	100%	100%
			% of approved vacant posts (previously filled) filled within (3) months		3.1.4			New	100%	100%	100%	100%	100%	100%	100%	100%
			# of formal performance reviews conducted with Section 56 employees		3.1.5			New	4	N/A	8	N/A	8	10	10	10
			% employee turnover rate		3.1.6			3.35%	>3.3%	>3.3%	>3.3%	>3.3%	>3.3%	>3.0%	>3.0%	>3.0%

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Organisational Development	Improved efficiency and effective of the Municipal Administration	Organisational Development	# of employees appointed to higher level post positions (level 3 and above)	3.1	3.1.7		Oper Cost	New	1	2	4	5	5	5	5	5
			% of employees from previously disadvantaged groups appointed in post levels (1 - 3) levels of management in compliance with the approved EEP	3.2	3.2.1		Oper Cost	New	N/A	N/A	N/A	100%	100%	100%	100%	100%
			% of employees trained as per targets of Workplace Skill Plan (WSP) annual	3.3	3.3.1		Oper Cost	100%	N/A	N/A	N/A	100%	100%	100%	100%	100%

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Organisational Development	Improved efficiency and effective of the Municipal Administration	Workplace Health and Safety	# of HS&E Reports submitted to Portfolio Committee	3.3	3.3.2		Oper Cost	New	N/A	N/A	3	6	6	12	12	12
			# of initiatives implemented in terms of the approved Wellness strategy		3.3.3	R 400	Vote No 4533	New	N/A	1	N/A	2	2	2	2	2
		Labour Relations	# of Local Labour Forum (LLF) meetings held on a monthly basis		3.3.4		Oper Cost	New	3	6	9	12	12	12	12	12
Operational Efficiency		Performance Management	% attainment in organizational performance (CS only)	3.4	3.4.4	R 400	Vote No 4482	92.3% (3rd Qtr 12/13)	95.0%	95.0%	95.0%	95.0%	95.0%	100.0%	100.0%	100.0%

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Good Governance	Improve community confidence in the system of local government	Internal Audit	% of Internal Audit Findings resolved per quarter (CS only)	4.2	4.2.9		Oper Cost	100%	100%	100%	100%	100%	100%	100%	100%	100%
			% of AG Management Letter findings resolved by 31st March (CS only)	2.4	2.4.4		Oper Cost	100% of AG Management Letter findings resolved	N/A	N/A	100% of AG Management Letter findings resolved	N/A	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved
		Good Governance	# of Section 79 Committee meetings held (MPAC)	4.2	4.2.2		Oper Cost	4	1	2	3	4	4	4	4	4
			# of Section 80 Committee meetings held		4.2.6		Oper Cost	38	9	18	29	38	38	38	38	38
			# of policies approved by Council		4.2.14	R 90	Vote No 4493	12	2	4	6	20	20	20	20	20

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Revenue	KPA 2	Complete review and update of residential valuation roll into the Property Rates Act	2.2	CS 01	R 1,000	Vote No 4225	Effective Billing system	Jul-13	Jun-14	N/A	Service provider completes update of valuation roll	Publish updated valuation roll for public comment and resolve issues raised	Amend valuation roll as appropriate and integrate into financial system in July 2014
Organisational Development	Improved efficiency and effective of the Municipal Administration	Organisational Development	KPA 3	% implementation of the approved 2013 Succession and Career Path policy	3.3	CS 02		Oper Cost	Effective and functional organizational structure	Jul-13	Dec-13	Draft policy submitted to LFF for comment	Draft policy submitted to Council for approval	N/A	N/A
				Develop a new defined Institutional organogram structure and submit to Council for approval		CS 03	R 1,200	New Vote	Defined . Aligned post level structure	Jul-13	Jun-14	Complete the re-tender process	Appoint new Service Provider	Draft report obtained from Service Provider and circulated for comment	Final report compiled and submitted to Council for approval
Operational Efficiency	Improve community confidence in the system of local government	Customer/Stakeholder Relationship Management	KPA 4	Develop a questionnaire and conduct an employee satisfaction survey	4.4	CS 04		Oper Cost	Improved Employee Satisfaction	Jul-13	Jun-14	MM to approve proposed questionnaire format and content	Circulate questionnaire to all employees to complete by the end of November 2013	Evaluate completed questionnaire forms and draft a summary report	Submit report to MM and EM for comment and develop Strategy Plan to address issues
				Develop a functional and effective Health and Safety environment in the municipality		CS 05	R 1,020	Vote No 4520		Jul-13	Mar-14	Appoint legislative # of Safety Reps and conduct requisite training	Implement monthly Safety Rep Inspection reports and convene meetings	Submit monthly consolidated HS&E report to Executive Mayor Committee	N/A
Accountability and Good Governance		Risk Management	KPA 4	Develop a Records Management policy and standards aligned to ISO 15489:2001 guidelines	4.2	CS 06		Oper Cost	Data Management system	Jul-13	Jun-14	N/A	Complete Draft RM policy document	Submit to Portfolio Committee for comment	Finalise policy and submit to Council for approval

