



Lejweleputswa
DISTRICT MUNICIPALITY

**INTEGRATED
DEVELOPMENT PLAN**

2022-2027

DRAFT

**“A leader in sustainable
development and
service delivery to all”**

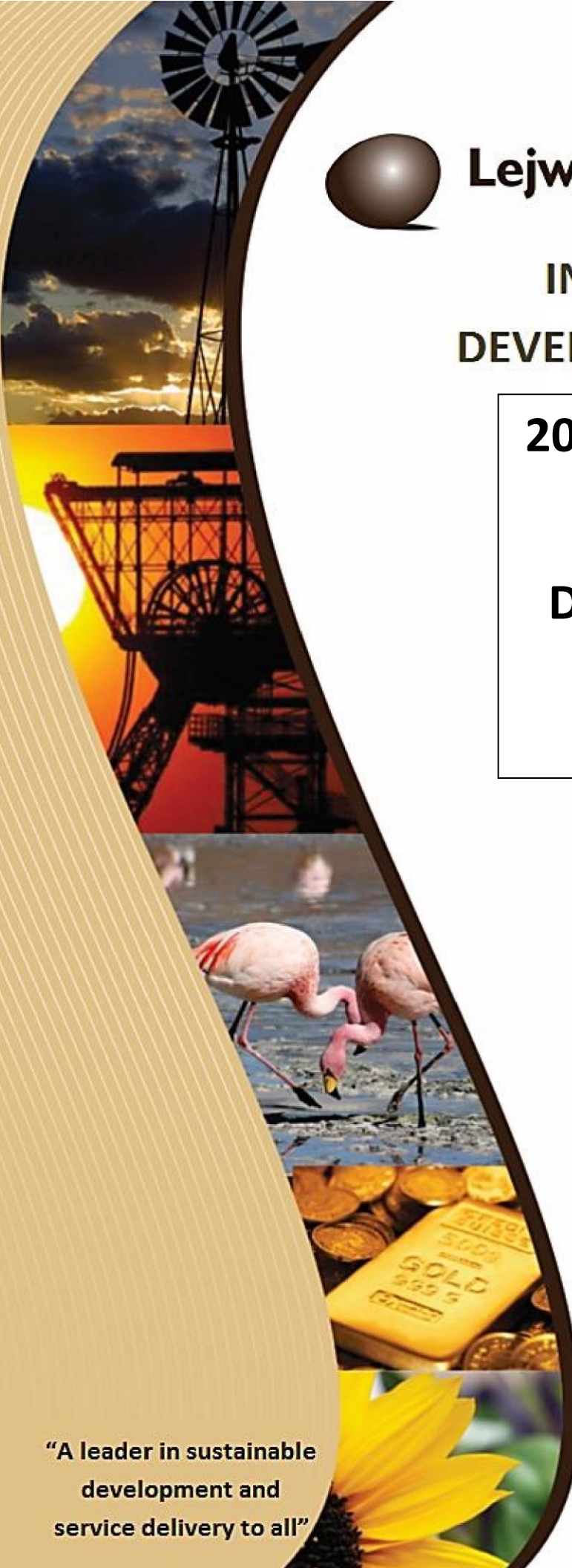


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EXECUTIVE MAYOR'S FOREWORD

2022-2027

Foreword by the Executive Mayor of Lejweleputswa District Municipality Cllr N.V Ntakumbana

It is important as we march towards the 2021/2022 financial year that we remain mindful of the fact that main purpose of the IDP is indeed to map out the core issues that affect our people and to collectively to agree on the manner in which each one of those aspirations will be addressed

South Africa has held successful and peaceful general elections on 01 November 2021 for the sixth administration. These Local Government elections were certified to have been free and fair by the observers. This is a clear demonstration of the growth of our young democracy.

We can no longer withhold what needs to be delivered under the pretext that there is still another year to go. Our communities demand action and the President has committed us to action.

It gives me great pleasure to present the Lejweleputswa District Municipality 2021/2022 Annual Report. I believe it is crucial to highlight the importance of this intervention in supporting the priorities of local government. One of the biggest challenges that we face as District Municipality today is that many people and communities are being excluded from the mainstream economy.

In Lejweleputswa black women form the largest part of unemployed persons. Rural women, in particular, find themselves at the bottom of the economic ladder. The ageing mines places a burden on local Municipalities in the most, in relation to provision of basic services like water, electricity and housing. Retrenchment of workers also affected Municipalities negatively because the demand for provision of free basic services increased. As a result the payment of municipal services is also affected this hampered service delivery. When unemployment is high, it is eminent that people will compete for resources and social ills such as criminality in our communities will be rife for example illegal mining, which we are currently experiencing.

As we continue on our march to deliver on our Manifesto commitments, we pledge ourselves to continue to work with our people to leave no stone unturned in fulfilling our objectives by accelerating and doubling our efforts to bring about a better life to our entire citizen. We will do so in an accountable and ethical manner, as we have been proven to do over the years.

The district Municipality and other related government initiatives are geared towards increasing the number of people who are participating meaningfully in the mainstream economy

The achievement of service delivery targets and deliverables is obviously also required to be viewed together with the municipality's financial performance and our ability to comply with a whole suite of municipal legislation. As a local government we are always going to be evaluated based on our ability to meet the growing needs of our residents through rendering quality services, promoting economic development, fiscal discipline, ensuring that we govern effectively and facilitating the growth of our municipality.

I want to thank our political leadership and staff led by the Municipal Manager for ensuring political and administrative stability in our municipality. I thank them for everything they do to make our municipality work each day.

Cllr. N.V Ntakumbana

Lejweleputswa District Municipality

SECTION: A

EXECUTIVE SUMMARY

Area composition of the municipality

Lejweleputswa District Municipality has been established in terms of section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998 and was published in the Provincial Gazette No 109 dated 28 September 2000 and came into being on 06 December 2000. The district is one of the four district municipalities in the Free State. The other three are; Thabo Mofutsanyane in the north east; Fezile Dabi in the north as well as Xhariep in the south east. There is one Metropolitan municipality, Mangaung, which is located in south east. The area of jurisdiction of Lejweleputswa District Municipality includes the following five municipalities:

- **Masilonyana**
- **Tokologo**
- **Tswelopele**
- **Matjhabeng**
- **Nala**

Masilonyana Local Municipality

The Masilonyana area of jurisdiction is located in the Southern part of Lejweleputswa District Municipality's area of jurisdiction and is surrounded by local municipalities of Matjhabeng, Tswelopele, Tokologo, Mangaung, Mantsopa and Setsoto. The municipal area comprises the towns of Winburg, Theunissen, Brandfort, and Verkeerdevlei. There are no major centers within the municipal area and the closest cities are Bloemfontein, Welkom and Kroonstad. The area has been identified as having contested areas that Municipal Demarcation Board intends to incorporate into Mangaung Local Municipality through processes of boundary re-determination. The most important occurrence over the past few years was the erection of the tollgate on the N1, in the vicinity of Verkeerdevlei.

Tokologo Local Municipality

The area of jurisdiction in the Tokologo Local Municipality is situated in the Lejweleputswa District Municipality region. The former Dealesville, Boshof, Hertzogville Transitional Local Councils and sections of the former Western, Central South and Bloemfontein District TRCs are included in the regions.

The residential areas include the following areas:

Hertzogville/Malebogo, Boshof/Kareehof/ Seretse and Dealesville/ Tshwaraganang and covers an area of approximately 11 933.24 km².

Tswelopele Local Municipality

The Tswelopele Local Municipality was established in terms of section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998) and was published in Provincial Gazette no 109 dated 28 September 2000 and came into being on 06 December 2000. The

new Local Municipality is a category B Municipality with a plenary executive system as contemplated in Section 3(b) of the determination of types of Municipality Act, 2000 (Act No 1 of 2000). Tswelopele Local Municipality is situated in the north western part of the Free State within the regional boundaries of Lejweleputswa District Municipality. The Local Municipality comprises two urban areas/ centers namely Hoopstad/ Tikwana and Bultfontein/ Phahameng, which are 60 km from each other, as well as their surrounding commercial farmland, and rural areas as demarcated by Municipal Demarcation Board¹ .

Matjhabeng Local Municipality

Economic factors also played a role and a number of towns originated as service centers for the surrounding farming community of the town resulted in a fast growing city where economies of scale started to play a role.

The mining sector has been in a process of restructuring for some years and is still retrenching staff, which is particularly affecting the mining towns of Welkom, Virginia, Odendaalsrus and Allanridge. The sudden surge in petrol prices nationwide would indeed exacerbate the already negative economic growth in the area in terms of employment opportunities. It is also estimated that most of the retrenched labour, mainly unskilled, remains in the region and adds to the social problems associated with declining economic conditions. As local municipalities plan, it is incumbent upon all of us to ensure that we take into account estimated figures of retrenched staff to project future service delivery demands. This will be reinforced by the development of an indigent policy and implementation of the same.






Nala Local Municipality

Wesselsbron and Bothaville function as individual administrative unit with the bulk of the administration being done from Bothaville, which is also the seat of the Council in the area. Technical expertise in all fields of local government, including town planning, engineering, financial, legal and health services is either available from in-house professionals or from specialist consultants in these fields, located either locally or in nearby towns.



Map 1 - Lejweleputswa District

The following maps indicate spatial locations of each of the municipalities and can be compared to map 1 as shown above.

				
<p>Masilonyana Theunissen Verkeerdevlei Brandfort Winburg</p>	<p>Tokologo Dealesville Boshof Hertzogville</p>	<p>Tswelopele Bultfontein Hoopstad</p>	<p>Matjhabeng Welkom Ventersburg Hennenman Virginia Allanridge Odendaalsrus</p>	<p>Nala Bothaville Wesselsbron</p>

Governance issues

The municipality is currently governed by the troika. The executive Mayor- **Cllr Ntombizodwa Veronica Ntakumbana** at the political helm of the municipality, together with The Speaker of council who presides over council meetings. The third is the Municipal Manager, who is the administrative head of the municipality.

The Speaker is the chairperson of council and is responsible for managing and setting council meetings. Council sits at least four times a year on ordinary council meetings whilst there is also a plan for special council sittings in the same financial year. Members of the mayoral committee who are effectively the political heads of departments in the municipality assist the role of the Executive Mayor. This is the second structure that provides oversight on municipal programmes. The sessions are called once a quarter to discuss progress and challenges that the municipality faces. Next to the mayoral committee are the portfolio committees of each department, whose meeting schedule complies with mayoral committee sittings. The flow of information and items that must serve in council is such that the management committee, chaired by the municipal manager, first convenes meetings on a monthly basis to develop items and discuss challenges faced during programme implementation.

Audit Committee Members	
MEMBER	MR. TJ MACHOLO
CHAIRPERSON /MEMBER	MRS. G MAYISELA
MEMBER	MR. TA MOTSHOIKHA
MEMBER	MRS. SPT MONOSI
MEMBER	MRS. DS NAGE

TABLE 2

Other structures of council are the audit committee which has five members sourced externally for a period of three financial years (**see above table 1**); the municipal public accounts committee on the Annual Report (see **below TABLE 3**), chaired by Cllr **MOETI MOLEFI**, appointed for a term which corresponds to the term of sitting council.

Dates of meetings held by the Audit Committee from 30 July 2021 to date	Planned meeting dates for the 2021/2022 FY
24-Aug-2020	30-July-2021
27-Nov-2020	13-Aug-2021
23-Feb-2020	27-Aug-2021
24-May-2020	29-Nov-2021
	11-March-2022
	09-May-2022 Proposed

TABLE 3

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE		
1	CHAIRPERSON	Cllr MOETI MOLEFI
2	MEMBER	Cllr N.W SPEELMAN
3	MEMBER	Cllr N,P NKONE
4	MEMBER	Cllr I.P. MPHORE
5	MEMBER	Cllr B.N MKHONDWANE
6	MEMBER	Cllr V. SOTENJWA
7	MEMBER	Cllr M.G FOSI
8	MEMBER	Cllr A.J.J. KRUGER
9	MEMBER	Cllr STYGER A
10	MEMBER	Cllr M.T. MACINGWANE
11	MEMBER	Cllr PIENAAR
12	MEMBER	Cllr B.S. RAMOSIE
13	MEMBER	Cllr L.J. MAILE

The audit committee is an on-going function compliant to legislation and supports the internal audit unit on matters of internal audits of the municipality. Part of the responsibilities is to ensure that portfolio of evidence for work done is readily available for the external audit. Other internal committees established in line with legislation and functional in the municipality are supply chain linked bid committees. These are the specification committee, the evaluation and adjudication committees.

MEMBERS OF BID COMMITTEES 2020/21

BID SPECIFICATIONS COMMITTEE		
NO	INITIALS AND SURNAME	DESIGNATION
1	MR D. LINOKO	CHAIRPERSON
2	MR S. MOYA	MEMBER
3	MISS R. ADAMS	MEMBER

4	MRS M. MOLEFENYANE	MEMBER
5	MR C. PETERSEN	MEMBER
6.	MR O. KOLISANG	MEMBER
7.	MISS B. PHUNGWAYO	MEMBER
SCRIBE		
	MS DENG A D	ASSISTANT ADMIN OFFICER
	MR MATSUNYANE T.N.	ADMIN MANAGER
BID EVALUATION COMMITTEE		
NO	INITIALS AND SURNAME	DESIGNATION
1	MR D. MASELWA	CHAIRPERSON
2	MR B. LEHLEKISO	MEMBER
3	MRS M. LESHORO	MEMBER
4	MS M.L. MEMANE	MEMBER
5	MRS B.C BALOYI	MEMBER
6	MS B.J. MALAPANE	MEMBER
SCRIBE		
	MS M. PHARA	SENIOR ADMIN
	MR T.N. MATSUNYANE	ADMIN MANAGER
BID ADJUDICATION COMMITTEE		
	SURNAME AND INITIALS	DESIGNATION
1	MR PITSO PK	CHAIRPERSON
2	MR MAKHETHA ML	MEMBER
3	MRS MAHLANGU L	MEMBER
4	MS NTWANA J	MEMBER
5	MS LESHORO M (SCM)	MEMBER
SCRIBE		
	MR N. MATSUNYANE AND MR M. MACHOLO	ADMIN MANAGER AND SCM

The municipality also has four (4) section 80 committees established as portfolio committees and they are Finance & IDP portfolio committee, Corporate Services portfolio committee, LED & Planning portfolio and Environmental and Disaster Management portfolio committee. All these committees are politically headed by their respective Members of the Mayoral Committee (MMCs) to carry out their duties by ensuring all items that go to the Lejweleputswa council have served before their portfolio's, Mayoral Committee and eventually reach the council.

TRAINING COMMITTEE

The district municipality has the training committee comprising of officials representing their respective departments and management and it is chaired by the MMC for Corporate Services. The purpose of the training committee is to cater for training needs of the employees and align them with the challenges identified in the IDP of the municipality to empower them to perform their duties efficiently. Any other matter related to training and education is dealt with by this committee (e.g., Bursary policy & Workplace skills Development Plan).

LOCAL LABOUR FORUM

The forum is functional and is constituted by two unions representing the interests of their members, the management represented by Corporate Services Executive Manager and the employer represented by the MMC for Corporate Services.

Other important issues of public participation are dealt with by Office of the Speaker. They are responsible for ward committee oversight at the district level. They ensure that elections take place as well as training of ward councilors and ward committees succeed. The district has 79 wards from all the 5 local municipalities. The method of community consultation is done as per legislation but the municipality has a draft community participation policy which has not yet served in council.

Other policies which served in the council included the fraud prevention policy and code of ethics which were noted and a public consultation process is still to be undertaken. One of the processes that the municipality undertakes to ensure that communities are informed of planning for the district relates to the public hearings on IDP and budget.

LEJWE-LE-PUTSWA DEVELOPMENT AGENCY

Lejweleputswa District Municipality established **Lejwe-Le-Putswa Development Agency** in 2005 in terms of section 84 of chapter 10 of Municipal Finance Management Act, no 56 of 2003 hereinafter referred to as the LDA. The main objectives of the LDA is to promote economic development in the District to create jobs and wealth, reduce poverty levels and promote Lejweleputswa region as a commercial hub and also function as springboard for Private, Public Partnership (PPP) for the District

The LDA receives its developmental mandate from Lejweleputswa District Municipality and thus accounts to the District Municipal Manager with regard to progress reports on projects being implemented. It also provides monthly reports to the Industrial Development

Corporation (IDC) because of the funding it receives from the IDC. The LDA consists of administration led by the CEO, three (3) permanent staff members and the agency has employed Finance Manger on month-to-month basis.

LDA BOARD MEMBERS		
1	CHAIRPERSON	MR LR MUTSI
2	MEMBER	TO BE APPOINTED
3	MEMBER	MR K HLALELE
4	MEMBER	MS M MOSALA
5	MEMBER	MS STEFANI LOCKMAN

INSTITUTIONAL ARRANGEMENT

The municipality has appointed Municipal Manager, Me Palesa Matshidiso Kaota who started in July 2016. She heads a structure of employees located within four departments of Finance, Economic Development and Planning, Environmental Health and Disaster Management, Corporate Services as well as Municipal Manager's Office. The other departments of the Offices of the Speaker and the Executive Mayor fall within council general and are therefore reporting to the Corporate Services department but essentially are semi-independent departments on operational issues as they sign for procurement issues from within their respective departments.

The Municipal Manager is responsible for the staff establishment in terms of the Municipal Systems Act, no 32 of 2000 and each financial year a structure that is geared towards implanting the IDP and budget is brought before council as an integral part of the IDP for adoption. It is therefore logical that the municipal structure would be revised as and when conditions arise to beef it up in line with the powers and functions assigned to the Lejweleputswa District Municipality.

Apart from the structure, we also have a **workplace skills plan** that support the structure of council when it comes to skills development and this responsibility is the prerogative of Corporate Services on behalf of council.

The municipality has a functional PMS which is currently confined to reviews only for senior managers of the institution. It is linked to performance agreements and SDBIP from each department and senior management positions have budget set aside for performance bonuses in instances where such are due through substantive assessments made and qualified as per the Performance Management Policy.

The intergovernmental relations processes have been planned for in the IDP and are an integral part of municipal programmes. The accounting officer is the custodian of the IGR process and ensures that all the monitoring and evaluation, technical and political legs sit and are functional in terms of interventions on service delivery.

We are conscious of branding the municipality in as broadly as possible. Whilst ensuring that we perform our legislative mandate, we ensure that we market ourselves through our website where information regarding our structures and related programmes are located. As part of our mandate to ensure that we comply with legislation, we ensure that local newspapers are used to disseminate information to the public.

VISION

“A LEADER IN SUSTAINABLE DEVELOPMENT AND SERVICE DELIVERY BY 2030”

MISSION STATEMENT

THE LDM STRIVES TO ACHIEVE ITS VISION THROUGH

- 1. PROVIDING SOUND FINANCIAL MANAGEMENT**
- 2. PROVIDING EXCELLENT, VIBRANT PUBLIC PARTICIPATION AND HIGH QUALITY LOCAL MUNICIPAL SUPPORT PROGRAMMES BY MAINTAINING GOOD WORKING RELATIONS IN THE SPIRIT OF CO-OPERATIVE GOVERNANCE**
- 3. ENHANCING HIGH STAFF MORALE, PRODUCTIVITY, CAPABILITY AND MOTIVATION**

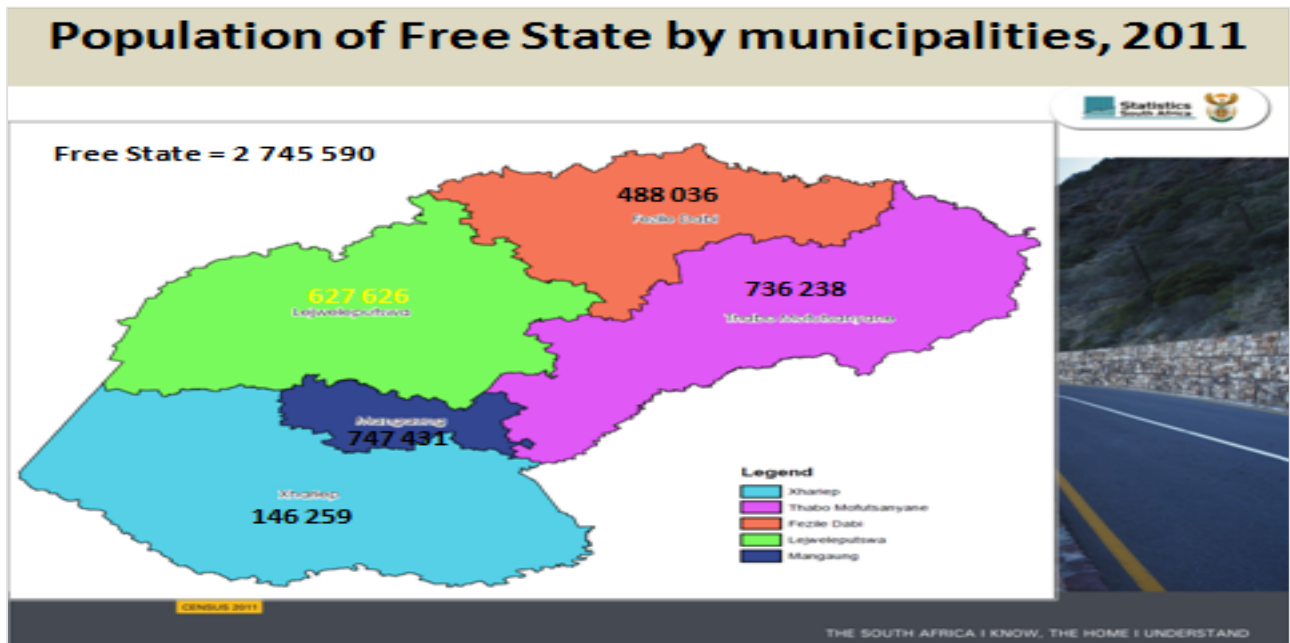
THE VALUES OF THE LDM ARE THE FOLLOWING

- 1. INTEGRITY**
- 2. HIGH WORK ETHICS**
- 3. OPENNESS AND TRANSPARENCY**
- 4. HONESTY**
- 5. CONSULTATION**
- 6. PROFESSIONALISM**

SECTION: C

Demographic Profile

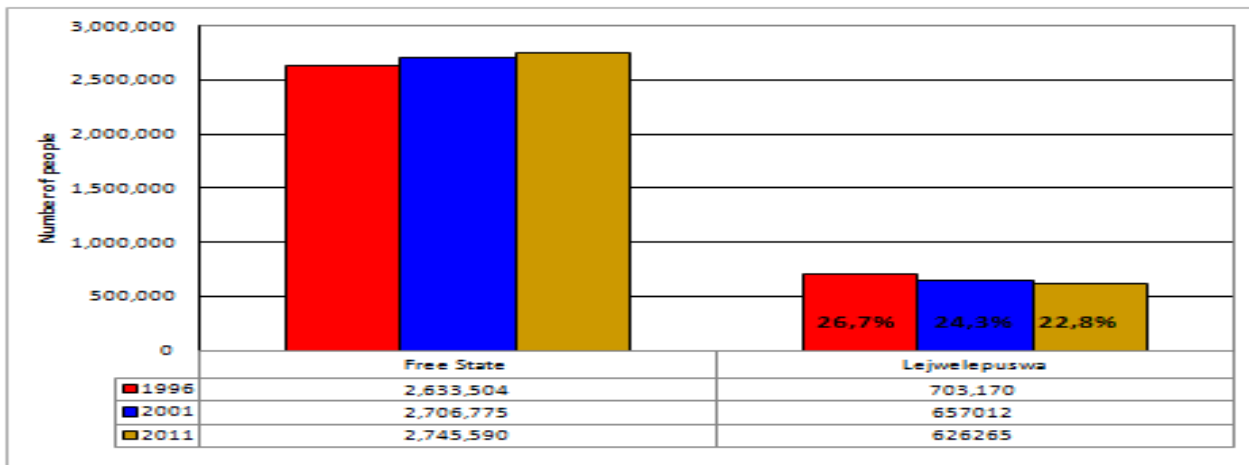
DEMOGRAPHICS			CS
Population	2001	2011	2016
South Africa	44819777	51770561	
Free State	2706771	2745590	2 834 714
DC18: Lejweleputswa	657012	627626	649964
FS181: Masilonyana	64409	63334	66084
FS182: Tokologo	32455	28986	29149
FS183: Tswelopele	53714	47625	47373
FS184: Matjhabeng	408170	406461	428843
FS185: Nala	98264	81220	78515



StatsSA: Census 2011

The table above indicates that the population of the district has decreased from figures of 2001 to 627 626 in 2011. The decrease is much more pronounced over a ten-year period in municipalities such as Nala, Tswelopele and Tokologo Local Municipalities respectively with Nala being the hardest hit.

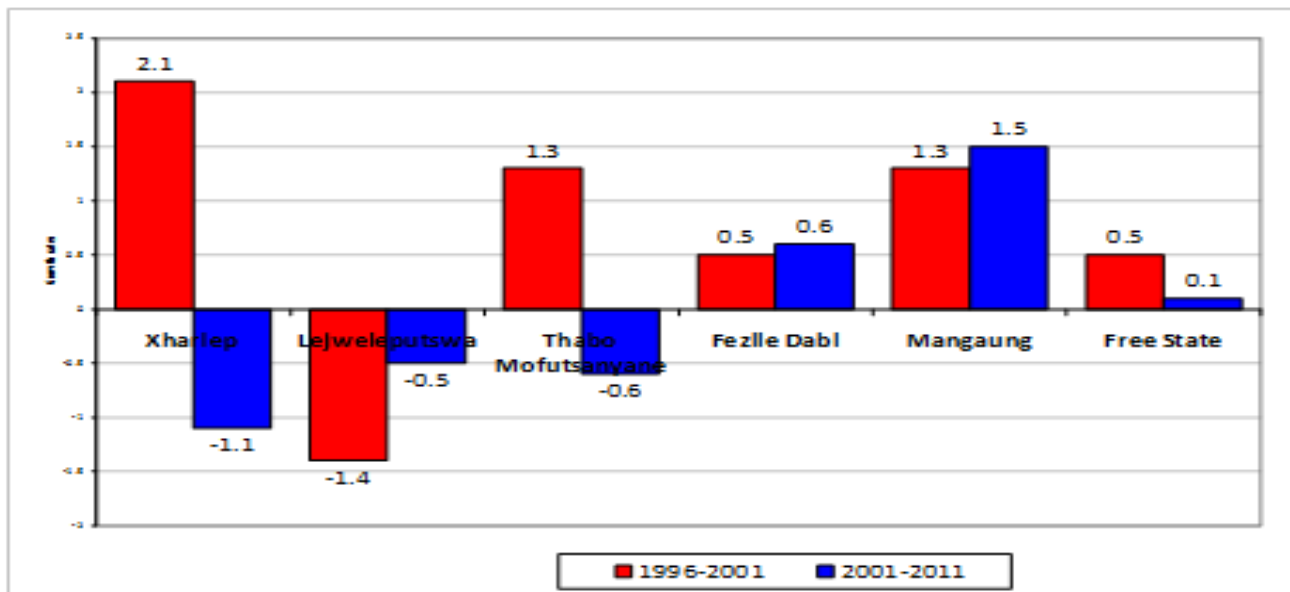
Population sizes of Free State and Lejweleputswa, 1996–2011



StatsSA: Census, 2011

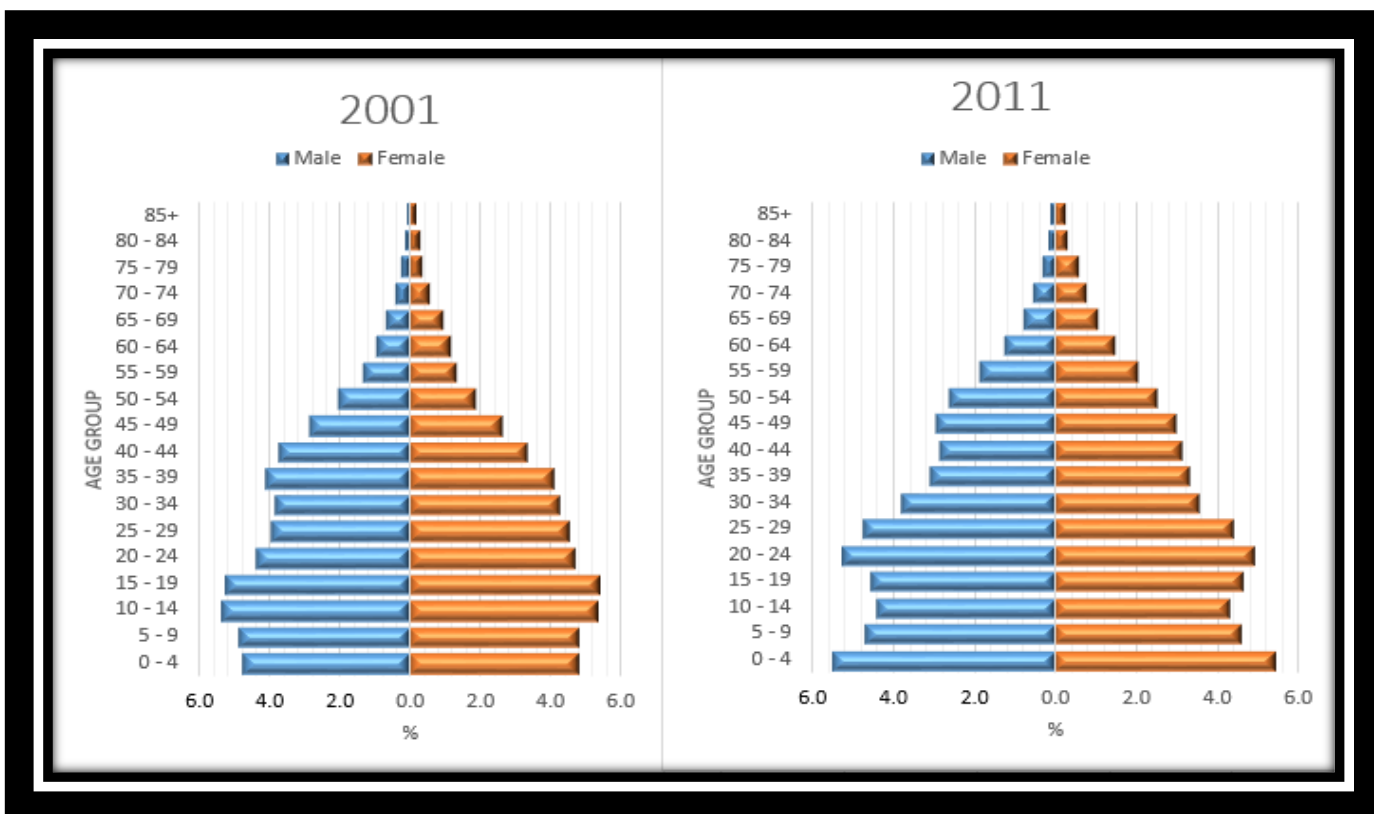
The table above makes a comparative analysis of the growth patterns between the Free State Province and Lejweleputswa District over a 15-year period and depicts that while the population of the province has marginally increased (from 2,633,504 in 1996 to 2,745,590 in 2011 during that period the District one has registered a negative growth from (703,170 in 1996 to 626,265 in 2011). The population of the Lejweleputswa now constitute 22, 8% of the entire Free State population

Population growth rates of Free State by municipalities, 1996–2011



StatsSA: Census, 2011

The table above illustrates population growth rates of Free State by municipalities over a period of 15 years in terms of which municipalities had a positive growth and those that experienced negative growth. The Lejweleputswa District has been experiencing a negative population growth between 1996 and 2001 which was -1.4 and between 2001 and 2011 which registered at -0.5 during the 2011 population census. This is contrary to provincial figures which increased from 2,655 504 in 1996 to 2,745 590 in 2011. Lejweleputswa District Municipality is the most affected of all the district municipalities in the Free State because it registered negative growth in both official censuses mentioned above. The only Free State district and metropolitan municipalities that have shown an increase in growth are Mangaung (1.5%) and Fezile Dabi (0.5%). **This shows that planning must be geared towards addressing issues concerned with causes of emigration from the district to other provinces**



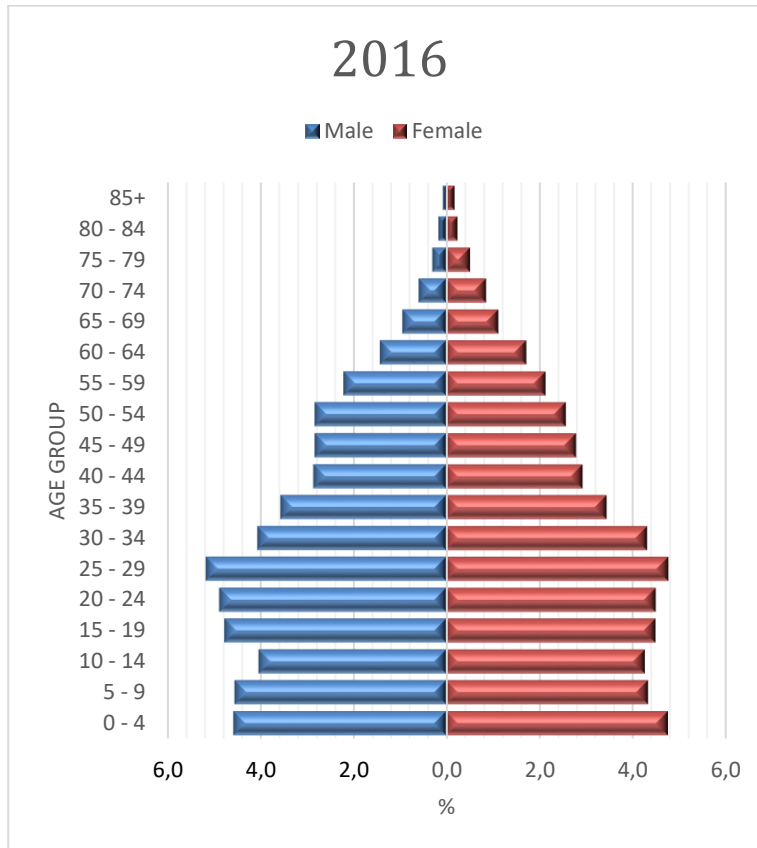
3.1.2. Population Distribution

POPULATION DISTRIBUTION OF LEJWELEPUTSWA BY AGE AND SEX, 2001 AND 2011

StatsSA: Census, 2011

The figure above is statistically referred to as the population pyramid which gives a district population distribution by age and sex over a ten-year period, in the district. The comparison between the two figures is that in 2001 there was a high infant mortality rate between the ages of (0-4) while in 2011 the bottom of the figure is enlarged which implies that many children were born and this could also be attributed to the MTC transmission medication being made available to pregnant mothers. The similarities between the two figures are that the concentration of a bigger number of both sexes is around the ages of between 18 and 35 for the ten-year period. Therefore, it is crystal clear that the Lejweleputswa district population is very

young and energetic thus the provision of employment to youth in Lejweleputswa is crucial and the region has potential to grow economically due to its young population.



