

VICTOR KHANYE LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

(2011/12 To 2016/17)



Review
2015/16

FOREWORD BY THE EXECUTIVE MAYOR

This is the last year in the term of the sitting Council since coming into power in 2011 hence it is important that we need to take stock of what has been achieved and what has been some challenges in our bid to change the lives of our people for the better, it is **“THE LAST MILE”**. As a collective, I believe now is an opportune time to do some introspection **“Have we delivered on the promises made to our people during the elections?”**

What is evident though is that our municipality is definitely not the same as it was pre-1994. The municipality needs also to reflect on the progress made in attaining the targets of both Millennium goals and strategic provincial, national imperatives. Substantial progress has been made in terms of providing services to our people in a sustainable manner obviously being guided by the municipality’s strategic plans such as Vision 2030, IDP, etc.

We are a democratically elected government hence public participation in planning the affairs of the municipality is at the core of our agenda. We have consulted in every street; every corner, every section and every ward to ascertain the people’s needs and to afford them an opportunity to participate in planning. We are planning together with our communities as opposed to planning for them. We then distinguish between “needs” and “wants” so that we can prioritize the needs taking the available resources into consideration.

As a municipality we do not operate in silos hence we are also being guided by the National Developmental Plan as the key strategic plan that will ultimately take the country forward, our IDP has to be aligned with the NDP. The alignment will ensure that as government we create a developmental state that is capable and efficient in delivering services. The consultation process and plans has to be the product of broader consultation with key stakeholders from business community to all layers of government.

Our programmes are however being derailed by the low rate of revenue generation which definitely hinders our set goals. There are those households especially at Botleng Ext. where the electricity is being supplied directly by Eskom, who deliberately do not pay for services rendered. The municipality is also not able to implement the 50/50 policy of debt collection because they buy their electricity from Eskom.

We need to put in place clear practical strategies to deal with this challenge and encourage those that can afford, to pay for their municipal services. Those that cannot pay should also be encouraged to come forward so that they can be part of our indigent register. The situation

is also exacerbated by the high levels of poverty and unemployment hence the need to radicalise our implementation of local economic development and entrepreneurship.

Vision 2030 strategy as conceived in 2012 serves as the service delivery roadmap which is underpinned by the new vision, mission statement, six national key performance areas. The IDP is also aligned to the six national key performance areas namely;

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Spatial rationale

The country is gearing itself for the fifth local government later this year. As the ruling party we are confident that our achievements are there for everyone to see and we would want to continue with the mandate of changing the lives of our people post the elections.

The municipality has finally being able to appoint a Municipal Manager Mr Mahlangu, we believe that he will provide the necessary leadership that is required administratively to steer the ship in the right direction. Let me thank my fellow Councillors (both ruling and opposition) for the wonderful work that has been done since 2011.

Cllr EN Makhabane
Executive Mayor

EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

The Integrated Development Plan is formulated as the master strategic plan in municipalities which coordinates all development initiatives and supersedes all other plans, as sanctioned by Chapter 4 of the Municipal Systems Act No.32 of 2000. The rationale for such a plan was, amongst other things, the need to address apartheid spatial planning which produced unequal infrastructural and social provision to different communities based on racial lines.

The Review Process underscores the fact that the IDP is not cast in concrete; rather it is developed from a continuous process which must take into account the changing circumstances of communities, the changes in municipal responsibilities in terms of functions within the local sphere, processes of decentralisation of delivery functions from other spheres, and unpacking and giving reality to the philosophy of developmental local government. This dynamic process necessitates contingency planning and continuous review of the IDP to ensure its flexibility and responsiveness to changes, without losing sight of the vision and long term developmental objectives of the Victor Khanye Local Municipality.

The process ensures that the resources available at the municipality are directed at the delivery of projects and programmes that meet agreed development priorities, and to ensure that:

- Delivery is implemented in an integrated, planned manner
- The municipality utilizes its resources most efficiently
- Delivery standards meet the desired quality; and
- Delivery impacts positively on the lives of the people within the jurisdiction of the municipality.

In this way, management is able to direct focused attention and take full responsibility for the IDP process. Linked to this process is the Organisational Performance Management System which seeks to monitor and evaluate agreed performance targets per cluster as well as per department.

The fulfilment of developmental objectives through an integrated effort cannot be achieved without the cooperation of affected sector departments to ensure alignment of programmes and avoid duplication. The municipality will continue to strengthen its relations with organs in other spheres of government in the pursuit of cooperative governance.

Mr MJ Mahlangu
Municipal Manager

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ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ARDF	Agricultural Rural Development Funding
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BBBEE	Broad Based Black Economic Empowerment
BCP	Business Continuity Plan
BCP	Biodiversity Conversation Plan
BNG	Breaking New Ground
BPO	Business Process Outsourcing
BRAIN	Business Referral and Information Network
CASP	Comprehensive Agricultural Support Programme
CBIS	Contractor Based Individual Subsidy
CBOs	Community Based Organisations
CDSM	Chief Directorate for Surveys and Mapping
CDW	Community Development Worker
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CHRD	Cultural Heritage Resource Database
CIF	Capital Investment Framework
CLARA	Communal Land Rights Act
CMIP	Consolidated Municipal Infrastructure Programme
CPA	Community Property Association
CPF	Community Policing Forum
CPPP	Community Public Private Partnership Programme
CPTR	Current Public Transport Record
CSIR	Council for Science and Industrial Research
DAC	District AIDS Council
DBSA	Development Bank of Southern Africa
DDG	Deputy Director-General
DFA	Development Facilitation Act 67 of 1995
DG	Director-General
DMC	Disaster Management Centre
DMP	Disaster Management Plan

DRP	Disaster Recovery Plan
EDMS	Electronic Document Management System
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
FBE	Free Basic Electricity
GDP	Gross Domestic Product
GDS	Growth and Development Summit
GGP	Gross Geographical Product
GIS	Geographic Information System
GVA	Gross Value Add
HDI	Human Development Index
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HRDP	Human Resource Development Plan
IBBD	Industrial and Big Business Development
ICRMP	Integrated Cultural Resources Management Plan
IFSNP	Integrated Food Security Nutrition Programme
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
INEPBPU	Integrated National Electrification Programme Business Planning Unit
IS	Information System
ISF	Integrated Spatial Framework
ISRDP	Integrated and Sustainable Rural Development
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LAR	Land Audit Report
LDO	Land Development Objective
LDP	Land Development Principles
LED	Local Economic Development

VKLM	Victor Khanye Local Municipality
LOA	Leave Of Absence
LRAD	Land Redistribution for Agricultural Development
LUM	Land Use Management
LUMB	Land Use Management Bill
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MDGs	Millennium Development Goals
MDCSR	Mpumalanga Department of Culture, Sports and Recreation
MDHSS	Mpumalanga Department of Health and Social Services
MDE	Mpumalanga Department of Education
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MPCC	Multi-Purpose Community Centres
MPRA	Municipal Poverty Rates Act
MRDP	Mpumalanga Rural Development Programme
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MSP	Master Systems Plan
MTEF	Medium Term Expenditure Framework
MTGS	Mpumalanga Tourism Growth Strategy
MTSF	Medium Term Strategic Framework
NDPGF	Neighbourhood Development Partnership Grant Fund
NEDA	Nkangala Economic Development Agency
NEDLAC	National Economic Development & Labour Council
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NDM	Nkangala District Municipality
NGO	Non-Governmental Organization
NHRA	National Heritage Resources Act
NLP	National Land Care Programme
NSDP	National Spatial Development Perspective

NWMS	National Waste Management Strategy
OHSA	Occupational Health and Safety Act
OLS	Operating Licence Strategy
PA	Protected Area
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PHP	Peoples Housing Programme/Process
PLAS	Proactive Land Acquisition Strategy
PMS	Performance Management System
PPP	Public Private Partnership
PRUDS	Provincial Rural and Urban Development Strategy
PSC	Project Steering Committee
RDP	Reconstruction and Development Plan
REDS	Regional Electricity Distribution System
REED	Regional Economic Enterprise Development
RIDS	Regional Industry Development Strategy
RSA	Republic of South Africa
RSC	Regional Service Council
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government and Associations
SAMAF	South African Micro Finance Apex Fund
SANAC	South African National AIDS Council
SANACO	South African National Civic Organization
SAPS	South African Police Service
SAR	South African Railways
SDA	Spatial Development Areas
SDLC	System Development Life Cycle
SDF	Spatial Development Framework
SEAM	Strategic Engagement and Agreement Matrix
SEDA	Small Enterprise Development Agency
SETA	Sector Education Training Authority
SEMP	Strategic Environmental Management Plan
SLA	Service Level Agreement
SMART	Specific - Measurable - Accurate - Realistic - Time-Based
SMME	Small Medium and Micro Enterprises

SUPA	Service Upgrading Priority Area
SWOT	Strength, Weaknesses. Opportunities and Threats Analysis
TOD	Transit Orientated Development
TRC	Transitional Regional Council
UN	United Nations
URDP	Urban and Rural Development Programme
VIP	Ventilated Improved Pit Latrine
WMP	Waste Management Plan
WSDP	Water Services Development Plan

1 INTRODCUTION

1.1 Background

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

The current IDP is reviewed annually to re-assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments in the local governance processes. This document encapsulates the completed processes so far as part of the review of the 2016/17 for the VKLM.

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

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

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

1.2 Vision and Mission Statement

At the inception of this term of office, the VKLM formulated vision, mission and values statements which have since been used to guide the mandate of the term of office over the last five years. These are presented as follows:

Figure 1: VKLM Vision, Mission and Values Statements



Vision

A prosperous Mpumalanga western gateway city for a cohesive developed community

Mission

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

Values

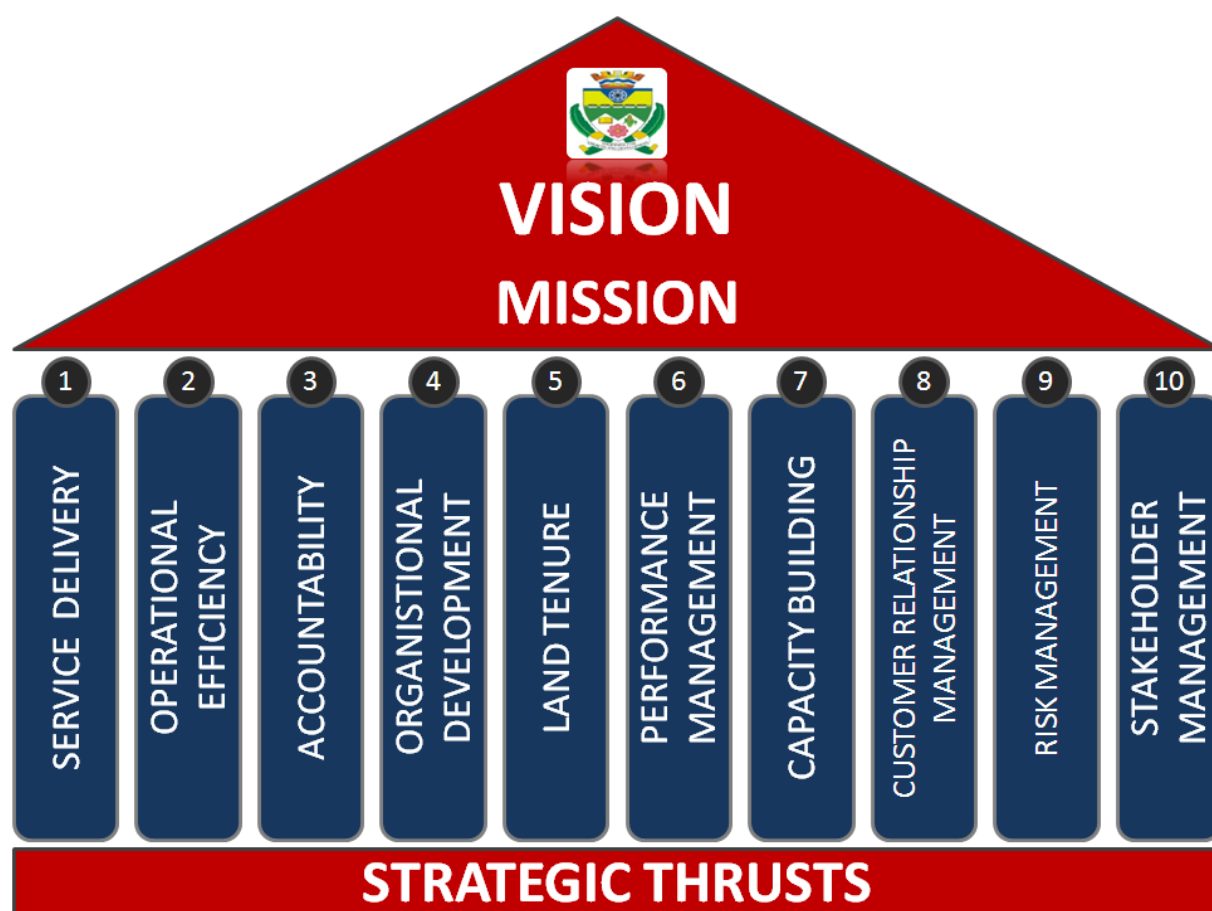
- Integrity
- Professionalism
- Resilient
- Openness

1.3 Key Strategic Thrusts

Following the definition and alignment of the Vision the Team aligned on re-affirming Vision 2030 as being the dream for Victor Khanye Local Municipality to become a **City**.