6.5 Community and Social Services

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Waste removal	# of formal Households provided with kerbside waste removal by 2014 in all wards excl rural areas	1.5	1.5.1	R 180.0	Vote No 4483	11 134	Nil	250	750	1200	1200	600	168	100
			# of community awareness campaigns to waste management implemented		1.5.2	R 80.0	Vote No 4407/13	New	1	N/A	2	N/A	2	3	3	3
			% spend on Rehabilitation and Maintenance – Landfill site		1.5.3	R 1,000	Vote No 3843	New	25%	50%	75%	100%	100%	100%	100%	
						R 20,624	C/C									
		Road Safety	# of road safety awareness / prevention campaigns implemented such as "Arrive Alive"	1.9	1.9.1	R 30.0	Vote No 4411	1	N/A	1	N/A	2	2	3	3	3
						R 7,251	C/C									

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Disaster Management	% availability of emergency response vehicles to comply to the codes of practice (SANS 10090)	1.10	1.10.1	R 1,220	NDM	87%	90%	90%	90%	90%	90%	90%	90%	90%
			# of community awareness training programmes conducted with respect to emergency / disaster risk awareness		1.10.2	R 115.0	Vote No 4437/69	2	N/A	1	2	N/A	2	3	3	3
			# of training programmes to members trained in basic fire fighting techniques		1.10.3	R 20.0	Vote No 4515	2	N/A	1	2	N/A	3	3	3	3
								R 5,476	C/C							

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Education	% increase in the # of new Library members registered	1.12	1.12.1		Oper Cost	New	N/A	1.9%	3.9%	5.8%	5.8%	10.0%	6.0%	6.0%
			# of internet users at the Library facilities		1.12.2		Oper Cost	New	500	1000	1500	2000	2000	2500	3000	3500
							R 1,691	C/C								
		Cemeteries	% spend of operational budget ito Cemetery site maintenance	1.14	1.14.3	R 497.0	C/C 0405	New	25%	50%	75%	100%	100%	100%	100%	100%
		Environment	# of Greening initiatives implemented		1.14.4	R 200.0	Vote No 4409	New	1	2	3	4	4	4	4	4
						R 4,048	C/C									

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	% spend of the Departmental operational Budget (CSS only)	2.1	2.1.17	R 57,393	Oper Cost	New	75%	80%	85%	90%	90%	96%	96%	96%

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Operational Efficiency	Improved efficiency and effectivity of the Municipal Administration	Performance Management	% attainment in organizational performance (CSS only)	3.4	3.4.5	R 400	Vote No 4482	41.7% (3rd Qtr 12/13)	90%	90%	90%	90%	90%	100%	100%	100%

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Good Governance	Improve community confidence in the system of local government	Internal Audit	% of Internal Audit Findings resolved per quarter (CSS only)	4.2	4.2.12		Oper Cost	New	100%	100%	100%	100%	100%	100%	100%	100%
			% of AG Management Letter findings resolved by 31st March (CSS only)	2.4	2.4.5		Oper Cost	100% of AG Management Letter findings resolved	N/A	N/A	100% of AG Management Letter findings resolved	N/A	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved

KPA 6: Local Economic Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Economic Growth and Development	Increased economic activity and job creation	Economic Growth and Development	# of EPWP Full Time Equivalent (FTE's) created through initiatives other than Capital projects (such as waste recycling)	6.1	6.1.2	R 1,645	DPW	New	N/A	55	80	106	106	150	200	250

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Service Delivery	Improved provision of basic services to the residents of VKLM	Waste removal	KPA 1	Development of a Waste recycling strategy	1.5	CSS 01	N/A	N/A	Optimal Landfill site utilisation	Jan-14	Jun-14	N/A	N/A	Develop a Business Plan with respect to Waste recycling strategy	Submit Business Plan to Council / District for approval to source funding
		Road Safety		Develop and obtain Council approval for the construction of a weighbridge station	1.9	CSS 02	R 1,000	NDM	Safe road usage environment	Jul-13	Jul-14	Service provider to submit feasibility study to municipality for comment	Feasibility study report submitted to Council / Province for approval	Obtain Provincial approval for project and appropriate funding	Complete Competitive Bidding process
		Education		Acquisition of a mobile library vehicle	1.12	CSS 03		TBA	Improved literacy levels	Jul-13	Jul-14	N/A	Finalise negotiations with preferred sponsor and obtain permission from Provincial CSR	Submit Business Plan proposal Council for approval	Project will be managed by Province and sponsor

6.6 Technical Services

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Sanitation	# of VIP Toilets Installed by 30 June 2014	1.1	1.1.1	R 1,000	MIG	13 479	100	N/A	N/A	N/A	700 (14 179)	500 (14 679)	500 (15 179)	500 (15 679)
			# of households connected to waterborne sewerage		1.1.2	R 3,000			N/A	100	500	600				
			# of sewerage pump stations cleaned per quarter		1.1.3	R 40	Vote No 3839	New	42	84	126	168	168	168	168	
			% spend on Repairs and Maintenance - Sanitation services		1.1.4	R 4,070	Vote No 3831/37 /39/40	New	25%	50%	75%	100%	100%	100%	100%	
								R 21,401	C/C							

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Water	# of Households provided with communal stand piped water or tank connection by June 2014	1.2	1.2.1	R 1,950	Vote No 3831	13 479	150	450	750	1050	1250 (14 729)	600 (15 329)	500 (15 829)	500 (16 329)
			# of Households provided with metered water connections by June 2014		1.2.2	Refer KPI 1.2.1	Vote No 3801		50	100	150	200				
			% Water quality compliant to SANS 241		1.2.3	R 200	Vote No 4439	New	95%	95%	95%	95%	95%	96%	97%	98%
			% of unaccounted water ito cost (annual)		1.2.4			26%	15%	15%	15%	15%	15%	13%	10%	8%
			% spend on Repairs and Maintenance/Water services		1.2.5	R 1,530	Vote No 3801/31 /45/47/	New	25%	50%	75%	100%	100%	100%	100%	100%
								R 52,470	C/C							