CS 2016

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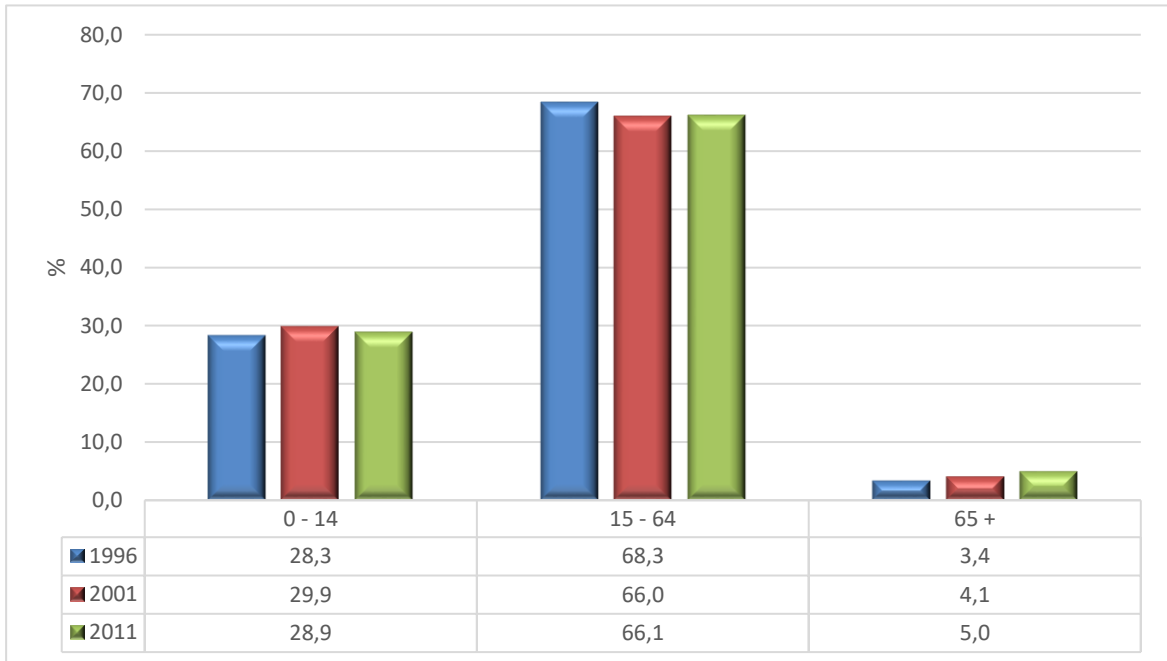
Population distribution by province of birth, Free State Municipalities, 2011

Place of usual residence	Province of birth									
	WC	EC	NC	F5	KZN	NW	GP	MPU	LIMP	Outside RSA
Free State	19 555	67 757	27 861	2 316 399	27 487	26 712	71 574	12 282	16 361	68 896
Xhariep	1 322	4 072	4 187	125 557	610	761	1 905	298	537	2 438
Lejweleputswa	4 115	26 361	5 427	515 354	4 681	8 137	11 654	2 745	3 383	22 825
Thabo Mofutsanyane	2 866	5 224	1 921	663 654	11 635	2 887	15 534	2 722	2 977	12 087
Fezile Dabi	3 405	9 105	2 933	393 461	4 713	7 137	26 882	4 196	5 166	8 308
Mangaung Metro	7 846	22 995	13 393	618 373	5 848	7 790	15 600	2 322	4 297	23 238

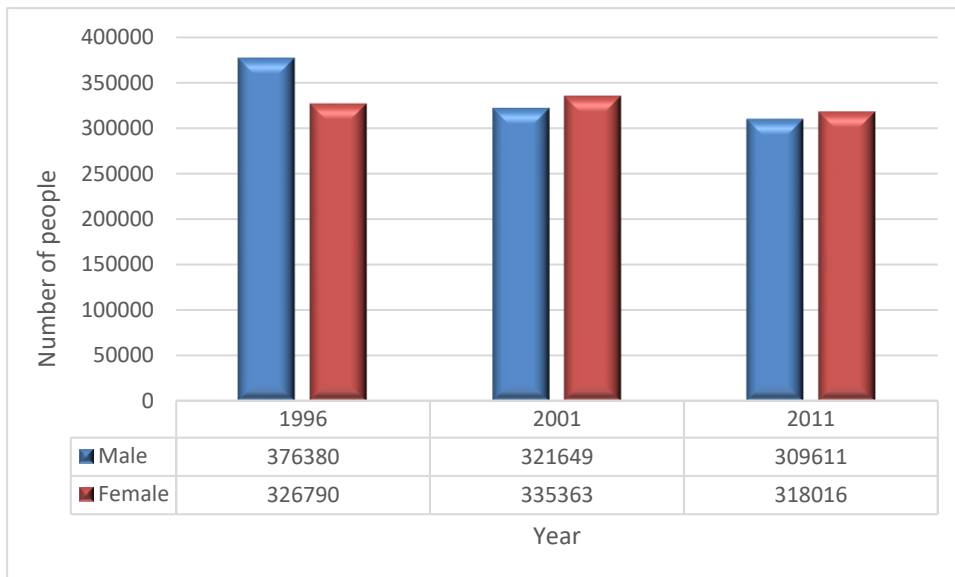
StatsSA: Census, 2011

The above figure points to places of births of residents from the nine provinces. Of the 626 626 people registered as residing in Lejweleputswa, only 515 354 were born here. The rest come from other provinces as well as outside of the country. In fact, 22 825 come from outside of the country and the remainder originate from other provinces in the country: Western Cape (4115); Eastern Cape (26 361); Northern Cape (5427); KZN (4681); NW (8137); GP (11 654) MP (2745) and Limpopo (3383). The above figures show that the biggest contributor immigrants in the district is Eastern Cape with 26 361 people.

POPULATION COMPOSITION



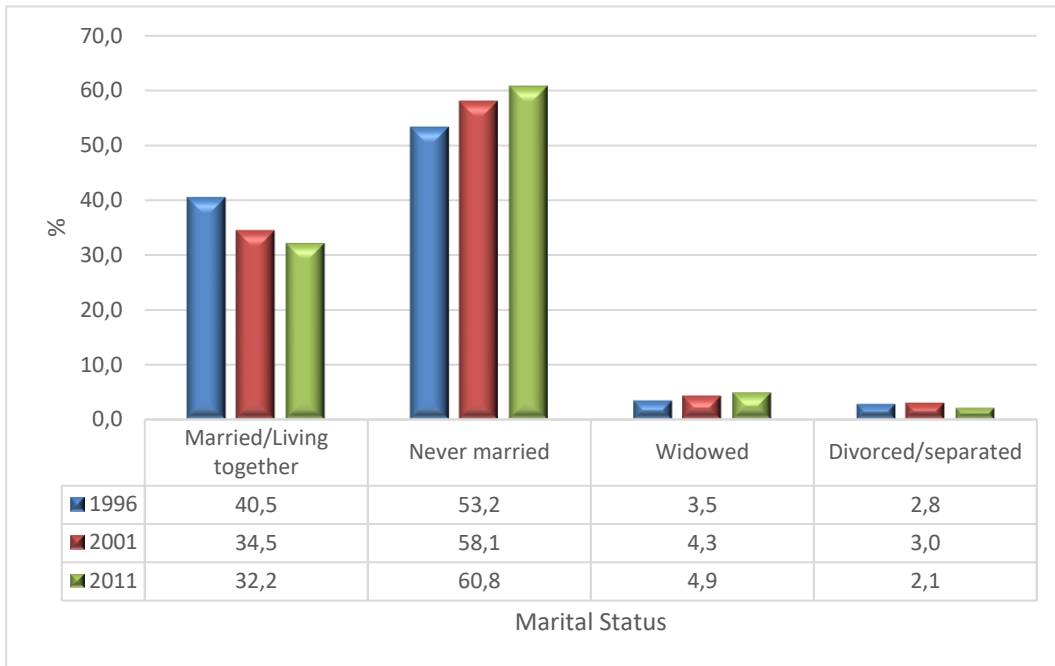
StatsSA: Census, 2011



StatsSA : Census, 2011

The two tables above depict a very interesting story about population composition and distribution by sex. The first one shows that there were more numbers between the ages of 15 and 64 in a 15-year period than any other age grouping. Instead, there was steady decline in the number of people in the age category of 0-14 over the same 15-year period. Numbers for pensioners have been steady during the period. Population distribution by sex within the 15-year period has also been quite steady. It also shows that females are dominant sex ranging from 52, 8% in 1996 to 51, and 5% in 2011.

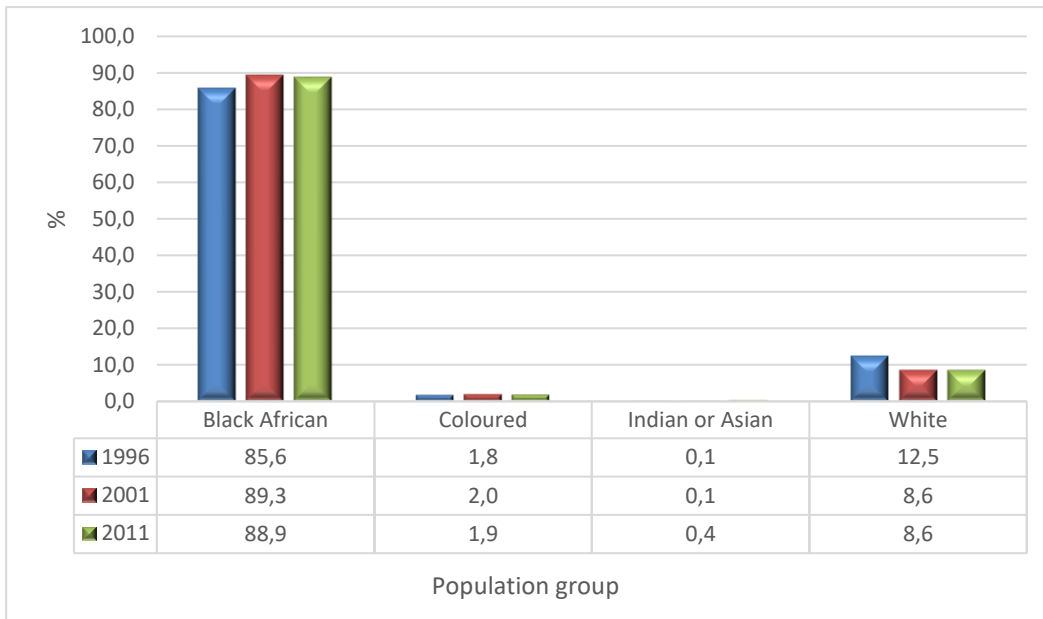
PERCENTAGE DISTRIBUTION OF LEJWELEPUTSWA POPULATION BY MARITAL STATUS, 1996-2011



StatsSA: Census, 2011

The table above is about the marital status of the population of Lejweleputswa District over a 15-year period and it reveals that the percentage of married couples/ those living together as partners declined from 32,7% in 1996 to 31,8 % in 2011 while those who never married increased from 59,4% in 1996 to 60,9%. The percentage of widowed slightly increased from 4, 2% in 1996 to 4, 6% in 2011 and that of divorced couples/separated decreased from 3, 7% in 1996 to 2, 7% in 2011

PERCENTAGE DISTRIBUTION OF LEJWELEPUTSWA POPULATION BY POPULATION GROUP, 1996-2011

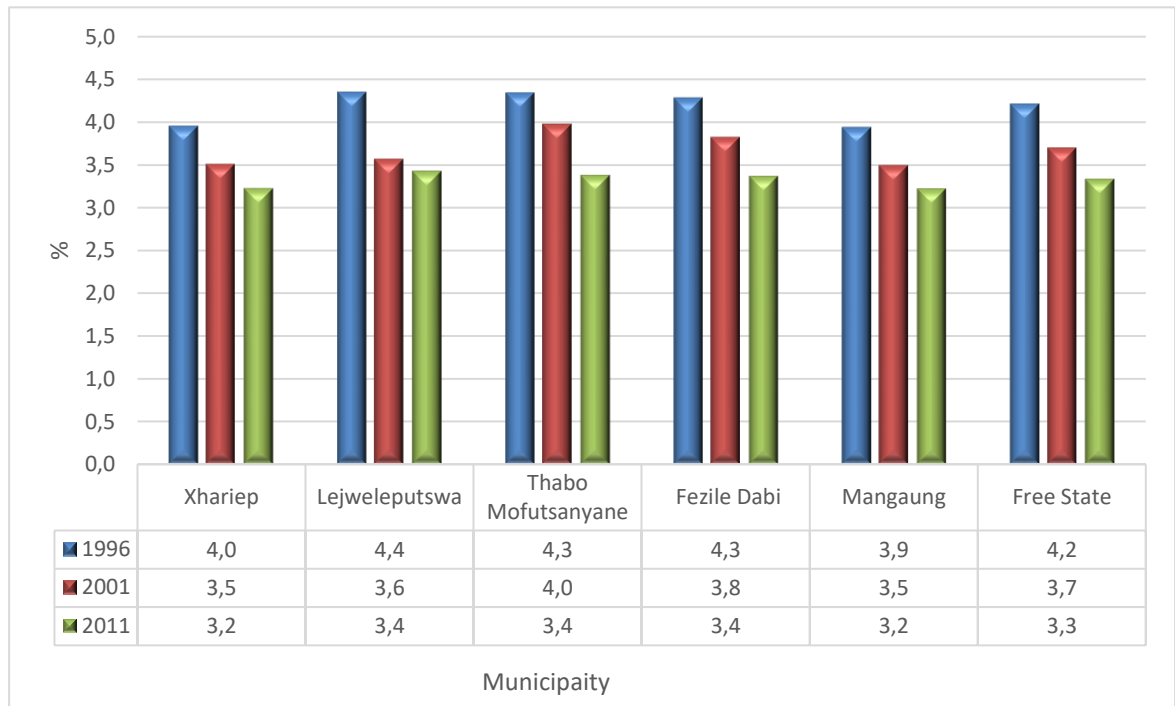


StatsSA: Census, 2011

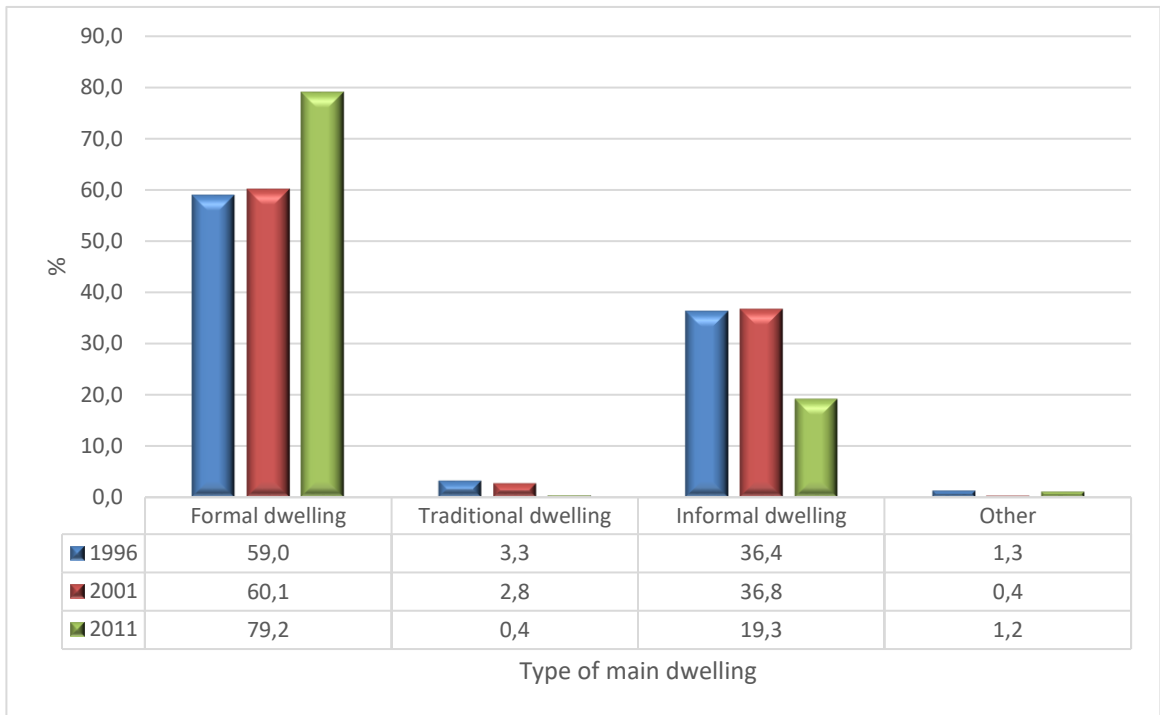
The majority of the population in the Lejweleputswa District has always been black African, for the 15-year period with a small difference over the period ranging from 82.2% in 1996 to 77.0% in 2011, followed by white population group with 22, 0% in 1996 to 20, 2% in 2011 and the third being coloured population with 5, 0% in 1996 to 5, 2% in 2011.

Household and services

AVERAGE HOUSEHOLD SIZES FOR FREE STATE MUNICIPALITIES, 1996-20



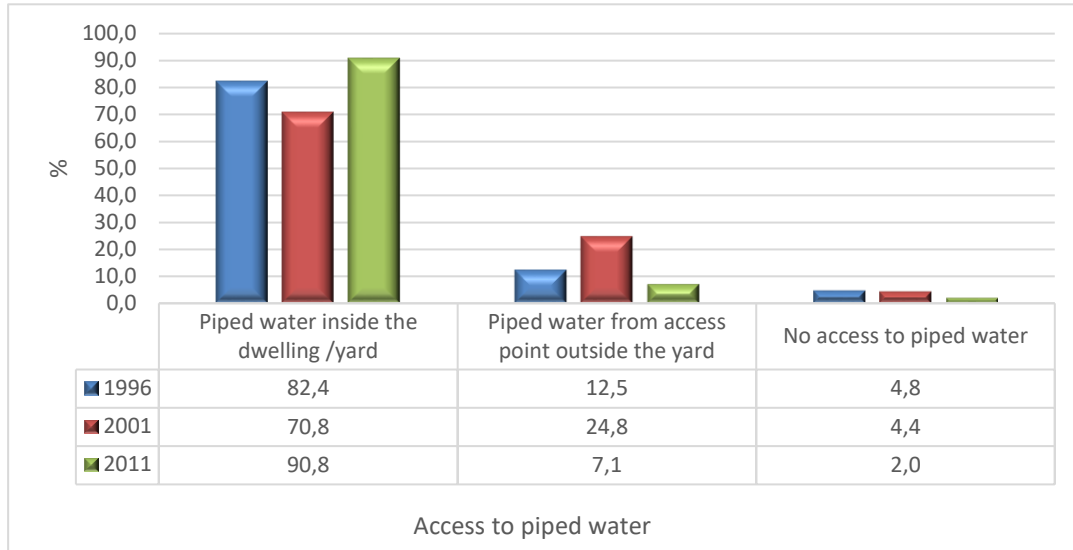
PERCENTAGE DISTRIBUTION OF HOUSEHOLDS BY TYPE OF MAIN DWELLING, LEJWELEPUTSWA, 1996-2011



StatsSA: Census

The average household size of people living in the district has always been lower than that of the province. In 1996, the average household size of population in the district has been 3, 8% compared with that of the province which was at 4, 0% for the same period. The picture is somewhat the same 20 years later with the district at 3, 3% whereas the provincial figures stood at 3, 4%. These decline could be interpreted to mean that young adults move out of their parents' homes to establish own homes in the forms of shacks in other places or have successfully lined up to get own RDP houses. This is the part that government needs to comprehend and act decisively on because there is a need for increased basic services everywhere.

PERCENTAGE DISTRIBUTION OF HOUSEHOLDS BY ACCESS TO WATER, LEJWELEPUTSWA, 1996-2011

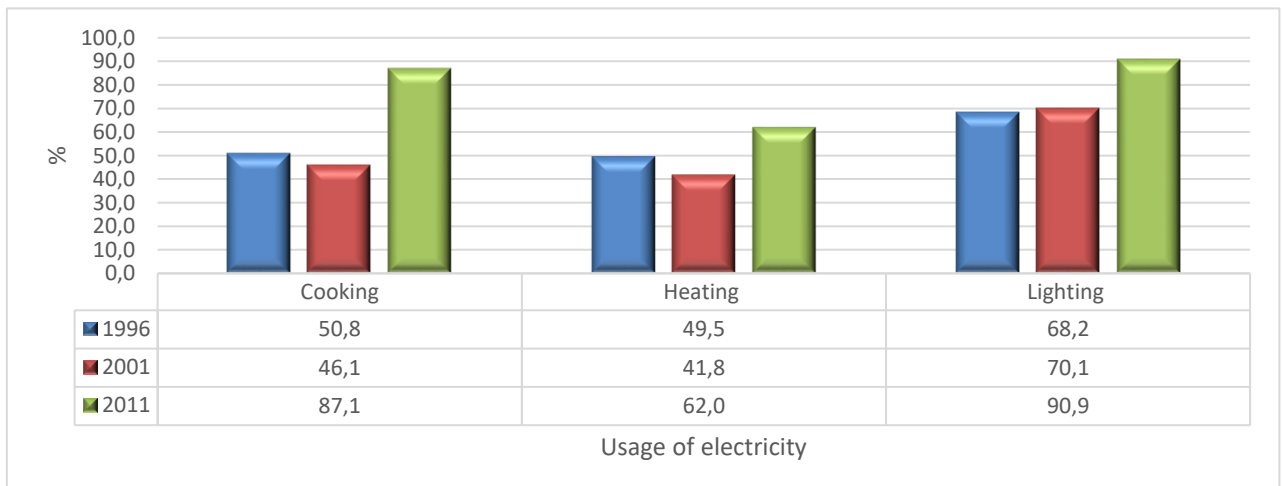


StatsSA: Census, 2011

There has been increased in the provision of piped water since 1996 from 65.7% to 86.7% in 2011. Piped water provision has an impact on the provision of drinking through avenues like communal stand pipes. The table shows a comprehensive picture whilst there was increased provision of piped water; there was also a decrease in the number of people who report to source their water elsewhere other than in piped water. People who indicated that they do not have access to piped water have decreased from the 1996 figures of 2.6% to 2.1% in 2011. People who indicated that they access water through communal stand pipes have decreased from 31.7% in 1996 to 11.2% in 2011. The 13.3% of people who do not have access to piped water still require improvement in the water service in the district.

Main source of water for drinking														
Province, District and Local Municipality	Piped (tap) water inside the dwelling/house	Piped (tap) water inside yard	Piped water on community stand	Bore hole in the yard	Rain-water tank in yard	Neighbours tap	Public/municipal tap	Water-carrier/tanker	Bore hole outside the yard	Flowing water/stream/river	Well	Spring	Other	Total
Free State	357926	499067	25768	8098	694	13142	14680	11226	8548	1124	411	1108	4848	946638
DC18: Lejweleputswa	94736	107755	3354	2012	149	3021	2949	374	2119	129	-	83	2332	219014
FS181: Masilonyana	5730	15246	63	224	-	264	66	75	270	-	-	-	863	22802
FS182: Tokologo	788	7364	12	538	17	306	343	31	432	-	-	-	-	9831
FS183: Tswelopele	1716	10685	121	326	30	165	36	230	204	95	-	-	96	13705
FS184: Matjhabeng	79509	60157	2450	678	102	2188	2003	38	574	34	-	15	1274	149021
FS185: Nala	6992	14303	708	246	-	98	502	-	639	-	-	68	98	23653

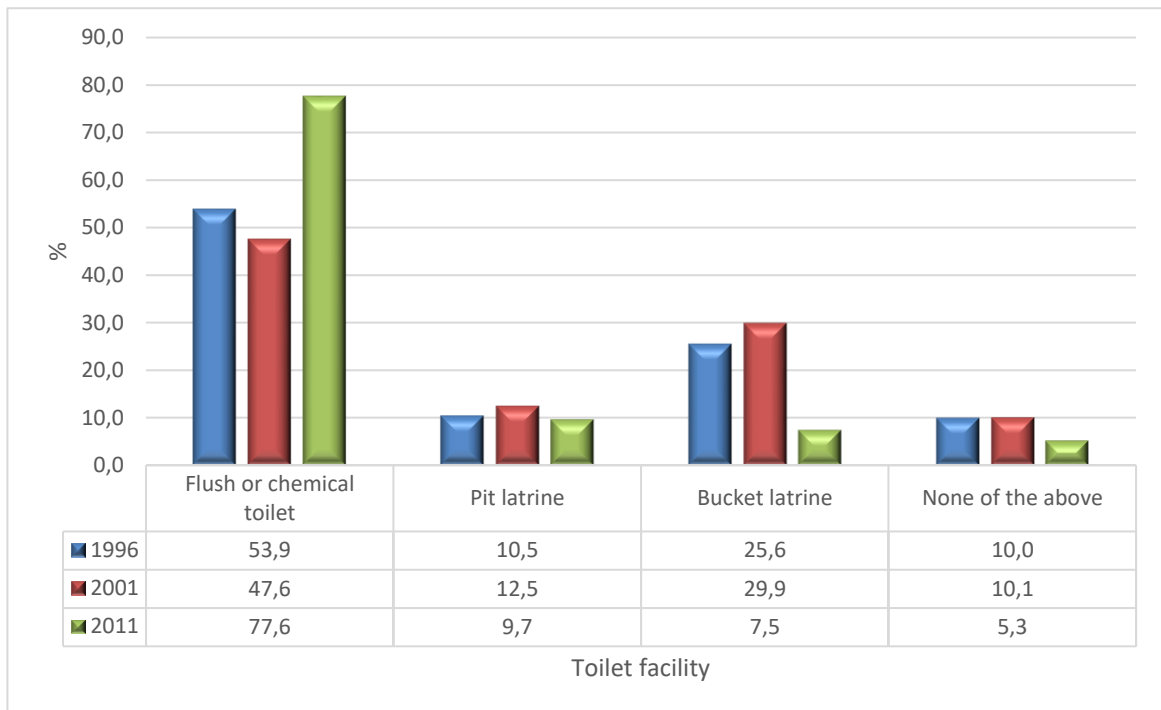
PERCENTAGE DISTRIBUTION OF HOUSEHOLDS USING ELECTRICITY, LIGHTING, COOKING AND HEATING, LEJWELEPUTSWA, 1996-2011



It has become known that people have been using electricity for lighting more than cooking and heating. The figures above are an illustration of this point. The % of using electricity for lighting has staggered upwards from 61.6% in 1996 to 91.4% in 2011. It is also interesting though that electricity has also been preferred of late for cooking purposes with 88.5% of the population using it for cooking. Urbanization could have been the factor for families to now use electricity than other forms of energy to cook. We know that there were other forms of methods used in the past to prepare fire than to use electricity because at the earlier times, electricity was not accessible to the majority of the people.

Household access to electricity										
Province, District and Local municipality	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. con	Connected to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity	Total
Free State	108973	761009	17676	2466	209	992	179	4786	50349	946638
DC18: Lejweleputswa	34255	167983	4449	623	30	156	106	1285	10126	219014
FS181: Masilonyana	2803	17890	477	87	-	-	26	134	1385	22802
FS182: Tokologo	1533	7342	203	75	-	39	-	79	561	9831
FS183: Tswelopele	1147	10864	923	118	-	-	-	33	621	13705
FS184: Matjhabeng	25575	114481	2421	235	30	87	80	388	5726	149021
FS185: Nala	3198	17407	425	109	-	30	-	652	1833	23653

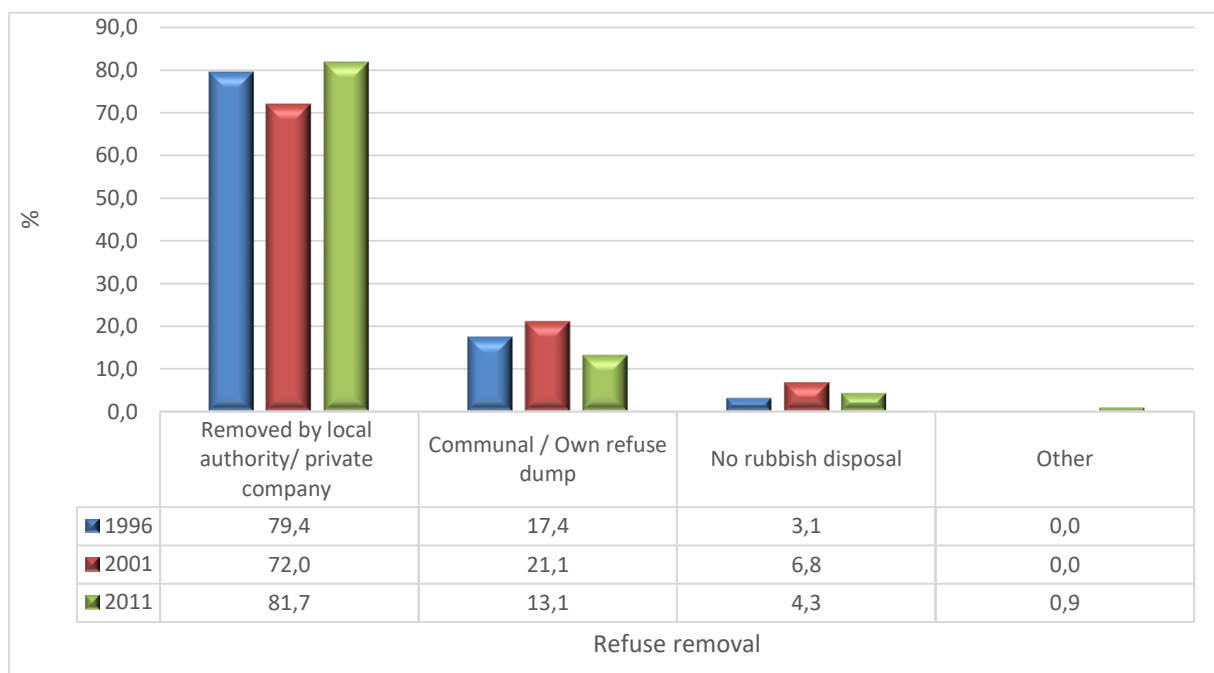
PERCENTAGE DISTRIBUTION OF HOUSEHOLDS BY TYPE OF TOILET FACILITIES, LEJWELEPUTSWA, 1996-2011



StatsSA: Census, 2011

There have been improvements in ridding ourselves of the backward forms of toilet facilities from especially that of buckets to flush and in some instances, the chemical toilets. In some areas where there were no toilets at all, pit latrines were recommended as temporary measure. The figures above paint a promising picture though that we are working towards eradication of all forms of backward toilet facilities to more modern and acceptable forms. The number of people who have access to flush/chemical toilets increased from 53, 9% in 1996 to 79,2% in 2011 and those using pit latrines decreased from 10, 5% in 1996 to 9, 9% in 2011. The backlog of bucket system was reduced from 25,6% in 1996 to 7,6% in 2011 and those who do not have access to any form of toilets was decreased from 10,0% in 1996 to 3,3% in 2011. There is still some way to traverse the challenges though.

Main type of toilet facility used											
Province, District and Local Municipality	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion; enviroloo; etc.)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	Other	None	Total
Free State	663809	19526	19662	64462	105588	1602	24131	13650	18526	15684	946638
DC18: Lejweleputswa	179008	2010	472	5141	15166	142	4817	3322	4711	4225	219014
FS181: Masilonyana	19279	180	186	183	496	41	1262	363	194	618	22802
FS182: Tokologo	2685	873	37	4159	741	-	752	36	139	409	9831
FS183: Tswelopele	10692	388	57	252	1163	64	-	68	133	888	13705
FS184: Matjhabeng	126135	383	191	413	10712	20	2420	2720	4141	1886	149021
FS185: Nala	20217	185	-	134	2054	17	383	135	104	426	23653



PERCENTAGE DISTRIBUTION OF HOUSEHOLDS BY TYPE OF REFUSE DISPOSAL, LEJWELEPUTSWA, 1996-2011 StatsSA: Census, 2011

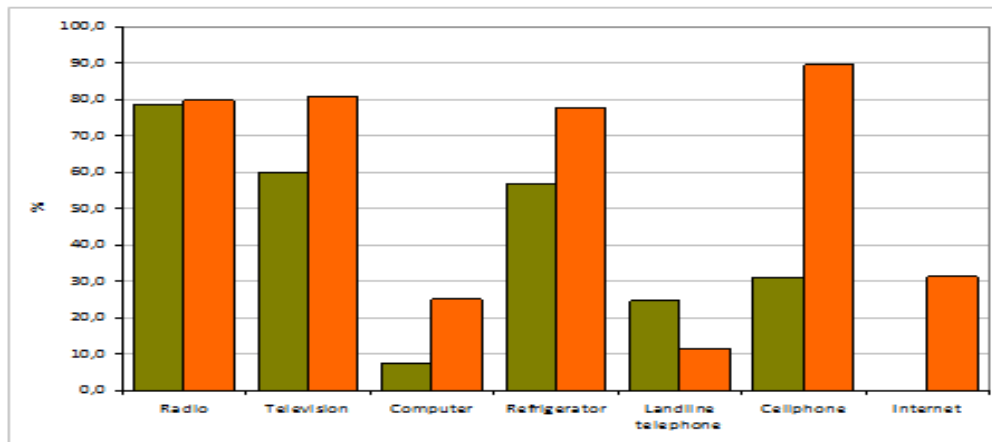
The role of local municipality playing a pronounced role in removing refuse has improved from 70,5% in 1996 to 81,8% in 2011. The Local and private company roles have ensured that refuse removal is speeded up. There are challenges though where we still have communities dumping own refuse. In this case

municipalities have resorted to by-laws that are intended to discourage such behaviour. In this district in particular, there was a decrease in instances where communities dump own refuse from 18.1% in 1996 to only 14.7% in 2011. This remains one of the areas of concerns in order to quell rampant infiltration by rat family. The area of Welkom is known for rodent infestation for some time now quick and improved service regarding refuse removal would play a key role in ensuring that infestation is kept to a minimum

Statistics South Africa								
Community Survey 2016								
Table 1								
Geography hierarchy 2011 by Refuse removal								
for Household weight								
Province, District and Municipality	Refuse removal							
	Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other	Total
Free State	659477	36019	33928	7242	165624	37494	6854	946638
DC18: Lejweleputswa	158249	16795	8445	1592	25984	6894	1055	219014
FS181: Masilonyana	15229	2552	431	-	4149	289	152	22802
FS182: Tokologo	3651	1165	762	-	4109	100	44	9831
FS183: Tswelopele	11559	103	123	-	1184	695	41	13705
FS184: Matjhabeng	108414	12049	7021	1577	13797	5414	749	149021
FS185: Nala	19396	925	108	15	2745	395	70	23653

CS2016

Percentage distribution of households with specified items, Lejweleputswa: 2001 and 2011

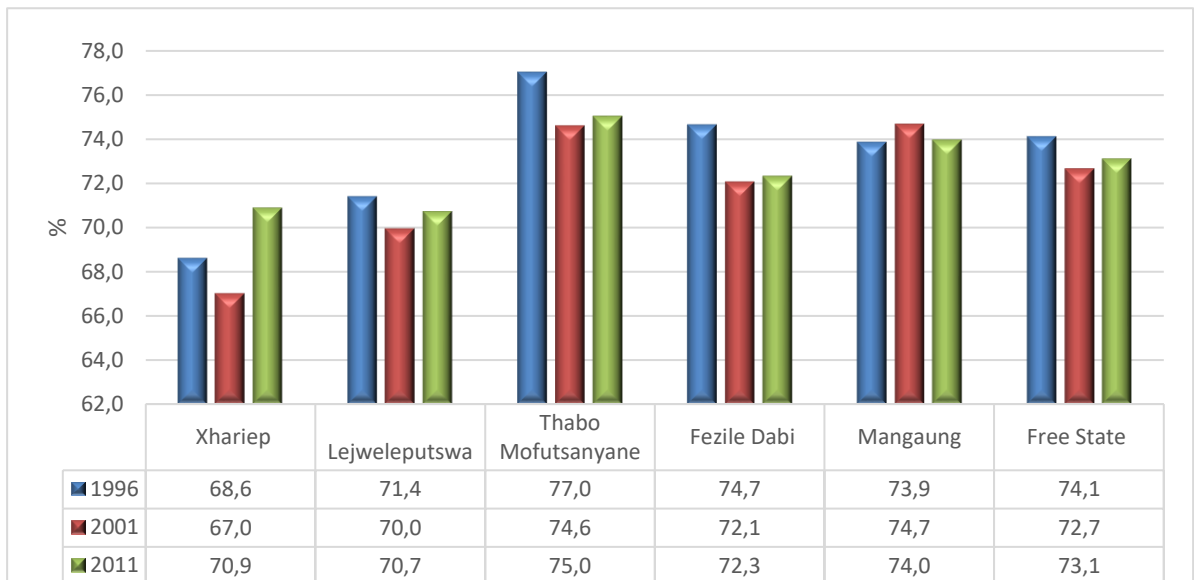


StatsSA: Census, 2011

The table above reflects the increase in the number of households in Lejweleputswa, who use specified items such as radio increased from 79,0% in 2001 to 80,0% in 2011, television increased from 60,0% in 2001 to 80,0% in 2011, access to computers increased from 8, % in 2001 to 25, % in 2011, refrigerators increased from 58% in 2001 to 78% in 2011, landline telephones decreased from 25% to 21% and the use of cellphones increased from 30% to 90% and internet to 30% over a 10-year period.