The following key themes were presented to represent the key strategic thrusts to support and underpin the strategic framework to acquire City Status.

Figure 2: VKLM Strategic Thrust for the 2011-2016 Local Government Term of Office



1.4 Outline of this IDP Document

- **Section 2: IDP Review Process** - This chapter on Introduction and Legislative context seeks to introduce the Integrated Development Plan and the legislative framework that guides the review process. It also includes the comments received from the MEC of Corporative Governance and Traditional Affairs and inputs emanating from the Public Participation processes
- **Section 3: Situational Analysis** - the situational analysis section deals with the existing status quo in the municipal area. It is the focused analysis of the type of challenges faced by the communities in the region. These challenges normally climax key issues like basic services, crime, unemployment, etc. The community needs identified are weighed according to their urgency and importance, thus to prioritise them accordingly.
- **Section 4: Public Participation** - it is pivotal that the municipality understands the causes of the problems and their symptoms in order to make informed decisions on appropriate interventions. Stakeholder and community consultation during this analysis phase is very critical as outcomes give its planning a critical content. This

section presents some of the outputs of public participation sessions from the different wards that make up the municipality.

- **Section 5: Legal And Policy Context** – Provides the external legal and policy context that informs the programme of action for the municipality. These are policies at national and provincial level as well as international development goals.
- **Section 6: Institutional Arrangements** – the section deals with political and administrative governance structures in the form of composition of Council and Council Committees as well as administrative management. Further internally Council approved policies are presented.
- **Section 7: Strategic Framework**- based on all the foregoing sections, this section then presents the goals and objectives of the municipality to address the socio-economic and policy context that has been enunciated on.
- **Section 8: Financial Plan** - This section reflects the financial position of the municipality and presents key financial indicators. It further presents an high level revenue enhancement plan. Further budget for the Finan2016/2017 is presented.
- **Section 9: SDBIP Scorecards and Projects** – building on strategies in presented Section 7 and 8, this section is draws on the goals and objectives to create projects that will lead the realisation of targets set. Six scorecards for each of the six key municipal areas are presented. These scorecards constitute the performance agreement between the Administration and Council.
- **Section 10: Sector Strategies** – this Section highlights the Sector Plans for all Clusters in the municipality and the delivery agenda for the 2016/2017 financial year. This Chapter is about the design and specification of projects for implementation. It reflects all programmes and projects to be rolled out in the year under municipal planning.

2 IDP PROCESS

2.1 Introduction

An Integrated Development Plan (IDP) is a single multi-sectorial strategic planning tool for a municipality, which in terms of the Local Government: Systems Act 32 of 2000 (hereunder referred to as Systems Act), is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. The IDP links integrates and coordinates all planning activities and aligns the resources and capacity of the municipality to the overall development objectives of the municipality.

The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision for the development of the municipality. After adoption by the municipal council, the IDP binds the municipality in the exercise of its executive authority. The IDP is the key instrument to achieve developmental local governance for decentralised, strategic, participatory, implementation orientated, coordinated and integrated development. Preparing an IDP is not only a legal requirement in terms of the legislation but it is actually the instrument for realising municipalities' major developmental responsibilities to improve the quality of life of citizens. It seeks to speed-up service delivery by securing a buy-in of all relevant role-players and provides government departments and other social partners with a clear framework of the municipality's development trajectory to harness implementation efforts.

Integrated development planning also promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. Local development priorities, identified in the IDP process, constitute the backbone of the local governments' budgets, plans, strategies and implementation activities. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests.

2.2 MEC Assessment of Report

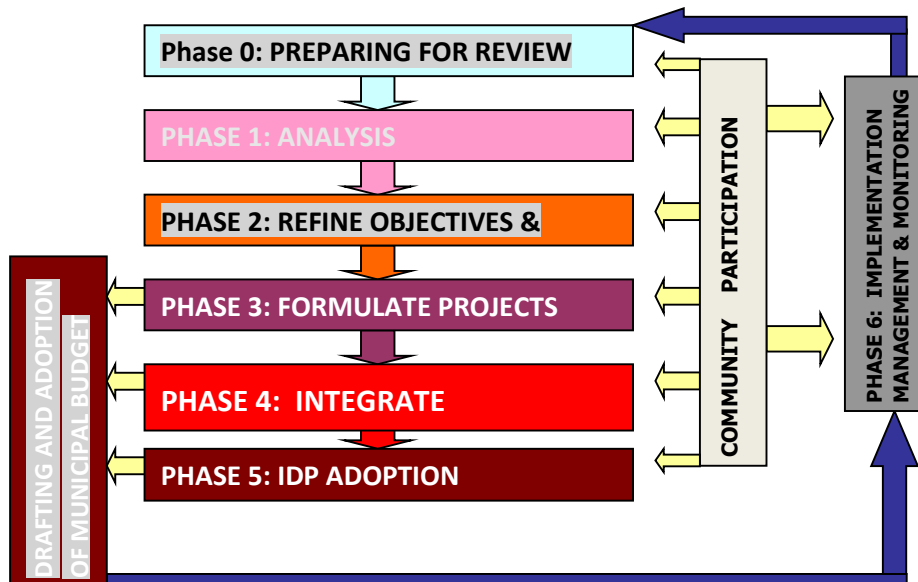
To be completed

2.3 IDP Review

The IDP therefore becomes a local expression of the government's plan of action as it informs. The outcomes of the IDP-PGDS-NSDP pilot exercise have also brought about further

requirements for improving on certain aspects of the IDP, particularly issues relating to ensuring a spatial dimension to all issues as development happens in 'space' over 'time'.

Figure 3: IDP review and budgeting process



In terms of Section 26 of the Systems Act, the core components of an IDP are:

- the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the council's development strategies which must be aligned with any national or provincial sectorial plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and

- the key performance indicators and

Section 24 of the Municipal Systems Act further stipulates that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution. The IDP must then be in sync with the plans of government as a whole. The manner in which the review is undertaken is outlined in Process Plans which all municipalities must prepare, as per legislation. These Process Plans must comply with the District Framework Plan to, inter alia, ensure implementation, planning alignment and co-ordination between District and local municipalities as enshrined in the Municipal Systems Act. As per Section 27 of the Municipal Systems Act, in order to ensure the alignment between the District and its local municipalities

2.3.1 Preparatory phase

Preparatory: Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the planning process. The Plan must be set out in writing in terms of the legislation and must comply with the provisions of the District Framework Plan in terms of the binding National and Provincial Planning Frameworks, mechanisms and processes stipulated in the Framework Plan of the District.

2.3.2 Analysis Phase

Analysis phase: During this phase information is collected on the existing conditions within the municipality. When assessing the existing level of development in the municipality, the level of access to basic services and those communities that do not have access to these services must be identified. Focus must be on the types of problems faced by community in the area and the causes of these problems. The identified problems are assessed and prioritized in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase. Priority issues highlighted during the 2013/14 IDP processes will also be revised and confirmed during this phase. Community meetings, stakeholder meetings, surveys, opinion polls and researched information should form the basis of this phase. This phase should be completed by October 2015.

2.3.3 Strategies Phase

Strategies phase: The Municipality must begin to contemplate on the best possible strategies to tackle the identified challenges. Critical in this process in order to ensure a focused analysis, the municipal vision must be confirmed and development objectives containing clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in the first phase. Internal transformation needs and council's development priorities must be taken into account when formulating council objectives. This process should involve strategy workshops, targeted stakeholder engagements, public hearings, sector

Provincial and National Departments engagements, social partners, interest-based groups and organized civil society. Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. Development strategies must then be developed focusing on finding the best way for the municipality to meet a development objective. Once the municipality has identified the best methods and strategies to achieving its development objectives identification of specific projects must commence. This phase should be completed by November 2015

2.3.4 Projects phase

Projects phase: During this phase the municipality works on the designs and content/specifications of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes and projects. The identified projects must have a direct link to the priority issues and objectives identified in the previous phase. Municipalities must ensure engagement of internal technical committees, possibly with selected key stakeholders. The needs and views of the affected communities must be taken as a priority. The project technical committees and their subcommittees must be able to distinguish between the strategic municipal wide development programmes and the localized community-level projects. This phase should be completed by December 2015.

2.3.5 Integration phase

Integration phase: Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges and are aligned with the objectives and strategies and comply with legislation. The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners.

During this period, Provincial Sector Departments will have finalized their draft strategic plans. Public discussion, community engagement and opportunities for comments from residents and interested stakeholder organisation must be facilitated and appropriate mechanisms should be in place and be institutionalised. Towards the completion of this phase the municipality must also conduct IDP INDABA engagements to confirm the chosen development trajectory with all the stakeholders. This process should continue concurrently with the commenting period in terms of Section 15 (3) of the Municipal Planning and Performance Management Regulations, GOVERNMENT GAZETTE, No. R. 796 which require that a municipality must afford the local community at least 21 days to comment on the final draft of its integrated development plan before the plan is submitted to the council for adoption.

Table 1: Consolidated Process Plan

LMREF no	Activity	Completion date	Owner
1. 2016/17 IDP Process Plan and Budget Time Schedule			
1.1	Draft IDP process plan and Budget time schedule and submit to mayoral committee for approval	End Jul 2015	OMM & CFO
1.2	Council considers the Draft Process Plans for approval	End Jul 2015	Council
2. 2014/15 Community Planning			
2.1	Speaker's Office arrange community planning workshops with invites to Ward Councillors and other interested stakeholders	End Jul 2015	OMM
2.2	OMM conduct community consultation sessions to assess needs and priorities		
3. 2014/15 Strategic Planning – Results Based Document			
3.1	Establish which resource partners statistics should be referenced	Mid Aug 2015	OMM
3.2	Conduct a municipal analysis and Integration Study	End Sept 2015	OMM
3.3	Develop a Status Quo Report	End Sept 2015	OMM
3.4	Conduct an Institutional analysis including review of 2012/13 Annual Report	End Sept 2015	OMM
3.5	Convene Exco and senior management strategic workshop to develop strategic objectives and programmes based on community needs, Institutional analysis and strategic status quo analysis	Mid Oct 2015	OMM
4. 2014/15 IDP Integration			
4.1	Submit Draft Results Based Strategic plan for consideration by the municipal manager	End Oct 2015	OMM
4.2	Submit Draft Results Based Strategic plan for consideration by the mayoral committee and Council	Early Nov 2015	OMM
4.3	Circulate approved Draft Results Based plan to Departments	Early Nov 2015	OMM
5. 2014/15 Departmental Planning – Develop SDBIP and Project Prioritisation			
5.1	Convene departmental workshops to develop municipal strategic objectives into operational objectives/ programmes/projects	Mid Nov 2015	Directorates

LMREF no	Activity	Completion date	Owner
5.2	Departments compile comprehensive business plan to support departmental strategy to achieve the objectives and programmes	End Nov 2015	Directorates
5.3	Departments conduct internal planning sessions to develop institutional scorecard, inclusive of the development of all targets, budgets and baseline information	End Nov 2015	Directorates
6. Project Alignment to Strategies			
6.1	Departments complete registration of projects utilising specific templates	Early Dec 2015	Directorates
6.2	Technical assessment and align options with identified projects	Mid Dec 2015	
6.4	Submit consolidated prioritisation project report to Finance	End Dec 2015	VKLM
7. 2013/14 Adjustment Budget and SDBIP			
7.1	Finance review mid-term financial performance and adjust revenue and expenditure projections accordingly	Mid Jan 2016	CFO
7.2	Departments adjust operational budgets and SDBIP according to guidelines set by Finance and resubmit for consideration	End Jan 2016	Directorates
7.3	Mayoral committee considers the Adjusted budget and SDBIP for Council approval.	End Jan 2016	MC
7.4	Council considers the Adjusted budget and SDBIP	End Jan 2016	Council
8. 2014/15 Draft IDP			
8.1	Compile Draft IDP – Chapters 1-6	Mid Jan 2016	VKLM
8.2	Submit Draft IDP to municipal manager for consideration	End Jan 2016	OMM
8.3	Submit amended Draft IDP for consideration and approval by the mayoral committee and Council	End Jan 2016	MC / Council
9. Community IDP Feedback Process			
9.1	Speaker's Office arrange community planning workshops with invites to Ward Councillors and other interested stakeholders	Mid Jan 2016	OOS