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Housing	# of RDP Housing units provided by June 2014	1.3	1.3.1		DoHS	13 479	Nil	250	750	1200	1200 (14 679)	600 (15 279)	168 (15 447)	100 (15 547)
			# of beneficiaries of the Housing Consumer education programme incl., of regulations.		1.3.2	R 60	Oper Cost	New	400	900	1700	2400	2400	2000	1500	1500
									c/c							
		Electricity	# of RDP Households provided with new / upgrade electricity connections by June 2014	1.6.1	R 1,200	DoE	13 479	N/A	40	120	N/A	290 (13 769)	1510 (15 279)	168 (1 447)	100 (15 547)	
					R 388	INEP		N/A	44	110	170					
			# of Households provided with installed pre-paid electricity meters by June 2014	1.6	1.6.2		Oper Cost	6 600	30	60	90	120	120	150	200	250
			# of High Mast Light units installed by June 2014 - All Wards		1.6.3	R 2,333	MIG		N/A	5	10	15	15	15	15	15
			% spend on Repairs and Maintenance - Electrical services		1.6.4	R 3,040	Various Votes	New	25%	50%	75%	100%	100%	100%	100%	100%
								R 67,997	c/c							

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Service Delivery	Improved provision of basic services to the residents of VKLM	Roads	kms of new tarred roads provided by June 2014	1.7	1.7.1	R 6,000	MIG	141,0 kms	N/A	N/A	N/A	4,0 kms	4,0 kms	10,0 kms	10,0 kms	10,0 kms
			kms of existing tarred roads resealed by June 2014 (report only)		1.7.2	R 3,000	NDM		N/A	N/A	N/A	1,5 kms	1,5 kms	2 kms	3 kms	4 kms
			% spend on Repairs and Maintenance – Roads (potholes)		1.7.3	R 1,200	Vote No 3827	New	25%	50%	75%	100%	100%	100%	100%	100%
							C/C									
		Stormwater	kms of stormwater drainage provided by June 2014	1.8	1.8.1	refer KPI 1.7.1	MIG	50,0 kms	N/A	N/A	N/A	1,2 kms	1,2 kms	5 kms	5 kms	5 kms
		Project Management	% of new Capital projects started on time ito the appointment of consultants / contractors excl NDM funded projects	2.1	2.1.10		Oper Cost	New	50%	100%	N/A	100%	100%	100%	100%	100%
			% of new Capital projects completed ito agreed schedule excl NDM funded projects (annual)		2.1.11		Oper Cost	New	N/A	N/A	50%	100%	100%	100%	100%	100%
			% spend of new Capital projects ito of budget excl NDM funded projects (annual)		2.1.12	R 88,828	Capital Budget	New	N/A	N/A	50%	100%	100%	100%	100%	100%

KPA 2: Financial Viability and Finance Management

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Financial Viability	Improved compliance to MFMA and VKLM policy Framework	Financial Management	% spend on conditional MIG grant (annual)	2.1	2.1.6	R 24,333	MIG	New	N/A	N/A	N/A	95%	95%	98%	98%	98%
			% spend of the Departmental operational Budget (TS only)		2.1.15	R 162,069	Oper Cost	New	80%	85%	90%	96%	96%	96%	96%	96%

KPA 3: Institutional Development and Transformation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Operational Efficiency	Improved efficiency and effectivity of the Municipal Administration	Performance Management	% attainment in organizational performance (TS only)	3.4	3.4.3	R 400	Vote No 4482	25% (3rd Qtr 12/13)	90.0%	90.0%	90.0%	90.0%	90.0%	95.0%	100.0%	100.0%

KPA 4: Good Governance and Public Participation

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Good Governance	Improve community confidence in the system of local government	Internal Audit	% of Internal Audit Findings resolved per quarter (TS only)	4.2	4.2.7		Oper Cost	100%	100%	100%	100%	100%	100%	100%	100%	100%
			% of AG Management Letter findings resolved by 31st March (annual & TS only))	2.4	2.4.3		Oper Cost	100% of AG Management Letter findings resolved	N/A	N/A	100% of AG Management Letter findings resolved	N/A	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved	100% of AG Management Letter findings resolved

KPA 5: Spatial Rationale

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Land Tenure and Spatial Development	Increase regularization of built environment	Land Tenure and Spatial Development	% of new registered building plan applications submitted and approved within agreed timeframes	5.1	5.1.1		Oper Cost	New	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			% of town planning development applications submitted and approved		5.1.2		Oper Cost	New	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			# of buildings inspected that comply with Town Planning requirements		5.1.3		Oper Cost	New	2	4	6	8	8	16	16	16
			# of new buildings inspected ito of compliance to construction specifications		5.1.4		Oper Cost	New	Nil	250	750	1200	1,200	600	168	100