EDUCATIONAL STATUS

PERCENTAGE DISTRIBUTION OF POPULATION AGED 5-24, BY SCHOOL ATTENDANCE AND MUNICIPALITY,

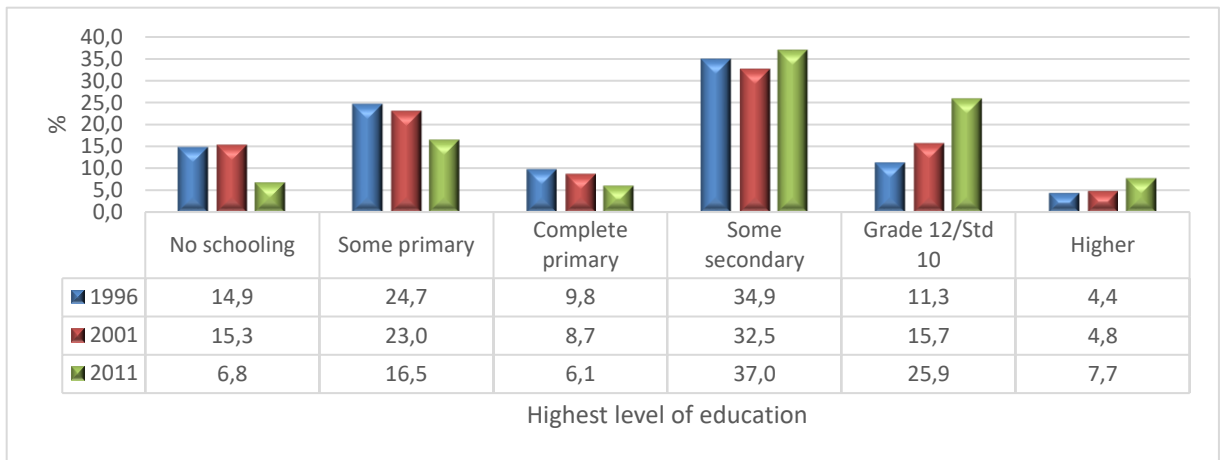


FREE STATE, 1996-2011 StatsSA: Census, 2011

Geography	School Attendance		
	Yes	No	Do not know
Free State	859361	1699444	2402
DC18: Lejweleputswa	182607	406237	319
FS181: Masilonyana	17756	41943	24
FS182: Tokologo	7491	18576	-
FS183: Tswelopele	14439	27793	44
FS184: Matjhabeng	117252	273512	224
FS185: Nala	25669	44413	27

Source: CS 2016

PERCENTAGE DISTRIBUTION OF POPULATION AGED 20+ BY HIGHEST LEVEL OF EDUCATION, LEJWELEPUTSW, 1996-2011

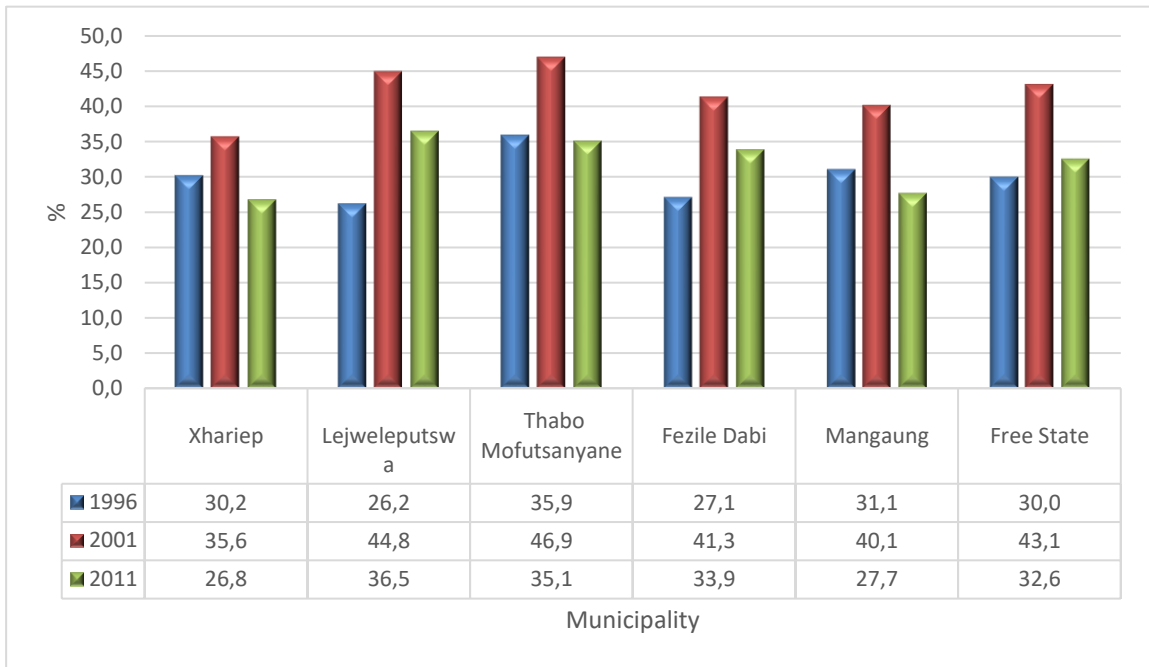


StatsSA: Census, 2011

The education system has shown steady improvement in encouraging learners to pass matric to enter tertiary education. The graph above is illustration of the state of education in the district. For instance, people who reported that they are not attending school have decreased over the 20-year period to 4.3% from 10.1% in 1996. The picture shows improvement in matriculation status as is the case with higher education from an 8.2% in 1996 to 13.8% in 2011.

Employment status

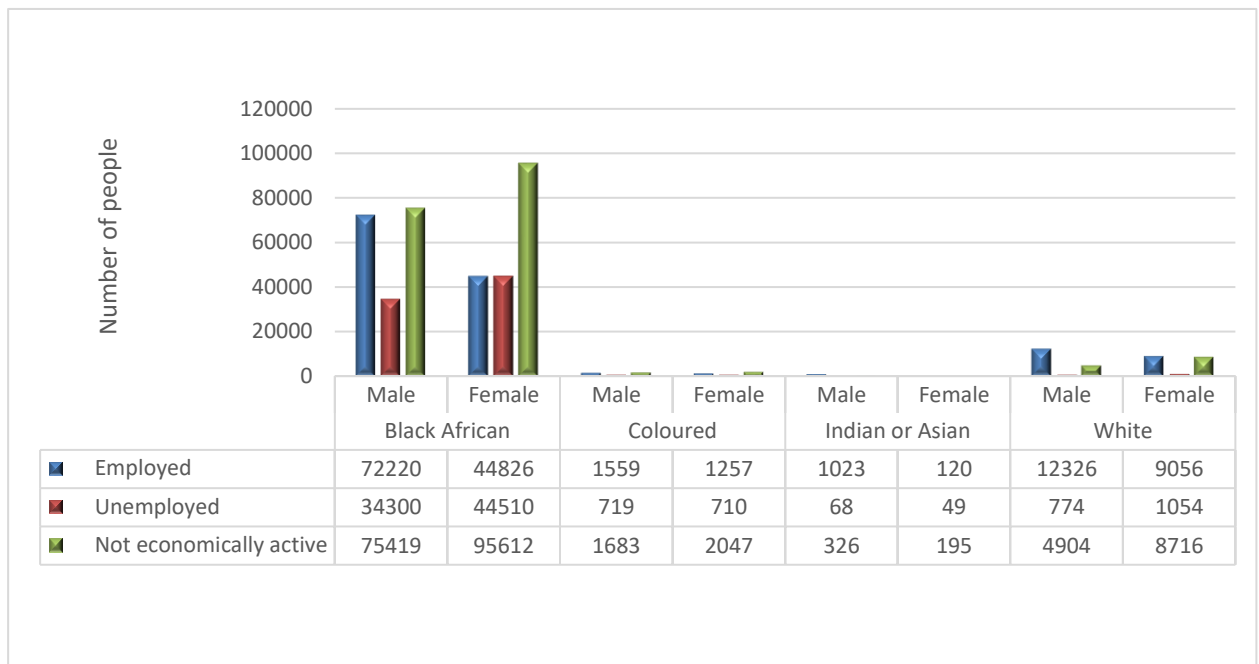
UNEMPLOYMENT RATES (OFFICIAL DEFINITION) OF FREE STATE MUNICIPALITIES, 1996-2011



StatsSA: Census, 2011

The district is one of the worst municipalities with highest rate of unemployment in the Free State province in the 2011 census. It is standing at 36.5%. Although the picture for all municipalities is not satisfying, in the Free State, Lejweleputswa has the highest numbers of unemployment. This must be attributed partly to mining closures. The revival of the district agency must be to establish some form employment opportunities in the district. Mining closures do not help the situation either. There must be strategies used by local economic development agencies to steer the employment in the right direction. Efforts must be to engage youth to establish sustainable enterprises.

EMPLOYMENT STATUS BY POPULATION AND SEX OFFICIAL EMPLOYMENT STATUS BY POPULATION GROUP AND GENDER IN LEJWELEPUTSWA



StatsSA: Census, 2011

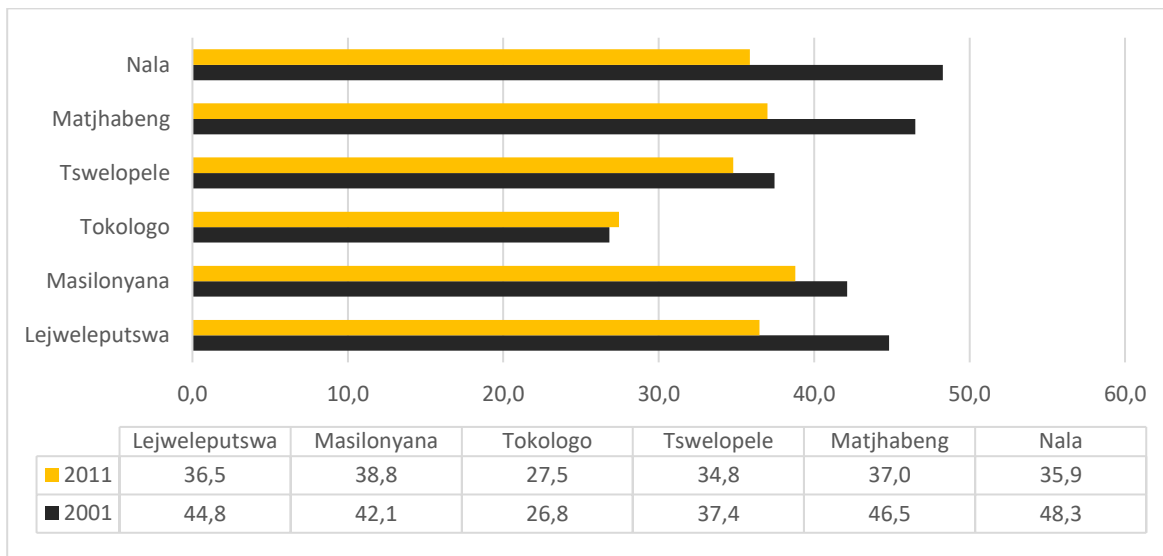
The table above depicts the official employment status by population group and gender in the Lejweleputswa District, with black African male being the highest with **72220** employed followed by African female at **44826**, and white males with **12326** employed, and white females at **9056**,

male coloured at 1559 and coloured female at **1257**. The Indian, male employment is at **1023** while female Indians is **120**.

The unemployment of Black African male is **34300**, and Black African female is **44510**. The White male unemployment is standing at **774** and White female the rate of unemployment is at 1054. The Coloured male unemployment is at **719** and the Coloured female is **710**. The Indian male is 68 and Indian female is at **49**.

It is quite clear that the Black African population group is the most affected both males and females and the district should focus on creating more employment opportunities to significantly reduce the rate of unemployment from **36,5%** to **5%** by 2030.

LEJWELEPUTSWA YOUTH UNEMPLOYMENT RATE

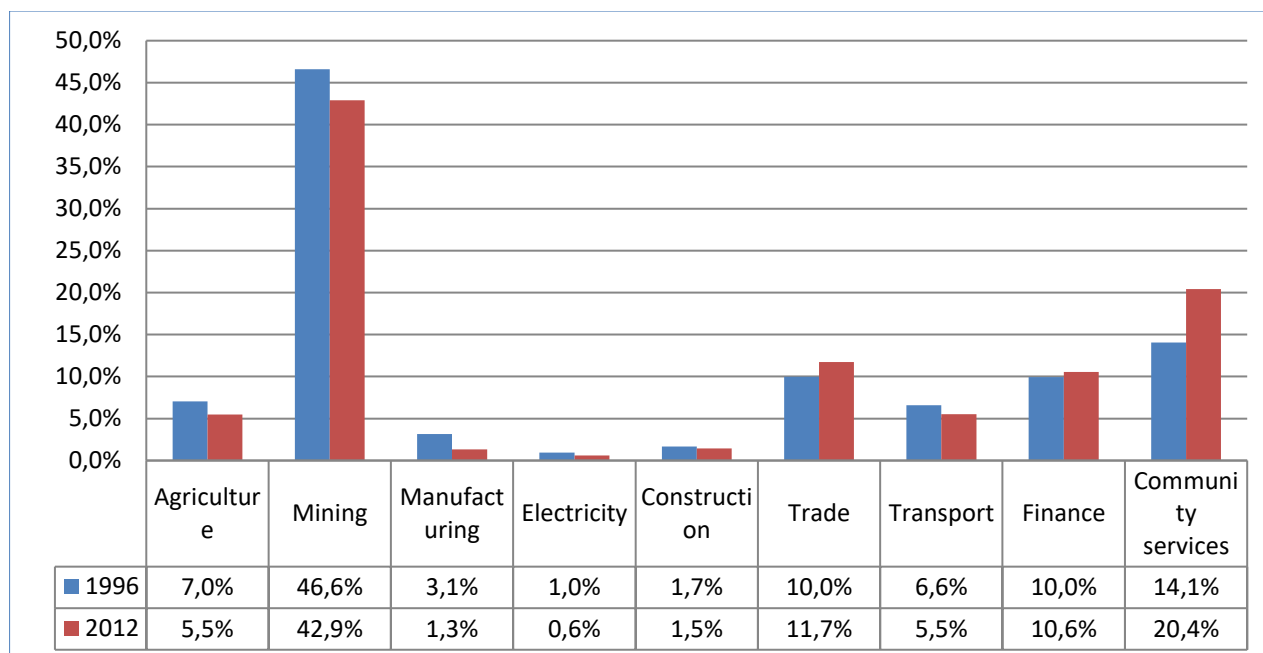


StatsSA: Census, 2011

The table above depicts a picture of the youth unemployment in Lejweleputswa with Masilonyana being the hardest hit municipality at a rate of **38.8%** unemployment followed by Matjhabeng with **37.0%**, Nala standing at **35.9%**, Tswelopele at 34.8% and Tokologo being the least with **27.5%**.

This situation calls for Lejweleputswa to prioritize youth and women when embarking of EPWP projects and SMME’s development in an attempt to address youth and women unemployment.

GDP CONTRIBUTION BY INDUSTRY



Source: Global Insight, Regional explorer, 2013

The table above shows GDP contribution by sector and mining is still the leading sector in terms of GDP contribution and the agricultural sector has declined by from 7.0% in 1996 to 5.5% in 2012 while the community services has increased from 14.1% in 1996 to 20.4% in 2012. Manufacturing has drastically decreased from 3.1% in 1996 to 1.3% due to the declining mining activities. The trade sector has also soared from 10.0% in 1996 to 11.7% and the transport sector has decreased from 6.6% in 1996 to 5.5% in 2012

Sectoral composition of Lejweleputswa's economy by local municipalities, 2014.

2014	Lejweleputswa	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala
1 Agriculture	5.6%	6.2%	24.6%	36.9%	0.8%	17.7%
2 Mining	46.5%	50.3%	21.6%	1.2%	56.0%	4.7%
3 Manufacturing	2.5%	2.1%	2.9%	2.2%	2.1%	5.2%
4 Electricity	1.5%	1.2%	2.9%	2.8%	1.3%	2.3%
5 Construction	1.7%	2.2%	2.5%	1.8%	1.5%	2.6%
6 Trade	11.0%	8.3%	12.3%	15.4%	10.0%	17.6%
7 Transport	6.3%	5.2%	5.0%	7.8%	5.6%	11.8%
8 Finance	10.8%	8.4%	7.6%	10.6%	10.8%	13.9%
9 Community services	14.2%	16.2%	20.7%	21.4%	11.9%	24.0%
Total Industries	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: IHS Global Insight Regional eXplorer, 2015

The 2014 sectoral composition of Lejweleputswa as revealed by figure 4.5 points to the dominance of a few sectors in the economy of the District. According to table 3.1, the mining sector is the dominant sector with 46.5 percent of the economic activities of the district, followed by community services sector at 14.2 percent and then trade at 11 percent. The smaller municipalities of Nala, Tswelopele and Tokologo are the municipalities without mining as the dominant sector, instead Tswelopele has agriculture as the dominant sector at 36.9 percent in 2014. Nala had government services as the dominant sector with 24 percent in 2014, whilst Tokologo had agriculture as the dominant sector with 24.6 percent in 2014. In recent years the contribution of mining in Lejweleputswa's economy has been declining due to a number of reasons and recently the effect of lower world commodity prices has fueled the decline of the sector. The share of the primary sector in Lejweleputswa's GVA has also been on a decline, indicating a shift away from the primary sector to the tertiary sector. The community services sector is growing strongly in all of Lejweleputswa's municipalities and is also forecasted to grow further.

KEY POWERS AND FUNCTIONS FOR THE DISTRICT AND LOCAL MUNICIPALITIES.

The demarcation process over the years has acknowledged lack of capacity to perform certain functions as initially stated in the Local Government: Municipal Structures Act of 1998. Some of the functions as indicated in the act have since been performed at local level. Over time, some local municipalities were confirmed to lack capacity to perform certain functions and the MEC for Local Government at the time made adjustments so that the district can start performing these functions:

- Firefighting services for Masilonyana and Tswelopele Local Municipalities;
- Municipal Roads
- Fresh Produce markets and abattoirs
- Environmental Health Services
- Local tourism

A detailed list of functions for both district and local municipalities is indicated below as follows;

DISTRICT KEY POWERS AND FUNCTIONS	LOCAL KEY POWERS AND FUNCTIONS
Integrated planning	Trading regulations
Municipal Health Services	Street lighting
Firefighting Services (Masilonyana and Tswelopele)	Firefighting Services
Municipal Public Transport (policy development)	Municipal Public Transport (All local Municipalities)
Fresh Produce Markets	Fresh Produce Markets (All local municipalities)
Cemeteries, funeral parlours and crematoria (policy development)	Cemeteries, funeral parlours and crematoria(by-laws)
Local Tourism	Local Tourism
Municipal Airport	Municipal Airport (except for Matjhabeng and Nala)
Municipal Abattoirs (policy development)	Municipal abattoirs(by-laws)
Solid waste disposal sites	Billboards and Display of advertisements in public places
Local sport facilities	Sanitation
Air pollution	Potable water
	Air pollution
	Child Care facilities
	Electricity regulation

	Refuse removal dumps and waste
	Fencing and fences
	Local amenities

Sustainable Development Goals

The following are the sustainable development goals, as set by the United

Nations (UNDP, 2015):

- **Goal 1.** End poverty in all its forms everywhere
- **Goal 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages
- **Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **Goal 5.** Achieve gender equality and empower all women and girls
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all
- **Goal 7.** Ensure access to affordable, reliable, sustainable and modern energy for all

- **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable Industrialization and foster innovation
- **Goal 10.** Reduce inequality within and among countries
- **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 12.** Ensure sustainable consumption and production patterns
- **Goal 13.** Take urgent action to combat climate change and its impacts
- **Goal 14.** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- **Goal 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- **Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **Goal 17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

ADOPTED

IDP AND BUDGET PROCESS PLAN

2022-2027

1. LEGISLATIVE BACKGROUND

The Integrated Development Planning is a process by which a municipality prepares a strategic plan. Integrated planning helps local government transcend its traditional service delivery functions to cope with the contemporary and pressing demand that it plays on a continuous basis. It is the principal strategic instrument guiding all planning, management, investment, and development and implementation decisions in the short to medium-term, taking into account inputs from all stakeholders, including the community and elected public representatives.

According to the Constitution (sections 152 and 153), local government is in charge of the development process in municipalities, and therefore is also in charge of municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purposes of municipal integrated development planning:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities.

The IDP therefore reflects a municipality's strategic choices about governance, service provision and economic development within its jurisdiction. In order for the municipality to achieve the entire key strategic tasks through its IDP, the municipality, in terms of the Municipal Systems Act (Act 32 of 2000)

- must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan
- must through appropriate mechanisms, processes, and procedures established in terms of Chapter 4, consult the community before adopting the process
- Give notice to the local community of particulars of the process it intends to follow.
- Be in accordance with predetermined program specifying timeframes for the different steps
- Through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for
 - ✓ The local community to be consulted on its development needs and priorities
 - ✓ The local community to participate in the drafting of the integrated development plan.

The purpose of the process plan is to outline and describe how the municipality (District and Local) intends to implement the new system of planning. It is mainly concerned with the allocation of the municipal resource envelopes both financial and human in support of the planning process. The process plan is intended to serve as a guide to the municipality in terms of carrying out its mandate with regard to the Integrated Development Plan.

2. INSTITUTIONAL ARRANGEMENTS

The elected council is the ultimate decision – making forum on IDP. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

The following structures and positions are important for the IDP development process:

- I. The IDP/Budget Steering Committee (formed by members of the above two structures)
- II. The Management/Technical Committee
- III. Mayoral Committee
- IV. Project Steering Committee
- V. The IDP Representative Forum
- VI. LDA Board
- VII. The LDM Council

3. ROLES AND RESPONSIBILITIES

3.1. Mayoral Committee

Names	Designation
CIlr. NTOMBIZODWA VERONICA NTAKUMBANA	District Executive Mayor
CIlr. D. KOTZEE	Finance (Budget and Treasury)
CIlr. M.S. BALENI	Municipal Infrastructure Services and Support
CIlr. M.J. MELI	Economic, Small Business and Rural Development (Agriculture and Tourism)
CIlr V. VAN ROOYEN	IDP, PMS, Policy Development and Monitoring
CIlr. P.P. MASEKO	Corporate Services (HR and Legal)
CIlr. B.A. KABI	Community Services and Special Programs
CIlr. S. TSUINKE	Municipal Health Services, Disaster Management including Fire Fighting

The Mayoral Committee, with the assistance from the Accounting Officer:

- Define the terms of reference for the IDP Manager and steering committee
- Identify an appropriate IDP Manager, taking into consideration the importance of the IDP;

Names	Designation
Me. P.M.E. KAOTA	District Municipal Manager
Mr. P.K. PITSO	Chief Financial Officer
Mrs. L.M. MAHLANGU	Executive Manager: Corporate Services
Mr. M.L. MAKHETHA	Executive Manager: LED, Tourism and Planning
Mr YOLISA KUPISO	Executive Manager: Social Services
Mr. L. MTEBELE	Chief of Staff
Mr. P. KHAMADI	Manager: Speaker's Office
Mr. A. BESTER	Internal Auditor
Mr. D. MASELWA	Strategic Manager
Mr. K. MQEKE	Communications & IGR Manager
Mrs. M. LESHORO	Manager: Budget & Treasury
Mr. M.W. SEGALO	Manager: ICT
Mrs. S.N.Q MGOBOZI	Manager: HR & Labour Relations Practitioner
Ms. N.A. SELLO	Legal Officer
Miss. B. MALAPANE	Skills Development Manager
Mr. T.L. SKELE	Manager: LED
Me. K.V. NJOBE	Manager: Tourism
Mr. S.A. MUSAPELO	Manager: IDP
Mrs. N.M. MABOEA	IDP Coordinator
Mr. M.I MATOLO	IDP Officer
Mr. D.E. KIRSTEN	Manager: Environmental Health Services

Mr. S. NZUME	Manager: Disaster Management
Mr. B.A. MNGUNI	CEO: LDA
Mr. S. MOKOENA	Manager: Security
Mr. T.N. MATSUNYANE	Manager: Administration

Assign responsibilities to the Municipal Manager regarding the drafting of the IDP and the Municipal Manager may in turn decide to delegate those responsibilities;
Identify and nominate further suitable candidates for the IDP Steering Committee ensuring that all relevant issues (e.g. LED, Spatial, Housing Finance, etc.) are addressed

3.2. IDP Steering Committee

The IDP Steering Committee is a working team of dedicated heads of Departments and senior officials who must support the IDP Manager to ensure a smooth planning process.

3.2.1. Terms of reference for the Steering Committee

The Steering Committee will be responsible for the establishment of the **IDP Representative Forum**

- Provide terms of references for the IDP Representative Forum, subcommittees and the various planning committees.
- Commission research studies
- Consider and comment on inputs from sub- committees, study teams and consultants, inputs from provincial sector departments and service providers
- Prepare and submit reports to the IDP Representative Forum.

3.3. IDP Representative Forum

The IDP Representative Forum is the structure which institutionalizes and guarantees representative participation in the IDP process. The selection of members to the IDP representative forum has to be based on criteria which ensure geographical, economic and social representation and as follows:

- Chairperson : Political Head of the institution
- Secretariat : The IDP Steering Committee secretariat
- Members : Members of the Mayoral Committee & ordinary councillors

Ward Committee chairpersons

Heads of Departments/ Senior Officials

Stakeholder representatives of organized groups

- Resource persons/organizations
- Community Representatives (e.g. Transport Forum)

3.3.1. Terms of reference of the IDP Representative Forum

To represent the interests of their constituents in the IDP process;

Provide an organizational mechanism for discussion, negotiation and decision- making between the stakeholders and the municipality;

Ensure there is adequate communication and consensus on priority issues among all the stakeholder representatives; and

Monitor the performance of the planning and implementation of the IDP and its process

3.3.2. Code of conduct- IDP Representative Forum

The code of conduct will at least include the following:

- Meeting schedule (Frequency and attendance)

4. PLANNING AND PUBLIC PARTICIPATION PROCESS

Annual IDP Review Planning Process

1. PHASE 1: ANALYSIS

- Community and Ward Committee meetings
- Institutional meetings (Technical/Political)
- Stakeholder meetings
- Sample surveys (if necessary)
- Opinion polls (on certain issues if necessary)
- Desktop analysis
-

2. PHASE 2: STRATEGIES

Strategic workshops, with IDP Representative Forum, provincial and national departments and selected representatives of stakeholder organizations and resource people must be convened as planned.

Stimulation for success of these public events must be through public meetings, press conferences, etc. The outcome of these meetings should give impetus towards addressing pressing challenges that have been identified by stakeholders in order of priorities and municipal delegated functions.

3. PHASE 3: PROJECTS

Municipality wide Projects/Programs identified from:
Internal departments especially the ones that are of short- to medium term and requiring further budgetary requirements;
Stakeholder inputs (departmental, community priorities)

4. PHASE 4: INTEGRATION

District Integrated Plans: Incorporation of sector plans must be done at this stage. Contribution must have been accessed through set meetings.

5. PHASE 5: APPROVAL

Broad public discussion/ consultation process within community/ stakeholder organizations
 IDP Representative Forum.
 Council resolution taken on approving the document for implementation the next financial year.

LEJWELEPUTSWA DISTRICT MUNICIPALITY IDP PROCESS PLAN AND BUDGET TIMELINES				
ACTION OUTPUT		DELIVERABLE	RESPONSIBLE	ACTION DATE
1	<i>IDP Review</i>	<i>Adopted Final IDP 2021-2022</i>	<i>Executive Mayor and Municipal Manager</i>	<i>August 2021 to MAY 2022</i>
2	<i>Develop and submit District IDP Framework and Process Plan to council for adoption</i>	<i>Adopted District IDP Framework and Process Plan</i>	<i>Municipal Manager</i>	<i>August 2021</i>
3	<i>Advertise the approved IDP Framework & the Process Plan in the local newspaper</i>	<i>Advertisement in the local newspaper</i>	<i>Municipal Manager</i>	<i>September 2021</i>
4	<i>Undertake District wide alignment & update situational analysis</i>	<i>Aligned & updated situational analysis</i>	<i>Municipal Manager & IDP Steering committee</i>	<i>September to November 2021</i>
5	<i>Review Objective, Strategies & Projects</i>	<i>Reviewed Objectives, Strategies & Projects</i>	<i>Municipal Manager, IDP Steering Committee & IDP Rep forum</i>	<i>November to December 2021</i>
6	<i>Submit aligned & updated situational analysis to Free State COGTA</i>	<i>Submission of updated analysis</i>	<i>Municipal Manager</i>	<i>November to December 2021</i>
7	<i>Submit budget instructions to HOD's</i>	<i>Submitted budget instructions</i>	<i>CFO</i>	<i>November 2021</i>
8	<i>Submit 2021-2022 budget framework to</i>	<i>Budget framework</i>	<i>CFO</i>	<i>November 2021</i>

	<i>relevant officials & HOD's (budget framework to include salary, operational and capital related information)</i>			
9	<i>Preparation of a summary of available funds from: Internal funds, e.g. CDF & external funding, e.g. FM grant</i>	<i>Budget Framework</i>	<i>CFO</i>	<i>November 2021</i>
10	<i>Prioritize Projects for Implementation</i>	<i>Prioritized Projects</i>	<i>Municipal Manager & IDP Steering Committee</i>	<i>November 2021 to January 2022</i>
11	<i>Submission detailed estimates by MM, HOD's & Political offices to CFO</i>	<i>Budget estimates</i>	<i>MM, HOD's & Political Offices</i>	<i>December 2021</i>
12	<i>Assess financial feasibility of proposed new projects based on existing & potential funds</i>	<i>Proposed new projects & costing/budget adjustments</i>	<i>Executive Management & IDP Steering Committee</i>	<i>November 2021 to January 2022</i>
13	<i>Meeting with relevant officials (1st draft budget meeting)</i>	<i>Draft budget</i>	<i>CFO</i>	<i>January 2022</i>
14	<i>Meeting with relevant officials (2nd draft budget meeting)</i>	<i>Draft budget</i>	<i>CFO</i>	<i>January 2022</i>
16	<i>Meeting with relevant officials (3rd draft budget meeting)</i>	<i>Draft budget</i>	<i>CFO</i>	<i>January 2022</i>
17	<i>Submit draft budget to finance portfolio committee for consideration</i>	<i>Submitted draft budget</i>	<i>CFO</i>	<i>February 2022</i>

18	<i>Submit draft budget to Mayoral Committee for consideration</i>	<i>Mayoral Committee budget item</i>	<i>MM & CFO</i>	<i>February 2022</i>
19	<i>Table Draft IDP & Budget to MAYCO for consideration</i>	<i>Mayoral committee IDP & Budget item</i>	<i>MM & Executive Mayor</i>	<i>February 2022</i>
20	<i>Discussions with the public on the draft IDP & Budget</i>	<i>Public Participation</i>	<i>MM, Executive Mayor & IDP Rep Forum</i>	<i>March 2022</i>
21	<i>Tabling of IDP & MTEF budget to council sitting</i>	<i>Draft IDP & Budget item to council</i>	<i>Executive Mayor</i>	<i>March 2022</i>
22	<i>Publicize tabled budget within 5 days after tabling on the website & local media</i>	<i>Published Budget</i>	<i>MM & CFO</i>	<i>April 2022</i>
22	<i>Submit copies of IDP & Budget to Provincial COGTA department & Treasury within 10 days after the adoption</i>	<i>IDP & Budget copies submitted</i>	<i>MM</i>	<i>April 2022</i>
23	<i>Incorporate MEC's comments on the Draft IDP & Budget including proposals from stakeholders</i>	<i>Incorporated inputs</i>	<i>MM & CFO</i>	<i>May 2022</i>
24	<i>Mayoral Committee finalizes draft IDP & Budget</i>	<i>Finalized IDP & Budget</i>	<i>MM & CFO</i>	<i>May 2022</i>
25	<i>Submission of final draft IDP & Budget to council for approval</i>	<i>Approved IDP & Budget by council</i>	<i>MM & CFO</i>	<i>May 2022</i>
26	<i>Submit IDP & Budget in the required format to both Provincial & National Treasury</i>	<i>Submitted IDP & Budget</i>	<i>CFO & Budget Control officer</i>	<i>June 2022</i>

27	<i>Submit adopted IDP & Budget to Provincial department of COGTA</i>	<i>Submitted IDP & Budget</i>	<i>MM</i>	<i>June 2022</i>
28	<i>Submit draft SDBIP to the Executive Mayor within 14 days after the approval of the budget</i>	<i>Final Municipal SDBIP</i>	<i>MM</i>	<i>June 2022</i>
29	<i>Prepare Performance Agreements and Plans for signing and submission to relevant Provincial departments</i>	<i>Signed Performance Agreements</i>	<i>MM</i>	<i>July 2022</i>
30	<i>Set up expenditure, revenue & asset management system, incorporating budget</i>		<i>CFO</i>	<i>July 2022</i>

LEJWELEPUTSWA DISTRICT MUNICIPALITY

DISTRICT IDP FRAMEWORK

FINAL
2022-2027

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1. INTRODUCTION & LEGISLATIVE BACKGROUND

1.1 INTRODUCTION

The Framework for Integrated Development Planning is the mechanism to ensure alignment and integration between the IDP's of Lejweleputswa District Municipality and its family of local municipalities being, Matjhabeng, Masilonyana, Nala, Tokologo and Tswelopele.

The Integrated Development Plan (IDP) is a 5-year strategic plan crafted mainly to guide development within a municipal space as required by the Municipal Systems Act, no.32 of 2000. The IDP is the municipal overarching plan that supersedes all plans for local government and is geared towards addressing development challenges and to fulfill its developmental mandate. The District IDP developmental framework thus becomes of critical importance to both the district and local municipalities as it provides the direction which municipalities' IDP's should follow and drive the integrated development planning within the district area of jurisdiction.

1.2 LEGISLATIVE BACKGROUND

The development of the district framework is a legislative requirement in terms of Section 27 of Municipal Systems Act, (Act no32 of 2000) and Section 84(1) (a) of the Municipal Structures Act, 1998.

Section 27 of the MSA states that,

- (1) Each District municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.
- (2) A framework referred to in subsection (1) binds both the district municipality and the local municipalities in the area of the district municipality, and must at least;
 - (a) Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality;
 - (b) Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;

- (c) Specify the principles to be applied and co – ordinate the approach to be adopted in respect of those matters: and
- (d) Determine procedures-
 - (i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and
 - (ii) to effect essential amendments to the framework.

These pieces of legislations are informed by section 152 of the Constitution of 1996, which provides the objects of local government that requires the local government to:

- *Provide democratic and accountable government for local communities;*
- *Ensure provision of services to communities in a sustainable manner*
- *Promote social and economic development*
- *Promote a safe and healthy environment*
- *Encourage the involvement of communities and community organizations in the matters of local government*

2. OBJECTIVES OF THE DISTRICT IDP FRAMEWORK

The District Framework binds both the District and Local Municipalities in the area, and is aimed at proper consultation, co – ordination and alignment between the planning processes of the district municipality and its constituent local municipalities

The District Framework must be developed in consultation with the local municipalities in a joint workshop to be organized by the District. The local municipalities are required to develop their process plans which explicitly details how the process of planning, drafting, adoption and review of IDP is going to unfold.

The District Integrated Development Plan (IDP) must be aligned with the District Framework and the IDP proposals of the local municipalities must be taken into account in the drafting process.

The function of the District Framework is to ensure that the process of District IDP and local IDP's is mutually linked and can inform one another (parallel process). Secondly the District Framework is intended to ensure that there is a common understanding of the IDP process, through IGR structures, such as Mayors' forum (Political IGR), Technical IGR (Municipal Managers' forum), and the IDP Managers forum, to enhance co– operative government,

agreement on predetermined programmes specifying timeframes for different steps and joint milestones. The framework serves as a guide for local municipalities in preparing their process plans and has to be (process plan) based on proper consultation with municipal stakeholders and be submitted to the District for monitoring purposes.

The District Framework is established in an interactive, consultative and mutually aligned manner during the preparation phase in order to ensure that municipal process plans are in line with what is contained in the District Framework and the Framework reflects the proposals of the local municipalities.

The Framework has to be accepted by all local municipalities and be utilized as a basis for drafting municipal process plans.