LMREF no	Activity	Completion date	Owner
9.2	Print copies of Draft IDP and MTREF for community consultation sessions	Mid Jan 2016	OMM
9.3	OMM and Finance conduct community consultation sessions on the Draft MTREF and IDP	End Feb 2016	CFO & OMM
10. 2014/15 Draft MTREF			
10.1	Departments develop their Draft budget, inclusive of operational, capital and personnel costs	Mid Jan 2016	Directorates
10.2	Finance allocate Capital funding in line with consolidated project prioritisation report	End Jan 2016	CFO
10.3	CFO reviews Long term financial strategy based on NT preliminary guidelines	Mid Feb 2016	CFO
10.4	Finance conducts departmental budget hearings	End Feb 2016	OMM
10.5	OMM and CFO amend MTREF and IDP according to comments received from all stakeholders and role-players	Mid Mar 2016	CFO & OMM
10.7	Mayoral committee and Council consider Draft IDP and MTREF for approval	End Mar 2016	MC / Council
11. 2014/15 Final MTREF			
11.1	Finance conducts workshops for various stakeholders	Mid Apr 2016	CFO
11.2	Finance host a budget Indaba	End Apr 2016	CFO
11.3	Compilation of Final budget	Mid May 2016	CFO
11.4	Mayoral committee and Council consider Final MTREF for approval	End May 2016	MC / Council
12. 2014/15 SDBIP			
12.1	Departments conduct internal workshop to develop institutional scorecard aligned to the IDP Corporate strategies and objectives	Mid April 2016	Directorates / Victor Khanye local municipality
12.2	Draft SDBIP submitted to MM for comment	Mid April 2016	OMM
12.3	Draft SDBIP submitted to Mayor for consideration	End April 2016	Mayor
12.4	Departments update SDBIP in line with approved MTREF and IDP	End May 2016	Directorates / Victor Khanye local municipality

LMREF no	Activity	Completion date	Owner
12.5	Final SDBIP submitted to Mayor for approval	Mid June 2016	Mayor
12.6	Final SDBIP submitted to Council for consideration	End April 2016	Council
13. Sec 56 Performance Plans and Agreements			
	Develop individual performance plans aligned to IDP and SDBIP	End April 2016	Victor Khanye local municipality
	Submit performance plans to Mayor	Mid May 2016	Mayor

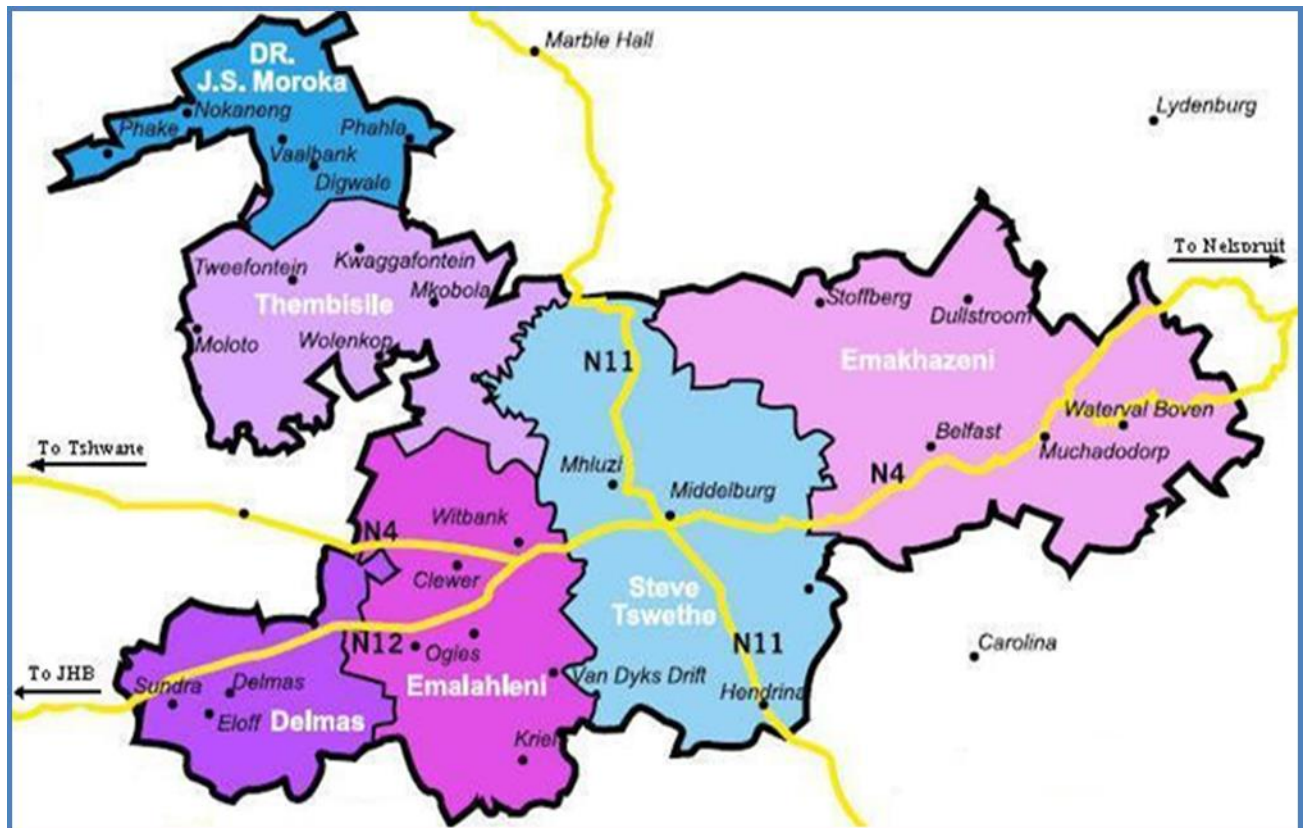
3 SITUATIONAL ANALYSIS

3.1 Regional Context

The Victor Khanye Local Municipality is situated on the western Highveld of Mpumalanga Province, covering a geographic area of approximately 1,567 square kilometres. The prominent towns and settlements in the Municipality include Abor, Argent, Delmas, and Brakfontein. The municipality is strategically located close to the metropolitan areas of Tshwane and Ekurhuleni to the west. The headquarters of the municipality are in Delmas (a French word meaning small farm). Victor Khanye is currently characterized by an increase in mining and related activities in the Leandra area.

In addition to mining (concentrating on coal and silica), other important sectors in this area are agriculture (a major provider of food and an energy source – maize); finance and manufacturing (capitalizing on the area's proximity to Gauteng). Delmas has good infrastructure. Natural resources make a significant and direct contribution to the Nkangala District economy, which is 'resource based' (coal, water, land capacity, geographical features, climate, and conservation areas, and ecosystems, natural features).

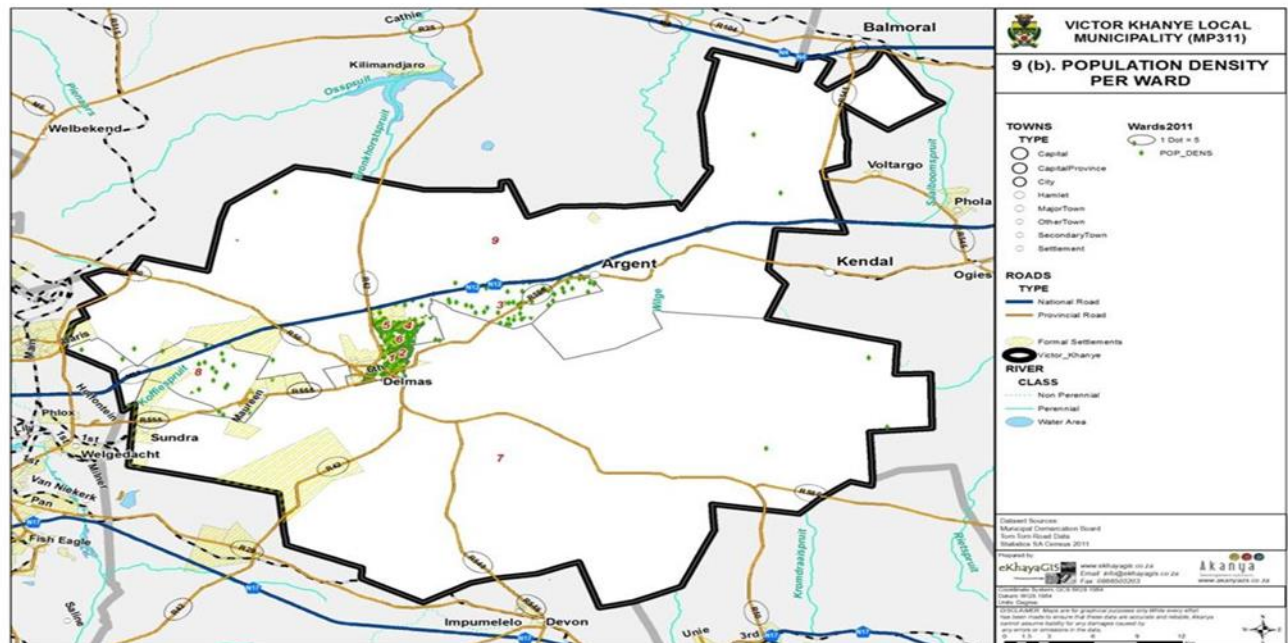
Figure 4: Regional context



3.1.1 Population Distribution and Trends

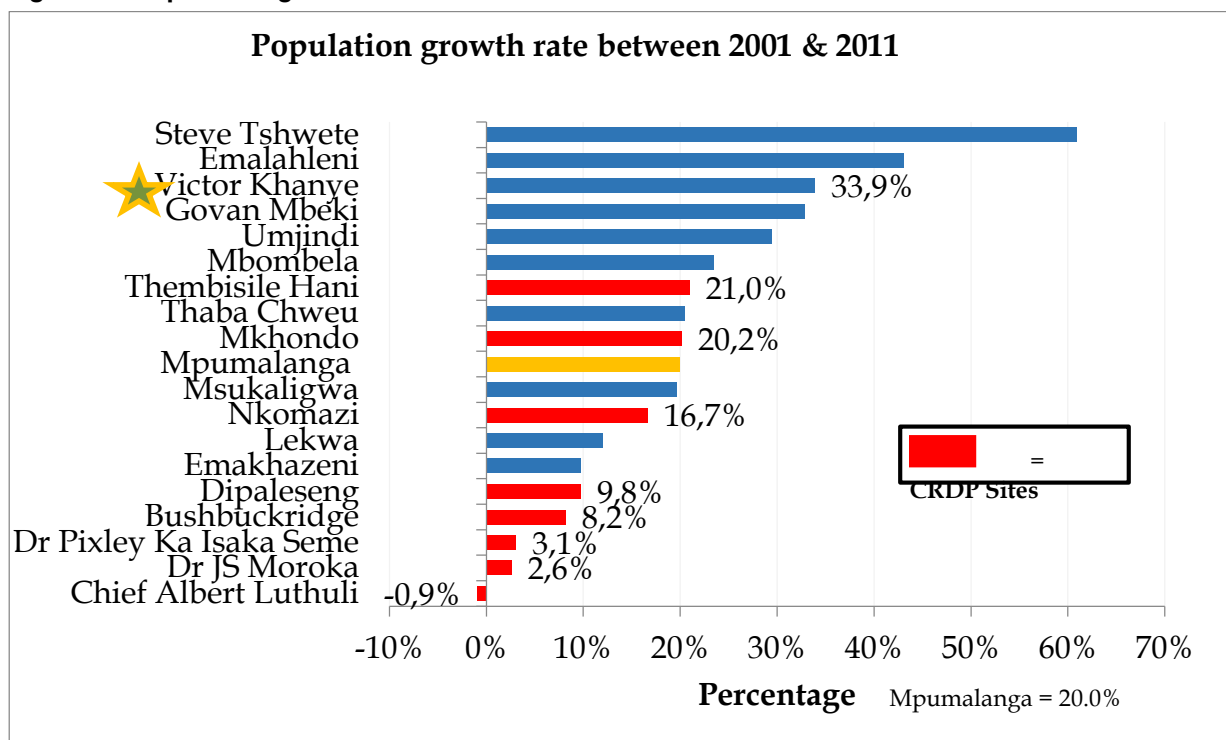
The population of Victor Khanye Local Municipality has grown significantly since 2001 increasing from 56,335 to 75,452, which represent a growth of 33, 9% (Census, 2011).

Figure 5: Population distribution



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

Figure 6: Population growth



As can be observed from figure 3 above the Victor Khanye Local Municipality reflects the third largest population growth in Mpumalanga province, indicative of the migration of labour attracted to the area as a result of the potential for economic growth and resultant job opportunity.