KPA 6: Local Economic Development

Strategic Thrust	Strategic Goal	Programme	KPI	IDP Link	SDBIP Ref No	Budget (000's)	Source	Baseline 2011/12	2013/14					Outer Year Targets		
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2014/15	2015/16	2016/17
Economic Growth and Development	Increased economic activity and job creation	Economic Growth and Development	% of Capital projects that provide employment through EPWP initiatives	6.1	6.1.1		Capital Budget	New	N/A	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Service Delivery	Improved provision of basic services to the residents of VKLM	Sanitation	KPA 1	Develop business plan to obtain approval and source funding for new WWTW	1.1	TS 01			Sustainable Sanitation services	Jul-13	Jun-14	N/A	Compile internal Technical/Business report and submit to DWA/MIG for approval of appropriate funding	Obtain approval of funding to support Project	Include Project in the 2014/15 Capital Plan
				Conduct a feasibility study into the integrity of the Botleng Ext 14 sewerage pipeline feed to the pump station to optimise system efficiency		TS 02				Jul-13	Jun-14	Complete evaluation of feasibility study, CCTV survey.	Complete physical inspection of pipeline based on findings of study	Complete tender process and appoint contractor to repair pipeline	Contract completed
				New Water and Sanitation reticulation system		TS 03	R 10,000	MIG	Sustainable Water/Sanitation services	Jul-13	Jun-14	Compile technical specs, appoint consultant and complete Bidding process	Appoint contractor and commence installation	N/A	Contract completed
		Water		Refurbishment of Botleng reservoir	1.2	TS 04	R 1,000	External Loan	Sustainable Water services	Jul-13	Dec-13	Process and obtain loan approval and complete Bidding process	Appoint contractor and complete project	N/A	N/A

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Service Delivery	Improved social protection and education outcomes	Housing		Finalise the relocation to formalized areas of the residents of the Mawag and Mandela Informal Settlements	1.4	TS 05	R 500	Vote 4511	Reduced Housing backlog			Complete the verification process of the # of h/holds at Mawag and Mandela Informal Settlements	Conduct and complete the screening and checking process of the status of all applicants	Complete the servicing of 1000 stands at Botleng ext 7	Complete the construction of toilets at Botleng Ext 6 (Funded by NDM).
		Electricity		% construction of 20MVA Sub-station by 31 March 2014	1.6	TS 06	R 1,000	External Loan	Sustainable Electricity services	Jul-13	Jun-14	N/A	N/A	N/A	Additional breakers fitted in completed sub-station
		Project Management	KPA 1	Develop and implement a Wayleave system for the control of external project managed Projects		TS 07		Ops	Quality service delivery	Jul-13	Mar-14	Draft Framework developed and circulated for comment	Draft Framework approved	Framework implemented for all external project managed Projects	N/A
		Health Services		Construction of a Thusong centre	1.14	TS 08		TBA	Improved community access to municipal services	Jul-13	Jun-14	Identify if existing municipal buildings can be appropriated for refurbishment as a Thusong Centre	Establish if Cogta or other Provincial department will assist in the provision of funding	Establish Terms of Reference and commence Bidding process	Appoint contractor and commence construction / refurbishment

Projects

Strategic Thrust	Strategic Goal	Programme	KPA Ref	Project	IDP Link	Project Ref	Budget (000's)	Source	Outcome	Dates		2013/14			
										Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Service Delivery	Improved social protection and education outcomes	Sport and Recreation	KPA 1	Construction of Sports Facilities in to approved 2013 Sports Policy	1.13	TS 09	R 3,500	MIG	Social and culture integration	Jul-13	Jun-14	Appoint consultant and draw up specifications	Advertise tender and appoint contractor	Commence construction of Sports facilities	Project completed
		Education		Upgrading of Sundra and Delmas libraries	1.1	TS 10	R 1,000	External Loan	Improved educational public facilities	Jul-13	Jun-14	Appoint consultant and draw up specifications	Advertise tender and appoint contractor	Commence refurbishment /upgrade of Libraries	Project completed
Land Tenure and Spatial Development	Increase regularization of built environment	Land Tenure and Spatial Development	KPA 5	Development of LUMS strategy	5.1	TS 11		TBA	Structured spatial / land development			N/A	Receipt of Final NDM LUM strategy document for review	Review NDM LUM document and draw up Draft VKLM LUM strategy	Submit to Portfolio Committee for comment prior to submission to Council
				Develop the VKLM Rural Development Strategy for implementation in 2014/15		TS 12		TBA				N/A	Establish if Cogta or other Provincial department will assist in the provision of funding	Establish Terms of Reference and commence Bidding process	Appoint service provider to conduct a feasibility study and recommendations

7.1 The Financial Strategy

The financial framework wherein Council executes its mandate as a Category B, Grade 3 local authority finds its subsistence from the vision and mission statements of the municipality being: "A place of peace and prosperity where people productively can reach the pinnacle of their potential". The activities of Council are driven by Council's desire to fulfil the developmental role of a local authority and to maintain sustainable municipal services on a generally accepted standard to all its residents. Council endeavours to realise these aspirations within the essentiality of financial viability. Basic economic principles as well as good and sound business practices are taken into consideration when implementing operational activities as well as capital projects. In order to execute its mandate and fulfil its desires it is essential that the municipality have access to adequate sources of revenue from both its own operations, intergovernmental transfers and external investors.

7.2 Cash / Liquidity Position

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality. The current ratio, which expresses the current assets as a proportion to current liabilities stands at a ratio of 2, 33:1. An overall ration in excess of 2:1 is considered healthy.