3. LDM VISION

“A leader in sustainable development and service delivery by 2030”

4. ROLES AND RESPONSIBILITIES OF DISTRICT MUNICIPALITIES

In terms of legislation (Municipal Structures Act, 117 of 1998), the district municipality is expected to exercise different sets of powers and functions Vis-á- Vis their areas and local municipalities that constitute the district.

The District Municipality has been designed to fulfill the following key roles:

- *To be reorganized around a set of standards planning and development regions and key responsibilities for the district-wide integrated development planning, including, land-use planning, economic and development and transport planning. Thus district are centers of integrated planning at regional scale, to ensure integration of social, economic and environmental development plans.*
- *Promote infrastructural development.*
- *Provide technical assistance to local municipalities: Capacity building of category B municipalities to assume municipal functions*
- *Provide directives for growth (social, economic and environmental as per the object of local government outlined in section 152 of the Constitution) for the local municipalities in its area of jurisdiction*

- *Provide for alignment with the neighboring municipalities*
- *Indicate how it will engage its local municipalities in ensuring the implementation of the framework plan*

5. CONSULTATION PROCESSES AND PROCEDURES FOR ALIGNMENT

5.1 ROLE PLAYERS

The following officials and politicians through recognized forums and structures shall be involved in the alignment process:

Between Local Municipalities and the District Municipalities:

- Executive Mayors/Mayors forum [IGR Political]
- Municipal Managers forum [IGR Technical]
- IDP Coordinators/Managers forum
- Provincial sector departments
- Provincial CoGTA IDP & LED Directorate
- National Sector Department and
- State owned enterprises (Eskom, Water Board, and Telkom. Etc.)

5.2 THE ALIGNMENT PROCESS

The Lejweleputswa District Municipality has a crucial role to play in co-coordinating and facilitating the IDP process at a district level. The LDM is responsible for:

- Horizontal alignment of local municipal IDP's in the area of LDM's jurisdiction and after the completion of every IDP phase the District shall convene or summon all local municipalities within its area of jurisdiction to harmonize our IDP.
- Facilitate vertical alignment of IDP's with other spheres of government and sector departments and the preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists;
- The Lejweleputswa District Executive Mayor shall table the alignment needs at IGR political forum for inputs and adoption.
- Each local municipality should formulate their process plan based on the Lejweleputswa District IDP Framework and submit the draft for assessment in terms of alignment procedures and timeframes as described in the Framework.

5.3 MANAGEMENT ALIGNMENT STRUCTURES

1. IGR POLITICAL COMMITTEE
2. IGR TECHNICAL COMMITTEE
3. IDP COORDINATORS/MANAGERS

5.4 IDP MANAGERS FORUM

The IDP Managers forum is a structure that will constitute of District and local IDP Managers, plus Free State COGTA IDP & LED directorate.

- The structure will convene as per the IDP phase completed by all municipalities
- To submit monthly progress reports to the District municipality and the District should forward the reports to the provincial department of Cooperative Governance and Traditional Affairs
- Ensure horizontal alignment between local municipalities
- Ensure vertical alignment

6. NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES

NATIONAL PLAN (NDP) PRIORITIES	PROVINCIAL PLAN (FSGDS) FREE STATE GROWTH AND DEVELOPMENT STRATEGY PRIORITIES	LEJWELEPUTSWA DISTRICT MUNICIPALITY(LDM) PRIORITIES
Vision 2030	Vision 2030	“ A leader in sustainable development and service delivery by 2030”
Expand infrastructure	Inclusive economic growth and sustainable job creation	Local Economic Development Agro-processing Manufacturing Renewable energy (Solar energy) Tourism and Real Estate Consulting engineering services

Create jobs	Education, Innovation and skills development	
Transition to a low carbon economy	Improved quality of life	Basic Service Delivery and Infrastructure Development
Transform urban and rural spaces	Sustainable rural development	
Education and training	Building social cohesion	Institutional Development and Transformation
Build a capable state	Good Governance	Good Governance and Public Participation
Fight corruption		
Provide quality health care		
Transformation and unity		

7. DISTRICT TARGETS

Service delivery targets	1. <u>Water</u>
	2. <u>Sanitation</u>
	3. <u>Waste</u>
	4. <u>Electricity</u>
	5. <u>Roads</u>
	6. <u>Sports and Recreation</u>
Economic developments targets	LED strategy projects
Financial management and viability	Achieve clean audit, SCM and ICT
Institutional development and transformation	HR Development policies, “Batho Pele” principles, Employment Equity Plan
Good Governance and Public Participation	Representative and participatory democracy

8. CONSULTATION DURING THE PLANNING PROCESS

The process for consultation between the District municipalities and the local municipalities during the five-year planning process and the review of the IDP thereof is as follows:

Phase 1: Analysis

Lejweleputswa district municipality shall perform analysis related to district-wide issues and coordinate and align key development priorities with local municipalities.

Phase 2: Strategies

Local municipalities shall be invited to district strategic workshop to jointly discuss the most appropriate problem – solving strategies.

Provincial and National specialists and competent resource persons from civil society could be invited to join this process and the District will assume facilitation and coordination role.

Phase 3: Projects

Project and programmes planning will require co – ordination and alignment between the district and local municipalities.

Phase 4: Integration

During this phase local and district municipality will ensure the integration of different processes and will consolidate the institutional restructuring and communication plan, in order to finalize their respective IDP's and programmes.

Phase 5: Approval

The district will play an important role in horizontal (cross border issues) and vertical co – ordination.

Local and district level planning will therefore run parallel, rather than in a one sided, bottom – up or top-down manner.

9. MATTERS REQUIRING ALIGNMENT

Matters that require alignment may include the Integrated Development Planning process **(5phases)**, as well as section 84 (1) and (2) of the Municipal Structures Act, no. of 1998 **(Powers & functions)** .

POWERS & FUNCTIONS

No	Local Municipality	District Municipality
1	Municipal Public Works	Integrated development planning for district as whole
2	Internal Road Infrastructure	Bulk infrastructure
3	Bulk Water Supply and Reticulation	Fire Fighting
4	Sanitation	Fresh produce markets and abattoirs
5	Solid Waste Disposal	Cemeteries and Crematoria
6	Bulk Electricity Supply	Local Tourism
7	Fire fighting Services	Fire fighting Services(Tswelopele and Masilonyana
8		Municipal Airports
9		Waste Management Services
10		Municipal Health Services
11		Integrated Transport Services
12		Municipal Airport (except for Matjhabeng and Nala

10. THE FIVE PHASES OF IDP PLANNING METHODOLOGY

10.1 FIVE YEAR PLANNING PROCESS

Phase 1: Analysis (coordinate Key Development Priorities)

Phase 2: Strategies (Alignment of development strategies

Phase 3: Projects

Phase 4: Integration (Requires Horizontal and Vertical alignment)

Phase 5: Approval

10.2 ANNUAL IMPLEMENTATION

1. Sectoral Operational Business Plans
2. Municipal Budgets (Service Delivery Budget Implementation Plan) SDBIP
3. Monitoring, Evaluation and Reviewing, Reporting & Remedial Action (PMS)

10.3 SECTION 84 (1) AND (2) THE DIVISION OF POWERS

- Electricity and Gas Reticulation
- Fire – Fighting Services
- Local Tourism
- Municipal Planning (IDP)
- Municipal Public Transport
- Municipal Public Works
- Municipal Health Services
- Water and Sanitation Services
- Portable water supply Systems
- Domestic Waste – water
- Sewage Disposal Systems
- Cemeteries, Funeral Palours and Crematoria
- Markets
- Municipal Abattoirs
- Municipal Roads
- Refuse Removal, Refuse Dumps and Solid Waste Disposal

10.4 BINDING NATIONAL AND PROVINCIAL PLANS AND PLANNING REQUIREMENTS AND LEGISLATION

The Lejweleputswa District municipality, with the support of the Provincial COGTA IDP& LED directorate must prepare a list of provincial legislation and other important national and provincial information for the framework workshop; and

LEGAL REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION
Legal requirement for a District/Local	Local Economic Development	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Comprehensive Infrastructure Plan	Department of Cooperative Governance and Traditional Affairs	Integrated Planning Act, no of 1997
	Spatial Development Framework	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Disaster Management Plan	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Integrated Transport Plan (ITP)	Department of Transport	National Land Transport Act, no5 of 2009
	Integrated Energy Plan	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, no 32 of 2000
	Water Services Development Plan (WSDP)	Department of Water	Water Services Act, no30 of 2004
	Integrated Waste Management Plan	Department of Environmental Affairs	White Paper on Waste Management in South Africa, 2000
	Spatial Planning Requirements	Department of Rural Development and Land Reform	Development Facilitation Act, no 67 of 1995

LEGAL REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION
	Environmental Management Plan	Department of Environmental Affairs	National Environmental Management Act, no 107 of 1998
Required Sector Plans to be incorporated into the IDP	Housing	Department of Human Settlements	Housing Act, no107 of 1997
	Development Facilitation Act, no 67 of 1995, Chapter 1 Principles	Department of Rural Development and Land Reform	Development Facilitation Act, no 67 of 1995
	Environmental Management Framework (EMF)	Department of Environmental Affairs	National Environmental Management Act, no 107 of 1998
Sustainable Development Plans	Sustainable development beyond MDG		
	Climate Change		
	Provincial IDP Assessment Report		

11. PROPOSED PROCEDURES FOR MONITORING THE IDP PROCESS

- (a) Each municipality will be responsible for monitoring its own process plan and ensure that the district framework is adhered to, as agreed.
- (b) Each local municipality must inform the district of deviations from the action programme that may affect district – wide activities.
- (c) The IDP Managers forum should be established that meet after the completion of each phase to jointly assess progress and decide on amendments;
- (d) The Executive Mayors and Mayors' forum shall politically oversee and drive the IDP process and thus the Executive Mayor of Lejweleputswa shall ensure that there is collective agreement of the development priorities and targets and that all local municipalities abide by the District IDP Framework.

12. CONCLUSION

The Lejweleputswa District Municipality shall in all earnest fulfill its developmental role by coordinating all development initiatives in its area of jurisdiction and provide support to the local municipalities in line with our mandate as the “Centre of regional planning and development”.

SECTION: F

SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

LEJWELEPUTSWA ECONOMIC VISION

13.1 SPC C- AGRICULTURAL AREAS

The Free State is considered the bread-basket of South Africa supplying a significant portion of the agricultural produce. Maize is the main product of Lejweleputswa and the region is known as the maize capital of South Africa although the municipality is diverse in farming activities. The agriculture industry is important for a number of reasons namely, food security, employment opportunities, the economy, and provides a good foundation for rural development and it is therefore important to protect agricultural land from being transformed into urban related areas SPC D. An advantage of this industry is the snowball effect it creates by way of agro-processing

and tourism but those will be discussed in detail in the other sections. Irrigation schemes play an important role in agriculture as they prove to yield more compared to crops harvested on dry land. The Free State is mostly characterized by subsistence and large-scale commercial farming.

The following SPC C- Agricultural Areas Sub Categories are present in Lejweleputswa (refer to map SPC C)

(a) SPC C. Extensive Agricultural Areas

Description: Agricultural areas covered with natural vegetation, used for extensive agricultural enterprises, e.g. indigenous plant harvesting, extensive stock-farming, game-farming, eco-tourism.

- Extensive agriculture is practiced throughout the entire district municipality, mainly in the form of stock-farming. This includes beef cattle, sheep, and pigs.
- Game farming is most present in Tokologo LM

(b) SPC C. B Intensive Agricultural Areas

Description: Agricultural areas used for intensive agricultural practices, e.g. crop cultivation, citrus, lucerne, dates, vineyards, intensive stock farming on pastures.

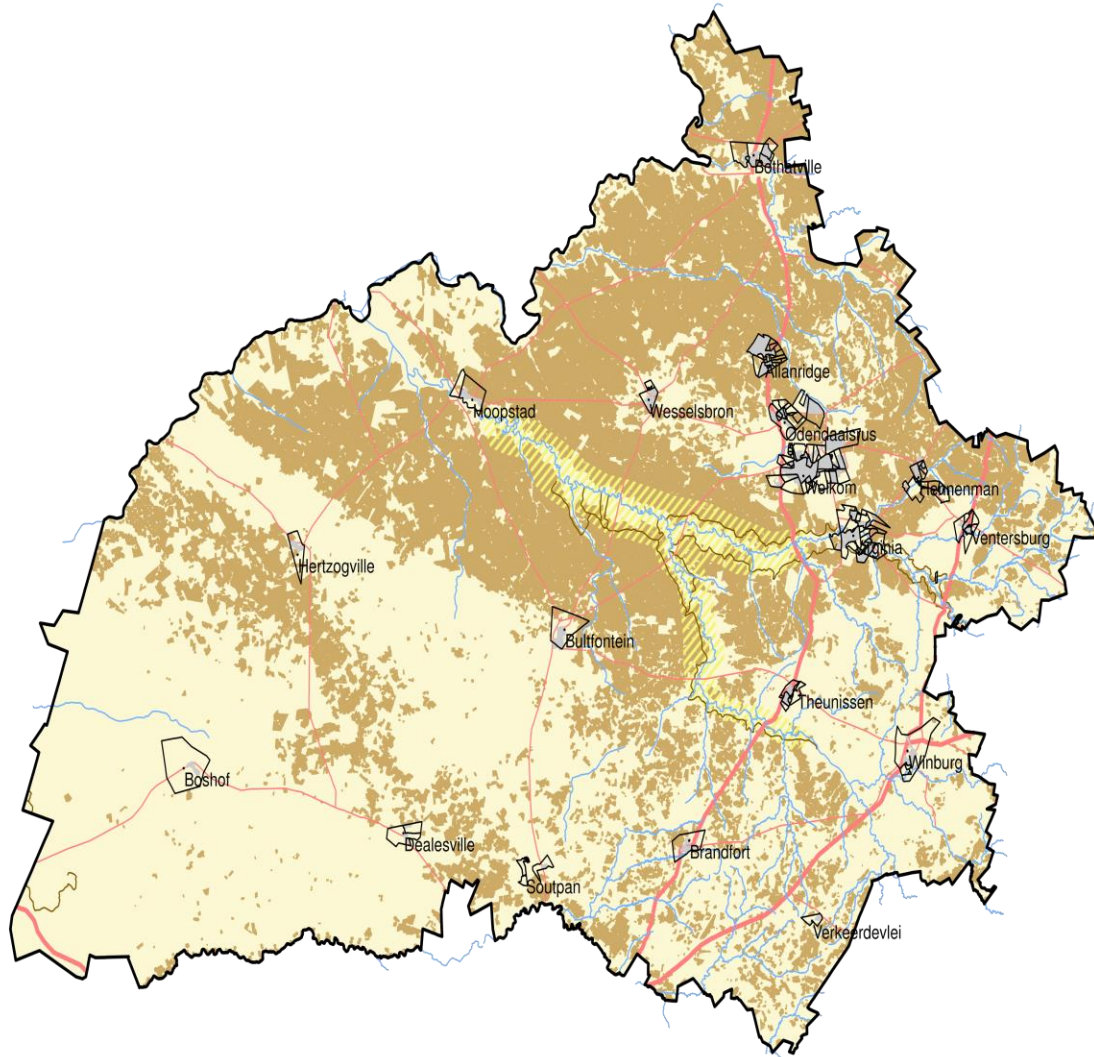
- Intensive agriculture is also practiced throughout the municipality and is more predominant compared to extensive agriculture. This category primarily produces crop production including maize, grain, wheat, potatoes, soya beans, cabbage, ground nuts, carrots, ground nuts, lucerne, sunflower, and pumpkins.

(c) SPC C strategies:

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 1: Diversify and expand agricultural development and food security
 - Expand and diversify sustainable agriculture production and food security
 - Accelerate post settlement support programs for emerging farmers.
 - Strengthen agricultural research, knowledge and skills
 - Improve and maintain agro-logistics
 - Establish and fast track value adding agro-processing
 - Strengthen rural security of farm communities
 - Extend social service delivery to farm-worker communities



Legend

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Lejweleputswa
District Municipality
SPC C MAP

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year cycle	-0.1% PER Annum over 15 years.	1%	3%	4%	5%
Employment in Agriculture	88395	100 000	120 000	130 000	140 000

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Encourage bona fide game farms to combine their landholdings to create extensive SPC B areas that would support biodiversity conservation in a meaningful manner.
- Consider the rezoning of low-potential agricultural land as a mechanism to promote sustainable economic development.
- Encourage local processing of farm products and the provision of local farm services to enhance the rural economy, increase the viability of extensive agricultural production and reduce rural poverty.
- Promote diversification and controlled experimenting as it relates to alternative practices and enterprises
- Facilitate sustainable use of irrigation water in irrigation schemes
- As part of the provincial rural development function, support the following projects in the Lejweleputswa District Municipality:
 - Agro-processing (i.e. peanut butter, tannery and abattoirs).
 - Livestock production, including improving quality of livestock, piggery, poultry hub (i.e. Bothaville, Welkom, Soutpan, Winburg, Allanridge and Wesselsbron, small stock (sheep) and fish projects

13.2 SPC E-INDUSTRIAL AREAS

Economic development opportunities are the key determinant of the settlement pattern and also the distribution pattern of industrial areas in the district. Economic development typically responds to the availability of *environmental capital* (e.g. water, suitable agricultural soil, mining resources, etc.) and *infrastructural capital* (e.g. roads, electricity, bulk engineering services, etc.).

The following SPC E-Industrial Areas Sub Categories are present in Lejweleputswa (refer to map SPC E)

(a) SPC E. Agricultural Industry

Description:

Agriculture-related industrial development, e.g. silos, wine cellars, packing facilities excluding abattoirs.

- Eendag Mill located in Bothaville is used for maize and groundnuts. There are other mills situated in Bothaville and Wesselsbron, which are used for maize.

(b) SPC E. Heavy Industry

Description:

Areas designated for robust industrial activities, e.g. chemical works, brewery, processing of hides, abattoirs, stone crushing, and crematoriums.

- Bothaville Bio-fuel Plant

(c) SPC E. Extractive Industry

Description:

Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.

- Gold mining is dominant in Matjhabeng. Two considerable gold reserves with an estimated 20-year life span still exist in some parts of Matjhabeng and Nala Local Municipalities.
- There is significant potential for mining of low grade coal in Matjhabeng and Nala.
- There is some lower value mining potential in salt in the municipalities of Matjhabeng, Masilonyana, Tswelopele, and Tokologo.
- There are also gypsum fields in Tokologo.
- Diamond Kimberlite outcrops are located in the vicinity of Boshoff and Theunissen.

(d) SPC E Strategies:

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 2: Minimize the impact of the declining mining sector and ensure that existing mining potential is harnessed.
- Support the life of existing mines and create new mining opportunities

- Develop a post mining economy for mining areas
- Ensure rehabilitation of mining areas

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year	-1.85% PER Annum over 15 years.	-1%	0%	0%	0%
Employment in Mining	33863	28 000	25 000	25 000	25 000

- Driver 3: Expand and diversify manufacturing opportunities
 - Invest in key manufacturing subsectors
 - Ensure an enabling environment for manufacturing

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year cycle	4.2% PER Annum over 15 years.	4.5%	5%	6%	7%
Employment in	37 000	45 000	70 000	85 000	120 000
Employment in Food and Beverage subsector	8258	9 000	11 000	13 000	15 000

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Develop the required industrial amenities and infrastructure along the defined transport routes.
- Institute the *Industry Strategy* proposed by the National Transport Master Plan 2050 (2009). A key proposal under this strategy is the area in the proximity of the Bloemhof Dam for a possible power station.
- Require as a mandatory requirement, a detailed climate-neutrality strategy for large-scale industries.
- Actively promote 'clustering' of activities
- Revitalize existing but less successful subsectors such as textile, food and beverages etc. through access to market, skills and finance.

- Promote the expansion of the solar energy projects at Dealesville into as solar energy hub.
- Link the newly constructed bio-fuel plants in Matjhabeng to the National Refined Products Pipeline network.

13.3 SURFACE INFRASTRUCTURE-SPC F

This category consists of the different kind of roads, railways, truck stops, power lines, telecommunication infrastructure, dams, reservoirs, canals, sewerage plants, refuse areas, science and technology structures see map SPC F. All these infrastructures play a central role in the production and distribution of products, general operations of enterprises and organizations, as well as providing basic services to communities.

The following SPC F Surface Infrastructure Areas Sub Categories are present in Lejweleputswa (refer to map SPC F)

(a) SPC F. National Roads

Description:

National roads proclaimed in terms of the National Roads Act 7 of 1998.

- The N1 route passes Ventersburg and Winburg
- The N5 links Winburg and Thabo Mofutsanyana
- The N8 intersects Lejweleputswa in the southern area of Tokologo LM

(b) SPC F. Main Roads

Description:

Provincial and regional roads proclaimed in terms of the Roads Ordinance 19 of 1976.

- The R30 links Lejweleputswa with North West and Mangaung

(c) SPC F. Railway Lines

Description:

Railway lines and associated infrastructure

- Railway lines are present in the Matjhabeng region

(d) SPC F. Power lines

Description:

Power lines and associated sub-stations and infrastructure

- High voltage power lines are running from the Northern Cape and intersecting Matjhabeng

(e) SPC F. Renewable Energy Structures

Description:

Any wind turbine or solar voltaic apparatus, or grouping thereof, which captures and converts wind or solar radiation into energy for commercial gain irrespective of whether it feeds onto an electricity grid or not. It includes any appurtenant¹ structure or any test facility for energy generation.

- Dealesville Solar Plant

(f) SPC F. Dams and Reservoirs

Description:

Major dams and reservoirs

- The Bloemhof dam is located towards the western side of the district
- The Alemanskraal dam is located towards the eastern side of the district
- The Sandveld dam is important for the supply of the irrigation scheme

(g) SPC F. Canals

Description:

Constructed permanent waterways, e.g. irrigation canals, storm water trenches

- Irrigation canals towards the centre of the district, feeding from the Vet and Sand River.
- There is an irrigation canal south of Boshof, feeding from the Vaalhartz irrigation scheme of the Northern Cape.

- Bulk water pipelines

(h) SPC F. Pipelines

Description: Pipelines

- Refined Products Pipeline to Welkom (Final Draft Provincial Spatial Development Framework 2014)

(i) SPC F Strategies:

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 4: Capitalize on transport and distribution opportunities
- Capitalize on the centrality of the province with regard to freight and distribution
- Develop and maintain an efficient road, rail and public transport network

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year cycle	4.2% PER Annum over 15 years.	4.5%	5%	6%	7%
Employment in Transport	37 000	45 000	70 000	85 000	120 000
Road Quality	1731 KM POOR OR VERY POOR	1400KM	1 000 KM	800KM	500 KM

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Ensure compliance with the Land Transport Framework.
- Redevelop or sell unused transport infrastructures, including redundant stations and sidings.
- Define public transport corridors based on passenger volumes.
- Upgrade rest stops along primary roads to cater for trucks and other motor vehicles and consider mandatory guidelines regarding the use of high fuel consumption vehicles.
- Institute overload control measures in order to protect the asset value of existing road infrastructure on the R 30 Transport corridor
- Implement the Free State Railway Projects proposed by the National Transport Master Plan 2050 (2009) in Matjhabeng
- Develop regional airports at major tourism destinations and key development nodes.

13.4 TOURISM

Lejweleputswa's tourism is mainly dominated by business tourism and nature-based tourism. This is followed by a range of historical and cultural tourism products. Another of Lejweleputswa's tourism advantages relates to the district municipality's central location in South Africa. The municipality is well integrated with the rest of South Africa through its road and rail networks and serves as a popular tourist stopover destination. Tourism is considered to be sustainable as a result of the continuous demand and consumption of the product without diminishing natural resources. Other advantages include entrepreneurial opportunities and immediate employment. Tourists need to be offered attractions of a significant calibre to stimulate the industry.

To achieve the true potential of the tourism sector a tourism typology and strategy which uses the comparative economic advantages of the province, and which is efficiently managed and integrated with the other key economic sectors should be used. The ideal type of tourism should create entrepreneurial opportunities for the previously neglected groups, should be kind to the environment, and should contribute towards bringing economic empowerment, prosperity and enjoyment for the people of the province.

According to the FSPSDF tourism types are to be categorized broadly in terms of a consumptive/non-consumptive continuum ranging from the 'least modified' (natural) to the 'most modified' (cultural) (Refer to Composite map)

(a) NATURE TOURISM

Description:

Nature-related experiences in semi-wilderness or extensive natural areas.

- The Sandveld Nature Reserve, situated around the Bloemhof Dam, and the banks of the Vaal and Vet rivers offers the opportunity to develop resorts as a result of its potential to attract many tourists to the municipality.
- Willem Pretorius Nature Reserve is located ideally for tourism attraction, near the N1 route on the eastern side of the district municipality. The nature reserve surrounds the Allemanskraal Dam which boasts a variety of birdlife
- Soetdoring Nature Reserve is located near the Krugersdrift dam which forms the western boundary of the dam. The nature reserve is situated along the R700 route and transverses the southern boundary of the district.

- The Vaal river flows in the western boundary of the district and offers potential for resort like development

(b) SPECIAL INTEREST TOURISM

Description:

Opportunities to use or study aspects that are unique to the Free State.

- Mining tourism forms part of this category and is found in Odendaalsrus, Welkom and Virginia

(c) AGRI-TOURISM

Description:

Opportunities to experience and/or study agri-related lifestyles and land-uses unique to the Free State.

- Bothaville hosts the Nampo agricultural festival every year which attract more than 60 000 people to the municipality.

(d) CULTURE TOURISM

Description:

Opportunities to experiencing and/or study local culture and traditions.

- The 80's festival is hosted in Welkom annually
- The Phakisa festival is hosted on the 31st of December in Welkom annually

(e) Tourism Strategies

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 5: Harness and increase tourism potential and opportunities
 - Implement a government support programme for tourism development and growth
 - Improve tourism marketing

- Expand tourism products and product range
- Increase and build human capacity for tourism development and service excellence

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

Indicator	current status	five year plan 2015	ten year plan 2020	fifteen year plan 2025	plan twenty year 2030
GV A Growth per five year cycle	-1% Per Annum		3%	5%	7%
Employment in Agriculture	6500	7000	12000	15000	18000

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Establish a competent tourism management institution which would, in collaboration with the provincial tourism authority, manage tourism in accordance with the principles of institutional integration, integrated planning, and cooperative governance.
- Prepare a tourism strategy, such as the Karoo Tourism Strategy
- Encourage tourism-related development in the designated tourism regions and adjacent to national parks and nature reserves.
- Develop the required infrastructure
- Develop large-scale and multi-purpose tourist destinations with tourism, potential, with specific reference to the larger dams.
- Develop a large-scale and multi-purpose sports complex at Matjhabeng, Welkom, to serve as a supplementary provincial sports venue.

14. LEJWELEPUTSWA AREAS OF ECONOMIC POTENTIAL AND HUMAN DEVELOPMENT NEEDS

The Final Draft Free State Provincial Spatial Development Framework 2014 supports the NDP strategic priority which states that new large-scale infrastructure should be prioritized in settlements with high economic growth potential. Therefore, as a general principle, fixed investment should be directed towards urban settlements that exhibit high economic growth potential in the first instance and high human need in the second.

Settlements with low human need and low economic growth potential would have a lower fixed investment priority.

It is important to stress that the NDP and the PSDF do not in any way rule out investment in small settlements per se. What matters is whether an area has the potential to grow economically in a sustainable manner, create jobs and alleviate poverty. If a small town, or a currently impoverished area, has such potential there is nothing that precludes investment.

Human development programmes and basic needs programmes are to be delivered where required in terms of the legislation and policy for the provision of basic services. Settlements with high levels of human need are to be prioritized for state funding as it relates to the delivery of human resource development and minimum basic services.

In intersecting of high economic potential with high human needs may be the ideal locality for fixed investment.

Objectives and policy of the FSSDF in this regards are the following:

- Providing a rationale for decisions regarding the location, scale and nature of urban and rural development.
- Guiding prospective private sector investors as it relates to where to focus large-scale monetary investment and infrastructure development
- Assisting national and provincial government departments in allocating their budgets
- Prioritizing government spending and public investment to the best benefit of province as a whole.
- Guiding funding and investment in large-scale infrastructural development in accordance empirically-based criteria with due cognizance of the two SPLUM A principles of efficiency and justice

The key objective of the PSDF is thus to serve as a reliable first-cut premise for prioritizing and directing state funding and private investment in the province.

The investment curve in large-scale development in industrial amenities and bulk infrastructure is determined by the comparative economic advantages of the various regions of the province vested in the availability of critical resources (e.g. minerals, energy, agricultural produce, etc.) This trend has largely determined the economic potential and human development needs of the different local municipalities and towns for the Lejweleputswa district.

Table 14.1 and Table 14.2 below respectively categorize the municipalities and settlements in accordance with the criteria of development potential and human development needs. Likewise the attached maps classify municipalities and settlements as follows:

- 'High' and 'Very High': The difference between 'high' and 'very high' status lies in the diversity and intensity of the settlement dynamics. The meaning of 'high' on the development potential scale and on the human needs scale, respectively, should be interpreted in a reciprocal manner. From a growth potential perspective, settlements in this category show on-going growth on the positive side of the provincial average and they have a proven track record as 'growth engines'. Such settlements show the potential to grow at a significant rate in line with the capacity of their resources. From a human needs perspective, settlements in this category have a significant need for support in the form basic services and associated infrastructure.
- 'Medium': Consistent and moderate growth prevails in settlements in this category and certain sectors of the economy show signs of growth, or have the potential for growth.
- 'Very Low' and 'Low': The difference between 'low' and 'very low' is a degree variation. From a growth potential perspective, settlements in this category possess limited economic and human resources, and lack the potential to stimulate the urban economy to a meaningful extent. From a human needs perspective, settlements in this category are relatively well served with basic services and associated infrastructure.

Table 14.1: Lejweleputswa Local Municipality Economic Potential and Human Development

Local Municipality	Economic Potential Class	Local Municipality	Urban Growth Potential Class	Local Municipality	Human Development Needs Class
Nala	Very High	Matjhabeng	Very High	Matjhabeng	Medium
Matjhabeng	High	Nala	High	Tokolologo	Medium
Tswelopele	Medium	Tswelopele	Medium	Nala	Medium
Masilonyana	Medium	Tokolologo	Medium	Tswelopele	Medium
Tokolologo	Medium	Masilonyana	Low	Masilonyana	Medium

Table 14.2: Lejweleputswa Settlement Economic Potential and Human Development Needs Classes

Town	Economic Potential Class	Town	Urban Growth Potential Class	Town	Human Development Needs Class
Welkom	Very High	Welkom	Very High	Welkom	Very High
Allanridge	High	Bothaville	High	Ventersburg	Medium
Bothaville	High	Wesselsbron	Medium	Odendaalsrus	Medium
Wesselsbron	High	Bultfontein	Medium	Bothaville	Medium
Bultfontein	Medium	Virginia	Medium	Dealesville	Medium
Virginia	Medium	Allanridge	Medium	Virginia	Medium
Brandfort	Medium	Odendaalsrus	Medium	Bultfontein	Medium
Soutpan	Medium	Hennenman	Medium	Verkeerdevlei	Medium
Hennenman	Medium	Hertzogville	Medium	Hertzogville	Medium
Hertzogville	Medium	Boshof	Medium	Theunissen	Medium
Boshof	Medium	Brandfort	Medium	Boshof	Medium
Hoopstad	Medium	Dealesville	Medium	Wesselsbron	Medium
Odendaalsrus	Medium	Theunissen	Medium	Hennenman	Medium
Theunissen	Medium	Verkeerdevlei	Medium	Winburg	Medium
Dealesville	Medium	Soutpan	Medium	Hoopstad	Medium
Verkeerdevlei	Medium	Hoopstad	Medium	Allanridge	Low
Winburg	Medium	Winburg	Low	Brandfort	Low
Ventersburg	Very Low	Ventersburg	Low	Soutpan	Low

The above classification of Lejweleputswa local municipalities and towns must be interpreted as follows:

- The profiles indicate what type of development and investment are required and how the municipal budget should be allocated to eradicate backlogs or weaknesses.
- Municipalities are to use the town profiles as a guideline for determining future development initiatives. In this process individual towns and municipalities may need further investigation and interpretation to unpack the profiles in greater detail to expose specific local situations. In this regard, the profiles thus serve as an empirical premise for a detailed diagnoses and preparation of a development strategy for each municipality.
- The status of settlements may change over time. It is therefore important that the status as indicated be verified and updated as new information becomes available.
- This exercise should highlight the strong and weak points for future economic and social development in the subject municipalities and settlements. Each municipality would benefit from a detailed analysis of their town profiles. Through this analysis all role players would be able to determine what they can do to improve the economic status of their towns. Such detailed analysis has to be undertaken as part of the revision of the SDF of a municipality.

From the above section thus follows that Welkom, Bothaville, and Wesselsbron have been indicated as Economic Nodes on the Composite Lejweleputswa SDF map, based on the correlation of Very High and Medium Human Development Needs with Very High and High Economic Potential ratings for the respective towns.

15. COMPOSITE LEJWELEPUTSWA SDF MAP

Composite Lejweleputswa SDF map was constructed by layering of the spatial plans that have been articulated for the various SPCs.

The spatial plans for the six SPCs that collectively constitute the Composite Spatial Plan are listed below.

The relevant spatial plans are:

- Spatial plan for SPC A and SPC B, i.e. core and buffer nature areas that are essential for Environmental integrity and human well-being.
- Spatial plan for SPC C, i.e. agricultural land which constitutes the resource base for the agricultural sector.
- Spatial plan for SPC D, i.e. urban areas.
- Spatial plan for SPC E, i.e. industrial areas.
- Spatial plan for SPC F, i.e. bulk services, main access routes, and infrastructure required to sustain the economic sectors.
- Spatial plan for tourism as a key economic sector.

The attached Composite Lejweleputswa SDF map formed the basis for the overlaying of the conceptual proposals, i.e. regions, corridors, nodes.

Below follows conceptual proposals as reflected in the attached Composite Lejweleputswa SDF map relevant in the district.

15.1 Centres

Centres represent a classification of localities according to specific and specialized services of regional or provincial importance. Different types of centres were distinguished:

(a) Administrative centre

- Welkom
-

(b) Educational centre

- Welkom

Welkom intends the establishment of a Centre of Excellence to serve as a training facility for emerging farmers from all over the Free State, as well as the establishment of a Training and Support Centre for various training needs of the community on NQF levels and through learnerships.

(c) Service centres

Those urban nodes, which have not been identified as economic nodes or specialized type of economic nodes (manufacturing, mining, tourism, agricultural), will continue to exist as service centres to their surroundings.

These towns should be developed with social services in support of those areas where growth will be experience. It is therefore proposed that attention should be paid to education, health and

social infrastructure in these services centres so that the quality of life of people staying there can be improved and necessary skills be obtained.

15.2 Nodes

These are localities where development (facilities, services and economic opportunities) tends to concentrate. Different types of nodes were distinguished:

(a) Economic Nodes

Economic nodes are localities where economic growth will be promoted. A variety of activities will tend to cluster in and around these nodes. The nodes offer development potential and it needs to be stimulated in order to concentrate growth.

The potential for growth is informed by the strengths and opportunities presented by each node. These nodes should therefore be developed in order to draw investment to regions.

It is therefore sensible to focus capital investment to favour those nodes where development will more likely be sustained in future. This implies that both public and private initiatives in areas identified as economic nodes should be supported. This will have the effect that a greater need for new residential sites, housing and infrastructure will arise in these areas, thus requiring the allocation of grants for capital investment projects to favour these localities more than those with limited growth potential. Also refer to section 14 LEJWELEPUTSWA AREAS OF ECONOMIC POTENTIAL AND HUMAN DEVELOPMENT NEEDS.

- Welkom

In spite of the decline in the gold mining industry of the Welkom area, it will maintain its economic importance for the region. Mining is no longer seen as the dominant and only growth sector for the region. The town serves as main service centre within the district, providing specialized services such as a hospital, institutions, regional government representation, regional banking institutions, specialized commercial and industries. Various incentives, such as Goldfields Tourism route, upgrading of the R30/R34 route, Jewellery Hub, rail network upgrading, reestablishment of Phakisa as the home of Africa's MotoGP, and training centres (Centre of Excellence, Training and Support Centre), can stimulate economic growth.