Table 2: Population Source: StatsSA

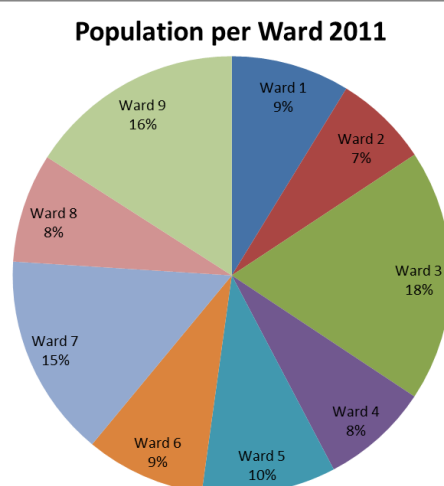
Age	2011/2012		
	Male	Female	Total
Age: 0 – 4	3990	4063	8053
Age: 5 – 9	3349	3322	6671
Age: 10 – 14	3415	3146	6561
Age: 15 – 19	3433	3347	6780
Age: 20 – 24	4114	3516	7630
Age: 25 – 29	4188	3538	7726
Age: 30 – 34	3335	2772	6107
Age: 35 – 39	2868	2558	5426
Age: 40 -44	2443	2040	4483
Age: 45 -49	2069	2144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

The highest population density occurs in the core urban area of Delmas and Botleng, with the rural wards recording the lowest in terms of spatial distribution, Wards 3, 7 and 9 have the highest population numbers accounting for 50% of the total population of 75,452. These wards are the large, rural wards characterized by mining and agricultural activities. Ward 3 includes a section of Botleng. In terms of population per specific settlement; Botleng (including its extensions) is the settlement with the highest total population.

Table 3: Population per ward

Wards	Male	Female	Total	% Male	%Female
Ward 1	3297	3309	6606	49.9	50.1
Ward 2	2689	2562	5251	51.2	48.8
Ward 3	6969	7065	14033	49.7	50.3
Ward 4	3108	2914	6022	51.6	48.4
Ward 5	3783	3685	7469	50.7	49.3
Ward 6	3403	3241	6644	51.2	48.8
Ward 7	5953	5369	11322	52.6	47.4
Ward 8	3251	2829	6080	53.5	46.5
Ward 9	6363	5661	12024	52.9	47.1
Total	38816	36636	75452	51.4	48.6

Source: StatsSA



As reflected in the following table the highest percentage of the population, approximately 67%, is in the economically active age group of 15-64 year old category, the majority of which are under the age of 35 years of age. This trend demonstrates that labour migration may be the contributing factor to the increase resulting from the economic growth potential of the area.

The census¹ results also reflect a shift in the ratio of males to females with the current balance now marginally in favour of males, representing 51% of the total. A point of interest is that 30, 2% of households are headed by females. The youth between the age groups of 15 to 35 make up approximately 38% of the total population. A split of the population by race reveals the following classification:

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

Table 4: Population per gender

Age	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-14	7 821	8 013	15 834	9 008	8 984	17 992	10 754	10 531	21 285
15-64	16 894	16 954	33 848	17 745	18 235	35 980	26 516	24 089	50 605
65+	1 017	1 184	2 201	985	1 378	2 363	1 547	2 016	3 563

Age	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total	25 733	26 151	51 884	27 738	28 597	56 335	38 816	36 636	75 452

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

Table 5: Language preferences Source: StatsSA

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

3.1.2 Household Distribution

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

Table 6: Number of Households Source: StatsSA

Category	Victor Khanye
Population	75 452
Households	20 548
Average HH size	3.7

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

Figure 7: Household statistics Source: StatsSA

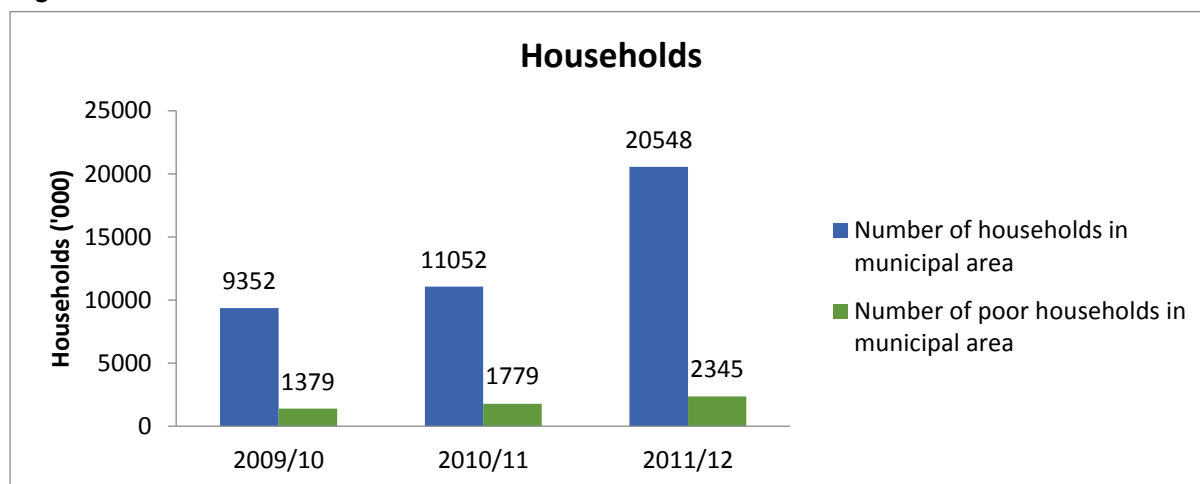


Table 7: Income Groups: Source: StatsSA

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

3.1.3 Household Income levels

The Human Development Index (HDI) is a composite statistic of life expectancy, education, and income indices. It was introduced in 1990 through the auspices of the United Nations to evaluate development not only by economic advances but also improvements in human wellbeing. According to the latest statistics the Victor Khanye Local Municipality is factored at 0.61; 1.0 being the desired level of achievement. In terms of provincial standings the municipality is ranked in 10th position². In terms of inequality and poverty measured in terms

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

The income level per household is considered a better barometer of poverty and reflects that 42% can be classified as Indigent as they earn less than R1, 600 per month, as per Stats SA 2011. Not all these households have registered to qualify for access to free basic services as provided in the Indigent Policy guidelines. This issue is currently being progressed by the municipal administration. There is a negative trend developing as more households are reportedly below the poverty line. The average household income level in the Victor Khanye Local Municipality areas is reflected as R80 239 per annum, ranking it 9th with respect the overall province statistics standing. The income levels by Ward are demonstrated below and shows where the highest level of unemployment and subsequently high poverty conditions prevail.

Table 8: Income Groups Source: StatsSA

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

3.1.4 Unemployment Statistics

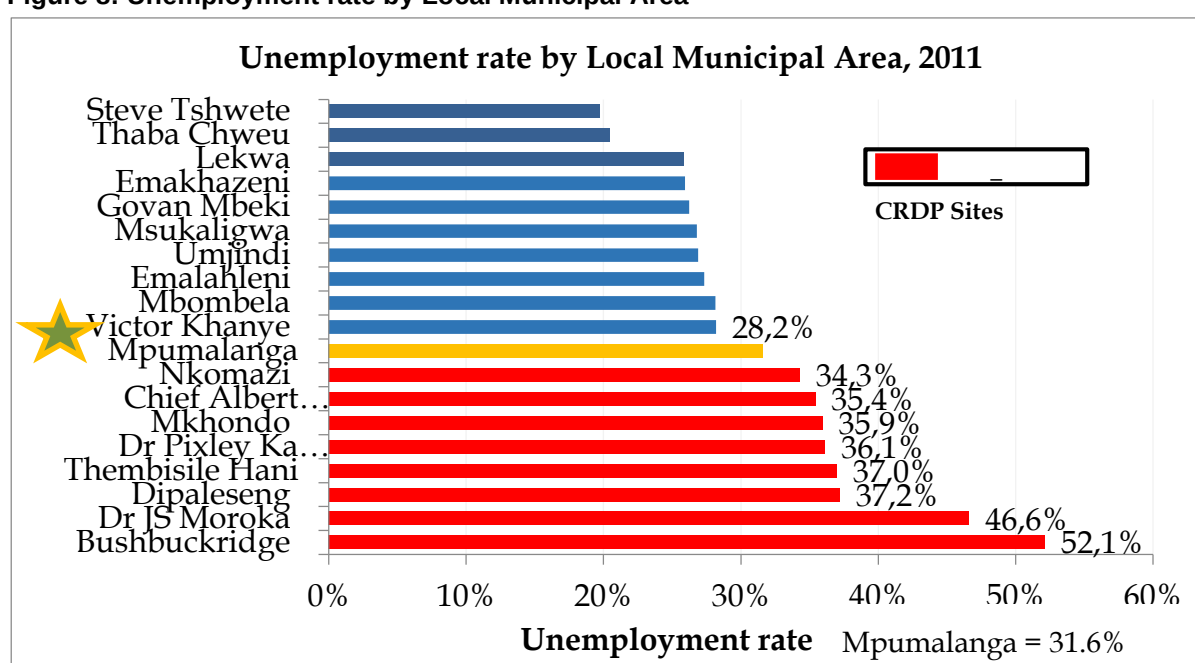
Table 9: Employment Statistics Source: StatsSA

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

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

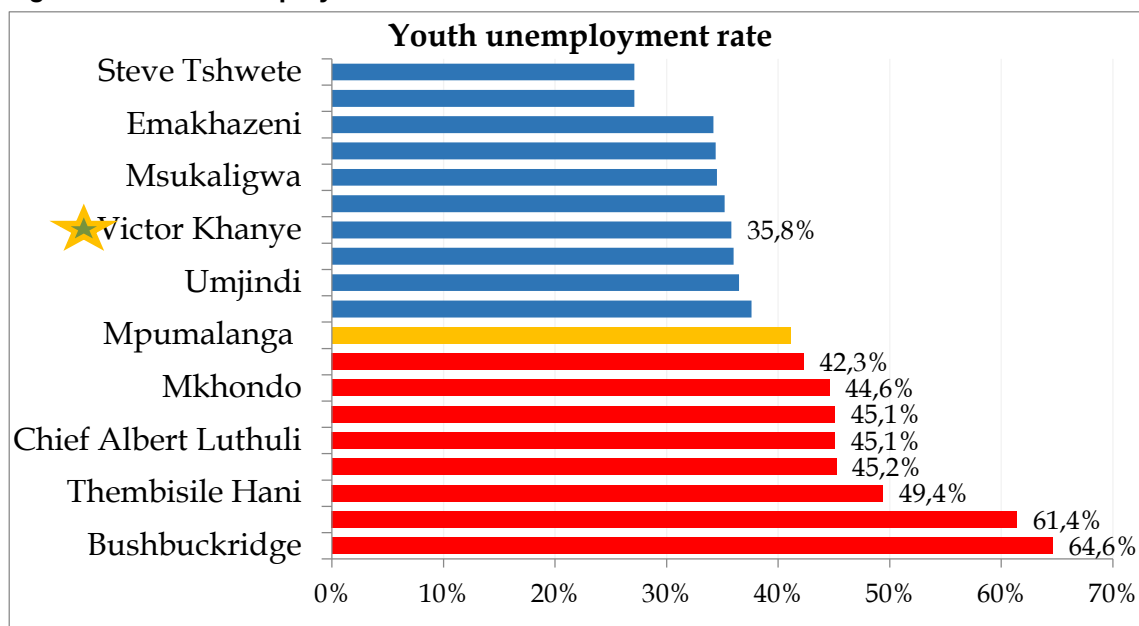
Leading industries in employment comprise of Trade (18, 7%), Agriculture (18, 2%) and Community Services contributing (14, 3%). However, the former two sectors are experiencing a decline in employment in the last few years whilst Community Services has increased and Mining as an employer has grown and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

Figure 8: Unemployment rate by Local Municipal Area



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

Figure 9: Youth unemployment rate



The employment situation is expected to improve over the medium term with additional jobs expected in the mining sector. Four mines are set to become operational in the years 2012-15:

- Shanduka Coal
- Umthombo Resources
- Universal Coal
- Brakfontein

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

3.1.5 Education

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

Table 10: Levels of education (Source: StatsSA)

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

On the positive side the pass rate reported in 2012 shows that 76.7% of matriculates wrote the year-end exam, which reflects an upward trend and attributed to Victor Khanye Local Municipality being ranked in 5th place in the province. However this improved pass rate was not reflected in the university admission rate with only 26, 2% of scholars seeking to further their education status. When these statistics are compared with the unemployment statistics the assumption can be made that a high percentage of job seekers do not have the minimum education entry level. Unfortunately these job seekers will be restricted to unskilled manual work where the main employer in this sector of employment, namely Agriculture, is receding as a leading employer. This poses a huge problem within the communities as the dependency syndrome increases and criminal activities increase.

The status of teacher and pupil ratio in the township schools is slowly creating a problem for public education in VKLM. The Primary schools in Botleng Proper are experiencing a decline in learner registration. These phenomena might be influenced by the development of Botleng Extension 3, 4 and 5 versus the ageing of the population in Botleng proper. Contrary to this declining trend, the Primary schools in Botleng Extension 3 are experiencing overcrowding. Secondary schools are not much affected by this situation because these pupils are more mobile and able to commute between the different areas. With the Development of Botleng extension 6 the problem will be exacerbated even further. There might be a future need for transportation for learners to fill the empty schools. The following table illustrates the attendance levels at the various Educational Institutions by Ward.