7.3 Sustainability

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability. The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence, subsidisation is supplied by means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

7.4 Effective and efficient use of resources

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council

7.5 Accountability, Transparency and Good Governance

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development Plan as well as the Budget is communicated by means of forum meetings and the ward committee system uphold by Council. Hereby all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

7.6 Redistribution

The Municipality endeavour has to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

7.7 Development and Investment

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

7.8 Borrowing

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs. The current external capital charges, as a percentage of operational income is 6, 2%. The acceptable norm should not be more than 12%.

7.9 Financial Management Strategies and Programmes

The following financial management strategies and programmes were identified and implemented:

7.9.1 Five-year strategic information technology plan

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress.

7.9.2 Asset management plan

A computerised bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

7.9.3 Budgetary Office

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

7.9.4 Pre-paid Vending

The installation of automated pre-paid vending machines in order to provide a 24/7 service.

7.9.5 Improved meter reading functions

The commissioning of a system to improve the correctness of meter readings in order to provide accurate municipal accounts.

7.9.6 Upgrading of networks. WAN - Wireless Area Network

The implementation of an improved radio link data network to improve the connection to the main financial server. Improve the service to the consumer.

7.10 Financial Schedules

The following 2013/14 Monthly Budget Reporting Regulation schedules reflecting the financial status of the municipality are included in this report for reference:

- SA 25 - Revenue and Expenditure – cash flow
- SA 26 - Revenue and Expenditure – municipal vote
- SA 27 - Revenue and Expenditure – standard classification
- SA 28 - Capital Expenditure – municipal vote
- SA 29 - Capital Expenditure – standard classification

MP311 Victor Khanye - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description R thousand	Re f	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
		July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<u>Revenue By Source</u>	-															
Property rates		3,411	3,411	3,411	3,411	3,411	3,411	3,411	3,411	3,411	3,411	3,411	3,411	40,933	45,945	51,741
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		7,721	7,638	8,018	7,592	7,842	7,610	8,064	7,527	7,721	7,675	7,545	2,450	87,403	103,177	117,804
Service charges - water revenue		6,295	6,227	6,536	6,189	6,393	6,204	6,574	6,136	6,295	6,257	6,151	(23,700)	45,559	51,182	58,350
Service charges - sanitation revenue		965	955	1,002	949	980	952	1,008	941	965	960	943	(2,653)	7,969	8,367	8,786
Service charges - refuse revenue		947	937	984	932	962	934	989	924	947	942	926	(1,426)	8,998	10,077	11,287
Service charges - other		1,421	1,406	1,476	1,397	1,443	1,401	1,484	1,385	1,421	1,413	1,389	(15,637)	-	-	-
Rental of facilities and equipment		326	326	326	326	326	326	326	326	326	326	326	326	3,910	4,106	4,327
Interest earned - external investments		100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,260	1,323
Interest earned - outstanding debtors		1,753	1,734	1,820	1,723	1,780	1,727	1,830	1,708	1,753	1,742	1,713	1,731	21,013	22,064	23,167
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines		63	63	63	63	63	63	63	63	63	63	63	63	751	826	909
Licences and permits		246	243	255	242	249	242	257	239	246	244	240	243	2,946	3,152	3,372
Agency services		631	624	655	621	641	622	659	615	631	627	617	624	7,567	7,812	8,217
Transfers recognised - operational		-	-	-	-	-	-	-	-	-	-	-	58,109	58,109	61,658	69,743
Other revenue																

		473	468	491	465	480	466	494	461	473	470	462	467	5,672	5,180	5,470
Gains on disposal of PPE		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		24,352	24,131	25,137	24,009	24,671	24,058	25,259	23,837	24,352	24,229	23,886	24,107	292,029	324,806	364,495
<u>Expenditure By Type</u>	-															
Employee related costs		8,370	8,370	8,370	8,370	8,370	8,370	8,370	8,370	8,370	8,370	8,370	8,370	100,443	110,470	121,516
Remuneration of councillors		485	485	485	485	485	485	485	485	485	485	485	816	6,156	6,771	7,448
Debt impairment		511	511	511	511	511	511	511	511	511	511	511	41,151	46,772	53,219	64,404
Depreciation & asset impairment		4,192	4,192	4,192	4,192	4,192	4,192	4,192	4,192	4,192	4,192	4,192	(40,136)	5,979	6,278	6,378
Finance charges		667	667	667	667	667	667	667	667	667	667	667	(5,994)	1,339	1,422	1,517
Bulk purchases		1,661	1,661	1,661	1,661	1,661	1,661	1,661	1,661	1,661	1,661	1,661	40,035	58,308	61,223	64,285
Other materials		836	836	836	836	836	836	836	836	836	836	836	10,739	19,934	21,916	23,665
Contracted services		—	—	—	—	—	—	—	—	—	—	—	10,032	10,032	10,533	11,038
Transfers and grants		3	3	3	3	3	3	3	3	3	3	3	(34)	—	—	—
Other expenditure		7,782	7,863	7,969	7,834	7,858	7,846	7,998	7,793	7,782	7,753	7,671	(43,114)	43,036	41,815	43,773
Loss on disposal of PPE		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure		24,508	24,589	24,695	24,560	24,584	24,572	24,724	24,520	24,508	24,479	24,397	21,864	292,001	313,648	344,026
Surplus/(Deficit)		(156)	(458)	442	(552)	87	(514)	536	(682)	(156)	(250)	(511)	2,243	28	11,158	20,470
Transfers recognised - capital		216	216	216	216	216	216	216	216	216	216	216	(2,371)	—	—	—
Contributions recognised - capital		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		59	(243)	658	(336)	302	(299)	751	(467)	59	(34)	(296)	(128)	28	11,158	20,470
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	59	(243)	658	(336)	302	(299)	751	(467)	59	(34)	(296)	(128)	28	11,158	20,470