- Wesselsbron

Wesselsbron is one of two towns found in Nala local municipality. The municipality forms part of the region known as the bread and basket of South Africa due to its high agricultural produce. Huge silo complexes are found around Wesselsbron which offer economic spin-offs in terms of agricultural tourism. The town also offers services to the surrounding rural areas.

- Bothaville

Bothaville is the administrative town of Nala local municipality and as a result provides many services for the local municipality. It is characterized by a sturdy agricultural income, supplemented by income generated from agro-processing industries such as

mills and abattoirs. The town also hosts the N AMPO agricultural festival which further adds value to the economy. Furthermore Bothaville, is situated along the R 30 primary corridor which results in economic benefits for the town.

(b) Specialized Economic Nodes:

(i) Manufacturing Nodes

○ High Value Differentiated Goods

- Welkom has an above-average potential for high value differentiated goods (fuel, rubber, plastics, electronics), but the scale of its contribution is marginal compared to that of Sasolburg and Bloemfontein (PGDS Review, 2006).

○ Labour Intensive Mass Produced Goods

- In manufacturing (apart from fuels and electronics) Sasolburg is again the leading contributor by far with 36.6% of the provincial GV A, followed by Bloemfontein, Welkom, Bethlehem, Viljoenskroon, Botshabelo, Kroonstad, Phuthaditjhaba, and Harrismith, which (together with Sasolburg), contribute almost 80% of the provincial GV A in this sub-sector. Any further manufacturing developments should preferably be targeted at these places to enhance linkages and contribute to a positive agglomeration effect (FSGDS Final Draft, 2013).

(ii) Mining Nodes (Labour intensive mass produced goods)

- Within the province, the largest gold-mining complex is the Free State Consolidated Goldfields, with a mining area of 32 918 ha. The province has twelve gold mines, operating mainly in Matjhabeng, from the towns of Welkom, Virginia and Odendaalsrus. Roughly 30% of the country's gold is obtained from this region. Matjhabeng is followed by Masilonyana as the municipality with above average gold production (FSPSDF Final Draft, 2013).
-

(iii) Agricultural Nodes

- In agriculture, the local municipalities with the highest agricultural GVA per area in Lejweleputswa are, Tswelopele and Nala (Global Insight, 2012). Bultfontein and Bothaville are the respective administrative towns for the two local municipalities which should render most of the services for the local municipalities. All towns for the said two municipal areas are indicated as agricultural nodes.

(iv) Tourism Nodes

Tourism nodes offer leisure and tourism products to the consumer. Tourism nodes will attract tourists to a town or region due to its unique features, historic value, special character or surroundings.

Tourism development potential of these nodes needs to be enhanced in order to improve its attractiveness to tourists visiting these areas. Particular attention should be paid to the marketing of these nodes to tourists and therefore it should be included in the tourism strategy of the regions. Many of these nodes incorporate environmental sensitive areas and thus a cautious approach should be followed not to impact negatively on the environment. Valuable agricultural land should preferably be preserved for agricultural productivity.

Careful consideration should be given to advertising and building design when new developments are established in towns earmarked as tourism nodes, as this can negatively impact on the marketability of such towns as tourist destinations. The existing ambiance of these towns should therefore be enhanced with sensitive development.

- Areas surrounding regional dams are well suited for tourism. Development in these areas should be sensitive towards these natural features.
 - Welkom and Virginia (predominantly events, entertainment and mining tourism) are identified as important Tourism Nodes within the Lejweleputswa District. Odendaalsrus is considered a Tourism Node predominantly based on events at Pakisa racetrack and mining tourism.
-

- Nature Reserves and Conservancies are localities protected by legislation for its environmental quality. The Sandveld Nature Reserve, Erfenis Dam Nature Reserve, Soetdoring Nature Reserve, and Willem Pretorius Nature Reserve as well as a few conservancies are located in the Lejweleputswa District and indicated as tourism nodes.
- The marshes (wetlands) within the rural hinterland around Wesselsbron in Lejweleputswa District are environmentally sensitive and should be preserved.
- The Bloemhof dam located on the western boundary of the district is identified as a large scale and multipurpose tourist destinations. (Final Draft Provincial Spatial Development Framework 2014)
- A large scale and multipurpose sports complex has been identified around Welkom and Odendaalsrus. (Final Draft Provincial Spatial Development Framework 2014)

(v) Bio-fuel Nodes

- Bothaville is indicated as an ideal locality for bio-fuel production.

(vi) Industrial Development Region (IDZ) nodes

These type of nodes focus on the manufacturing industry and therefore encourage industrial development within the node.

Presently no IDZ node has been identified in the Final Draft Provincial Spatial Development Framework 2014 for the Lejweleputswa District.

(vii) Land Reform nodes

These are concentrated human settlements at a low scale, which are mostly agricultural orientated and most of the economic opportunities lie in the utilization of the natural resource base.

- Land is utilized for communal grazing or other agricultural activities by the community and also supports subsistence farming activities.
- The idea is also not to create dispersed residential settlements throughout the district. concentration of human settlement may only be allowed at locations other than urban areas
- When sustainable economic opportunities and social services can be integrated with the newly planned settlement.
- Preference should be given to self-employment opportunities like small-scale farming or agro-processing within and around the settlement.
- Specific land reform property data would not be released by the Department of Rural Development.
- Rural Nodes
- The potential of rural nodes is derived from the rural economic opportunities that are generated by the location and "attracting force" of the agri-processing industry. It is assumed that these agri-processing facilities could generate economic activity because of the movement of people who regularly visit these facilities.
- This gathering of people and potentially services such as shops and government functions that could be obtained there over time, could be formalized, depending on the need and viability, into rural nodes.
- These nodes should purely deal with farm worker housing and related services and only where there is a proven need. Initially, these nodes, even if they do not have housing at them, can be supported through period markets.
- Currently there are eight nodes conceptualized by respective local sdfs for the district, whereby seven of them are situated in Nala and the remaining one is located in Tokologo. All nodes are located on strategic roads in order to enhance their respective functionalities and economic wellbeing.

15.3 Hubs

These are localities with concentrated development (facilities, services and economic opportunities) of such importance and with a sphere of influence of provincial extent. Specialization of services or products can take place. The larger the influence sphere of a node, the more intense the development associated with the node and the greater the density and area that the node will occupy. The following specialization hub has been identified in terms of the products being offered:

(a) Jewellery Hub

- Virginia
- (b) Solar Energy Hub
- The solar energy projects at Dealesville and Boshof should be promoted to expand into a solar energy hub for the southwestern part of the district. The said towns are also indicated as solar energy nodes on the district sdf map.

A suitable area for a solar and carbon credit area is situated south of Lejweleputswa and continues further into Xhariep. The primary purpose of this strategy is to use the space and natural abundance of sunshine associated with the Free State Province and to capitalize on the carbon credit opportunities to be unlocked by means of planting (Final Draft Free State Provincial Spatial Development Framework 2014).

15.4 Tourism Corridors

Tourism corridors are scenic routes linking tourist destinations. These routes will therefore support development focusing on the hospitality and tourism industry along it. Tourism signage to promote the tourism destinations along routes should get priority.

- The Goldfields Tourism Corridor has been identified along roads in the central area of Lejweleputswa (Final Draft Provincial Spatial Development Framework 2014)

15.5 Transport Corridors

Transport corridors are routes of high mobility (movement) that establish a linking between areas of significance, with an optimal travel time. The potential is provided for development to locate itself in relation to these movement routes.

(a) Provincial Transport Corridors

- The N1 road traversing the eastern part of the district.
-

- The N5 road linking Winburg (on the N1) with Harrismith via Bethlehem.
- The N8 road transverses the Lejweleputswa on the south western boundary of the district. It is also identified as a Trans-National Development Corridor with Lesotho.
- The R30 road through Lejweleputswa District constitutes a major transport axis, linking Bloemfontein with Klerksdorp in the North West Province. Welkom and Bothaville are located along this route. A well-established road network and the north-south railway (Brandfort/ Theunissen/ Virginia/ Hennenman) occur along this axis. This route carries large volumes of heavy vehicular traffic as a result of service delivery to the mines and associated economic activities in the area.
- The R34 road constitutes a major transport axis, linking Welkom with Kroonstad.

(b) District Transport Corridors

Certain primary and secondary roads in Lejweleputswa district have been prioritized in the respective local sdfs. These roads should be upgraded and maintained to the best of state as they are significant in the economic well-being of the district. These roads have the purpose of promoting and enhancing rural nodes as well as offering support to key agro-industries such as silo complexes. Roads identified are as follows:

- The R719 between Bultfontein and Odendaalsrus via Wesselsbron
 - R59 between Bothaville and Hoopstad
 - The R34 between Hoopstad and Welkom via Wesselsbron
 - R505 between Wesselsbron and R59 route
 - R504 leading to Leeudoringstad North West from Bothaville
-

- R727 and R76 from Bothaville to Kroonstad
- R 700 between Bultfontein and Bloemhof via Hoopstad
- R700 leading to Bloemfontein from Bultfontein via Soutpan
- R703 and R64 between Boshof and Brandfort
- R708 between Hertzogville and Christiana
- R59 between Hertzogville and Dealseville
- R64 between Boshof and Kimberly
- Existing road between Hetrzogville and Boshof

(c) Railway Transport Corridors regeneration of the railway network can establish viable transport corridors, which can promote economic activity at specific locations along these movement routes.

15.6 Development Corridors Development corridors are characterized by higher order ribbon-like development along routes that can be classified as transport (movement) corridors. These corridors promote economic activity at specific locations along these movement routes. It thus not necessarily implies that development will be continuous for the full length of the corridor. It is foreseen that the presence of economic activity along these routes will require special attention in terms of the planning of ingress and exits to and from commercial activities in order not to interfere with the mobility of the corridor itself.

Economic development should thus be promoted along development corridors, but care should be taken not to impact negatively on the mobility of the corridor. The N8 road transverses Lejweleputswa district on the south western boundary of the district. It is also identified as a Trans-National Development Corridor with Lesotho on the Final Draft Provincial Spatial Development Framework 2014.

15.7 Regions

Regions are areas with common identifying characteristics and usually have a homogeneous land use associated with it. It comprises medium to large sections of the spatial environment and may include land uses associated with agricultural or human settlement developments. Different kinds of regions were distinguished:

(a) Environmental Region

II SPC A and B areas in the Lejweleputswa district form a consolidated environmental region on the district sdf. Refer to section 11 LEJWELEPUTSWA ENVIRONMENTAL VISION.

(b) Tourism Region

Tourism regions are areas that have a high environmental quality or cultural/historic heritage and are characterized by tourist destinations. Supporting infrastructure like arts and crafts stalls, bed and breakfasts, restaurants, etc. should be developed at strategic localities within these regions.

- The Tourism Region in Lejweleputswa has been located northwest of Hoopstad on the Vaal River, Bloemhof Dam and Sandveld Nature Reserve.

Potential exists in the tourism industry regarding weekend tourist destinations.

Subsequent exploitation of the tourism potential in the rural areas, including guesthouses on farms, will increase the existing employment rate.

(c) Commercial Agriculture Region

Commercial agriculture regions are the larger agricultural land units that accommodate a diversity of agricultural production for the commercial market. These areas usually surround the urban nodes.

The potential of the land depends on the soil quality and the availability of water. It is recognized that all currently cultivated and grazing land be protected from urban development and that future residential extension should be guided by in-depth analysis that takes into account soil potential, carrying capacity, type of agriculture, availability of water, etc.

Smaller subdivision of agricultural land and change of land use will thus be considered on an individual basis and after proper analysis of the present situation and future impact of the proposed development have been done in consultation with the relevant authorities. Subdivision of farmland will only be approved if proven sustainable. Agro-processing plants may develop on farms, but only if proven sustainable. Alternative land use practices in particularly different types of products and farming methods should get attention in future.

The agricultural sector of the Lejweleputswa District contributes largely to its GGP, which emphasizes the agricultural significance of this district. The latter also results in agricultural orientated industries.

The farmers that contribute to the agricultural sector of the district currently exclusively act as crop producers and stockbreeders. Future agricultural growth can primarily be created by value-added supplementary agricultural practices. In this regard, small scale processing industries, abattoirs, etc. are considered to add value to the agricultural products before marketing.

More intensive farming activities like feeding paddocks, chicken farming, maize mills and tunnels for vegetable cultivation have the potential to provide additional employment opportunities.

Small-scale farming is relatively latent and potential exists to provide agricultural smallholdings in irrigation areas and adjacent to urban areas.

(d) Expanded Irrigation Region

Irrigation regions are areas with smaller commercial agricultural units with normally a higher production yield per hectare. These units incorporate irrigation schemes and are concentrated along watercourses and dams.

- Irrigation schemes of the Vet and Sand River in Lejweleputswa District have the potential to be extended.
- The Vaal River and Vaal River pose development opportunities in the form of intensive agriculture

(e) Mining Region

- Diamond Kimberlite outcrops are located in the vicinity of Boshof and Theunissen.
- Gold mining is dominant in Matjhabeng. Two considerable gold reserves with an estimated 20 year life span still exist in some parts of Matjhabeng and Nala Local Municipalities.
- There is significant potential for mining of low grade coal in Matjhabeng and Nala.
- Other mineral deposits as per Economic Vision section SPC E

(f) Small Scale Agricultural Schemes Region The Final Draft Free State

Provincial Spatial Development Framework 2014 proposed small scale agricultural schemes on the major dams of the Lejweleputswa district.

ECONOMIC PROFILE OF THE DISTRICT



Source: Local government hand book, 2015.

- Note "Soutpan" in Masilonyana has been demarcated under Mangaung Metro.

<i>Indicators</i>	2005	2014
<i>1. Total population</i>	634 514	630 912
- <i>Population growth rate</i>	-1.1%	-0.1%
- <i>Males</i>	48.20%	50.51%
- <i>Females</i>	51.80%	49.49%
<i>2. Economic Indicators</i>		
• <i>Dominant sector share of regional total (Tertiary)</i>	51%	52%
• <i>GDP-R</i>	4.2%	1.5%
• <i>GDP-R per capita</i>	R49,714	R45,560
• <i>Growth forecast</i>	-1.7%	0.2%
<i>3. Tourism</i>		
• <i>Domestic tourists by bednight</i>	796 784	402 845
• <i>International tourists by bednight</i>	299 321	1 174 754
• <i>Total tourism spending as a % of GDP</i>	3.0%	3.2%

1. Introduction

Lejweleputswa District Municipality is situated in the mid-western part of the Free State province, with an estimated area of about 31930 km² (Local government hand book, 2013). The district borders the North-West province to the north, Fezile Dabi District Municipality to the north east, and Thabo Mofutsanyane District Municipality to the east. It also borders Mangaung Metro and Xhariep District to the south and the Northern Cape Province to the west. It consists of 22.9% of the Free State province's population, down from 26.7 % in 1996 (IHS Global Insight, 2015). The District is made up of five local municipalities, namely; Matjhabeng, Tokologo, Tswelopele, Nala and Masilonyana with about 17 towns².

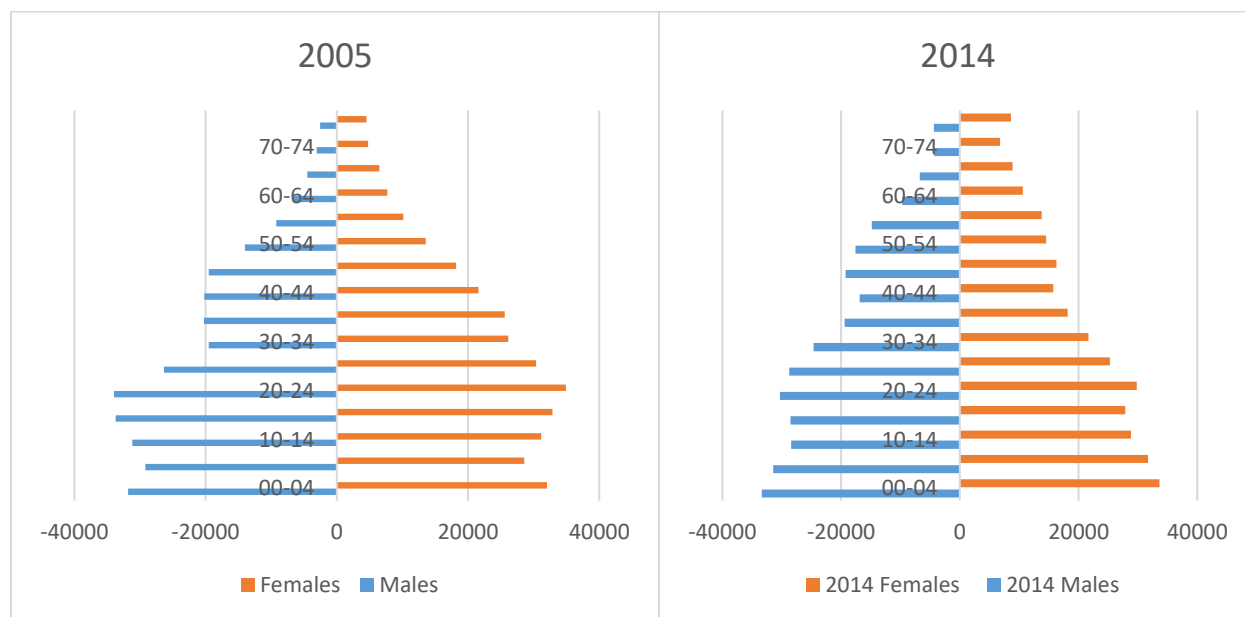
The economy of the District relies heavily on the gold mining sector as the largest sector, dominant in two of the municipalities, Matjhabeng and Masilonyana, whilst the other Municipalities are dominated by agriculture. There is less diversification of the District's economy relying heavily on the mining sector and community service sector as the largest employers in the District. Matjhabeng is the largest municipality in the District and contributes the largest share of GVA-R in the District. The average annual GDP-R growth rate stands at -1.5 percent in 2014 for the District and forecast to decline even further to -2.9 percent in 2016 according to IHS Global Insight, as a result of low international commodity prices and a persistent drought in the agricultural sector. Output in agriculture is forecast downwards and prices in agricultural goods are expected to rise due to low output levels as given by the South African Reserve Bank in their monetary policy statement in September 2015 for the country in general.

2. Demographic profile

Lejweleputswa District had a total population of 630 912 in 2014, broken down into 318 662 males and 312 249 females. The District contributed 22.6 percent to the Free State's population in 2014, down from 23.24 percent in 2005. Most of the inhabitants are Africans, constituting 88.73 percent of the total population, followed by Whites (8.86 percent) and then Coloureds (1.9 percent), with a very small Indian community of 0.45 percent. There are more males (51.0 percent) in Lejweleputswa than females (49.0 percent).

² Soutpan and Glen area and the surrounding farms in Masilonyana have been incorporated into Mangaung Metro in 2015 (Municipal demarcation Board, 2015)

Figure 4.1: Lejweleputswa District population pyramid

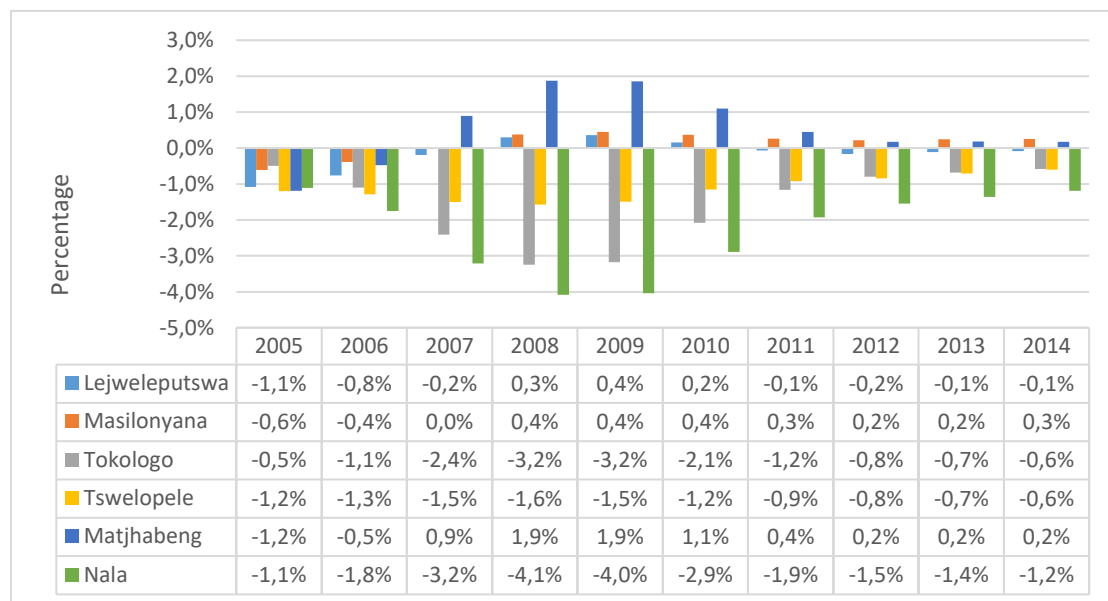


Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.1 above, the population pyramid of Lejweleputswa, for the years 2005 and 2014 has a broad base, indicating a large portion of children and the youth below 25 years of age. In 2005 Lejweleputswa District had a relatively large proportion of middle aged inhabitants, both the males and the females above 15 years of age and below 30 years of age, compared to the year 2014 which has a relatively sliding scale of both males and females in the same age cohort of 15 years and 30 years. The reflection of the relatively large proportion of the middle aged population in the District in 2005 coincided with a relatively strong mining sector, specifically in Matjhabeng. Whilst a smaller middle age group in 2014 indicates migration away from the District in general terms, probably to other mining related towns in search of better living conditions like platinum sector in the North West, which has a similar kind of operational structures like the gold sector, and therefore uses similar kinds of labour skills. The migration pattern of Lejweleputswa, especially in its smaller municipalities, is as a result of better employment opportunities by the working age groups. From figure 4.1, it is evident that in 2014 women were living longer than men, almost doubling them. In the age group 75+

there are 4 367 males against 8 623 females. This is reflective of a better life expectancy for women than for men, although for both men and women life expectancy has improved between 2005 and 2014.

Figure 4.2: Population growth rates in Lejweleputswa by local municipalities



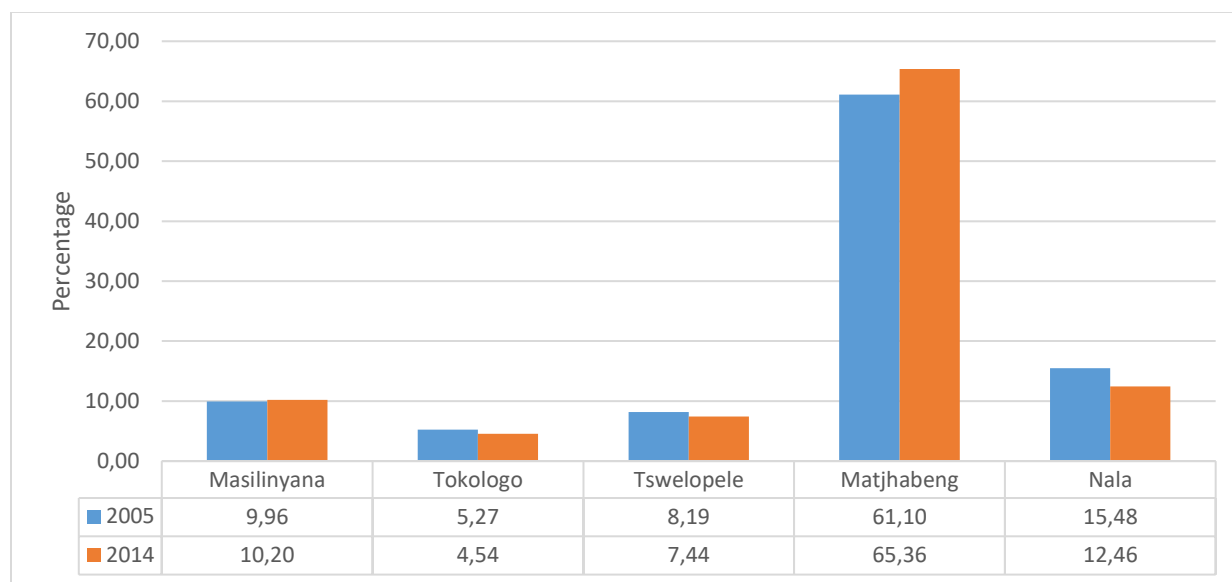
Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.2, indicates that the growth rate in Lejweleputswa’s population had been negative for the large part of the review period (2005 – 2014) with the exception of 2008 (0.3%), 2009 (0.4%) and 2010 (0.2%), where it showed some positive recovery. The recovery happened because Matjhabeng, which contributed 25 percent to the population of the District, showed some positive growth rate during the period 2007 to 2011, which had a pulling effect on the District’s population growth rate. Nala displayed negative population growth rate reaching -4.1 percent at its lowest point in 2008, which had a little impact on Lejweleputswa due to its small contribution to the District population. The average growth rate

for Lejweleputswa for the period under review is -0.2 percent, indicating a decline in the total population of the District. The decline is due to among others, net out migration and low fertility rates according to Statistics South Africa (2013).

The two most worst performing local municipalities in terms of population growth rate are Nala with a -2.3 percent average population growth rate and Tokologo with -1.6 percent average population growth rate between 2005 and 2014.

Figure 4.3: Population Distribution in Lejweleputswa District as a percentage



Source: IHS Global Insight Regional eXplorer, 2015

Matjhabeng had the highest share of Lejweleputswa’s population at 65.36 percent in 2014 according to figure 4.3, which is up from 61.10 percent in 2005, followed by Nala with 12.46 percent and Masilonyana with 10.20 percent all in 2014. The total District’s share of the population in the province has declined from 23.24% percent in 2005 to 22.49 percent in 2014, which is a 0.75 percentage point decline. The decline in

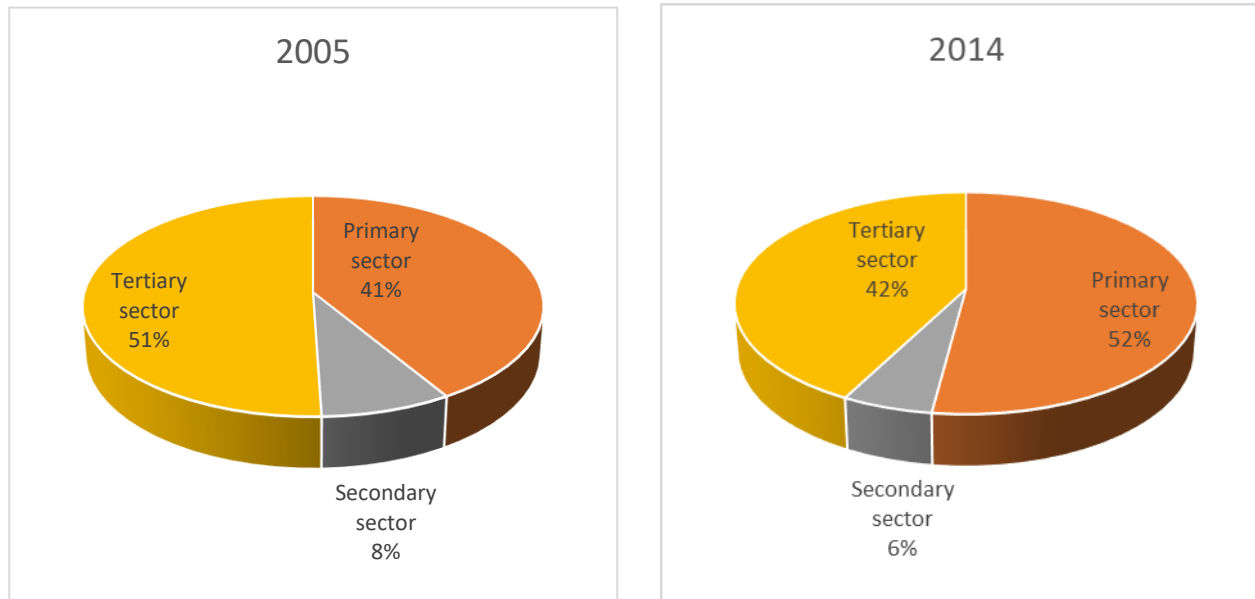
Lejweleputswa's share of the population was driven more by smaller municipalities because Matjhabeng increased slightly between 2005 and 2014, as a result of mainly outward migration from the smaller municipalities.

3. Economy structure and performance

The main economic activities in the Lejweleputswa District happened in the primary sector and the tertiary sector. The primary sector in Lejweleputswa is driven by agriculture and mining. Matjhabeng is the largest municipality in the District and it contains most of the mining activities, especially gold mining, followed by Masilonyana with some of the gold mining and diamond mining. Recently the mining sector has been on a downward trend as a result of closure of many of the shafts as a result of high costs of production among others and the need for deep mining. The recent decline in world commodity prices, has aggravated the situation in general with many businesses that have traditionally dependent on the mining sector either have closed down or are in the process of closing down. Other municipalities' primary sector rely heavily on agriculture.

Economic Structure

Figure 4.4: Sectoral composition of Lejweleputswa economy (% , current prices)



Source: IHS Global Insight Regional eXplorer, 2015

The composition of the District's economy is dominated by the primary sector at 52 percent in 2014 as shown by figure 4.4, up from 41 percent in 2005. The tertiary sector contributed 42 percent to the District's economy in 2014, decreasing by 9 percentage points from 51 percent in 2005. The secondary sector's share declined from 8 percent in 2005 to 6 percent in 2014, further indicating the difficulties that the sector is facing. Very little value adding is taking place in the region by using the vast primary products the District has in abundance.

Sectoral composition of the economy

Sectoral composition is the contribution of the different sectors to total GDP of Lejweleputswa's economy. This includes all the nine sectors within an economy of a region as classified by the South African Standard Industrial Classification (SIC) of all economic activities (CSS fifth edition).

Table 4.1: Sectoral composition of Lejweleputswa's economy by local municipalities, 2014.

2014	Lejweleputswa	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala	
1 Agriculture	5.6%	6.2%	24.6%	36.9%	0.8%	17.7%	
2 Mining	46.5%	50.3%	21.6%	1.2%	56.0%	4.7%	
3 Manufacturing	2.5%	2.1%	2.9%	2.2%	2.1%	5.2%	
4 Electricity	1.5%	1.2%	2.9%	2.8%	1.3%	2.3%	
5 Construction	1.7%	2.2%	2.5%	1.8%	1.5%	2.6%	
6 Trade	11.0%	8.3%	12.3%	15.4%	10.0%	17.6%	
7 Transport	6.3%	5.2%	5.0%	7.8%	5.6%	11.8%	
8 Finance	10.8%	8.4%	7.6%	10.6%	10.8%	13.9%	
9 Community services	14.2%	16.2%	20.7%	21.4%	11.9%	24.0%	
Total Industries	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: IHS Global Insight Regional eXplorer, 2015

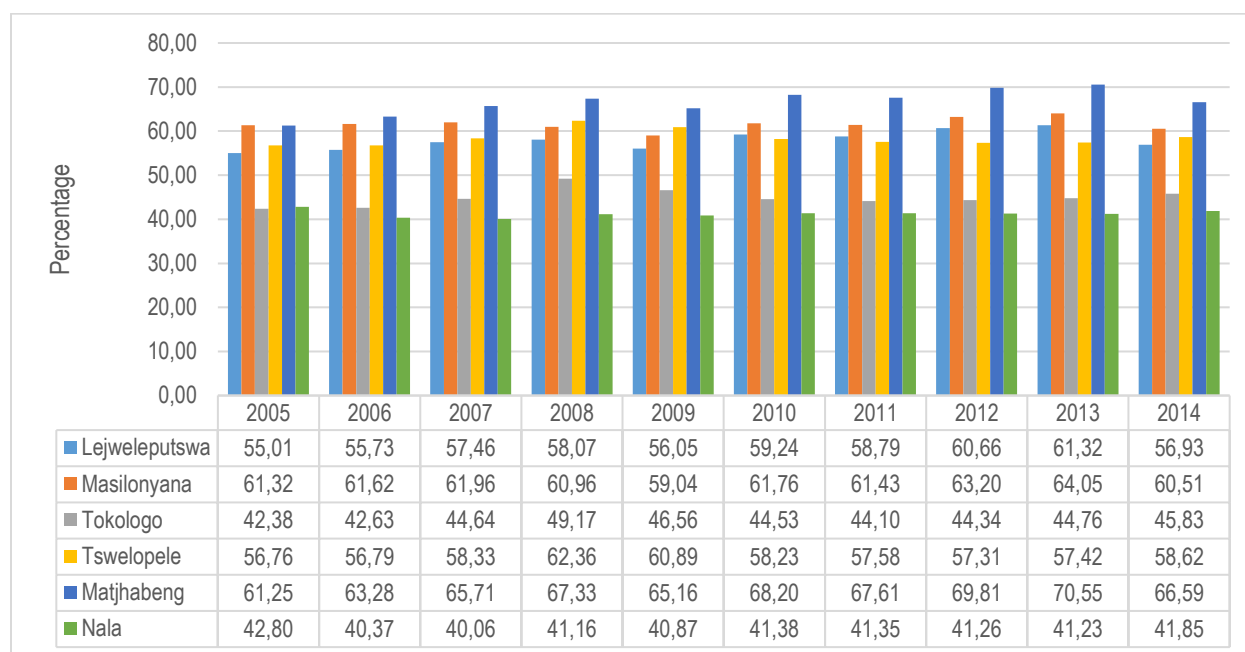
The 2014 sectoral composition of Lejweleputswa as revealed by figure 4.5 points to the dominance of a few sectors in the economy of the District. According to table 3.1, the mining sector is the dominant sector with 46.5 percent of the economic activities of the district, followed by community services sector at 14.2 percent and then trade at 11 percent. The smaller municipalities of Nala, Tswelopele and Tokologo are the municipalities without mining as the dominant sector, instead Tswelopele has agriculture as the dominant sector at 36.9 percent in 2014. Nala had government services as the dominant sector

with 24 percent in 2014, whilst Tokologo had agriculture as the dominant sector with 24.6 percent in 2014. In recent years the contribution of mining in Lejweleputswa’s economy has been declining due to a number of reasons and recently the effect of lower world commodity prices has fueled the decline of the sector. The share of the primary sector in Lejweleputswa’s GVA has also been on a decline, indicating a shift away from the primary sector to the tertiary sector. The community services sector is growing strongly in all of Lejweleputswa’s municipalities and is also forecasted to grow further.

Tress Index

The tress index measures the level of diversification or concentration of a region’s economy. The index ranges between zero and one. The closer to 0 the index is, the more diversified is the economy. The higher the index or closer to 1, the less diversified the economy, and the more vulnerable the region’s economy to exogenous factors that can include things like adverse economic conditions due to natural disasters, like global warming (Wikipedia, 2015).

Figure 4.5: Tress index of Lejweleputswa and the Free State and its Districts



Source: IHS Global Insight Regional eXplorer, 2015

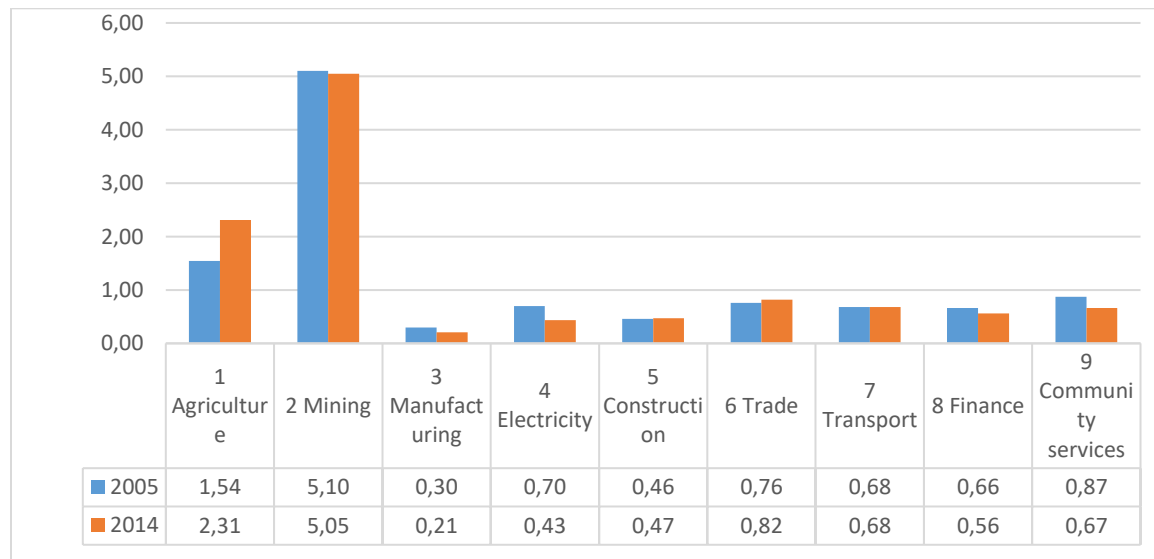
Lejweleputswa’s economy has been leaning more to a less diversified economy due to its increase closer to 1 of its Tress Index over a ten-year period as illustrated by figure 4.5. Even though Lejweleputswa’s Tress Index has improved in 2014 (56.93 percent) as compared to (55.01 percent) 2005, the worst years of its less diversification were 2013 (61.32 percent) and 2012 (60.66percent). This simply indicates fewer industries dominating the region’s economy, thus the vulnerability of the region’s economy to outside shocks becomes very easily.