Table 11: Table 11: Education institution attendance by Ward Source: StatsSA

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

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

Table 12: Level of scholastic achievement by Ward Source: StatsSA

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Gade 0 - Grade 11 / Std 9 / Form 4	3 779	3 125	8 650	3 693	4 723	3 796	6 162	2 889	5 895	42 712
NTC I / N1/ NIC/ V Level 2 - N6 / NTC 6	57	71	95	25	46	59	203	239	220	1 014
Certificate with less than Grade 12 / Std 10 - Diploma with less than Grade 12 / Std 10	15	6	26	8	6	12	39	40	56	208
Grade 12 / Std 10 / Form 5	1 405	914	2 440	819	1 091	1 240	1 783	1 479	2 021	13 193
Certificate with Grade 12 / Std 10	64	31	73	14	23	34	101	63	103	504
Diploma with Grade 12 / Std 10	71	37	59	30	33	62	91	132	228	742
Higher Diploma	23	29	43	15	23	49	136	153	201	674
Post Higher Diploma Masters; Doctoral Diploma	4	2	8	1	9	6	11	8	43	91

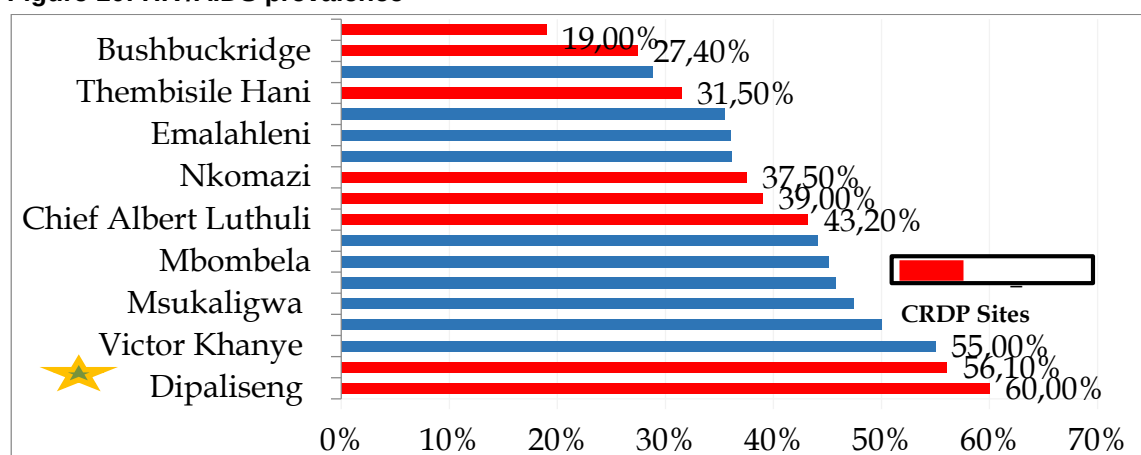
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Total
Bachelor's Degree	16	15	26	-	11	34	92	81	198	472
Bachelor's Degree and Post graduate Diploma	4	2	11	-	5	19	27	37	52	156
Honours degree	4	5	8	-	5	23	16	40	62	163
Higher Degree Masters / PhD	3	3	5	1	2	15	10	19	46	104
Grand Total	5 445	4 239	11 444	4 607	5 975	5 347	8 671	5 180	9 125	60 034

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

3.1.6 Health

Mpumalanga is one of the three (3) Provinces with the highest infection rates of HIV/AIDS. Latest statistics³ for the Province reveal that Victor Khanye Local Municipality has an increased infection rate; as measured in pregnant women tested, of 55%, the 3rd highest in the province. With respect to HIV prevalence, excluding pregnant women the trend reflected a decrease to 23.0%.

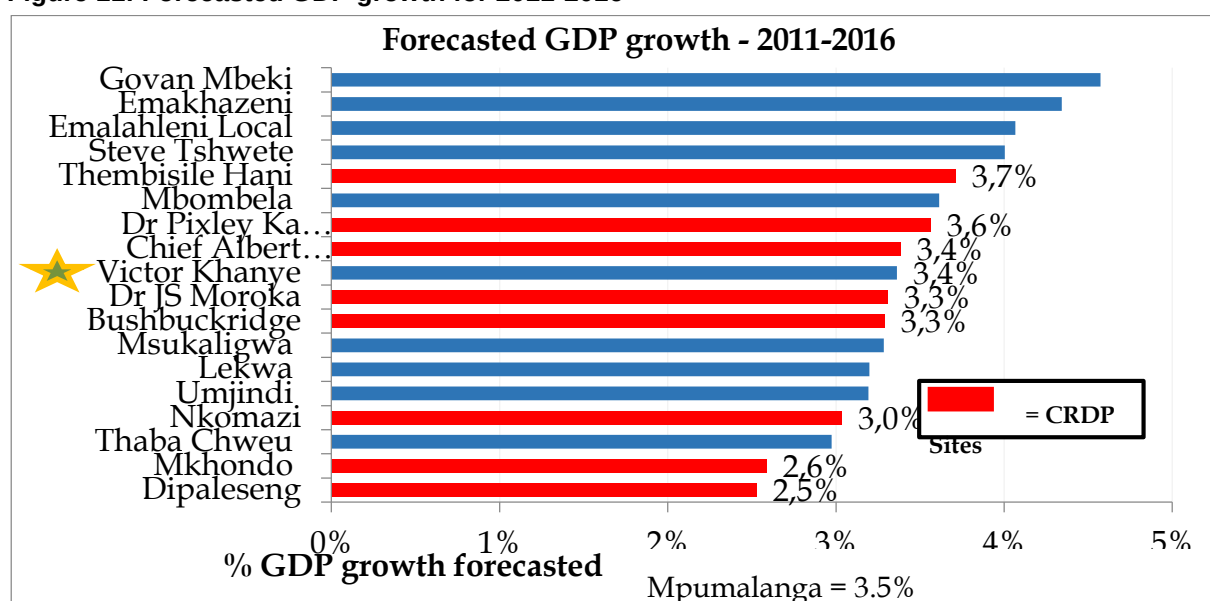
Figure 10: HIV/AIDS prevalence



3.1.7 Economic Perspective

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

Figure 11: Forecasted GDP growth for 2011-2016



Agriculture, transport, community services, finance and mining will be the main contributors to the Victor Khanye Local Municipality economic growth in the period up to 2016. The municipality is a major maize producing area. Annual maize production is calculated at between 230 000 and 250 000 metric tons.⁴ Mining activities are concentrated on coal and silica. About 3 million metric tons of coal and 2 million metric tons of silica are mined annually in the municipal area.

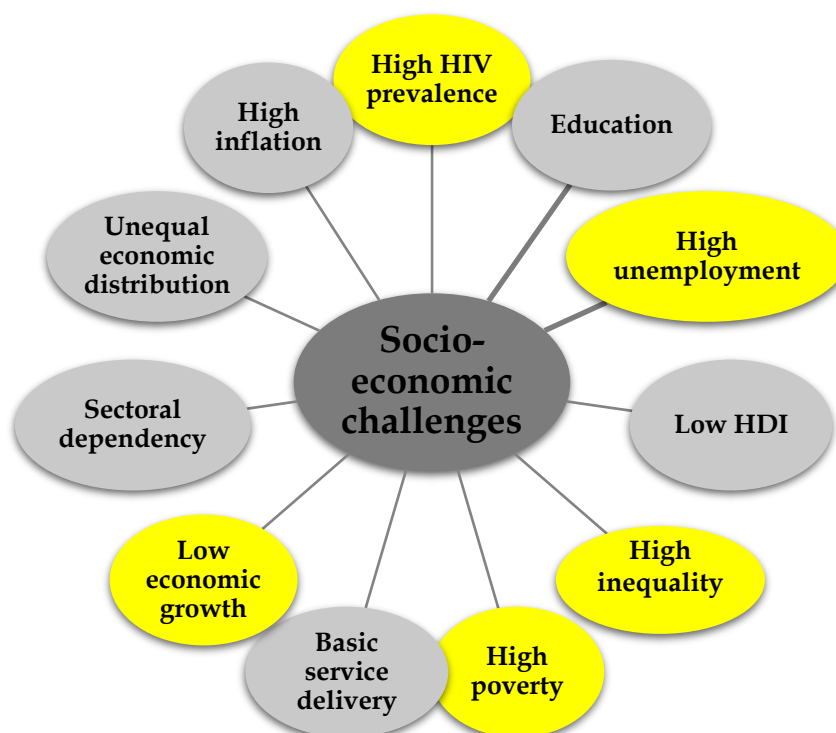
With respect to Gross Value Added (GVA) - a measure in economic terms of the value of goods and services produced in an area, industry or sector of an economy - the Victor Khanye Local Municipality contribution to the Mpumalanga province is reflected at 2.0% in 2011 at an estimated value of 3.4 billion. The projection going forward is a GVA index of 1.7% reflecting a reduction in the value of economic growth which is contrary to the GDP index projections. With respect to the GVA contribution to the overall Nkangala District's economic basket the municipalities input of 4.5% is relatively small compared to Emalahleni and Steve Tshwete,

which contribute a collective 83, 9% on a 54:46 ratio basis. The major economic “bread basket” for the municipality with regards to value added goods are Mining and associated Transport, and Manufacturing playing a significant role. The regeneration of power stations, as well as the new Kusile power station in the Victor Khanye area, could serve as a catalyst to increased demand for coal reserves in the Nkangala area. The industrial potential of agro-processing should also be promoted to capitalise on its strategic location in relation to the major transport network.

In terms of the Nkangala District priorities, the N12 freeway has been classified as a development corridor as it links Nkangala with the industrial core of South Africa (Ekurhuleni Metro and Oliver Tambo International Airport) as well as the financial and commercial capital of South Africa, namely Johannesburg. There are development opportunities in Victor Khanye Local Municipality along the N12 corridor that need to be identified for development. This development will be nodal in nature. It is suggested that economic activity is to be promoted at Delmas. Intensive agriculture should be promoted along the N12 Corridor, to capitalise on the access to markets at local and regional level.

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

Figure 12: Socio-economic challenges in Mpumalanga Province



3.1.8 Tourism

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

3.1.9 Transport

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

The major provincial roads in the municipal area are:

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

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

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

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

The railway sections that traverse the municipal area include:

- One running alongside the R555

- A southern branch that extends into the south of the Municipality where it terminates

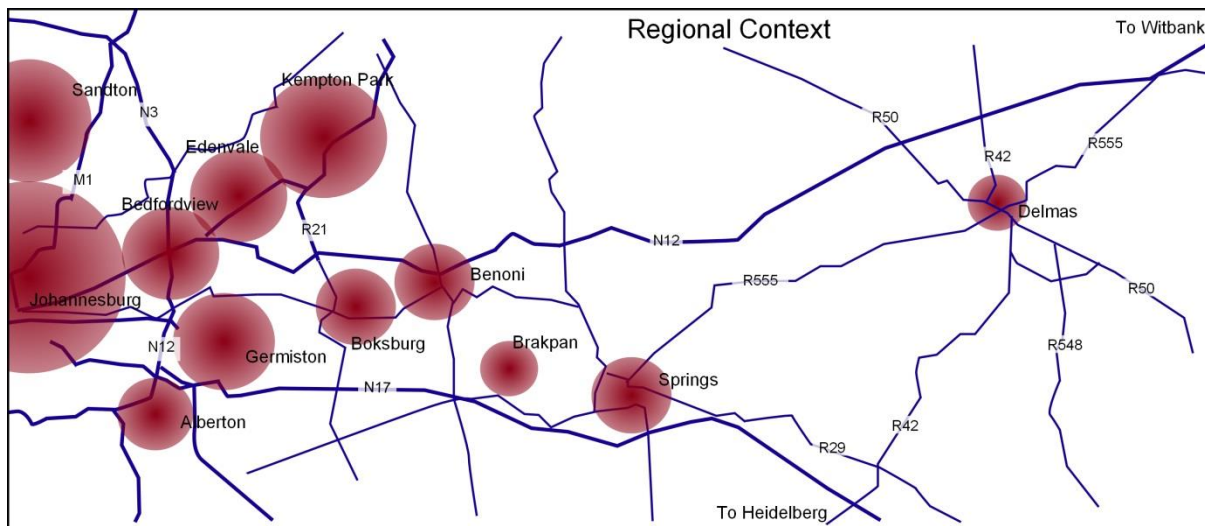
This rail network stretches from Gauteng in the east into Mozambique (Komatipoort and onwards) in the west. It connects the municipality to adjacent and regional markets, and this strength should be leveraged and strongly promoted. A major initiative, according to the Nkangala IDP, is the Nkangala International Cargo Airport. This project aims to enhance and integrate the entire import and export industry in the region through the construction of an airport with international status that will deal primarily with but not be limited to cargo. Land to the north of Delmas has been earmarked for this initiative. A Johannesburg-based company proposed to build the International Freight Airport in Delmas. Beside air cargo facilities, an area is proposed to be used as Free Trade Zone (FTZ) at the airport and the peripheral areas are proposed to be developed for mixed use including a conferencing facility.