MP311 Victor Khanye - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
R thousand		Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<u>Revenue by Vote</u>	-															
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Budget and Treasury		7,127	7,050	7,400	7,007	7,238	7,024	7,443	6,947	7,127	7,084	6,964	7,041	85,453	91,860	101,573
Vote 3 - Corporate Services		7	7	7	7	7	7	7	7	7	7	7	6	81	86	90
Vote 4 - Community and Social Services		296	293	307	291	301	292	309	289	296	294	289	292	3,549	3,727	3,931
Vote 5 - Sport and Recreation		0	0	0	0	0	0	0	0	0	0	0	0	5	5	5
Vote 6 - Public Safety		316	313	328	311	321	312	330	308	316	314	309	312	3,790	4,078	4,388
Vote 7 - Housing		38	37	39	37	38	37	40	37	38	38	37	37	454	477	500
Vote 8 - Health Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads Transport		642	635	667	632	652	633	671	626	642	638	628	635	7,702	7,956	8,371
Vote 11 - Electricity Services		7,721	7,638	8,018	7,592	7,842	7,610	8,064	7,527	7,721	7,675	7,545	7,629	92,582	107,883	122,910
Vote 12 - Water Services		6,295	6,227	6,536	6,189	6,393	6,204	6,574	6,136	6,295	6,257	6,151	6,219	75,478	83,786	95,301
Vote 13 - Waste Water Management		965	955	1,002	949	980	952	1,008	941	965	960	943	954	11,576	12,293	13,215
Vote 14 - Solid Waste Management		947	937	984	932	962	934	989	924	947	942	926	936	11,360	12,655	14,212
Vote 15 - [NAME OF VOTE 15]													-	-	-	-
Total Revenue by Vote		24,355	24,092	25,290	23,946	24,735	24,005	25,436	23,742	24,355	24,209	23,800	24,063	292,029	324,806	364,495
<u>Expenditure by Vote to be appropriated</u>	-															
Vote 1 - Executive and Council		2,025	2,003	2,102	1,991	2,056	1,995	2,114	1,974	2,025	2,012	1,978	2,519	24,794	26,571	28,871
Vote 2 - Budget and Treasury		2,652	2,624	2,754	2,608	2,694	2,614	2,770	2,586	2,652	2,637	2,592	2,621	31,804	34,424	42,366
Vote 3 - Corporate Services																

		1,586	1,569	1,647	1,559	1,611	1,563	1,656	1,546	1,586	1,576	1,550	1,328	18,776	18,778	20,245
Vote 4 - Community and Social Services		566	560	587	556	575	558	591	551	566	562	553	559	6,783	7,214	7,744
Vote 5 - Sport and Recreation		338	334	351	332	343	333	353	329	338	336	330	334	4,048	4,422	4,831
Vote 6 - Public Safety		1,062	1,050	1,102	1,044	1,078	1,046	1,109	1,035	1,062	1,055	1,037	1,049	12,728	13,384	14,617
Vote 7 - Housing		43	42	44	42	44	42	45	42	43	43	42	42	514	555	600
Vote 8 - Health Services		84	83	87	83	85	83	88	82	84	84	82	83	1,008	1,084	1,165
Vote 9 - Planning and Development		479	474	497	471	487	472	500	467	479	476	468	225	5,495	5,908	6,355
Vote 10 - Roads Transport		1,965	1,944	2,040	1,932	1,995	1,936	2,052	1,915	1,965	1,953	1,920	1,941	23,558	24,929	26,648
Vote 11 - Electricity Services		5,671	5,610	5,889	5,576	5,759	5,589	5,923	5,528	5,671	5,637	5,542	5,603	67,998	72,197	76,495
Vote 12 - Water Services		4,379	4,331	4,547	4,305	4,447	4,316	4,573	4,268	4,379	4,352	4,279	4,296	52,470	58,984	65,218
Vote 13 - Waste Water Management		1,785	1,766	1,853	1,755	1,813	1,759	1,864	1,740	1,785	1,774	1,744	1,763	21,401	22,657	24,220
Vote 14 - Solid Waste Management		1,720	1,701	1,786	1,691	1,747	1,695	1,796	1,677	1,720	1,710	1,681	1,699	20,624	22,543	24,649
Vote 15 - [NAME OF VOTE 15]													–	–	–	–
Total Expenditure by Vote		24,353	24,090	25,287	23,944	24,732	24,002	25,433	23,740	24,353	24,207	23,798	24,062	292,001	313,648	344,026
Surplus/(Deficit) before assoc.		2	2	3	2	2	2	3	3	2	2	2	1	28	11,158	20,470
Taxation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	2	2	3	2	2	2	3	3	2	2	2	1	28	11,158	20,470