If compared to the rest of the province, Lejweleputswa is the second less diversified regional economy in the Free State after Mangaung Metro. The most diversified economy is that of Fezile Dabi among the Districts and the province is even better than all the Districts.

Location Quotient

Location quotient reveals what makes a particular region “unique” in comparison to the national or provincial average. It is basically a way of quantifying how concentrated a particular industry or cluster is as compared to the province or nationally (EMSI Resource library, 2015)

Figure 4.6: Lejweleputswa’s Location Quotient



Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.6, above the dominant sector in Lejweleputswa is the mining sector with a location quotient of 5.05 in 2014, which has declined slightly from 5.10 in 2005. By its nature mining is more export orientated and brings into the economy of the region more money than any other sector in the region. Agriculture follows the mining sector though very small as compared to the mining sector with an increase in the location quotient of 2.31 in 2014 as compared to 1.54 location quotient in 2005. The other sectors are less concentrated in the region, all ranging less than 1 location quotient. Trade is one of a few sectors that have shown some positive growth in its location quotient from 0.76 in 2005 to 0.82 in 2014.

Economic Performance

The Gross Value Added by Region (GVA-R) measures the difference between inputs into particular region's economy and the value of outputs (goods and services) in that region or sector.

Table 4.2: GVA-R. Contribution to total economic growth in Lejweleputswa (% point, Constant 2010 prices)

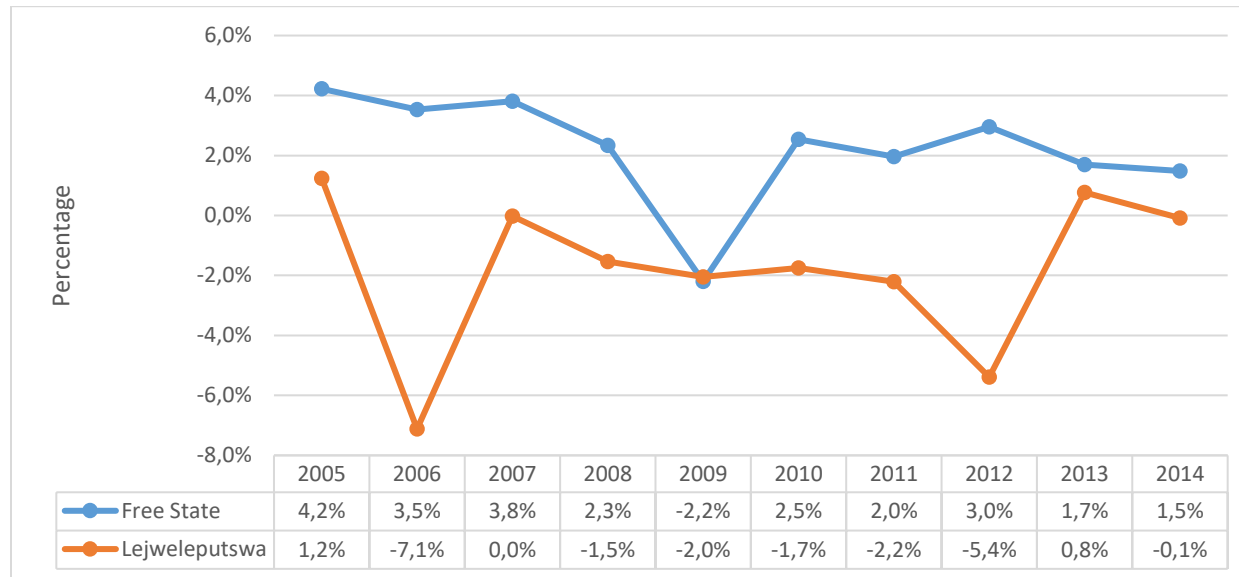
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
1 Agriculture	0.1%	-0.4%	0.0%	0.9%	-0.1%	0.0%	-0.5%	-0.1%	0.0%	0.2%
2 Mining	0.8%	-3.8%	-0.7%	-3.0%	-2.0%	0.9%	-1.3%	-2.2%	1.9%	-0.3%
3 Manufacturing	-0.2%	-0.4%	-0.1%	0.2%	-0.2%	0.0%	-0.4%	-0.5%	-0.1%	-0.1%
4 Electricity	0.0%	-0.2%	0.0%	0.0%	0.0%	-0.1%	-0.1%	-0.1%	0.0%	0.0%
5 Construction	0.0%	-0.1%	0.2%	0.1%	0.2%	-0.2%	-0.1%	-0.1%	0.0%	0.0%
6 Trade	0.1%	-0.4%	0.2%	0.1%	-0.3%	-0.6%	-0.2%	-0.2%	-0.4%	0.0%
7 Transport	0.1%	-0.2%	0.2%	0.1%	0.0%	-0.3%	-0.2%	-0.4%	-0.2%	0.0%
8 Finance	-0.2%	-0.5%	-0.3%	0.1%	0.2%	-0.5%	-0.1%	-0.4%	-0.2%	0.0%
9 Community services	0.2%	-0.5%	0.3%	0.4%	0.1%	-0.6%	-0.4%	-0.8%	-0.2%	0.1%
Total Industries	0.9%	-6.5%	-0.2%	-1.1%	-2.3%	-1.3%	-3.2%	-4.8%	0.8%	0.0%
Taxes less Subsidies on products	0.3%	-0.6%	0.2%	-0.4%	0.3%	-0.4%	1.0%	-0.6%	0.0%	-0.1%
Total (Gross Domestic Product - GDP)	1.2%	-7.1%	0.0%	-1.5%	-2.0%	-1.7%	-2.2%	-5.4%	0.8%	-0.1%

Source: IHS Global Insight Regional eXplorer, 2015

The contribution of mining, which is the dominant sector, in Lejweleputswa district's economic growth has been on a declining trajectory in the review period of 2005 to 2014 according to table 4.1. Table 4.2 above illustrates that although mining has been on a downward trend, 2010 saw a 0.9 percentage point increase in its GVA-R, together with a 1.9 percentage point increase in 2013. Part of the 2013 growth in the mining sector was due to a favourable world commodity prices, which has recently been not very favourable according to the recent world statistics on commodity prices. On average total industries in Lejweleputswa are declining with the 2012 as the worst year with -4.8 percent decrease in total for all the industries. The contribution of community services sector' growth has declined from 0.2 percent in 2005 to 0.1 percent in 2014, indicating a general decline in the activities of the sector. The decline of community services sector could be as a result of recent policy shift to "austerity measures" of trying to reduce government wage bill. The GDP growth in Lejweleputswa is also hovering in recession for most of the review period except for 2013, with a 0.8 percent recovery.

Gross Domestic Product

Figure 4.7: GDP-R of Free State and Lejweleputswa District Municipality

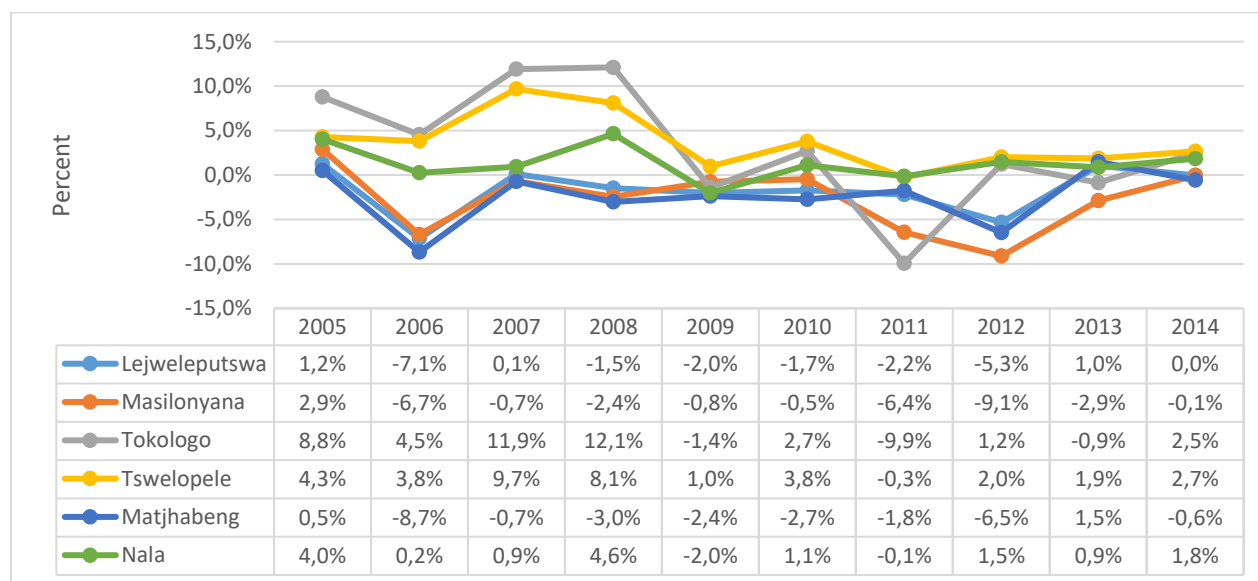


Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.7 shows that the GDP-R of Lejweleputswa has been on a continuous negative territory for most of the period under review, except for 2005 with 1.2 percent and 2013 where it recovered by 0.8% percentage points on the back of a strong mining sector which was also positive in 2013 by 1.9 percent. However, it declined further again in 2014 to -0.1 percent, and it is also expected to decline further in 2015 on the back of low worldwide commodity prices. The negative growth rate experienced in most years in the District is affecting the District negatively and is one of the factors pushing people away from the District, leading to what can be termed economic migrants. The sustainability of the District's economy is in jeopardy because of a continued negative growth rate in the District driven by a declining mining sector and a shrinking agricultural sector. However, the provincial growth rate has always been positive except for the 2009 recession, where it was below that of the District by -2.2 percentage points. The best growth for the province post the recession was in 2012, with a growth rate of 3 percent, which was also the worst

growth rate year for Lejweleputswa at -5.4 percent. The recession in Lejweleputswa in 2012 was driven by the mining sector with -2.2 percent and the community services sector with -0.8 percent and other tertiary sectors relying on the mining sector. The 2014 slump is also as a result of low commodity prices affecting the mining sector and a general decrease in total industries of -4.8 percent.

Figure 4.8: GDP-R of Lejweleputswa and its municipalities



Source: IHS Global Insight Regional eXplorer, 2015

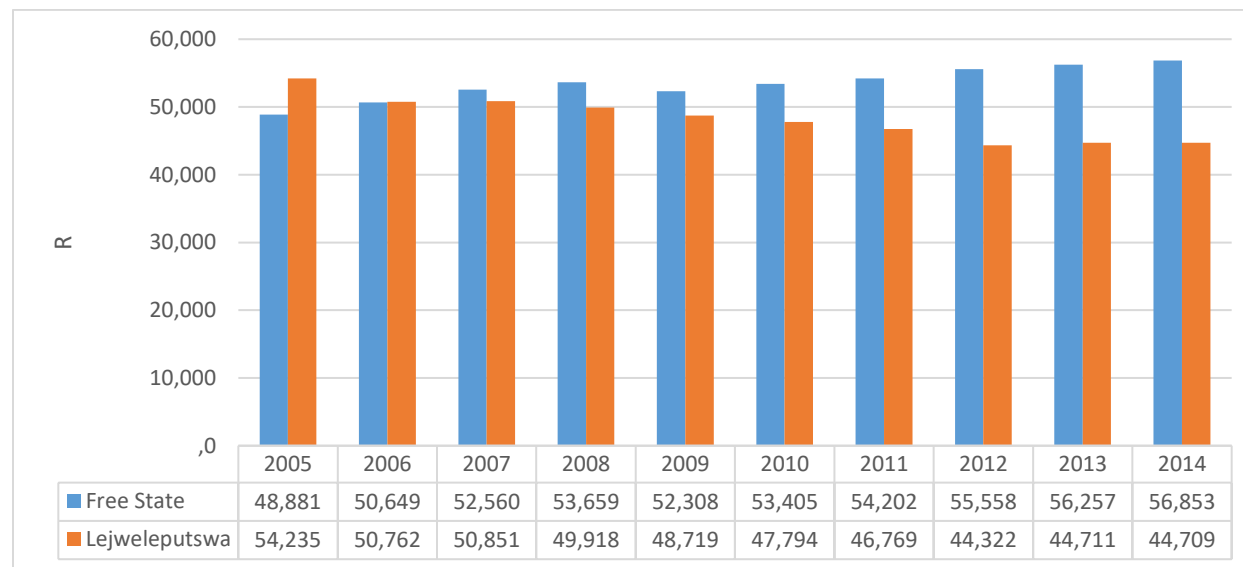
According to figure 4.8, the District’s GDP-R follows that of Matjhabeng to a large extent as compared to the rest of the municipalities. Lejweleputswa’s average growth rate for the period 2005 to 2014 was -1.8 percent, which is a sign for a shrinking economy. The worst average growth rate for the District’s local municipalities in the review period was experienced in Masilonyana with a -2.7 percent average growth rate followed by Matjhabeng with a -2.4 percent between 2005 and 2014. In 2008, Tokologo had the highest growth rate of 12.1 percent, which declined during the 2009 recession to -1.4 and further in 2011 to -9.9 percent making it the worst performing local municipality in Lejweleputswa

in 2011. This kind of performance can only happen if there are few participants in the economy of the municipality who have a significant share of the economy. However, the average growth rate for Tokologo municipality is 3.2 percent in the review period. Tswelopele has shown the highest average growth rate in the district with a 3.7 percent, followed by Nala with an average growth rate of 1.3 percent in the same period.

GDP-R per capita.

Per capita GDP-R is a measure of the total output of a region that takes into account the gross domestic product and then divides it by the number of the people in the region (World Bank, 2015). It is one of the primary indicators of the region’s performance (investorwords.com, 2015). It is calculated by either adding up everyone’s income during the period or by adding up the value of final goods and services produced in the region during the year (Investorwords.com, 2015)

Figure 4.9: GDP-R Per Capita of Lejweleputswa



Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.9 above shows the relative performance of the Free State’s real GDP-R per capita against that of Lejweleputswa from 2005 to 2014. The real GDP-R per capita of the Free State is on the rise indicating an increase in the standard of living of the people of the province. It increased from R48 881 in 2005 to R56 853 in 2014, which is an average increase of 16.3 percent between 2005 and 2014. On the other hand the GDP-R of Lejweleputswa decreased by 17.5 percent between 2005 and 2014 i.e. from R54 235 in 2005 to R44 709 in 2014. This indicates a declining standard of living of the people of Lejweleputswa. A decline in the average standard of living in one of the regions of the province should be a cause for concern for the government and policy makers.

Sectoral analysis and forecast.

Sectoral forecasts are used to help governments and policy makers to determine their strategies over a longer period using historical data to predict future developments in major variables or sectors of interests.

Table 4.3: GVA-R. Forecasted Contribution to total economic growth of Lejweleputswa (Constant 2010 prices)

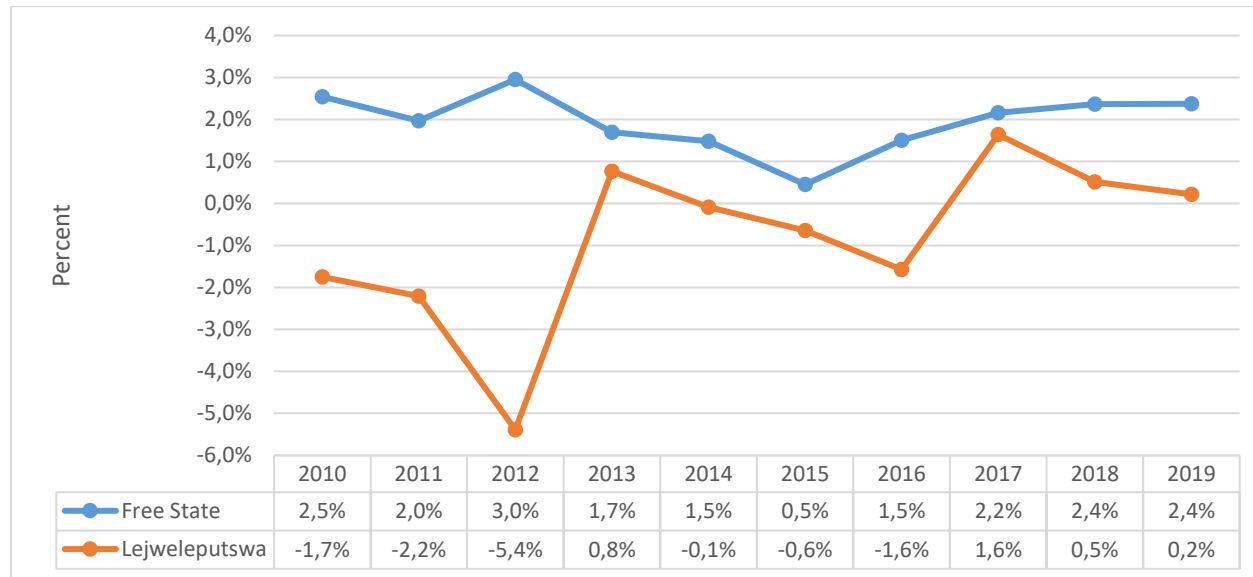
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1 Agriculture	0.0%	-0.5%	-0.1%	0.0%	0.2%	-0.3%	0.1%	0.1%	0.1%	0.1%
2 Mining	0.9%	-1.3%	-2.2%	1.9%	-0.3%	-0.1%	-1.4%	1.1%	-0.3%	-0.8%
3 Manufacturing	0.0%	-0.4%	-0.5%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
4 Electricity	-0.1%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5 Construction	-0.2%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6 Trade	-0.6%	-0.2%	-0.2%	-0.4%	0.0%	-0.2%	0.0%	0.1%	0.3%	0.3%
7 Transport	-0.3%	-0.2%	-0.4%	-0.2%	0.0%	0.0%	0.0%	0.1%	0.1%	0.2%
8 Finance	-0.5%	-0.1%	-0.4%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%
9 Community services	-0.6%	-0.4%	-0.8%	-0.2%	0.1%	0.0%	0.0%	0.1%	0.2%	0.3%
Total Industries	-1.3%	-3.2%	-4.8%	0.8%	0.0%	-0.7%	-1.3%	1.6%	0.6%	0.3%
Taxes less Subsidies on products	-0.4%	1.0%	-0.6%	0.0%	-0.1%	0.1%	-0.3%	0.0%	0.0%	0.0%
Total (Gross Domestic Product - GDP)	-1.7%	-2.2%	-5.4%	0.8%	-0.1%	-0.6%	-1.6%	1.6%	0.5%	0.2%

Source: IHS Global Insight Regional eXplorer, 2015

Table 4.3 shows the outlook of total contribution to Lejweleputswa's economy's economic growth per sector, from 2010 to 2019, almost a ten-year period. The most important sector in Lejweleputswa's economy, i.e. mining is expected to decline further in the outlook period from contributing 0.9 percent to the District's economic growth in 2010 to -0.8 percent in 2019. The decline can also be explained by a natural process in the development of any economy, where as the economy modernize the importance of primary sector slow down and that of the tertiary sector increases, this phenomenon is also called structural change to the economy. Furthermore, the decline can be explained by a normal process where most of the mines or mine shafts are reaching the end of their life span. Agriculture in Lejweleputswa is only expected to stabilize around 0.1 percent contribution in the outlook period from 2016 to 2019. The tertiary sector (i.e., the trade industry and community service) is expected to grow positively in the outlook from -0.6 percent contribution in 2010 to 0.3 percent for both in 2019 respectively. However, what is worrying is the slow improvement or slow growth in the secondary and the tertiary sector to counter the dominance of the mining sector in the District. The total outlook for the GDP is also expected to be negative in the forecasted period, as a result of a strong pulling effect of the dominant sector. The resultant negative growth is at the back of lower world commodity prices also forecasted to be very much subdued in the outlook.

Gross domestic Product at Regional level.

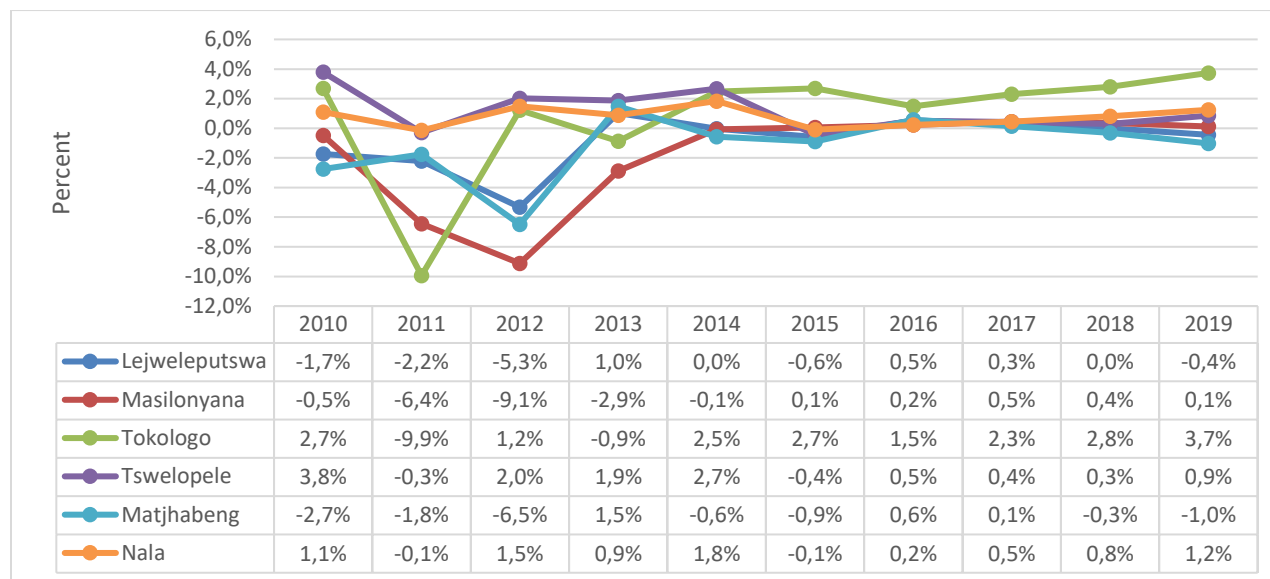
Figure 4.10: GDP-R growth Forecast for Lejweleputswa



Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.10 shows that the average growth rate of the Free State is expected to be 1.9 percent between 2010 and 2019, which is the forecasted period. Lejweleputswa is expected to grow sluggishly with projected average of -0.9 percent over the forecasted period. The growth rate of Lejweleputswa is forecasted to be below that of the province for the entire forecast period and that has a dampening effect on the growth rate of the provincial economy. The result is that Lejweleputswa's economy is dominated by the mining sector which is estimated to contract in the forecasted period. However, this dependence on the mining sector reflects the inability or the slowness of the District economy to diversify to the tertiary sector as the economy modernizes, thus reflecting a structural change or the deficiency thereof. The second dominant sector is agriculture and is also not growing as expected due to in general the consequences of global warming, and it shows that the district economy is more exposed to external shocks.

Figure 4.11: GDP-R Growth forecast of Lejweleputswa and its municipalities, 2010 – 2019



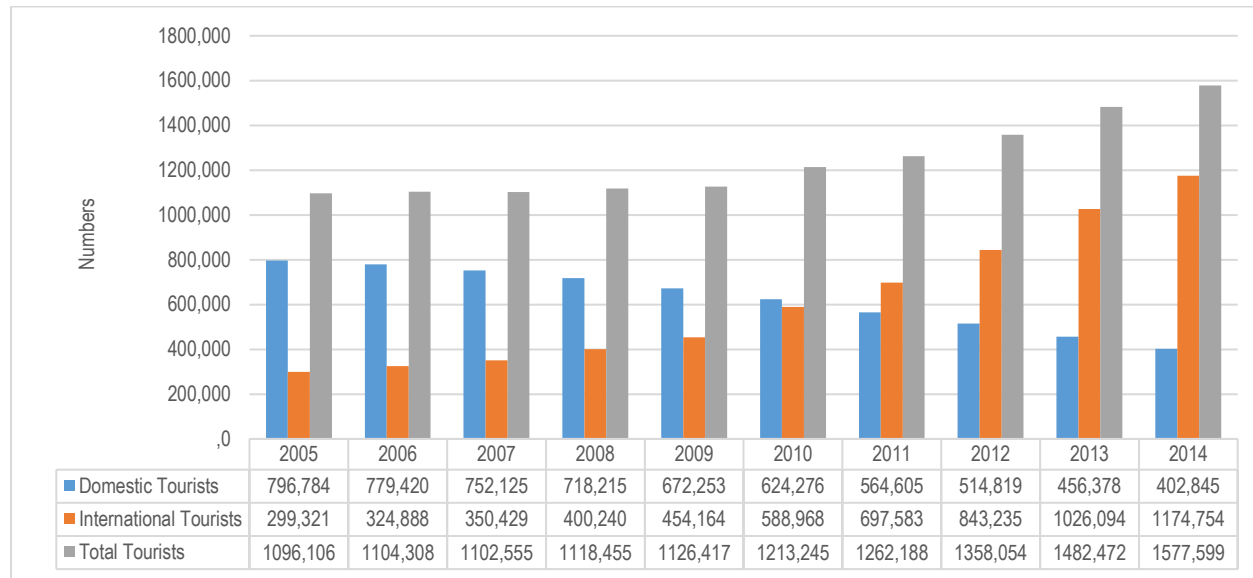
Source: IHS Global Insight Regional eXplorer, 2015

Figure 3.11, illustrates that the forecasted growth rate of Lejweleputswa between 2010 and 2019 mirrors that of Matjhabeng to a certain extent because of its large influence on the District economy. The average forecasted growth rate of -0.8 percent in Lejweleputswa in the forecasted period is influenced by the average forecast of -1.2 percent of Matjhabeng and -1.8 percent of Masilonyana. The influence of the other three municipalities, i.e., Tokologo, Tswelopele and Nala which are expected to grow positively in the forecasted period (0.9%, 1.2% & 0.8%, respectively) have very little impact on the overall outcomes of growth in the District because of their small economic sizes. The expected average growth rate for the three municipalities are Tokologo 0.9 percent, Tswelopele 1.2 percent and Nala 0.8 percent over the forecasted period.

4. Tourism sector

According to United Nations World Tourism Organization (UNWTO) tourism is defined as “comprising the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes” (2015). In today’s modern world, tourism is a major source of income for many countries, and it affects the economy of both the source and the host and is of vital importance. However tourism in the country is not well defined because it includes a host of other things related to other industries e.g. beverage, bed night and things like food. The importance of tourism is that it creates employment for people with less educational skills. For the purposes of simplicity we will employ bed nights in order to be able to deal with the number of tourists in the province and the District.

Figure 4.12: Bed nights by origin of tourist

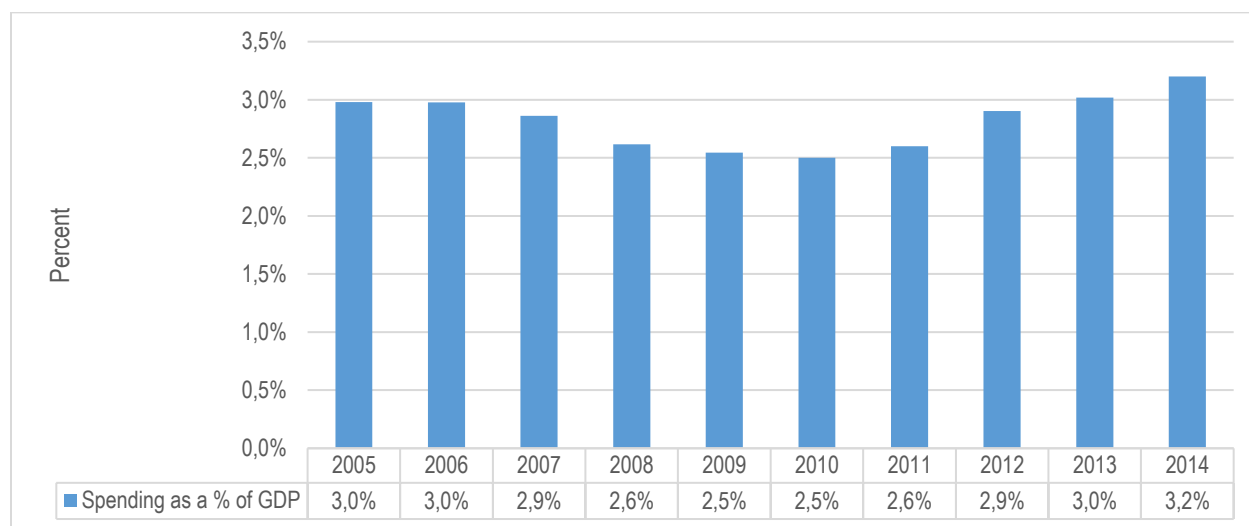


Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.12, the number of tourists in Lejweleputswa in 2005 were more than a million combined that includes the domestic tourists and the international tourists. The domestic tourists have been on a decline from 796 thousand plus in 2005 to just above 402 thousand plus in

2014. The international tourists started picking increasing just around the soccer world cup in 2010 from 588968, and catching up with domestic tourists who have been on a continuous decline at 624276 in 2010. The total number of tourists increased from 1,096106 million bed nights in 2005 to 1,577599 million bed nights in 2014 and a growth rate of 43 percentage points between 2005 and 2014.

Figure 4.13: Total tourism spending as a percentage of GDP (constant prices 2010)



Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.13, illustrates that tourism spending as a percentage of GDP was 3 percent in 2005 in the district and started to decrease in 2008 from 2.6 percent, to 2.5 percent in 2010, and then started to increase again to 3.2 in 2014. The resultant decline was due to the economic recession in 2008/09 and only started to recover in 2012 to 2.9 percent. Between 2005 and 2007, total tourism spending as a percentage of GDP was above 2.9 percent and it was very much significant considering the small sector in the district. The average tourism spending for the period under review was 2.8 percentage points.

Figure 4.14: Total tourism spend, (R1000, current prices) in Lejweleputswa.



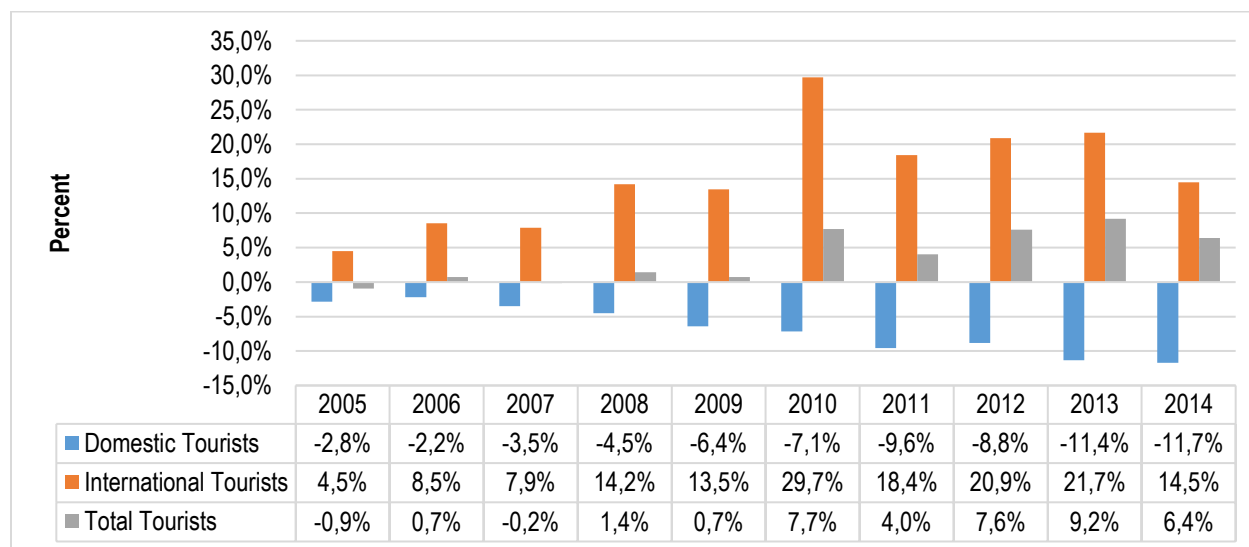
Source: IHS Global Insight Regional eXplorer, 2015

Tourism has many economic benefits which includes the generation of foreign exchange, the creation of new employment especially to those with less skills, stimulation of trade, income and entrepreneurship in the service industry and greater tax revenue to mention some of the few benefits. According to figure 4.14, total tourism spending has generally been increasing from R546 million to R1, 070 million in current prices. Which shows that the spending by tourists at current prices is increasing and the benefits of tourists in the local economy have a multiplier effect.

Growth in tourism

Tourism is one of the major growing industries internationally and countries are doing everything to promote their own countries. Figure 4.15 illustrates that Domestic tourists are declining to a certain extent between 2005 and 2011, which means that they are not growing positively. However, what is more promising is the growth of international tourists especially after the 2010 soccer world cup, and they have grown from 13.5 percent in 2009 to 14.5 percent in 2014, an average of 15.4 percentage points between 2005 and 2014. What is also significant in the tourism industry, which the whole country can benefit from is the rise in China’s middle class, which is a huge potential for our country in relation to good ties the country has with China as a trading partner. South Africa and the province in particular can use the friendship with China in the BRICS Countries to lure them to our country and that can be a great boost in the local tourism industry.

Figure 4.15: Growth in tourism



Source: IHS Global Insight Regional eXplorer, 2015

5. Labour market

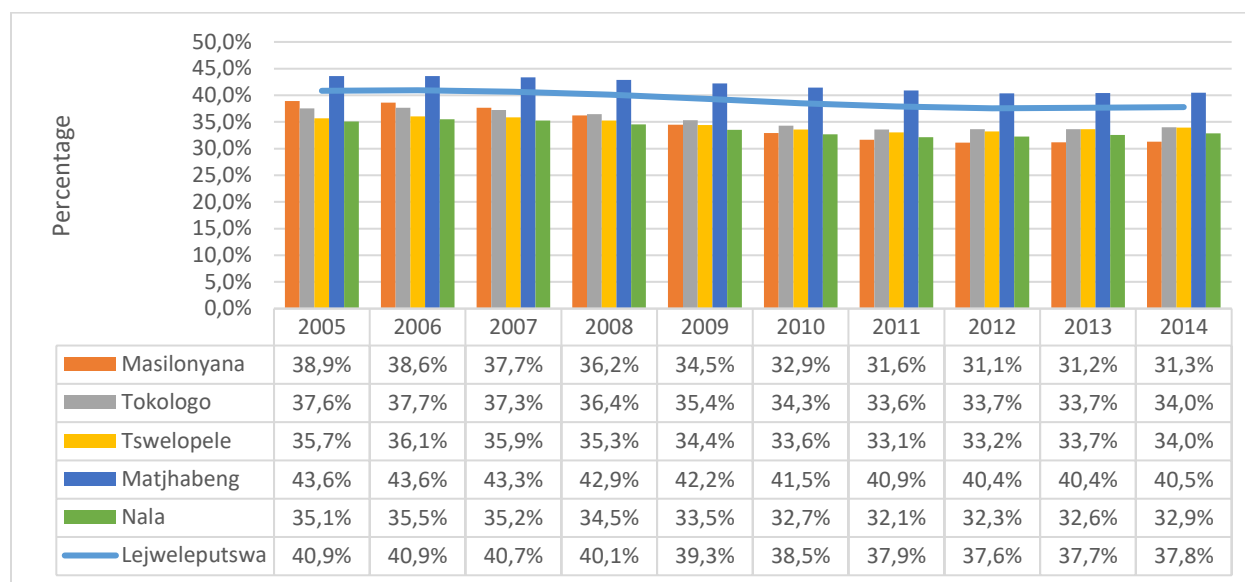
Employment in Lejweleputswa

Economically active population comprises all persons between the ages of 15 and 64 years of age that are either employed or actively seeking employment (StatsSA, 2015)

Figure 4.16 below illustrates that the economically active population of Lejweleputswa has been declining from 40.9 percent in 2005 to 37.8 percent in 2014, an average decline of -7.6 percentage points with a growth rate -0.87 percentage points over the review period. The highest economically active population in Lejweleputswa's municipalities is Matjhabeng with an average of 41.9 percent and it has been decreasing from 43.6 percent in 2005 to 40.5 percent in 2014. The lowest economically active population in the district is in Nala with an average of 33.6 percent between 2005 and 2014 and is also declining from 35.1 percent in 2005 to 32.9 percent in 2014. The other municipalities in the District namely;

Tswelopele, Tokologo and Masilonyana have an average economically active populations of 35.4 percent and 34.4 percent respectively. A lower economically active population can also indicate a higher dependency ratio.