3.2 Spatial Development Rationale

3.2.1 Spatial Development

Victor Khanye Local Municipality is located in the Nkangala District in Mpumalanga. It covers a geographic area of approximately 1 567 square kilometres. The Victor Khanye Local Municipality is well connected to both Gauteng and Mpumalanga. Regional access is provided via the N12, R555, R50 and R42.

Figure 13: Regional Context



Victor Khanye Local Municipality location on the edge of Gauteng is an advantage in terms of transport of agricultural and mining products to processing facilities and markets. The Spatial Development Framework of the Victor Khanye Local Municipality translates the IDP of the Municipality into spatial principles and strategies and thus constitutes the spatial

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

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

Figure 14: Existing spatial structure

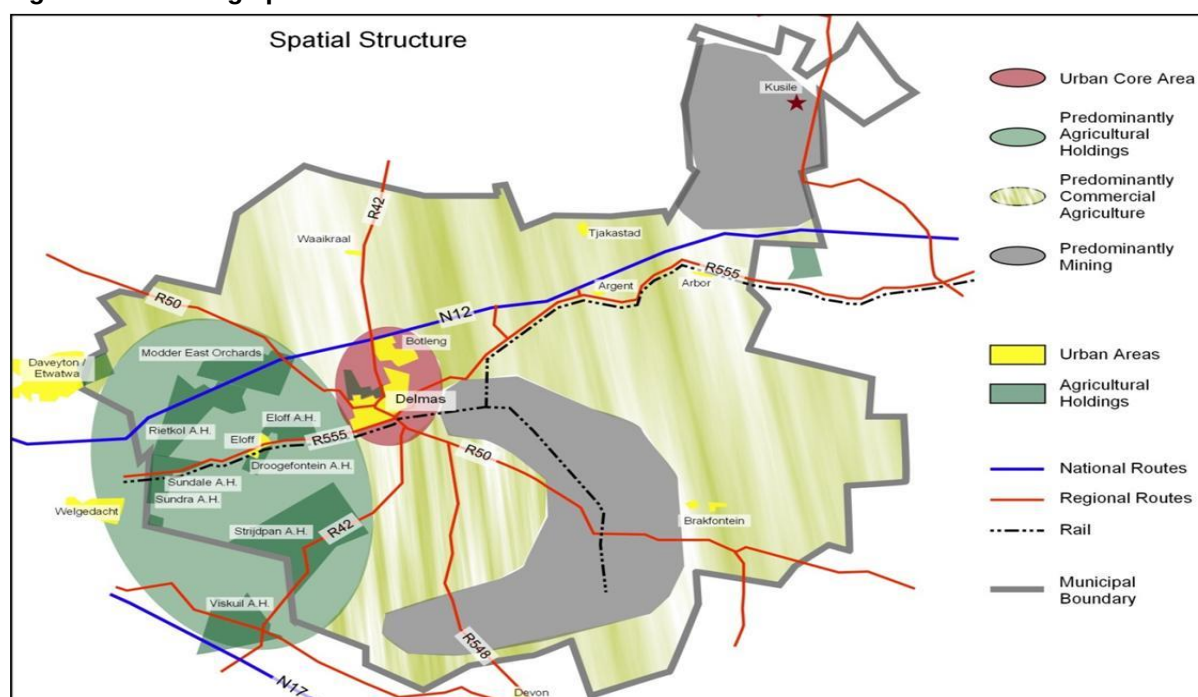
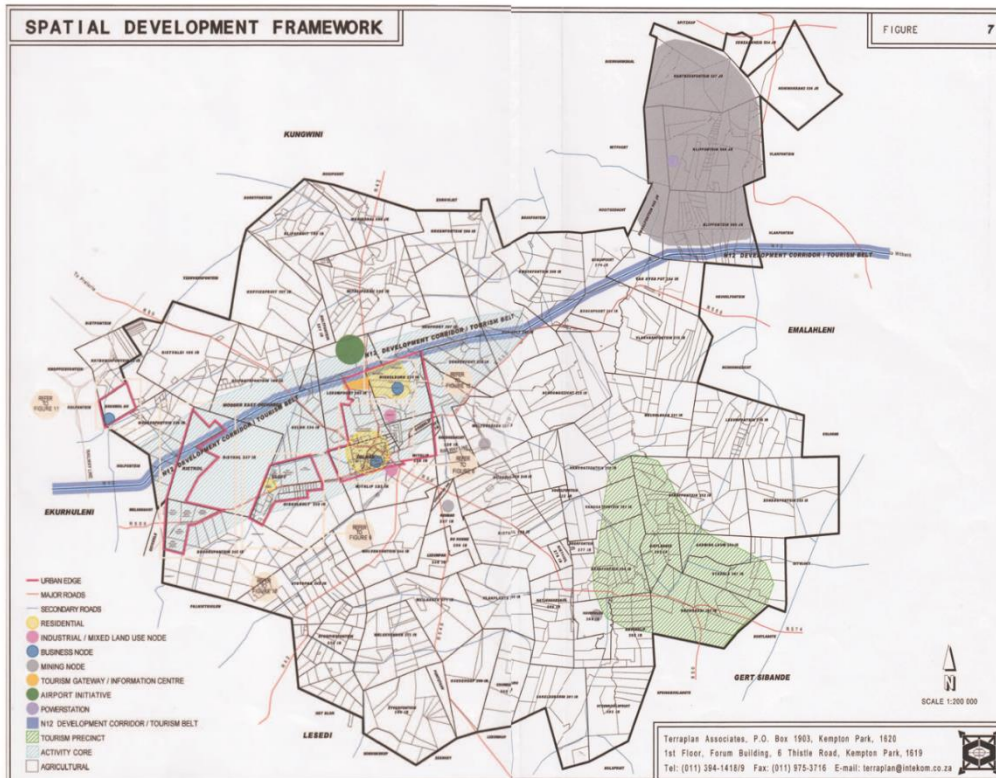


Figure 13 illustrates the existing spatial structure and distribution of land use within the Victor Khanye Local Municipality environs. It is clear that the Victor Khanye Local Municipality could be classified into two district spatial zones, namely:

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

In essence Delmas, Botleng and Delpark are the main formal urban with the latter two predominantly residential areas and Delmas incorporating a residential area, central business district and industrial area. To the west of Delmas are agricultural holding areas with the remainder of the municipal area characterised by commercial agriculture, mining, and associated small settlements. Going forward, a major development is the construction of the Kusile Power Station which will have a significant impact on development in the area and subsequently lead to the future extension of mining activities and related residential demand around the existing urban core areas. As no new residential areas are planned to absorb the anticipated influx of labour for this development, a need for new housing will have to be accommodated in and around the existing urban core areas. The future extension of mining activities in response to the commissioning of the new Kusile Power Station will also have to be accommodated in these developments.

Figure 15: Spatial development framework



There are a number of other major projects and initiatives in the pipeline as per the approved Spatial Development Framework⁵, some of which are in the process of implementation and others that, when implemented, will accelerate economic growth and contribute to the projected GDP target being achieved. Some of these projects already in the process of incubation include:

- Urban Edge and Residential expansion
- Business / Industrial / Mining and mixed land use nodes
- Tourism gateway / information centre
- Kusile Power station
- N12 development corridor / Tourism precinct and belt
- Cargo airport and Township Establishment for Nkangala Airport City has been submitted (Delmas Extension 30).
- Township Establishment on Portion 7 of the Farm Modderfontein 236 IR (Eastside Junction Development)
- Erf 273 Delmas West Extension 2 was subdivided to accommodate a residential, Business and Industrial nodes
- Township Establishment of certain portions of Breswol Agricultural Holdings

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

3.2.2 Land Use by Area

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

Spatial Summary

Socio-Economic:

- Urban core area, highest population density, best access to services
- Rural wards (7&9): highest population number, lowest access to services

New Development:

- Power stations
- Hotel / casino complex
- Airport
- Residential expansion

Spatial Development Framework:

- Activity core
- N12 activity corridor / tourism belt
- Business node
- Industrial / mixed use node
- Tourism gateway / information centre
- Tourism precinct

In the medium to long term pressure for residential expansion could also expand into the Leeuwpoort area and immediately to the north of the agricultural holdings to the west or route R42. The area between Botleng Proper and Botleng Extensions 4 and 5, which is geologically unsuitable for residential development (dolomite), can be utilised for the future mixed low intensity uses such as sports and recreation or urban/farmer training and/or individual industrial development on geologically stable pockets of land. The land earmarked for residential purposes should be sufficient to deal with estimated housing backlog which is currently estimated at 4,257 units⁶.

Community facilities should in principle be concentrated around the four proposed Thusong Multi-Purpose Community centres. Council intends to develop the centre of the area on the western portion of the farm Leeuwpoort as the future main municipal complex for Delmas. With respect to regional open space development the Bronkhorstspuit draining system through Delmas/Botleng is a strong farming area around which urban development should take place. This area can serve as an open space for recreation and also cater for the sports needs of the community.

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

Business rights will also be allowed and industrial uses must be concentrated and clustered together to the south of the railway. A multi- purpose centre is proposed on the western boundary of Eloff Township close to the existing Shopping Centre. It should be noted that limited bulk services are available in this area and detailed studies pertaining to availability of the requisite bulk infrastructure need to be evaluated and submitted before any township establishment applications can be considered. The Sundra, Springs and Rietkol Agricultural Holdings are regarded as rural residential areas with limited small scale farming operations. Throughout the area numerous illegal land uses are also present. To alleviate this problem, Council has adopted a policy allowing certain economic activities within the area so as to cluster the economic activities and alleviate the pressure on maintenance of roads, etc.

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

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

The Breswol Agricultural Holdings is located on the western boundary of the Delmas Municipal area, directly adjacent to the east of Daveyton/ Etwatwa. Development pressure is being experienced in this area for the establishment of at least 600 to 1000 residential erven (affordable housing). Due to the lack of infrastructure in the Rietkol/ Sundra / Springs Agricultural Holdings area, the Breswol Agricultural Holdings area is best suited to accommodate such development as bulk infrastructure services are available in (Ekurhuleni Metropolitan Municipality – Gauteng). Parts of the Breswol Agricultural Holdings have recently been developed by the Ekurhuleni Metro via a cross border agreement.

It is therefore proposed that Breswol Agricultural Holdings be earmarked for residential development with the supporting facilities such as a business centre, schools, etc. The initial development will comprise of 1 000 erven with the business facilities supporting the area. The major challenges facing Victor Khanye Local Municipality and needs to be addressed in terms of their SDF is prioritising access to basic services to the wards with the highest population numbers, namely Wards 7 and 9, and dealing with the predominately extensive rural wards with dispersed mining and agricultural settlement and their dispersed settlement pattern which impact on service delivery as a result of cost and access.

4 PUBLIC PARTICIPATION

4.1 Introduction

One of the main features about the planning process undertaken by the Victor Khanye Local Municipality is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties ensures that the IDP addresses real issues that are experienced by the citizens of a municipality. To further strengthen community engagement the Municipality has established 9 functional Ward Committees. A comprehensive process plan was also developed to guide all stakeholders with respect to the integration of other related to good participation process is characterised by commitment from the decision maker as well as among all affected participants. All relevant stakeholders should be provided access to participate directly or through representation.

The participation should provide a true opportunity to influence result. In order for the Integrated Development Planning process to be an activity that addresses the real needs of the entire community, the municipality organised a number of engagements to ensure that the communities in each Ward and those who have vested interest were afforded the opportunity to shape the IDP according to their needs and interests. From the most recent cycle of IDP community participation meetings the following table of community needs was raised and discussed as being priority issues challenging the community in each of the respective Wards.

4.2 Public Participation

Victor Khanye Local has achieved remarkable progress in institutionalising and implementing its communication and consultation mechanisms and processes. The mechanisms that the Municipality utilises in communication include newsletters, annual report, local and national newspapers, provincial and local radio stations, flyers, brochures, the ward committee system, Community Development Workers, as well as loud hailing.

4.3 Community Feedback Meetings:

In the spirit of cooperative governance the Victor Khanye Local Municipality has institutionalised a Community Feedback Programme that aims at improving communication and interaction between the stakeholders in different wards, and the community at large on issues of service delivery and development. The meetings are attended by Councillors, traditional leadership, community members.