MP311 Victor Khanye - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

Description	Ref	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
		Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand																
<u>Revenue - Standard</u>	-															
<i>Governance and administration</i>		7,134	7,057	7,407	7,014	7,245	7,031	7,450	6,954	7,134	7,091	6,971	7,048	85,534	91,946	101,663
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Budget and treasury office		7,127	7,050	7,400	7,007	7,238	7,024	7,443	6,947	7,127	7,084	6,964	7,041	85,453	91,860	101,573
Corporate services		7	7	7	7	7	7	7	7	7	7	7	7	81	86	90
<i>Community and public safety</i>		650	643	675	639	660	641	679	634	650	646	635	643	7,797	8,287	8,825
Community and social services		296	293	307	291	301	292	309	289	296	294	289	292	3,549	3,727	3,931
Sport and recreation		0	0	0	0	0	0	0	0	0	0	0	0	5	5	5
Public safety		316	313	328	311	321	312	330	308	316	314	309	312	3,790	4,078	4,388
Housing		38	37	39	37	38	37	40	37	38	38	37	37	454	477	500
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		642	635	667	632	652	633	671	626	642	638	628	635	7,702	7,956	8,371
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		642	635	667	632	652	633	671	626	642	638	628	635	7,702	7,956	8,371
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		15,929	15,757	16,540	15,662	16,177	15,700	16,636	15,528	15,929	15,834	15,566	15,738	190,996	216,617	245,637
Electricity		7,721	7,638	8,018	7,592	7,842	7,610	8,064	7,527	7,721	7,675	7,545	7,629	92,582	107,883	122,910

Water	6,295	6,227	6,536	6,189	6,393	6,204	6,574	6,136	6,295	6,257	6,151	6,219	75,478	83,786	95,301
Waste water management	965	955	1,002	949	980	952	1,008	941	965	960	943	954	11,576	12,293	13,215
Waste management	947	937	984	932	962	934	989	924	947	942	926	936	11,360	12,655	14,212
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	24,355	24,092	25,290	23,946	24,735	24,005	25,436	23,742	24,355	24,209	23,800	24,063	292,029	324,806	364,495
<u>Expenditure - Standard</u>	-	32,023	33,615	31,829	32,877	31,907	33,809	31,557	32,373	32,178	31,635				
<i>Governance and administration</i>	-	-	-	-	-	-	-	-	-	-	-	75,374	75,374	79,772	91,481
Executive and council												20,108	20,108	21,591	23,485
Budget and treasury office												31,804	31,804	34,424	42,366
Corporate services												23,463	23,463	23,757	25,630
<i>Community and public safety</i>	-	-	-	-	-	-	-	-	-	-	-	25,081	25,081	26,658	28,958
Community and social services												6,783	6,783	7,214	7,744
Sport and recreation												4,048	4,048	4,422	4,831
Public safety												12,728	12,728	13,384	14,617
Housing												514	514	555	600
Health												1,008	1,008	1,084	1,165
<i>Economic and environmental services</i>	-	-	-	-	-	-	-	-	-	-	-	29,053	29,053	30,837	33,003
Planning and development												5,495	5,495	5,908	6,355
Road transport												23,558	23,558	24,929	26,648
Environmental protection												-	-	-	-
<i>Trading services</i>															

		-	-	-	-	-	-	-	-	-	-	-	162,493	162,493	176,381	190,584
Electricity													67,998	67,998	72,197	76,495
Water													52,470	52,470	58,984	65,218
Waste water management													21,401	21,401	22,657	24,220
Waste management													20,624	20,624	22,543	24,649
<i>Other</i>													-	-	-	-
Total Expenditure - Standard		-	-	-	-	-	-	-	-	-	-	-	292,001	292,001	313,648	344,026
Surplus/(Deficit) before assoc.		24,355	24,092	25,290	23,946	24,735	24,005	25,436	23,742	24,355	24,209	23,800	(267,938)	28	11,158	20,470
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	24,355	24,092	25,290	23,946	24,735	24,005	25,436	23,742	24,355	24,209	23,800	(267,938)	28	11,158	20,470

MP311 Victor Khanye - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description R thousand	Re f	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
		Jul	Aug	Sept.	Oct	Nov.	Dec.	Jan	Feb.	Mar	Apr	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<u>Multi-year expenditure to be appropriated</u>	1															
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Budget and Treasury		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Health Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads Transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Electricity Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Water Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Waste Water Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Solid Waste Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

<u>Single-year expenditure to be appropriated</u>																
		50	50	250	–	350	30	–	500	–	–	52,000	1,200	54,430	250	300
		–	250	–	300	–	250	300	–	250	200	–	–	1,550	650	200
		150	–	–	–	–	–	–	–	–	–	–	–	150	200	171
		–	–	–	–	–	750	–	–	250	–	–	60	1,060	17,000	12,000
		–	–	250	–	300	–	–	250	–	–	–	2,880	3,680	1,200	1,200
		300	500	300	300	250	250	300	250	500	200	65	–	3,215	800	1,000
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		1,000	2,500	1,900	1,900	2,500	2,000	1,900	1,900	2,500	1,900	1,900	(10,330)	11,570	9,085	7,309
		400	400	400	400	400	400	400	400	400	400	400	661	5,061	3,000	5,000
		–	500	350	350	350	350	350	350	350	350	152	6,000	9,452	3,000	5,000
		900	950	950	950	950	950	950	950	1,500	950	950	40	10,990	2,734	7,211
		125	150	150	150	150	150	125	150	150	150	50	–	1,500	5,000	7,000
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	2,925	5,300	4,550	4,350	5,250	5,130	4,325	4,750	5,900	4,150	55,517	511	102,658	42,919	46,391
Total Capital Expenditure	2	2,925	5,300	4,550	4,350	5,250	5,130	4,325	4,750	5,900	4,150	55,517	511	102,658	42,919	46,391