Figure 4.16: Economically Active population as % of total population in Lejweleputswa’s municipalities (Official Definition)



Source: IHS Global Insight Regional eXplorer, 2015

Table 4.4 below illustrates that Lejweleputswa’s employment is dominated by the community services sector at 20.57 percent followed by trade at 19.35 percent and then mining in third place with a 17.34 percent. The dominance of mining in Lejweleputswa is being eroded slowly as the sector is facing difficult times. However, mining is still dominant in Masilonyana with a 26.87 percent and Matjhabeng with a 21.44 percent, and both are traditional mining towns. Trade, community services sector and household sector plays a major role in the district as the employer, signifying the growing community service sector. Agriculture is also still very important especially in Tokologo with a 38.90 percent and Tswelopele with a 15.98 percent of the total employment in the district.

Table 4.4: Total formal employment by sector as a percentage, 2014.

	Lejweleputswa	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala
1 Agriculture	7.51	4.69	38.90	15.98	2.62	21.30
2 Mining	17.34	26.87	2.72	0.92	21.44	1.46
3 Manufacturing	5.40	3.62	2.81	3.28	5.08	11.31
4 Electricity	0.48	0.28	0.11	0.71	0.38	1.34
5 Construction	5.64	9.76	2.03	6.30	5.81	2.83
6 Trade	19.35	13.66	8.56	17.66	20.47	22.22
7 Transport	3.91	2.67	0.83	1.20	4.88	1.72
8 Finance	7.89	8.45	2.67	5.36	8.89	4.99
9 Community services	20.57	16.21	13.31	28.12	20.99	19.29
Households	11.91	13.80	28.07	20.48	9.44	13.53

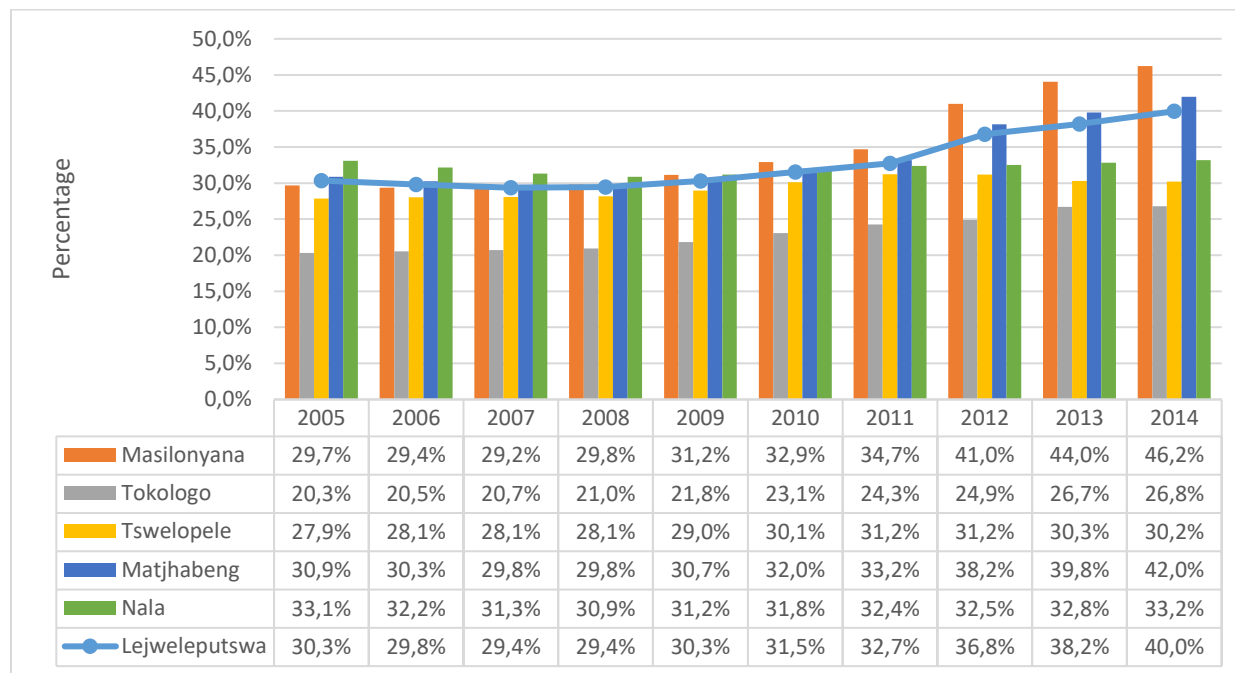
Source: IHS Global Insight Regional eXplorer, 2015

Unemployment rate in Lejweleputswa

Statistics South Africa defines unemployment rate as a measure of the prevalence of unemployment and is calculated as a percentage, by dividing the number of unemployed individuals by all individuals currently in the labour force.

Unemployment rate has increased in Lejweleputswa as illustrated by figure 4.17 below, from 30.3 percent in 2005 to 40 percent in 2014, with an average of 32.8 percent in the review period. The highest rate of the unemployment in the District was recorded in Masilonyana which increased from 29.7 percent in 2005 to 46.2 percent in 2014, an average unemployment rate of 34.8 percent for the municipality. All of Lejweleputswa's municipalities' unemployment rate is increasing, with Matjhabeng recording the second highest unemployment rate after Masilonyana (46.2 percent) of 42 percent in 2014 from 30.9 percent in 2005, with an average of 33.7 percent unemployment rate over the review period. The lowest recorded unemployment rate in the District was Tokologo which also increased from 20.3 percent in 2005 to 26.8 percent in 2014, with an average of 23 percent unemployment rate. Part of the unemployment in the District can be explained by the decline in the mining sector and agricultural sector and the accompanying multiplier effect on other sectors.

Figure 4.17: Total Unemployment rate in Lejweleputswa (Official Definition %)

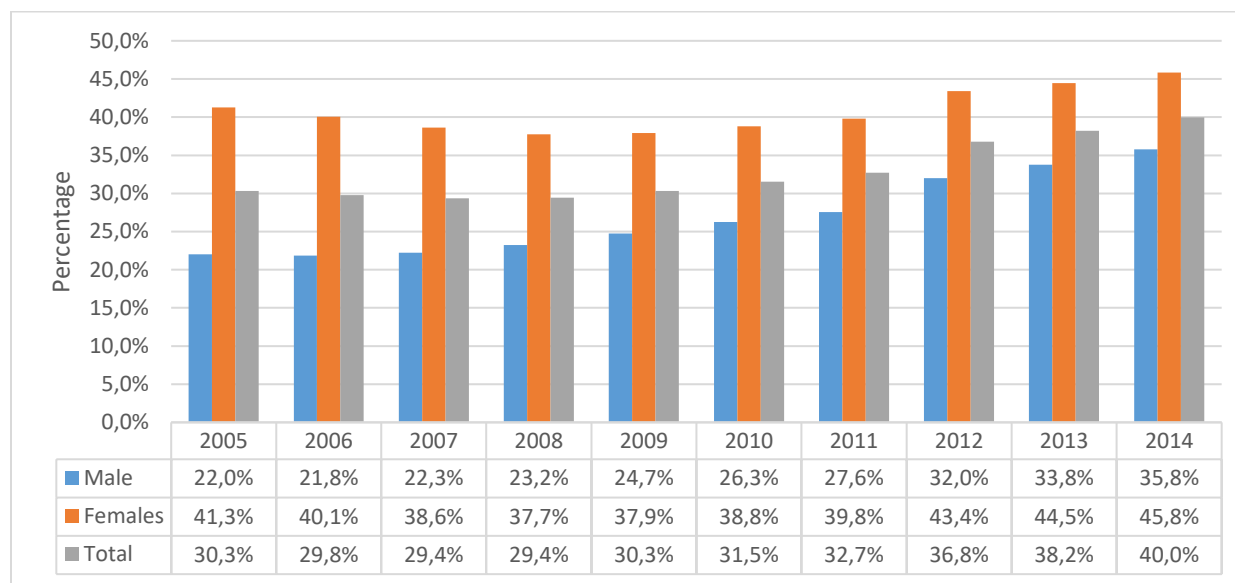


Source: IHS Global Insight Regional eXplorer, 2015

Male and Female unemployment rate

Male and female unemployment is the share of each sex in the unemployment rate of a country or region. Traditionally unemployment rate for women has always been higher for females than for males. This is because males have always been regarded as the providers and females as the receivers. As a result, men are more likely to be in paid employment than females regardless of race, females are more likely to be doing unpaid economic work.

Figure 4.18: Male and Female Unemployment rate in Lejweleputswa (Official definition %)



Source: IHS Global Insight Regional eXplorer, 2015

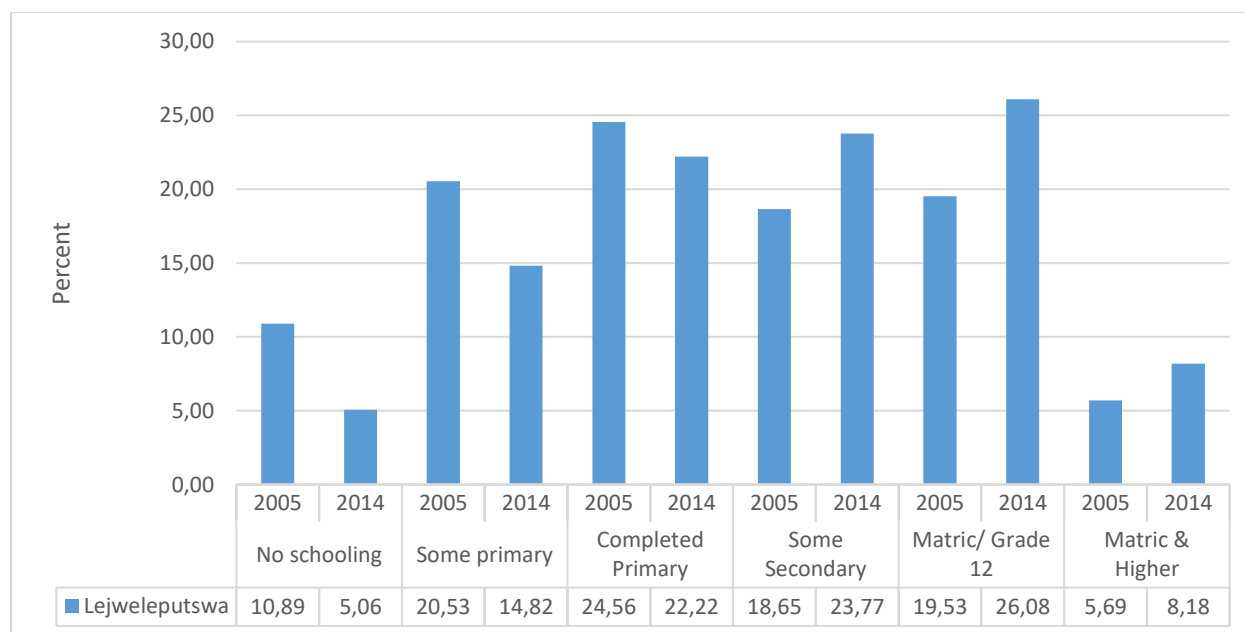
Figure 4.18 depicts a normal historical picture, where unemployment rate for men is lower than that of their female counter parts. The unemployment rate for females has fallen slightly during the 2008/09 recession to 37.7 percent from 41.3 percent in 2005. However, after 2009 the female unemployment increased again to 35.8 percent in 2014. The result could signal that females are easily discouraged during times of recession and after the recession they join the labour market again by seeking employment. Unemployment rate for men has remained lower than that of their female counter part for much of the period under review, starting from 22.0 percent in 2005 increasing to 35.8 percent in 2014. Generally, unemployment rate in Lejweleputswa has increased from 30.3 percent in 2005 to 40 percent in 2014, indicating an average growth of 5.6 percentage points for men and an average growth of 1.24 percentage points for females. The average growth simply indicates that unemployment among males is increasing at a faster pace than for females.

6. Education profile

The education profiles of the economically active population in Lejweleputswa.

Education plays a major role in the employment of the economically active population, because many occupations require a certain level of education in order to be eligible for employment.

Figure 4.19: Highest level of Education attained by persons aged 20+



Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.19, illustrates that the majority of the persons aged 20 years and older are concentrated below matric level in Lejweleputswa with positive increases of persons completing matric. The number of persons with some primary 14.82 percent and completed primary 22.22 percent in 2014, far outweigh the number in other categories. The number of persons with some secondary education were 23.77 percent in 2014, an increase of about 5 percentage points and the number of persons with matric also increased from 19.53 percent to 26.08 an increase of more than 6

percentage points. The figures shows that an estimated 65 percent of the population in Lejweleputswa have an average education below matric, which simply means limited skills with limited employment opportunities. However the number of persons with a higher qualification than matric stood only at 8.18 percent in 2014 a slight increase from the 2005 figures of 5.69 percent. The rest of the municipalities in Lejweleputswa follow a more or less similar pattern.

7. Conclusion.

Overall Lejweleputswa continues to play an important role in the economy of the province, though its importance is declining due to a decline in its economic growth rate of -1.4 percent on average in the review period of 2005 to 2014. The resultant decline in the district growth rate is as a result of the decline in the mining sector which is the mainstay of the district economy, which declined by an average of 0.3 percent from 2005 to 2014. Growth in the district is expected to decline further by an average of -0.9 from 2010 until 2019 in the forecasted period, due to low commodity prices (expected decline in the mining sector).

Employment creation is relatively low as the labour absorptive sectors, mining and agriculture are forecasted to grow negatively over the forecasted period of up to 2019.

Unemployment is relatively high at 40 percent in 2014 in the district and is expected to increase even further as the labour force grows and the economy struggling to recover.

OBJECTIVES, STRATEGIES AND PROJECTS

OFFICE OF THE EXECUTIVE MAYOR

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Compliance as legislated	Risk Residual Rating	Budget	Year 5
1.1	IDP Rep Forum	To ensure development of legally compliant and credible IDPs in the district & local municipalities within the district	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities within the district, and that all IDPs incorporate communities and stakeholders' views and inputs and that they are prepared in accordance with the prescribed framework.	3 IDP Rep Forum Meetings by 30 June 2023.	Number of IDP Rep Forum Meetings by 30 June 2023.	IDP Rep Forum				15
1.2	Moral regeneration	To promote ethical behaviour & social values & principles enshrined in the country's constitution among the communities	Engage communities through various special programs of the municipality in pursuance of promotion of ethical behaviour and values.	6 moral regeneration awareness campaigns in the district targeting, gangsterism and drug abuse learners by 30 June 2023.	Number of moral regeneration awareness campaigns in the district targeting learners, gangsterism and drug abuse held by 30 June	Moral regeneration				30

OFFICE OF THE EXECUTIVE MAYOR

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Compliance as legislated	Risk Residual Rating	Budget	Year 5
		within the District			2023.					
1.3	Gender, Disability, Elderly and Children's Programme	To strengthen a meaningful community participation and interaction program.	Develop and implement annual community participation and interaction program.	Community awareness campaigns in the district targeting the interest of designated groups i.e. elderly, women, and people with disabilities and children by 30 June 2023	Number of community awareness campaigns in the district targeting the interest of designated groups' i.e. A. elderly, B. Women, C. People with disabilities and D. Children by 30 June 2023.	Targeted Campaigns A. elderly, B. Women, C. People with disabilities and D. Children			1 150 000	5 5 5 5

OFFICE OF THE EXECUTIVE MAYOR

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Compliance as legislated	Risk Residual Rating	Budget	Year 5
1.4	Mandela day	To participate in the 67 minutes Mandela day in July.	Celebrate Mandela day	1 Mandela Day held by 30 June 2023	Number of Mandela day held by 30 June 2023	Mandela day			100 000	5
1.5	HIV & AIDS	To raise awareness towards the reduction in the prevalence of HIV/AIDS in the district	In collaboration with the District Department of Health and all stakeholders work with HIV/AIDS profile HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst Communities within the District.	4 HIV/AIDS awareness campaigns in the district targeting youth, men and women schools held by 30 June 2023	Number of HIV/AIDS awareness campaigns in the district targeting youth, men, women and schools held by 30 June 2023	HIV and AIDS awareness campaigns				20
1.6	Functional District AIDS council	To promote functionality of DAC	Coordinate District Aids Council meetings	Coordinate 4 District Aids Council meetings by 30 June 2023	Number of DAC meetings coordinated by 30 June 2023	DAC				20
1.7	Youth development	To ensure that the needs of young people are catered for	Organize youth activities in the District	2 Youth activities organized by 30 June 2023	Number of youth development activities organized by June 2023	Youth development			314 736	10
1.8	Grant -in -Aid	To provide assistanceto	Assist destitute family members during times of need	Prepare 4 quarterly reports in assisting destitute families in times of need by 30	Number of reports generated on families assisted by 30 June	Grant -in –Aid			200 000	20

OFFICE OF THE EXECUTIVE MAYOR

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Compliance as legislated	Risk Residual Rating	Budget	Year 5
		destitute family members		June 2023	2023					
1.9	OR Tambo Games	To plan, coordinate & support sports amongst the youth	Ensure exposure of youth to new opportunities in sports.	Host 1 annual OR Tambo Games by 30 June 2023	Number of annual OR Tambo Games hosted by 30 June 2023	OR Tambo games			740 000	5
1.10	National Campaign	Ensure coordination of Freedom Day celebration	Coordinate Freedom Day celebration	Coordinate 1 FreedomDay celebration by 30 June 2023	Number of FreedomDay celebration coordinated by 30 June 2023	Freedom Day celebration				5
1.11	16 Days of Activism	Ensure coordination of 16 days of activism against women and children abuse in the district	Raise awareness campaign of 16 days of activism against women and children abuse	Convene one campaign on 16 days of activism against women and children abuse by 30 June 2022	Number of campaignson 16 days of activism against women and children launched 30 June 2023	16 Days of activism				5
1.12	Grade 12 motivation Programme	To motivate grade 12 learners to pass with better results	Conduct motivational talk	1 Motivational talk by 30 June 2023	Number of motivational talks conducted by 30 June 2023	Grade 12 motivation Programme			100 000	5

OFFICE OF THE EXECUTIVE MAYOR

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Compliance as legislated	Risk Residual Rating	Budget	Year 5
1.13	Poverty Alleviation	To Address the plight of indigent households in our District	Coordinate four food Gardens within the District	4 Food Gardens Coordinated within the District by 30 June 2023	Number of Food Gardens Coordinated within the District by 30 June 2023	Poverty Alleviation			200 000	20

OFFICE OF THE SPEAKER

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
1.14	Men's Forum	To enhance moral regeneration	Develop and implement annual community participation, and interaction program aimed at enhancing moral regeneration.	4 men's forum sessions convened by 30 June 2023 Golf Day	Number of men's forum sessions convened by 30 June 2023	Men's Forum		350 000	20
1.16	Councillor training programme	To upgrade the skills of councillors	Enroll LDM councillors with accredited institutions of higher learning for short courses to improve their skills.	Enroll 2 LDM councillors with accredited institutions of higher learning for a short course by 30 June 2023.	Number of LDM councillors enrolled with accredited institutions of higher learning for short courses by 30 June 2023	Councillor training programme			10
1.17	Councillor training programme	To upgrade the skills of councillors	In-house short course training for LDM councillors	Train 36 LDM councillors by 30 June 2023	A report on LDM councillors trained in-house by 30 June 2023	Councillor training programme			5
1.18	Outreach programs	To facilitate the registration of citizens in conjunction with the department of Home Affairs	By convening unregistered citizens to outreach programmes in 5 local municipality.	Outreach programs in 5 local municipalities by 30 June 2023 ID campaign	Number of outreach programme (ID campaigns) coordinated by 30 June 2023	Outreach programs		50 000	25
1.19	Public Participation	Provide a platform for the promotion of stakeholder participation in	Convene 3 public participation meetings.	3 Public Participation meetings by 30	Number of Public participation meetings	Public Participation		100 000	15

OFFICE OF THE SPEAKER

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
		municipal matters affecting community members		June 2023.	convened by 30 June 2023				
1.20	MPAC Meetings	Provide a platform for the promotion of stakeholder participation	Convene 1 MPAC meetings per Local Municipality	5 MPAC Meetings convened by 30 June 2023.	Number of MPAC Meetings Convened by 30 June 2023	MPAC meetings		120 000	25
1.21	Speakers Forum	Provide platform of participation by all Speakers in the District.	Convene 4 Speakers forum a year	4 Speakers Forums Convened by 30 June 2023.	Number of Speakers Forums Convened by 30 June 2023	Speakers Forums		20 000	20
1.22	Women caucus	Create a platform for women in local government	By convening women councillors in the District	4 women councillors meeting convened by 30 June 2023	Number of Women caucus meetings convened by 30 June 2023	Women Caucus		50 000	20
	Oversight Meetings							160 000	20
	Golf Day							100 000	5
	Ward Committee Competitions							450 000	5

Key Performance Area 1 :Good Governance Office of the Municipal Manager

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
1.23	Risk Management	To build a riskconscious culture withinthe organization.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk registers and following up on implementation of risk treatment plans by departments	4 quarterly risk assessmentperformed by 30 June 2020and risk register and risk mitigation plans subsequently updated.	Number of quarterly risk assessment performed by 30 June2020 and risk registerand risk mitigation plans subsequently updated.	Risk Management			20
1.24	Performance Management	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance	Submit 1 SDBIP for the 2021/22 budget year and	A. Number of SDBIP submitted for the 2021/22 budget years and	Performance Management			5

Key Performance Area 1 :Good Governance Office of the Municipal Manager

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
			Management System from planning to reporting.	5 Annual performance agreements for signature approval by council by 14 July 2021.	B. Number of annual performance agreements signed and approved by council by 14 July 2021.	Performance Agreements			25
1.25	Performance Management	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting,	4 quarterly performance assessment reports for 5 senior managers (including the Municipal Manager) concluded and signed-off not later than 30 days after the end of each quarter during 2022/23 and 1 annual performance report for 2021/22 signed-off and submitted to the Auditor-General by 31 August 2021	A. Number of quarterly performance assessment reports not later than 30 days after the end of each quarter and B. Number of annual performance reports by 31 August 2021 for 2021/22.	Performance Management/ Assessment reports			20
1.26	Performance Management	To ensure good Governance practices and effective functional municipality	Fully comply with the provisions of the municipality's Performance	Signed-off Mid-term performance report approved by council for 2022/23	Number of Signed-off Mid-term performance report approved by council for 2022/23	Performance Management /Mid-			5

Key Performance Area 1 :Good Governance Office of the Municipal Manager

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
			Management System from planning to reporting			term report approved			5
1.27	Performance Management	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting,	Submit 1 audited annual report for 2021/22 to Provincial Treasury, CoGTA and National Treasury by 31 January 2022.	Number of audited annual report for 2021/22 submitted to Provincial Treasury, CoGTA and National Treasury by the end of 31 January 2022.	Performance Management /Audited annual report			5
1.28	Performance Monitoring and evaluation	Ensure implementation of a single window of coordination in the district. M & E is a combination of data collection and analysis (monitoring) and assessing to what extent a program or intervention has, or has not, met its objectives (evaluation).	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting,	Submit quarterly performance monitoring & evaluation report to Council by 30 June 2023	Number of performance monitoring and evaluation reports submitted to Council by 30 June 2023	Performance Monitoring and evaluation			20

Key Performance Area 1 :Good Governance Office of the Municipal Manager

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
1.29	IGR Meetings	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	IGR Meetings (Political, Technical, CFO, DCF, CSF) convened by 30 June 2023	Number of IGR meetings held by 30 June 2023	IGR			20
1.30	Internal Audit	To ensure oversight over the affairs of the municipality	Provide assurance as to the effectiveness of internal controls of the municipality through Internal Audit service	4 quarterly Internal Audit reports on the performance assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee by 30 June 2023	Number of quarterly Internal Audit reports on the performance assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee by 30 June 2022.	Internal audit reports			20
1.31	Internal Audit	To ensure oversight over the affairs of the municipality	Submit the quarterly internally audited performance reports and the annual report to the audit Committee & MPAC	4 quarterly performance reports and a draft annual report for 2021/22 internally audited and submitted to the Audit Committee & MPAC by 30 June 2023	A. Number of quarterly performance report internally audited B. and annual report submitted to the Audit Committee & MPAC by 30 June 2023	Internal Audit/Performance report internally audited			20

Key Performance Area 1 :Good Governance Office of the Municipal Manager

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
									5
1.32 A	Internal audit	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices inline with Treasury risk management, adequate internal controls for improved financial management, and improved overall organizational performance. Regulations to ensure proper	Post Audit Action Plan matters for 2021/22 relating to leadership, predetermined objectives and other matters addressed by 30 June 2023	Post Audit Action Plan matters for 2021/22 relating to leadership, predetermined objectives and other matters addressed by 30 June 2023	Post Audit Action Plan			5
1.32 B	To ensure financial management practices that enhances viability & compliance with the	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations	Quarterly reviews and updating of financial management related internal controls based	Number of quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2023	Update on Audit report		4		20

Key Performance Area 1 :Good Governance Office of the Municipal Manager

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Risk Residual Rating	Budget	Year 5
	requirements of MFMA & other relevant legislation in order to achieve a clean audit.	and prescribed accounting norms and standards	on the quarterly Internal Audit reports by 30 June 2023						
1.33	Municipal signage and banners	Ensure effective branding of LDM activities	Procure signage and banners for a municipality	Municipal signage and banners procured by 30 June 2023.	Number of municipal signage and banners procured by 30 June 2023.	Municipal signage and banners		100 000	5
1.34	Adverts in the Media	Ensure effective branding of LDM and communication with all its stakeholders	Reflect quarterly Communication of Achievements of the Municipality through newsletters, print or electronic Data	Advertise in various media sources by 30 June 2023	Number of Adverts in the Media by 30 June 2023	Adverts in the Media			50
1.35	External student assistance programme	Roll out support to indigent students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications	Allocate bursaries to students in the district	Provided bursary opportunities to students in the district by 30 June 2023	Report on bursaries by 30 June 2023	Student Bursaries Report		1 000 000	5

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
2.1	Assessment of road conditions	To assess the condition of roads in the District	Prepare and submit reports on conditions of roads in the District	Reports on roads conditions submitted by 30 June 2023.	Number of roads assessments reports by 30 June 2023	Road infrastructure Assessment	1	2 332 000	5
2.2	Acquisition of Yellow Fleet	To ensure maintenance of gravel roads in the District	Maintenance of gravel roads in the district	Reports on roads maintenance submitted by June 2022	Number of roads maintenance reports by 30 June 2023	Yellow Fleet	2	3 000 000	5
2.4	Upgrading of Parking Site and Wall Fence	To ensure adequate parking space and Upgrade wall fencing	Upgrading parking site and wall fencing of the municipality	Report on the Upgrading of parking site and wall fencing by 30 June 2023	1 report on the upgrading of parking site and wall fencing by 30 June 2023	Upgrading of parking site and wall fencing	New Kpi	3 000 000	5
2.5	Refurbishment of municipal Building	To ensure that Municipal Building is refurbished	Refurbishment of Municipal Building	Refurbished Municipal Building by 30 June 2023	Number of Municipal Building refurbished by 30 June 2023	Municipal Building Refurbishment	1	2 000 000	5
	Building of new offices	To provide a workplace and working environment primarily for administrative and	To ensure a good work environment for employees of the municipality	Building of new offices in Lejweleputswa District Municipality by 30 June 2023	A report on the building of new offices	Building of New Offices	New project		

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
		managerial workers							
2.7	EPWP	To facilitate the creation of jobs for unemployed communities.	Create temporary jobs for unemployed communities	Employ 80 people from communities by 30 June 2023	A. Number of jobs created by 30 June 2023 B. Quarterly reports	EPWP	115	1 265 000 New budget	400
2.8	Municipal health services	To provide Municipal Health Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health services within the District by June 2023.	Monthly Water Quality reports on the status of water in the 5 local municipalities submitted by 30 June 2023	Number of Monthly Water Quality reports on the status of water in the 5 local municipalities submitted by 30 June 2023	Water Quality Monitoring	12	100 000	60
2.9	Municipal health services	To provide Municipal Health Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health services within the District	Monthly reports on compliance of food selling outlets in the 5 Local Municipality submitted by June 2023.	Number of monthly reports on compliance of food selling outlets in the 5 Local Municipality submitted by June 2023.	Food Quality Monitoring	12	100 000	60

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
2.10	Municipal health services	To provide Municipal Health Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health services within the District	Monthly reports on food sampling in the 5 Local Municipalities by June 2023.	Number of monthly reports on food sampling in the 5 Local Municipalities by June 2023.	Food sampling	12		60
	Municipal health services	To provide Municipal Health Services effectively & equitably in the District.	Ensure effective compliance standards in line with National Health Norms and Standards (National Health Act 61 of 2003)	Monthly reports on Compliance notices, COC, COA issued in line with the by-law and tariff system by 30 June 2023	Number of reports on Compliance notices, COC (Certificate of Compliance), COA(Certificate of Acceptance) issued in line with the by-law and tariff system by 30 June 2023	By laws and Tariff system	New KPI 12		60
	Municipal health services	To enhance accountability in rendering adequate compliance to legal requirements	To organise, plan, control and monitor the design and implementation of Record of decisions, through the establishment of a cloud based EHS system	Develop an EHS Monitoring system by 30 June 2023	A status report on the EHS Monitoring System Implementation by 30 June 2023	EHS Monitoring System	New KPI 1		1
2.11	Municipal health services	To provide Municipal Health Services effectively	Ensure equitable allocation and distribution of	4 reports on environmental awareness campaigns	Number of reports submitted on environmental	Environmental Health awareness campaigns	4		

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
		& equitably in the District.	Municipal Health Services resources across the District to ensure fair and equitable health services within the District	in the District by 30 June 2023	awareness campaigns in the District by 30 June 2023				20
2.12	Municipal health services	To provide Municipal Environmental Services effectively and equitably in the District	Ensure equitable allocation and distribution of Air Quality Management resources across the District to ensure fair and equitable health	4 Reports on air quality management in the District submitted by 30 June 2023	Number of Reports on air quality management in the District submitted by 30 June 2023	Air Quality Management	4	80 000	20
2.13	Exhumation	Ensure that exhumation processes are followed as per legislation	By conducting exhumation as per legislation	1 Report on Exhumation by 30 June 2023	Number of exhumation reports by 30 June 2023		New Kpi's		5
2.14	Environmental Management Service	To provide Municipal Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health	4 reports on waste management compliance submitted in the District by 30 June 2023	Number of reports on waste management compliance submitted in the District by 30 June 2023	Waste management Audits	4		20

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
2.18	Disaster Management response and recovery	To ensure effective & efficient disaster management response and recovery in the district.	Coordinate an effective and efficient response to incidents and disasters throughout the district by 30 June 2023	Coordination of rapid and efficient response to disasters and post-disaster recovery and rehabilitation 30 June 2023	Number of responses to incidents and disasters 30 June 2023.	Disaster Relief <ul style="list-style-type: none"> • Fire • Floods • Earth Subsidence 	4	230 000	20
2.19	Disaster Management	To ensure effective & efficient disaster management services in the district.	Conduct disaster awareness campaigns in 5 local municipalities by 30 June 2023	Quarterly disaster awareness campaigns in schools and communities in the district by 30 June 2022.	Number of quarterly disaster awareness campaigns in vulnerable communities conducted in the district by 30 June 2022.	Disaster awareness campaigns	4		20
2.20	Disaster Management Forum Meetings	To promote and facilitate IGR stakeholders in the District	Facilitate 4 Disaster Management Forum Meetings by 30 June 2023	4 District Management Forum meetings held by 30 June 2023	Number of District Management Forum meetings held by 30 June 2023	Disaster Management Forum meetings	4		20
2.21	To ensure effective & efficient fire safety management services in the district.	Organize fire safety awareness in all local municipalities in the District	4 fire safety awareness campaigns in all local municipalities in the District by 30 June 2021.	4 fire safety awareness campaigns in the district conducted by 30 June 2021.8	Number of Fire Safety awareness campaigns conducted by 30 June 2023	Fire Safety awareness campaigns	4		20

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
2.22	Disaster Management	Attendance of Provincial Advisory Forum Meetings	Attendance of 4 Provincial Advisory Forum meetings	4 Provincial Advisory Forum meetings attended by 30 June 2023	Number of Provincial Advisory Forum meetings attended by 30 June 2023	Provincial Advisory Forum meetings			20
Community Services									
2.23	Waste Campaign	To provide Municipal Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Environmental Management Services resources across the District to ensure fair and equitable health	4 reports on waste management campaigns in the District by 30 June 2023	Number of reports on waste management campaigns in the District by 30 June 2023	Waste Campaign <ul style="list-style-type: none"> • Capacity building and training • Waste SMME Support • Cleaning of illegal dumping sites 			20
2.15	Environmental Management Service	To provide environmental sustainability throughout the District by planting trees	Planting of trees in the District by 30 June 2023	Reports on tree planting submitted by 30 June 2023	Number of reports on tree planting submitted by 30 June 2023	Presidential good green deeds Tree Planting			5

Key Performance Area: Local Economic Development & Planning

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget	Year 5
Continuing projects previous 5-year term - TBC									
3.1	SMME Development Support	To ensure SMME business development and support	SMME's/Cooperatives funding and business support that are in the inside of LDM	Offer SMMEs/Cooperatives Funding to SMMEs and Cooperatives in Local Municipalities in the District 30 June 2023	Number of SMME And Cooperatives in Local Municipalities Funded	SMME's & Cooperatives funding	New	R 300 000	30
3.2	Youth SMMEs Business Corners development support.	To ensure Youth SMMEs Business support and funding	To fund the Youth SMMEs Business Corners electrification in Matjhabeng LM (Kutloanong and Meloding)	Offer Youth SMMEs Business Corners funding of electrification in Matjhabeng LM at Kutloanong and Meloding by 30 June 2023	Number of Youth SMMEs Business Corners funded with electricity connection	Youth SMMEs Business Corners electrification	New	R 500 000	10
3.3	Tourism Development and Support	Support programme for tourism development and growth	Enhance capacity for tourism development	1 Tourism Awareness campaigns by 30 June 2020.	Number of tourism awareness campaigns undertaken 30 June 2020.	Tourism Awareness campaigns	2	250 000	5
3.4	Tourism Development and Support	Support programme for tourism development and	Convene District tourism Forum	1 District tourism Forums convened by 30 June 2020.	Number of District Tourism Forum Meetings convened by 30	District tourism Forum	2	150 000	5