Table 13: Ward 1: Councillor Nhlapo M

Focus area	(2014/15)	Internal/External Departments
Housing	- Incomplete units. - Replacement of asbestos roofs	Technical Departments and Human settlements
Unemployment	High rate of Unemployment	Economic Developments and all Sector departments
Solid waste	A need for dustbins	Social Departments
Air quality	Unbearable smell from sewage plant	Technical Departments

Table 14: Ward 2: Councillor Yeko D

Focus area	(2014/15)	Internal/External Departments
Toilets	Bucket systems in Mandela informal settlement	Technical Departments
Mayoral projects	Criteria used to select mayoral project candidates	Office of the Municipal Manager
Rates	Clarity on flat rates	Finance and Treasury
Drugs	Drugs	Transversal office and social services
Speed hump	High speed hump at Rakwena street	Technical Departments

Table 15: Ward 3: Councillor Mlambo M

Focus area	(2014/15)	Internal/External Departments
Water	Water tanker to reach all affected areas	Technical Departments
Clinic	Clinic to operate 24hrs	Department of health
Business sites	Business sites	Office of Municipal Manager
Unemployment	Unemployment rate is high	Technical Departments
Road access	Tarring of all outstanding access roads within the ward	Technical Departments
Unbearable smell	Unbearable smell from the factor that is around	Technical Departments

Table 16: Ward 4: Councillor Buda K

Focus area	(2014/15)	Internal/External Departments
Roads	Maintenance of access roads	Technical Departments
Houses	Need for RDP houses	Technical Departments
Water	Regular water interruptions	Technical Departments
Solid waste	Request for dustbins	Social services
Unemployment	Unemployment rate is high	Office of Municipal Manager

Figure 17: Ward 5: Councillor Ngoma H

Focus area	(2014/15)	Internal/External Departments
Housing	Cracked RDP housing units	Technical Departments
Water	Water Saving awareness program	Technical Departments
Unemployment	Criteria used to select mayoral project candidates.	Office of Municipal Manager

Table 17: Ward 6: Councillor Shabangu T

Focus area	(2014/15)	Internal/External Departments
Water	Water gets into houses when it rains.	Technical Departments
Road	Main road to be repaired.	Technical Departments
Sports fields	There is a need for Sports fields	Social services
Toilets	Request to repair toilets	Technical Departments
Electricity	Vending machine at I.EC offices	Technical Departments
Geysers	Leaking Installed geysers	Technical Departments

Table 18: Ward 7: Councillor Zulu Z

Focus area	(2014/15)	Internal/External Departments
Houses	Housing objection for RDP	Technical Departments
Tenders	Criteria used for awarding of tenders	Finance Department
Sewage	Sewage removal truck	Technical Departments

Focus area	(2014/15)	Internal/External Departments
Electricity	High mast poles	Technical Departments
Water	Water connection	Technical Departments
Farm workers	Unfair Farm workers	Department of Labour
Land	Most of land is privately owned	Office of Municipal Manager

Table 19: Ward 8: Councillor Bath D

Focus area	(2014/15)	Internal/External Departments
Houses	Housing objection for RDP	Technical services
Tenders	Criteria used for awarding of tenders	Department of finance
Sewage	Sewage removal truck	Technical services
Electricity	High mast poles	Technical services
Farm workers	Unfair Farm workers by local Farmers	Technical services

Table 20: Ward 9: Councillor Nkabinde S

Focus area	(2011/12)	(2013/14)	(2014/15)
Land	Land	Land	Land
Water	Boreholes.	Water tanker	Water tanker is not reaching all areas
Houses	Cracked housing	-	
Clinic	Mobile Clinic is not reaching all points identified	-	Mobile Clinic is not reaching all points identified
Electricity	Electricity connection to their settlement	Solar panels	Request for Electricity connection to their settlement
Sanitation		VIP toilets	VIP Toilets
Unemployment		Criteria is used for hiring in the mines	
Scholar transport		Scholar transport	Scholar transport

4.4 Media Liaison (Electronic and Print media)

This entails communication through national and local media. The Nkangala District Municipality utilizes both electronic and print media to improve and broaden communication within its jurisdiction. As far as communication through radio is concerned, the District is continuing to work with national radio station, IKwekwezi FM, which broadcasts in the dominant language spoken within the region.

4.5 District Outreach meetings

All local municipalities within the District's area of jurisdiction are visited twice per financial year in August/September and January/February to table projects that have been approved and budgeted for by the District.

4.6 Promotional materials

In order to reinforce the flow and the dissemination of information and community participation, promotional materials are also developed, availed and widely distributed. These ranges from brochures, t-shirts, caps, pens, posters, backdrops, banners, etc.

4.7 Intergovernmental Relations

The Constitution of South Africa declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. It therefore states that all organs of state must promote and facilitate Intergovernmental Relations within the context cooperative government. This initiative will further strengthen peer

learning and best practice sharing. Initiatives are in place to harness effective leadership and communication with all stakeholders. In terms of International Relations, Victor Khanye Local Municipality is in a process of developing a Twinning Agreement with the municipality in Zimbabwe and continuing to forge other relationships with other international counties. In addition to the IDP and LED structures.

4.7.1 Ward Committees:

These are critical structures of local governance which are located closer to communities in the entire Municipality in all wards in order to enhance community participation in the affairs of municipality. The Victor Khanye Local has successfully launched 84 ward committees in the Municipality. Common challenges included resignation, lack of resources, lack of interest and motivation, transportation – particularly in vast wards, and out-of-pocket expenses, low literacy levels and in some cases lack of clarity in terms of roles and responsibilities of ward committee members.

4.7.2 Community Development Workers (CDWs)

Community Development Workers (CDWs) also play a critical role in community development. CDWs are an integral part of the ward committee system in the endeavour to fast-track service delivery and poverty eradication. The municipality has nine CDWS.

5 LEGAL AND POLICY CONTEXT

5.1 Introduction

A readily grasped declaration of the course that the management of a business plans on taking the company in over some future time frame. The strategic intent of a business needs to be easily understood by every member of the firm so that all staff can be working toward a consistent overall goal. In order to ensure that there is proper alignment between the strategic direction of the municipality, it is necessary to keep the National and Provincial priorities in mind during the review of the strategic intent of the municipality. Cognisance was taken of the following guidelines and developmental plans during the process of formulating the review of the Victor Khanye local IDP document.

Table 21: - Legislative Guidelines

1. 2009 Electoral Mandate;
2. Millennium Development Goals;
3. National Development Plan – Vision for 2030;
4. National Government's Outcome 9;
5. Medium Term Strategic Framework (MTSF);
6. COGHSTA Strategic Plan 2009-2014;
7. Local Government Turn Around Strategy (LGTAS);
8. Green Paper on National Strategic Planning (2009);
9. Green Paper: Improving Government Performance: Our Approach (2009);
10. CoGTA's Business Plan 2011-2011;
11. The Mpumalanga Vision 2030, Strategic Implementation Framework 2013-2030
12. The National Spatial Development perspective 2006; and
13. The Victor Khanye Spatial Development Framework 2010
14. State of the Nation Address 2014
15. State of the Mpumalanga Provincial Address 2014

More details of the important issues arising from these documents are summarized below.

5.2 2014 Electoral Mandate

In 2014 the Ruling Party made a decision to build on the five priority areas identified in the 2009 election manifesto. Accordingly, the five priority areas remained as follows for the period up to 2019:

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

5.3 Millennium Development Goals

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

Table 36: Millennium development goals

5.4 National Development Plan – Vision For 2030

The National Development Plan developed by the National Planning Commission and unveiled on 11 November 2011 states that: South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership, and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like.

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This will be achieved by prioritising the following initiatives:

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

5.5 National Government's Outcome 9

Cabinet approved government performance monitoring and evaluation system and the management for outcomes 26. This includes 12 outcomes that collectively address the main strategic priorities of government. Outcome 9, "A responsive, accountable, effective and efficient local government system," specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district priorities and strategies. The Delivery Agreement for Outcome 9 identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

1. Output 1: Implement a differentiated approach to municipal financing, planning and support

1. Policy framework for differentiation
2. More autonomy to six metro's and top 21 municipalities in respect of infrastructure and housing delivery
3. A focused intervention for clearly defined smaller municipalities

2. Output 2: Improved access to basic services

1. Increased access to basic services
2. Bulk infrastructure fund established
3. Established special purpose vehicle

3. Output 3: Implement the community work programme and cooperatives supported

1. Job creation supported through the community work programme
2. Job creation supported through the establishment of cooperatives where feasible

4. Output 4: Actions supported by the human settlement outcomes

1. Increased densities in Metro's and large town supported.
2. Land acquisition for low income and affordable housing supported.
3. Informal settlements in 45 priority municipalities upgraded.

5. Output 5: Deepened democracy through a refined ward committee model

1. Review and strengthen the legislative framework for Ward Committees and community participation.
2. Support measures to ensure that 90% of ward is fully functional by 2014

6. Output 6: Improved municipal financial and administrative capacity

1. Improved audit outcomes of municipalities
2. Reduced municipal debt.
3. Municipal overspending on open reduced.
4. Municipal under spending on capex reduced
5. Municipalities spending less than 5% of opex on repairs and maintenance reduced.
6. Improved administrative and human resource management practices.

7. Output 7: Single window of coordination

1. Review local government legislation
2. Coordinated support, monitoring and intervention in provinces and municipalities

5.6 Medium Term Strategic Framework (MTSF)

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

- Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
- Massive programme to build economic and social infrastructure

- Comprehensive rural development strategy linked to land and agrarian reform and food security
- Strengthen the skills and human resource base
- Improve the health profile of all South Africans
- Intensify the fight against crime and corruption
- Build cohesive, caring and sustainable communities
- Pursuing African advancement and enhanced international co-operation
- Sustainable resource management and use

5.7 Cooperative Governance and Traditional Affairs Strategic Plan 2015-2019

Building a developmental state, including improvement of public services and strengthening democratic institutions. At the onset of the fourth democratic government, The Department of Provincial and Local Government were re-structured as the Department of Co-operative Governance and Traditional Affairs (COGTA). Government as a key partner to the National Planning Commission and the Monitoring and Evaluation Unit in the Presidency. COGTA is further responsible for aligning its priorities to that of National Government. Its key priority areas as set out in the MTSF and Strategic Plan 2015-2019 include:

1. Create a functional local government system based on accountability for performance
2. Ensure significant improvements in service delivery through sound infrastructure management
3. Build institutional resilience and initiate the next phase of institution building
4. Lead and support the creation of prosperous cities and towns by restructuring the space economy
5. Strengthen intergovernmental arrangements for delivery of services, collaborative planning, and oversight within the system of cooperative government.
6. Entrench a culture of good governance and instill a new morality of service and integrity in local government
7. Local public employment programmes expanded through the Community Work Programme
8. 8. Strengthen, coordinate and support effective integrated disaster management and fire services
9. Refocus and strengthen the capacity of COGTA to deliver on its mandate

5.8 Local Government Turnaround Strategy (LGTAS)

Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) on the 2nd of December 2009.

The **Five Strategic Objectives** of the LGTAS are to:

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

5.9 The Mpumalanga Vision 2030, Strategic Implementation Framework

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

Framework's contents and the provisions and choices defined in the national Vision 2030 plan. The implementation framework builds on sectorial and related planning interventions which have unfolded within the province. The orientation towards crafting the framework is to ensure that it remains simple and accessible, without losing the substance and complexity of the development process in the province and as is reflected in Vision 2030.

The Mpumalanga Vision 2030 Implementation Plan is furthermore directed towards decision-making and action at the macro policy level as a guide to all governance levels within the province. In so doing, attempts were made to ensure that the implementation framework

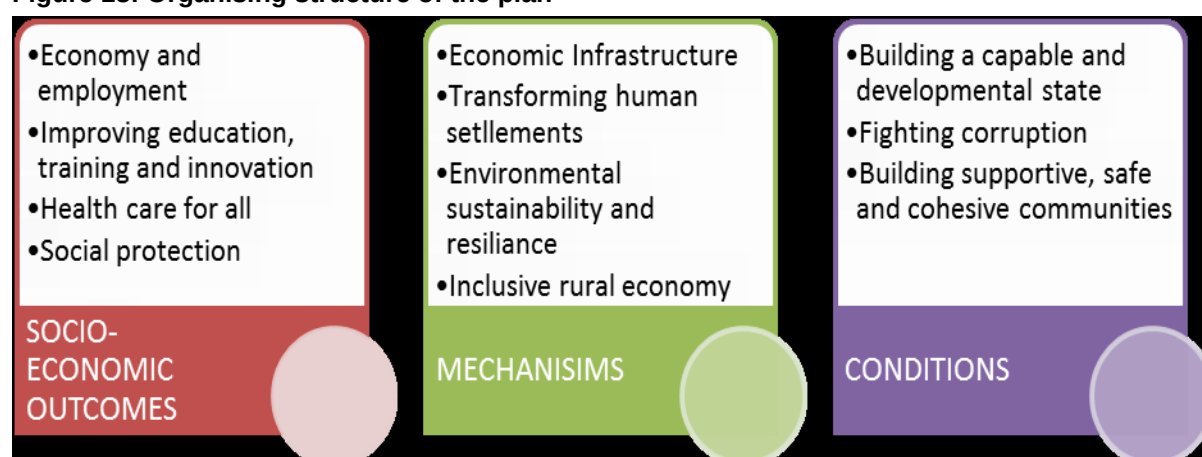
establishes a balance between detail and the articulation of clear and constant high level provincial targets and strategies at the strategic level. It can be used to facilitate decision making and prioritisation, to inform choices and trade-offs, and to shape action within and outside of government. A key element in this approach was to ensure that the plan incorporates focused spatial representation of the content and intention.