MP311 Victor Khanye - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Ref	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
R thousand		Jul	Aug	Sept.	Oct	Nov.	Dec.	Jan	Feb.	Mar	Apr	May	Jun	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<u>Capital Expenditure - Standard</u>	1															
<i>Governance and administration</i>		200	300	250	300	350	280	300	500	250	200	52,000	1,200	56,130	1,100	671
Executive and council		50	50	250	–	350	30	–	500	–	–	52,000	1,200	54,430	250	300
Budget and treasury office		–	250	–	300	–	250	300	–	250	200	–	–	1,550	650	200
Corporate services		150	–	–	–	–	–	–	–	–	–	–	–	150	200	171
<i>Community and public safety</i>		300	500	550	300	550	1,000	300	500	750	200	65	2,940	7,955	19,000	14,200
Community and social services		–	–	–	–	–	750	–	–	250	–	–	60	1,060	17,000	12,000
Sport and recreation		–	–	250	–	300	–	–	250	–	–	–	2,880	3,680	1,200	1,200
Public safety		300	500	300	300	250	250	300	250	500	200	65	–	3,215	800	1,000
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		1,000	2,500	1,900	1,900	2,500	2,000	1,900	1,900	2,500	1,900	1,900	(10,330)	11,570	9,085	7,309
Planning and development		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Road transport		1,000	2,500	1,900	1,900	2,500	2,000	1,900	1,900	2,500	1,900	1,900	(10,330)	11,570	9,085	7,309
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<i>Trading services</i>		1,425	2,000	1,850	1,850	1,850	1,850	1,825	1,850	2,400	1,850	1,552	6,701	27,003	13,734	24,211
Electricity		400	400	400	400	400	400	400	400	400	400	400	661	5,061	3,000	5,000

Water		–	500	350	350	350	350	350	350	350	350	152	6,000	9,452	3,000	5,000
Waste water management		900	950	950	950	950	950	950	950	1,500	950	950	40	10,990	2,734	7,211
Waste management		125	150	150	150	150	150	125	150	150	150	50	–	1,500	5,000	7,000
<i>Other</i>		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Standard	2	2,925	5,300	4,550	4,350	5,250	5,130	4,325	4,750	5,900	4,150	55,517	511	102,658	42,919	46,391

8 Organisational and Individual Performance Management System

Performance management is a strategic approach to management which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan and budget for, continuously monitor, periodically measure, report and evaluate performance in terms of indicators. It reports on findings and determines efficiency, effectiveness and impact through evaluation; thereby ensuring improved delivery and value for money for the community and citizens.

Related to the above, the overall aim of the performance management system of the VKLM is to ensure that the municipality and all its sub-systems are working together in an optimum way to achieve desired results. Achieving overall goals requires several continuous activities relating to an outcome based result approach, including:

- Identification and prioritisation
- Establishing means to measure progress
- Setting standards for assessing the achievements
- Tracing and measuring progress and
- Exchange feedback and in doing so continuously monitor and evaluate progress

The performance management system of the VKLM is centrally informed by legislation related to performance management in local government. *Section 152 of the Constitution of the Republic of South Africa* (1996) focuses on the objects of local government and paves the way for performance management with the requirements for establishing an accountable government. Many of the democratic values and principles in terms of Section 195(1) of the Constitution can also be linked with the concept of performance management, with reference to the principles of the promotion of the efficient, economic and effective use of resources, accountable public administration, displaying transparency by making available information, being responsive to the needs of the community, and by facilitating a culture of public service and accountability amongst staff.

The *Municipal Structures Act (1998)*, Section 19(1) states that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution. In addition Section 19(2) of the Act stipulates that a municipal council must annually review its overall performance in achieving the identified objectives. Local government can manage and ensure that its strategic and developmental objectives have been met through implementing a performance management and measurement system.

Chapter 6 of the Local Government: Municipal Systems Act (2000) states that, in order to achieve effective and efficient performance management, local government should:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to the IDP
- Publish an annual report on performance management for the councilors, staff, the public and other spheres of government

- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have the annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

In addition to the above legislation, the Municipal Planning and Performance Management Regulations (2001) deal with the provision of a number of aspects of performance management. These aspects include the following:

- The framework that describes and represents the municipality's cycle and processes for the PM system and other criteria and stipulations [Section 7], and the adoption of the PM system [Section 8]
- The setting and review of Key Performance Indicators (KPIs) [Sections 9 & 11]
- The General KPIs which municipalities have to report on [Section 10], including, amongst others, households with access to basic services, low income households with access to free basic services, job creation in terms of the IDP, employment equity with target groups and the implementation of work skills plans
- The setting of performance targets, and the monitoring, measurement and review of performance [Sections 12, 13]
- Internal Auditing of performance measurements [Section 14]
- Community participation in respect of performance management [Section 15]
- Chapter three sets out the format for the municipal performance management system framework. Section 7 (1) & (2) within this chapter states that in developing its performance management system, a municipality must ensure that the system:
 - Complies with all the requirements set out in the Municipal Systems Act
 - Demonstrates how it is to operate and be managed from the planning stage up to stages of performance review and reporting
 - Clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system
 - Determines the frequency of reporting and the lines of accountability for performance
 - Relates to the municipality's employee performance management processes
 - Provides for the procedure by which the system is linked to the municipality's integrated development planning processes