Key Performance Area: Local Economic Development & Planning

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget	Year 5
		growth			June 2020.				
3.5	Tourism Development and Support	Support programme for tourism development and growth	Enhance Capacity for tourism development	1 Tourism Road show convened by 30 June 2023	Number of tourism road shows convened by 30 June 2023	Tourism Road show	1	200 000	5
3.6	District IDP Managers Forums	To facilitate and coordinate District IDP Managers forum meetings	Facilitate and Coordinate District IDP Managers forum meetings.	3 District IDP Managers Forums Meetings coordinated 30 June 2023.	Number of District IDP Managers Forums Meetings coordinated by 30 June 2023	District IDP Managers Forums	3		15
3.7	IDP Steering committee	To facilitate and coordinate District IDP Steering Committeemeetings	Facilitate and Coordinate District IDP Steering Committee meetings.	4 IDP Steering committee Meetings coordinated by 30 June 2023.	Number of IDP Steering committee Meetings coordinated by 30 June 2023	IDP Steering committee	4		20
3.8	District IDP Framework Plan.	Ensure implementation of a District wide integrated planning process	To review District IDP framework plan to inform Process Plans of all local municipalities.	District IDP Framework Plan reviewed by 30 June 2023.	Number of Framework Plans reviewedby 30 June 2023	District IDP Framework Plan.	1		5
3.9	District IDP Process plan.	Ensure implementation of a District wide integrated planning process	A. 1 District IDP process plan	Number of process plans reviewed by 30 June 2020.	1 District IDP process plan Reviewed.	District IDP Process Plan reviewed.	6		5

Proposed for 2022-2027

Key Performance Area: Local Economic Development & Planning

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget	Year 5
	SMME Development Support	To ensure SMME business development and support	SMME's/Cooperatives funding and business support that are in the inside of LDM	Offer SMMEs/Cooperatives Funding to SMMEs and Cooperatives in Local Municipalities in the District 30 June 2023	Number of SMME And Cooperatives in Local Municipalities Funded	SMME's & Cooperatives funding	New	R600 000	6
	LED Stakeholder relations	Strengthen LED stakeholder relations and cooperation	Convene District LED Forum	1 District LED Business forum convened ne by June 30 2023	Number of District LED Business forum convened.	District LED Business forum	New	R50 000	2
Tourism Section									
	Tourism Development and Support	Support programme for tourism development and growth	Enhance capacity for tourism development	1 Lejweleputswa Tourism Shot left undertaken by 30 June 2023.	Number of Lejweleputswa tourism shot left undertaken 30 June 2023.	Lejweleputswa Tourism shot left	2	1000 000	1
	Tourism Development and Support	Support programme for tourism development and growth	Convene District tourism Forum	1 District tourism Forums convened by 30 June 2023.	Number of District Tourism Forum Meetings convened by 30 June 2023.	District tourism Forum	2	50 000	1
	Tourism Development and Support	Support programme for tourism development and growth	Enhance Capacity for tourism and development	1 Tourism Indaba supported by June 2023.	Number of Tourism Indaba supported by 30 June 2023.	Tourism Indaba	1	150 000	1

Key Performance Area 4: Municipal Financial Viability

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget 000	Year 5
4.1	Submission Performance Management reports	To ensure Performance Management Practicethat reports timeously and Accurately on Municipal Objectives	Development and submission of departmental Performance Reports Monthly.	12 Monthly Performance management Reports submitted on time by 30 June 2023	Number of Reports Developed and submitted on Timeby 30 June 2023	Performance reports	12		60
4.2	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation inorder to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	100% cash-backed approvedbudget for 2022/23 financial year.	100% cash-backed approved budget for 2022/23 financial year	Funded Annual Budget	1		5

Key Performance Area 4: Municipal Financial Viability

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget 000	Year 5
4.3	Municipal Investments	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	12 Return on Investment report Submitted by 30 June 2023	Number of Investments reports developed and submitted on time	Investments reports	12		60
4.4	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report Financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	4 Budget related policies reviewed, updated and approved by Council by 30 June 2023	Number of Budget related policies reviewed, updated and approved by Council by 30 June 2023	Reviewed Budget policies	4		20
4.5	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant	Plan, implement, monitor and report financial management activities in accordance with	Suppliers and service providers paid within 30 days of receipt of valid invoice, with no disputed delivery of	Number of days it takes to pay suppliers and service providers after receipt of valid invoice, with no disputed delivery of goods /	30 Days Compliance	1		5

Key Performance Area 4: Municipal Financial Viability

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget 000	Year 5
		legislation in order to achieve a clean audit.	MFMA, its associated regulations and prescribed accounting norms and standards	goods / services throughout 2022/23.	services throughout 2022/23.				
4.6	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Prepare 4 reports on payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody Quarterly throughout 2022/23 financial years.	Number of reports on payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody Quarterly throughout 2022/23 financial year.	Payments reports	4		20
4.7	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Prepare 4 reports on contracted services creditor on the system reconciled to supporting documentation Quarterly throughout 2022/23 financial years.	Number of reports on contracted services creditors on the system reconciled to supporting documentation quarterly throughout 2022/23 financial years.	Contracted Services	4		20
4.8	Implement financial control	To ensure financial management practices that enhances viability	Plan, implement, monitor and report financial management	2 biannual assets verification performed and asset registers	Number of biannual assets verification performed and asset	Assets Verification			

Key Performance Area 4: Municipal Financial Viability

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget 000	Year 5
		& compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	updated with all assets movements, and report any damaged / missing items by 30 June 2023	registers updated with all assets movements, and report any damaged / missing items by 30 June 2023		2		10
4.9	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Review and sign-off one (1) Audit File and Audit File schedule respectively for 2021/22 financial year that is compliant with Annexure A of MFMA Circular 50	Number of reviewed and signed-off audit file schedule and the actual Audit file for 2021 /22 financial year that is compliant with Annexure A of MFMA Circular 50	Audit File	1		5
4.10	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	2021/22 signed-off Annual Financial Statements prepared in accordance with the South African Standards of Generally Recognized Accounting Practices (GRAP) and section 122 of MFMA by 31 August 2022.	Auditor-General's Report on the 2021/22 Annual Financial Statements (AFS) with no paragraph relating to AFS not being compiled in accordance with GRAP and section 122 of MFMA.	Annual Financial Statements	1		5
4.11	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA	Plan, implement, monitor and report financial management activities in accordance with MFMA, its	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred	Amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance	Internal Controls/ UIFW	4		20

Key Performance Area 4: Municipal Financial Viability

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget 000	Year 5
		& other relevant legislation in order to achieve a clean audit.	associated regulations and prescribed accounting norms and standards	due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2023	to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2023				
4.12	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	A) 12 signed-off monthly budget statement reports (Section 71 of MFMA), quarterly financial reports	A) Number of signed-off monthly budget statement reports (Section 71 of MFMA), quarterly financial reports	Monthly and Quarterly Reports	12		60
				B) (Section 52 (d) of the MFMA) for 2022/23 produced and submitted to the Executive Mayor by 30 June 2023	B) (Section 52 (d) of the MFMA), for 2022/23 produced and submitted to the Executive Mayor by 30 June 2023.		4		20
4.13	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations	12 signed-off monthly bank reconciliation statements of all bank accounts by 30 June 2023	Number of signed-off monthly bank reconciliation statement of all bank	Bank Reconciliation	12		60

Key Performance Area 4: Municipal Financial Viability

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Baseline	Budget 000	Year 5
		legislation in order to achieve a clean audit.	and prescribed accounting norms and standards		accounts by 30 June 2023				
4.14	Render effective and efficient ICT services	To provide information through the available ICT platforms to the municipality and to improve the corporate image of the municipality	Ensure that the municipality's information is regularly updated on the municipality's website and other digital communication platforms of the municipality.	12 updates (i.e. 1 per month) of the municipality's website performed by 30 June 2023	Number of updates of the municipality's website performed by 30 June 2023	ICT Service	12		60

Key Performance Area 5 :Municipal Transformation and Organizational Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
5.1	Portfolio committee meetings	To adhere to administrative responsibilities	Develop and distribute signed portfolio committee agendas and minutes	16 Portfolio committee meetings by 30 June 2023	Number of signed portfolio committee agendas and minutes developed and distributed by 30 June 2023	Portfolio committee meetings	16		80
5.2	MAYCO Meetings	To adhere to administrative responsibilities	Develop and distribute signed MAYCO agendas and minutes	4 MAYCO meetings by 30 June 2023.	Number of signed MAYCO agendas and minutes by 30 June 2023.	MAYCO meetings	4		20
5.3	Council Meetings	To adhere to administrative responsibilities	Develop and distribute signed council agendas and minutes	4 Council meetings by 30 June 2023	Number of signed council agendas and minutes by 30 June 2023.	Council meetings	4		20
5.4	Local Labour Forum	To ensure functional LLF in order to promote sound labour relations in the workplace	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & Institutional policies pertaining to	Convene 4 quarterly LLF meetings by 30 June 2023 for the promotion of sound labour relations in the workplace.	Number of LFF meetings convened towards the promotion of sound labour relations in the workplace by 30 June 2023	LLF meetings	4		20

Key Performance Area 5 :Municipal Transformation and Organizational Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
			labour relations.						
5.5	Experiential training	To give experiential training to students at tertiary institutions to complete their qualifications.	Placement of students within the district for experiential training.	Place 10 students within the district for experiential training by 30 June 2023	Number of students successfully placed for experiential training by 30 June 2023.	Experiential training	10	250 000	50
5.6	Workplace Skills Plan (WSP) And Annual Training Report (ATR)	To upgrade the skills of the staff members	Compile a WSP and ATR for submission to LG SETA	Submit Workplace Skills Plan (WSP) by 30 April 2022. , Annual Training Report (ATR), to LG SETA by 30 June 2023	A. Number of WSP and B. ATR submitted by 30 June 2023	WSP and ATR	1		5
							12		60
5.7	Skills Development for Staff	To upgrade the skills of the staff members	Enroll employees of the municipality with accredited institutions to improve their skills in a form of short courses	10 employees enrolled with accredited institutions by 30 June 2023	Number of employees enrolled with accredited institutions by 30 June 2023	Skills Development	10		50
5.8	Study Assistance for employees	To roll out support to staff members to further their qualifications.	Provide financial assistance to staff members of the LDM to further their studies	Provide financial assistance to at least 5 employees in a form of internal bursary to employees of the LDM by 30 June	Number of LDM employees provided with internal bursaries to further their studies by 30 June 2023	Study Assistance.	5		25

Key Performance Area 5 :Municipal Transformation and Organizational Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	BASELINE	Budget	Year 5
				2022.					
5.9	Employee Wellness Programme	Conduct employee wellness programs	Conduct employee wellness programs for the LDM.	Conduct quarterly employee- wellness Programmes by 30 June 2023	Number of employee wellness Programmes conducted by 30 June 2023	Employee wellness	4		20
5.10	Employment Equity plan	To ensure that the municipality achieves progress towards employment equity in the workplace, develop, review and submit Employment Equity report to the Department of Labour	Review and submit Employment Equity plan report annually to the Department of Labour.	Review and submit Employment Equity plan report annually to the Department of Labour by 30 June 2023.	Number of employment equity reports submitted to the Department of Labour by 30 June 2023.	Employment Equity plan Report	1		5
5.11	Security Management	Create a safe environment within the institution	Develop security management plan for the LDM and prepare consolidated security reports	Prepare 12 months consolidated security reports for the LDM by 30 June 2023	Number of monthly security reports by 30 June 2023.	Security Management	12		60
5.12	Occupational health and safety (OHS)	To ensure a healthy and safe environment in the workplace	Implementation of the OHS policy	Submission of quarterly reports on incidents and inspections by 30 June 2023	Number of reports on incidents and inspections by 30 June 2023	Occupational health and safety (OHS)	4		20

LDA									
ID	AGENCY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	PROJECT NAME	BASELI NE	BUDGET	5 YEAR
3.22	Heritage site	Acquisition of land	Acquire land for the purpose of converting the farm in Tokologo into Sol Plaatjie National Heritage site	1 farm acquired by 30 June 2023	Number of farms acquired	Sol Plaatjie National Heritage site			1
3.23	Student Accommodation PPP	To provide students from outside the Matjhabeng area with accommodation to enable them to further their studies at institutions of higher learning	Engage Matjhabeng local Municipality and partner with the private sector	Student accommodation provided by June 2023	Number of student accommodation provided	Student Accommodation PPP/Student Residence at CUT			1
3.24	Shared Services	Host and share information and digital services to improve services delivery in the District	Connect with all five (5) local municipalities in the District	5 Local Municipalities connected by 30 June 2023	Number of local municipalities connected	Digital hub and Shared Services (WiFi /Fibre connection)			1
3.25	ICC	Build International Convention Centre in Matjhabeng to enable the District	Use donated land in Matjhabeng local municipality	International Convention Centre and	Number of ICC built	Convention Centre and Hotel (ICC)			1

		to host international events and attract tourists		Hotel built by June 2023					
3.26	Energy Storage technology	Solar and wind energy to cater for load shedding	Acquire energy technology to ease electricity grid in times of need	Energy technology acquired by 30 June 2023	Number of energy technology	Energy Storage Technology			1
		To generate energy through coal gasification	Partner with the Private sector to establish underground coal gasification			Underground coal gasification			
3.27	Welkom Techno-Park	Establish a Techno-Park in Welkom to attract Investors	By constructing and setting up Techno-Park	1 Techno- Park established in Welkom 2023	Number of Techno-park established in Welkom	Welkom Techno-Park			1
3.28	Welkom Airport Development	Refurbishment of the airport to approved ACSA standards	Rework the tarmac, upgrade the tower, put lights, and fence the perimeter	1 Welkom Airport upgraded by 30 June 2023	Number of Airports developed in Welkom	Welkom Airport Development			1
3.20	Thabong Industrial Park	Create an Industrial Park in Thabong	Turn the informal manufacturing site into a formal industrial park	4 meetings facilitated with investors by 30 June 2023	Number of Industrial Park developed in Thabong	Thabong Industrial Park			1
3.31	Solar Panels	WWTW & pump stations to be fitted with solar panels	Get a buy-in from all local municipalities to install solar panels to save electricity	4 meetings facilitated with investors by 30 June 2023	Number of Solar PV to Power WWTW & Pump station	Solar PV to Power WWTW & Pump station			5

3.32		Install solar panels at all municipal buildings	Save local municipalities electricity	4 meetings facilitated with investors by 30 June 2023	Number of Rooftops and Carpots PV System	Rooftops and Carpots PV System			5
3.33		Brick making Co-operative in Masilonyana	Technical and strategical of support the co-operative	4 meetings facilitated with investors by 30 June 2023	Number of Brick Making Cooperatives	Brick Making			1
3.34		To generate energy from the decomposition of organic material	Decompose solid waste from waste water treatment plants at LMs to generate electricity	4 meetings facilitated with investors by 30 June 2023	Number of Biogas to Energy from WWTP	Biogas			5
3.35		Remove harmful bacteria from water from sewer plants	Set up recycling plants at all local municipalities	4 meetings facilitated with investors by 30 June 2023	Number of Waste Water Recycled	Waste Water Recycle			5
3.36		To generate electricity from solar energy	Build a 500MW Solar Power in five (5) local municipalities	4 meetings facilitated with investors by 30 June 2023	Number of Solar PV Plants	Solar PV Power Plants			5
3.37		To develop mixed housing	Provide mixed housing in 5 local municipalities to address housing backlog in our district	5500 mixed houses developed by 2023	Number of Mixed houses developed	Mixed Housing Development	new		5
3.38		Facilitate sustainable local economic development in	Resuscitate Peanut butter plant	1 Peanut butter plant resuscitated 30 by June 2023	Number of Peanut butters making plant	Peanut butter making plant	1		1

		Hoopstad in Tswelopele			resuscitated by June 2023				
3.39	Erfenis Dam Nature Reserve	Upgrade the Dam by building chalet to attract tourists				Erfenis Dam Nature Reserve (PPP)			
3.10	Winnie Mandela Museum	To attract tourists in Majemasweu township	Develop Winnie Mandela house into museum standards to attract tourists	Winnie Mandela museum developed by 30 June 2023		Winnie Mandela museum			
3.11		To attract tourists in Lejweleputswa region	Upgrade Phakisa Freeway to international standards to enable it to attract international events			Phakisa Freeway			
3.12	Film Industry	Promote Arts, science and culture	Partner with Private sector to create film industry in Matjhabeng local municipality			Film Studio			
3.13	To ensure value-chain adding products are manufactured in the region		Process agricultural produce locally			Agro-Processing			
						Farm Manufacturing Equipment			
3.14						Willem Pretorius			

3.15						Farmer Production Support Unit			
3.16	Agri-Park	Ensure sustainable food security in the region	Partner with the department of Rural Development and Land Reform by establishing Agri-Park in Wesseslsbron			Agri-Park			
3.17						Sandveld Nature Reserve (PPP)			
						Waste Management and Recycling			
3.18						Olive oils and Orchards			

SECTION : O

PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a process which measures the implementation of the organization's strategy. It is also a management tool to

plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

Performance Management is the practice of linking the long-term strategic objectives of an organisation to its day-to-day performance by setting measurable key performance indicators (KPI's) and monitoring performance against those indicators. When implemented correctly, it is an essential tool to monitor whether or not a municipality is on track to meet targets or serves as an early warning system to identify areas where improvement is required to enhance service delivery and recognise excellent performance.

The municipality delivers services essential to the well-being and development of the communities they serve. To ensure that service delivery is as efficient and economical as possible, municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

The Constitution of South Africa (1996), Section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, with reference to the principles of *inter alia*:

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), (Act 32 of 2000) requires municipalities to establish a Performance Management System (PMS). Further, the MSA and the Municipal Finance Management Act (MFMA) (Act 56 of 2003) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and Budget Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players."

This policy therefore describes how the municipality's performance process, for the organisation as a whole will be conducted, organised and managed. It also has the following objectives:

- Clarify processes of implementation

- Ensure compliance with legislation
- Demonstrate how the system will be managed
- Define roles and responsibilities
- Promote accountability and transparency
- Reflect the linkage between the IDP, Budget, SDBIP and individual and service provider performance

1.1.1 Objectives of a Performance Management System

The Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its strategy and to measure the progress made in achieving its objectives as identified in the IDP. The PMS process plan includes the following objectives that the system should in addition fulfill:

a) *Facilitate strategy deployment*

Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its strategic objectives.

b) *Facilitate increased accountability*

Provide a mechanism for ensuring increased accountability between the local community, the municipal council and the municipal management team.

c) *Facilitate learning and improvement*

Facilitate learning in order to enable the municipality to improve delivery.

d) *Provide early warning signals*

Ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

e) *Facilitate decision-making*

Provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

1.2 Principles Governing Performance Management System

The following principles inform the Municipality's PMS:

a) *Simplicity*

The system is developed to operate accurately and effectively, but also in a simple and user-friendly manner which will enable the municipality

to develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the Municipality.

b) Implementable

Considering the resource framework of the Municipality, the PMS should be implementable with the resources of the Municipality, which will include time, institutional, financial, and technical resources.

c) Transparency and accountability

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system be made aware of how the operations of the Municipality are being administered, how public resources are being spent and who is responsible for what. The implementation framework, captured as part of this policy, will outline the implementation of this principle.

d) Efficient and sustainable

Like other services within the Municipality, be cost effective and should be professionally developed, managed and operated in a sustainable manner.

e) Public participation

The constituency of the Municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the Municipality during the development and implementation of a PMS. The implementation framework indicates the time, kind of involvement and responsibilities in terms of public participation.

f) Integration

Developed and implemented in such a manner that it will be integrated within the integrated development process of the Municipality and its individual performance management.

g) Objectivity

Developed on a sound value system where the management of the system and the information is based upon being objective and credible. The adopted performance assessments ensure objectivity and credibility in the management of performance.

h) Reliability

Provide reliable information on the progress made by the Municipality in achieving the objectives as set out in its IDP. The system provides for the use of source documents to verify the information entered into the system.

9. Evaluation and Improvement of the Performance Management System

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

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

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

Poor performance may arise out of one or more of the following:

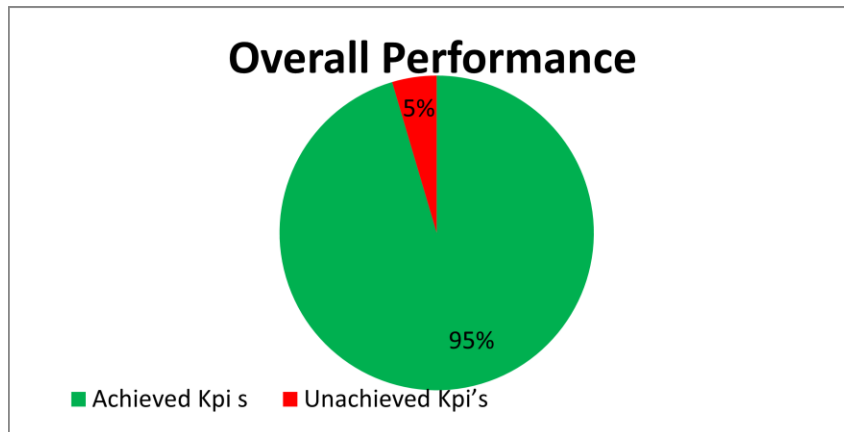
- Poor systems and processes;
- Inappropriate structures;
- Lack of skills and capacity;
- Inappropriate organizational culture; and
- Absence of appropriate strategy.

To improve performance, the appropriate response strategy should be chosen:

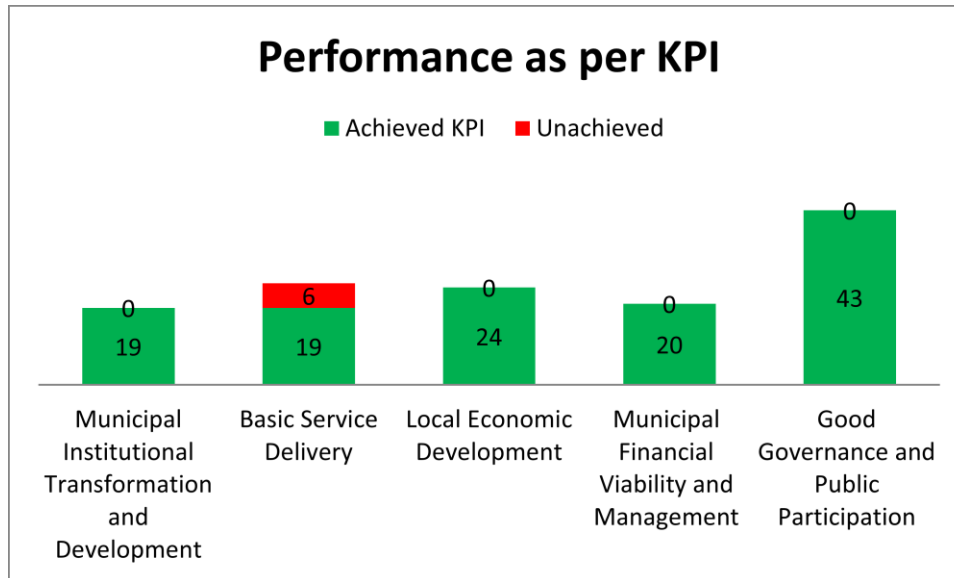
- Restructuring is a possible solution for an inappropriate structure;
- Process and system improvement will remedy poor systems and processes;
- Training and sourcing additional capacity can be useful where skills and capacity are lacking;
- Change management and education programmes can address organizational culture issues;
- The revision of strategy by key decision-makers can address shortcomings in this regard; and
- Consideration of alternative service delivery strategies should be explored.

Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.

An organization that is performing well is one that is successfully achieving its goals and is effectively executing suitable strategies. Monitoring is the regular collection and analysis of information to track the implementation and measure the performance of the Municipality against its expected results. The IDP represents a set of strategic objectives and/or goals about what is aimed to be achieved within the given timeframe. Monitoring provides crucial information about how the Municipality is performing and this in turn helps decision makers and other stakeholders to measure whether the organisation is on track in meeting its objectives. **Below is an example of a graph generated from the electronic system utilised by the Municipality.**



10.1 Reporting Intervals



Report	Frequency	To whom	Content	Comments
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Departmental SDBIP	Monthly	Management and Portfolio Committees	Actual results achieved against department SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Top Layer SDBIP (Could serve as sec 52 report as well)	Quarterly (Sec 52 within 30 days after end of quarter)	Management and Council	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
	Frequency	To whom	Content	Comments
Internal Audit reports on performance results	Quarterly	Council and Performance Audit Committee	Audit outcomes from auditing actual results captured/ indicated/ reported on	Outcomes to be used to rectify KPI's and actuals
MFMA Sec 52 report	Quarterly (within 30 days after end of quarter)	Management and Council (Copy to PT and NT)	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
MFMA Sec 72 report	25 January	Executive Mayor (Submit to next Council meeting after 25 January and copy to PT and NT)	Consists of 2 parts PM: Actual results achieved against Top Layer SDBIP KPI' Finance: As prescribed by NT	Use results/outcome to motivate adjustments budget
MSA Sec 46 report	31 August	AG, Council	As prescribed by NT Circular 63	Must form part of AR, – Circular 63

Annual report	Draft: 31 October to AG Draft: 31 January to Council Final: 31 March to Council with oversight report	AG, Council, Performance Audit Committee, Oversight Committee (Copy to PT and NT)	As prescribed by NTCircular 63	NB: If full draft is submitted earlier to Council, remember that final must be submitted within 2 months after draft has been submitted
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10.2 Mid-Year Assessment

The performance of the Municipality for the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. The accounting officer of a municipality must in terms of Section 72 of the MFMA assess the performance of the municipality for the 1st six months of the financial year and submit a report to the Mayor by 25 January. The Municipality must during the assessment consider the appropriateness of the targets in terms of the first six months' performance and the adjustment estimate. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary

According to Section 33 of the Municipal Budget and Reporting Regulations the mid-year budget and performance assessment referred to in Section 72 must be in the format specified in Schedule C of the Regulation and include all the required tables, graphs and explanatory information taking into account the guidelines issues by the National Minister.

Although the report is mainly a financial report, one of the Annexures in terms of Section 7(b) of Schedule C requires a performance assessment in relation to the quarterly performance targets for the delivery of basic services in terms of the TL SDBIP.

Manager should:

- Analyse the performance in terms of the targets set in the TL SDBIP;
- Preparation of the adjusted TL SDBIP for submission to Council for approval with the Adjustments Budget by the end of February as required by Section 54(1)(c) of the MFMA and Sections 24 to 26 of the Municipal Budget and Reporting Regulations;
- Effecting the approved adjustments on the SDBIP system; and
- Adjusting the Annexure A's of the performance agreements of the MSA Section 56 and 57 managers in line with the adjusted TL SDBIP.

10.3 Annual Performance Report

The annual performance report must be completed by the end of August and submitted with the financial statements. This report must be based on the performance reported in the SDBIP. Reports should be generated from the respective performance management system, reviewed and updated in the performance comments field for reporting purposes. A portfolio of evidence (POE) should be kept in order to proof recorded actuals.

10.4 4 Annual Report

The annual report should be prepared and submitted to Council by 31 January every year.

10.5 Analysis of Performance Reports and Follow-up

In summary, the quarterly (S52-reports), mid-year (S72-report) and the annual (S46 reports) should be analysed and reviewed as soon as the reports are available. It will add credibility to the reports when it is published and to the individual performance assessments of the senior management.

The analysis should not only focus on POE's when the performance results are audited, but should also include an analysis of the results. Please remember:

- Performance reported should indicate continuous improvement over time and should not only be to the benefit of communities and should focus on outcomes and not only on processes;

- The performance results reported should be a true reflection of the results reported in the performance management system;
- The results should be effectively communicated so that it is of value to the intended users;
- The quality of performing the function should be balanced with the cost of the performance, also to the consumer and not just to municipality; and
- Promotion of equalities and sustainable growth and development should also be reported on.

Actions should be identified to address the performance shortcomings highlighted during the audit. These actions must be recorded and regularly followed-up to ensure performance improvement. The governance structure was established to offer credibility to the overall performance processes. The audit of performance information and system should comply with Section 166 of the MFMA and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001).

11.1 Quality Control and Co-ordination

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

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

11.2 Performance Investigations

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

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

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

11.3 Internal Audit

Section 165 of the MFMA requires that each municipality must have an Internal Audit Unit however such function may be outsourced.

Internal audit can determine the reliability, accuracy, and integrity of financial and operational information. The MSA, Section 45 stipulates that the results of performance measurements must be audited as part of the Municipality's internal auditing processes.

The Municipality's Internal Audit Unit should continuously assess the performance reports based on the organizational and departmental scorecards and submit a quarterly internal audit report to the Municipal Manager and Performance Audit Committee.

The audit should include an assessment of:

- ☐ **The usefulness of performance indicators;**
- ☐ **The functionality of the Municipality's performance management system;**
- ☐ **Whether the Municipality's PMS complies with the MSA; and**
- ☐ **The extent to which the Municipality's performance measurements are reliable in measuring the performance of the Municipality's by making use of indicators.**

Auditing of performance reports must be conducted by the internal Audit Unit prior to submission to the Municipality's Audit Committee and the AG.

11.4 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Council establish an Audit Committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No councillor may be a member of an Audit Committee. Council shall also appoint a chairperson who is not an employee. The Regulations give municipalities the option to establish a separate Performance Audit Committee whereas the MFMA provides only for a single Audit Committee. The operation of this Audit Committee is governed by Section 14 (2-3) of the regulations.

According to the Regulations, the Performance Audit Committee must:

- ☐ Review the quarterly reports submitted to it by the internal audit unit;
- ☐ Review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- ☐ Assess whether the performance indicators are sufficient; and
- ☐ At least twice during a financial year submit an audit report to the municipal council.

It is further proposed that the Audit Committee be tasked with assessing the reliability of information reported.

In order to fulfill their function a performance audit committee may, according to the MFMA and the regulations, must:

- ☐ Communicate directly with the Council, Municipal Manager or the internal and external auditors of the municipality concerned;
- ☐ Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- ☐ Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- ☐ Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

11.4.1 Role of the Audit Performance Committee

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

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

11.5 5 Governance

The legislative requirements regarding reporting processes are summarised in the following table:

Time frame	MSA/ MFMA Reporting on PMS	Section
Quarterly reporting	The Municipal Manager collates the information and draft the organizational performance report, which is submitted to Internal Audit.	MSA Regulation 14(1)(c)
	The Internal Auditors (IA) must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee	MSA Regulation 14(1)(c)
	The Municipal Manager submits the reports to the Council.	MSA Regulation 14(1)(c)
Mid-year reporting	The Performance Audit Committee must review the PMS and make recommendations to council	MSA Regulation 14(4)(a)
	The Performance Audit Committee must submit a report at least twice during the year a report to Council	MSA Regulation 14(4)(a)
	The Municipality must report to Council at least twice a year	MSA Regulation 13(2)(a)
	The Accounting officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Treasury.	MFMA S72
Annual reporting	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee	MFMA S121 (3)(c)(j)& MSA S46
	The accounting officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relates	MFMA S126 1(a)
	The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report	MFMA S126 (3)(a)(b)
	The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality	MFMA S127(2)
	The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for	MFMA S127 (4)(a)
	Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor- General, the relevant provincial treasury and the	MFMA S127 (5)(b)
	The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled, adopt an oversight report containing council's	MFMA S129 (1)
	The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state	MFMA S130 (1)
	The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the Auditor-General	MFMA S134

12. Summary of Municipal Performance Cycle

Performance Management Calendar		
Action	Activity	Comment
July		
Service Provider Performance	4th Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
Performance Reporting	4th Quarter performance Report: Top Level SDBIP	Each department to finalise SDBIP quarterly report Input for Annual Report for AG
MM / Senior Managers performance agreements	Prepare and approval	Prepare agreements to R805 Approval and signed before 31 Jul KPI's aligned with SDBIP Include CCR's evaluation committee; evaluation periods; bonus
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
IDP	IDP Framework and Process Plan	Process plan to ensure proper planning and involvement of all stakeholders to identify clear objectives and key performance areas
August		
Service Provider Performance	Review performance of service providers as per the approved	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
Staff Performance	Formal review of staff performance	Evaluation of performance for the past 6 months ending June Moderation; coaching and counselling Document and report
Staff Performance	Finalise performance plans	Determine KPI's -Key outputs/ outcomes; career goals; job requirements; measurement criteria; skills required and development needs / plan
IDP	IDP Process Plan	Submission to Executive Mayor Approval of plan

September		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
Annual Performance Report	Finalise and submit performance report to AG	Performance report on financial and operation performance for audit purposes
MM/Senior Managers Performance	Annual performance review	Review against targets Review CCR's - obtain 360 degree input Determine development needs Calculate rewards to agreements Document and sign-off
October		
Service Provider Performance	1st Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
Performance Report	1st Quarter performance Report: Top Level SDBIP	Each department to finalise SDBIP quarterly report
MM/Senior Managers Performance	Informal performance discussion	How are we doing, progress and address possible shortcomings
IDP & Budget	Public participation	Consult key stakeholders / role-players Identify potential projects / needs
November		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
		Planning sessions with Council and Management Mission, Vision and Values Review progress against strategic objections Review

Planning	Strategic Planning	strategic direction and progress Alignmentwith national strategies Budget guidelines / draft projects
Staff Training	PMS Training updates	Identify any performance management training needsand address with update training sessions
December		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management andPortfolio Councillor Actions to address GAPS
Annual Report	Draft Annual Report	Final draft to be ready for submission to Council
January		
Service Provider Performance	2nd Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management andPortfolio Councillor Actions to address GAPS
Performance Reporting	Prepare and submit Mid-year performance report ito s72 of MSA	Each department to finalise SDBIP quarterly report
Staff Performance	Formal review of staff performance	Evaluation of performance for the past 6 monthsending December Moderation; coaching and counsellingDocument and report
Annual Report	Submit draft report to Council	Final draft submitted to Council for adoption inprinciple and public participation
January		
Service Provider Performance	2nd Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management andPortfolio Councillor Actions to address GAPS

Performance Reporting	Prepare and submit Mid-year performance report to s72 of MSA	Each department to finalise SDBIP quarterly report
Staff Performance	Formal review of staff performance	Evaluation of performance for the past 6 months ending December Moderation; coaching and counselling Document and report
Annual Report	Submit draft report to Council	Final draft submitted to Council for adoption in principle and public participation
February		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
MM/Senior Managers Performance	Mid-year formal performance review	Review against targets Review CCR's - obtain 360 degree input Determine development needs Calculate rewards to agreements Document and sign-off
Annual Report	Advertise draft Annual Report for public participation	Advertise draft Annual Report for public comment in terms of service delivery
Oversight	Oversight Committee considers Annual Report	Review Actions to address shortcomings Performance Risk Assessment Report to Council
March		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
IDP	Draft IDP to Council	IDP aligned with national strategy I Include clear objectives and municipal KPA's Needs that cannot be accommodated should be included in priority listings Should include all required sectoral plans that are aligned

Budget	Draft Budget to Council	Budget aligned with IDP and address IDP objectives
SDBIP	Draft top level SDBIP and submit with draft budget	Top Level SDBIP should be aligned with IDP and budget; strategic objectives; municipal KPA's; assigned to senior managers and include outer year performance
Annual Report	Approval of Annual Report	Public comment considered Final Annual Report submitted Oversight committee report submitted Proposed actions approved
April		
Service Provider Performance	3rd Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
Performance Reporting	3 rd Quarter performance Report: Top Level SDBIP	Each department to finalise SDBIP quarterly report
IDP & Budget	Public participation	Obtain public input in draft documents and consult key stakeholders
MM/Senior Managers Performance	Informal performance discussion	How are we doing, progress and address possible shortcomings
May		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
IDP & Budget	Approval of IDP and Budget	Approval by Council
SDBIP	Departmental SDBIP development	Workshop with departments

June		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
SDBIP	Top Level SDBIP approval	SDBIP to be submitted to Mayor within 14 days after budget approval Approval by Mayor within 28 days after budget approval
SDBIP	Approval of departmental SDBIP	SDBIP to be address all Top Level KPI's Address departmental responsibilities Key activities, challenges and risks; performance plans (project lifecycle); resource allocation; inputs and timeframes
Work Place Skills Plan	Update and submit WPSP	Alignment with needs as per mid-year performance reviews

The proposed performance management framework is aimed at guiding the municipality in the development of a performance management system which will contribute to improving the municipal performance and enhance service delivery. The framework is developed to provide details which describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players. The process of implementing PMS must be seen as a learning process, where we are continuously improving the way the system works to fulfill the objectives of the system and address the emerging challenges from a constantly changing environment