The detailed strategies and actions to follow from the Mpumalanga Vision 2030 Strategic Implementation Framework are to be defined in provincial sector plans like the provincial Economic Growth and Development Path, Infrastructure Master Plan, Human Settlement Strategy, Biodiversity and Conservation Plan, Integrated Transport Master Plan, Human Resource Development Plan and the like. Vision 2030 is predicated on an approach to change that links capabilities, to opportunities and employment, and also incorporates the establishment of focused and interlinked priorities.

The Province's Implementation Framework and Plan is structured on the basis of three interrelated impact areas. The approach taken responds to the NPC conclusion that Government and other stakeholders have to be willing to prioritise and that public officials should focus most of their attention on a few strategic priorities. The overall structure for organising the Implementation Framework and Plan is depicted in the following Figure 1. The logic of this approach is that in order for the socio-economic outcomes to be achieved; key mechanisms must be in place to facilitate the achievement of objectives.

In turn, these mechanisms need to build on the strong foundations of a safe and cohesive society and honest and capable public service. Unless these conditions are in place, it will not be possible to drive development and create jobs through infrastructure development.

Figure 18: Organising structure of the plan



The Implementation Framework and Plan provides a basis for prioritisation during medium-term and annual planning cycles. Progress in one area supports advances in others. Section

2 summarises the key objectives and outcomes of Vision 2030. Section 3 provides an overview of the Mpumalanga development context, together with a Provincial perspective on the broader drivers of change. Section 4 integrates the various policies and strategies into a framework for prioritisation. Section 5 provides spatial perspective and Section 6 concludes with an approach for more detailed planning. The details contained in Vision 2030 *complement the strategies that have emerged in the province* and are generally consistent with the plans that have emerged at the local level, as reflected in District and Local Integrated Development Plans (IDPs). As with the Medium Term Plan of the Province, Vision 2030 provides some indications on the choices that have to be made and the development orientation that needs to be fostered within the Province.

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

5.10 The National Spatial Development Perspective 2006

The National Spatial Development Perspective (NSDP) serves as a spatial planning framework for meeting government's objectives of economic growth, employment creation, sustainable service delivery (with a particular focus on access to basic services), poverty alleviation, and reduction of inequalities, as well as spatial integration. The Presidency has made it clear that the NSDP principles should play an important role in the respective development plans of Local and Provincial Government; namely IDPs and PGDS respectively. The NSDP is premised on five principles, which seek to ensure that investment in infrastructure, and development programmes support government's growth and development objectives. It provides concrete mechanisms that seek to guide spatial planning between the three spheres of government to ensure synchronization in prioritization.

The NSDP confronts the question of where government should invest and focus its programmes in order to achieve sustainable development and economic growth and maximum impact on employment creation and poverty reduction. The logic underpinning the NSDP is that by applying a set of common principles to spatial planning the three spheres of government will align their spatial planning, which, in turn, will lead to consistent development outcomes.

Hence, the NSDP is not a plan, blueprint or prescription but a way of thinking about spatial planning. In order to contribute to the broader growth and development policy objectives of government, the NSDP puts forward a set of five normative principles:

Table 22: NSDP normative principles

Principle 1:	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key. Review - 2014/15 Integrated Development Plan
Principle 2:	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health, and educational facilities) wherever they reside.
Principle 3:	Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
Principle 4	Efforts to address past and current social inequalities should focus on people, not places. In areas where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In areas with low demonstrated economic potential, government should concentrate, beyond the provision of basic services, primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.

5.11 The Victor Khanye Spatial Development Framework (SDF) 2010

The Victor Khanye Local Municipality compiled its original SDF in 2007/08, in terms of the Municipal Planning and Performance Reporting Regulations of 200, read in conjunction with the White Paper on Spatial Planning and Land Use Management of 2001. This document was updated in 2009 and subsequently the Nkangala District Municipality commissioned the review / update of the District and the six (6) Local municipalities in the District in 2010. The main aim was to incorporate strategic provincial and national initiatives which fall within the Victor Khanye area into the SDF.

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

Comprehensive Rural Development Programme (CRDP) initiative spearheaded by the Department of Rural Development and Land Reform.

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

5.11.1 Spatial Development Objectives

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

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

5.11.2 Development, Priorities and Strategies

1. Compacting the Urban Structure
2. Integrate the urban and rural systems: Sustainability
3. Protection of tax base
4. Mixed Land Use Development
5. Local Economic Development (LED)
6. Exploit Urban opportunities and transportation routes
7. Responsible use and management of the natural resources
8. Reduction of Pollution
9. Geology and soils
10. Community structure and facilities
11. Housing standards
12. Road Network
13. Engineering Services and Contributions: Development right, rates and taxes
14. Illegal land use

5.12 The State of the Nation Address– 2016 (SONA)

His Excellency Jacob G Zuma, President of the Republic of South Africa on the occasion of the Joint Sitting of Parliament, Cape Town, presented his state of the Nation address on the 11th February 2016. The highlights of his address are summarized in the following matrix to reflect the alignment of Victor Khanye Local Municipality strategy and that of the Province. In summary the SONA can be summarised as follows:

- 1) **The local government elections this year.** The State President announced Measures to improve performance included visits to municipalities, spot checks of supply chain processes, implementing recommendations of forensic reports, and increased interventions to help struggling municipalities.
- 2) President Zuma announced the **establishment of a state-owned pharmaceutical company** which would supply the department of health with anti-retroviral drugs in the 2016/17 financial year. The President also reported to Parliament that the white paper on the National Health Insurance was released in December, aimed at improving healthcare in the country, he said. Health Minister Aaron Motsoaledi would soon announce a major HIV prevention campaign, aimed at the youth.
- 3) **On land policy,** the President announced that to date, around 120 000 land claims had been received since government reopened the process for those who had missed the 1998 deadline. A draft bill capping land ownership at 12 000 hectares and

prohibiting foreigners from owning land, allowing long-term leases instead, would be presented to Parliament later this year.

- 4) **Five provinces had been seriously affected by the drought and government** was providing relief to affected communities, he said. He thanked civil society initiatives such as Operation Hydrate for their help.
- 5) The country would **roll out a nuclear** programme at a pace South Africa could afford.
- 6) Government would introduce cost-cutting measures to curb wasteful expenditure. Any government official wanting to go on an overseas trip would have to "motivate strongly" and explain how it would benefit the country. The size of delegations on these trips would be reduced and standardised, he said.
- 7) Parliament had been told to look at having two capitals, Pretoria as the administrative, and Cape Town as the legislative one, as this was too big a cost to maintain.
- 8) An improved migration policy would make it easier for companies to import scarce skills. Companies had raised concerns with government about delays in obtaining visas for skilled personnel from abroad.

5.13 The State of the Mpumalanga Province Address – 2016

The Premier of Mpumalanga, Mr David Mabuza presented his annual state of the Province address on Friday the 26th February 2015. The following are key highlights of the speech:

- The Premier provided a context within which the Address was made and highlighted the plight of the missing miners at the Lilly Mine and expressed support for families affected;
- The Premier acknowledged that the democratic government had achieved a lot for all the people South Africa and presented a few salient socio economic indicators:
 - There were **165 506 more people employed** in Mpumalanga at the end of the fourth quarter 2015 than at the end of the fourth quarter 2011.
 - The **unemployment rate dropped**/improved over the above-mentioned period from 27.4 per cent to 25.7 per cent. The share of the population living below the lower-bound poverty line, declined from 37.2 per cent in 2011 to 35.9 per cent in 2014.
 - The share of the population below the food-poverty line also declined from 25.3 per cent in 2011 to 24.4 per cent in 2014.
 - In 2011, **Mpumalanga's pass rate** was 5.4 percentage points below national average and by 2015 it was 7.9 percentage points better/higher than the national NSC pass rate.
 - The share of households that occupied an **informal dwelling** declined from 10.9 per cent in 2011 to 7.6 per cent in 2014.
 - More than 85% of our citizens now have access to basic services such as **water, electricity and sanitation**.
 - We have **acquired and redistributed over 30 000ha of land** as part of the land reform programme, and whilst the progress is a little slower than what we

had planned, we have also ***recapitalised and developed 25 commercial farms*** for our people.

- In line with the SONA it was acknowledged that economic times were tough and obliged more efficient use of the public purse;
- This phase will be characterised by a culture of evidence based planning and prioritisation, astute and judicious leadership and a commitment to improving on what and how we deliver.
- Among other key areas of government intervention, we will to continue to focus on:
 - Improved economic growth and employment to ensure that we grow the economy and create much needed employment
 - Improved quality of education and training to expand the skills base that responds to the needs of the provincial economy
 - Improved healthcare system effectiveness to increase life expectancy and mitigate the negative impact of HIV/Aids, TB and opportunistic diseases.
 - Investing in adequate infrastructure to facilitate the achievement of our priority development goals
 - Building integrated, sustainable human settlements, including economic opportunities, social amenities and access to basic services that contribute towards a better quality of life.
- The matrix reflecting the alignment of the Victor Khanye Local Strategy with the recent State of the Nation Address and State of the Province Address is contained in the following table.

Table 23: Matrix of Intergovernmental Strategies

Performance Area	SONA	SOPA	VKLM
Fighting Crime	Compatriots, the South African Police Service is undergoing a turnaround and has adopted the Back to Basics approach to management to rebuild the organisation and to improve performance at all under-performing police stations.	- Crime statistics for the previous year will tell us that the number of crimes committed against our people in this province is declining. However, they still remain too high for a young democracy like ours. - The Province will amplify our efforts in a number of priority areas including, gender based violence and contact crime, human trafficking, cross border crime, and rural and school safety.	- Reduce incidences of Fraud and Corruption - Increased By-law enforcement - Increased visibility of traffic police
Drought	Compatriots, as we are aware, five provinces have been seriously affected by drought, namely North West, KwaZulu-Natal, Free State, Limpopo and Mpumalanga. Government provides relief to affected communities.	- The Province has prioritised the renovation and revitalisation of agricultural research institutes such as Nooitgedacht. - Support to farmers to deal with the negative impact of the current drought and assist them to proactively plan for future drought conditions as we face unpredictable weather phenomena. - Underpinning all our efforts to support and improve the agriculture sector will be ongoing investment in agricultural infrastructure, in particular, bulk water supply and irrigation schemes.	- To provide a systematic spatial/ land development control - To ensure stability in Commercial Agricultural Business - Increased economic participation by the youths Economic Growth and Development
Land Redistribution	Land reform remains an important factor as we pursue transformation. I spoke about the 50/50 policy framework last year, which proposes relative rights for people who live and work on farms.	Acquired and redistributed over 30 000ha of land as part of the land reform programme, and whilst the progress is a little slower than what we had planned, we have also recapitalised and developed 25 commercial farms for our people.	Acquisition of land under the spatial rationale strategy of the municipality
Health	On the health front, the life expectancy of South Africans for both males and females has significantly improved and is currently 62 years across	Improved healthcare system effectiveness to increase life expectancy and mitigate the negative impact of HIV/Aids, TB and opportunistic diseases.	Increased access to Primary Health Care Services

Performance Area	SONA	SOPA	VKLM
	genders, which is an increase of eight and a half years since 2005.		
Health	The HIV policy turnaround in 2009 led to a massive roll-out of HIV testing and treatment for 3,2 million people living with the virus. This has contributed immensely to healthier and longer lives for those infected.	The Provincial HIV/Aids Strategy is yielding positive gains in terms of increasing access to ARVs, condom distribution and voluntary medical male circumcision – but we are yet to fully understand the implications of our increasing prevalence rates.	Increased access to Primary Health Care Services
Health	The state-owned pharmaceutical company, Ketlaphela, has been established. The company will participate in the supply of anti-retroviral drug to the Department of Health from the 2016/17 financial year.	Over the past year worked with 87 Primary Health Care facilities in an effort to ensure that they reach “Ideal Clinic” status in line with Operation Phakisa 2.	Increased access to Primary Health Care Services
Health	Compatriots, in 2014 we launched the popular Operation Phakisa Big Fast results methodology and implemented it in the ocean economy, health, education and mining sectors.	Operation Phakisa 2 has already pronounced that all Primary Health Care facilities must reach ideal clinic status over 3 years. Over the next three years, invest over R470 million in the upgrading and construction of primary health care facilities.	Increased access to Primary Health Care Services

Performance Area	SONA	SOPA	VKLM
Cost Containment	In line with cost containment measures of 2013, government will reduce expenditure on overseas travel, catering, conferences, budget vote dinners. All arms and spheres of government will be persuaded to lead cost cutting initiatives	- Streamlining our organisational structures with a view to halting wastage and duplication, and with the implementation of the moratorium on filling vacant posts we will no doubt continue to pare down the burdensome compensation of employees' costs associated with a bloated administration. - To augment these measures, a tough stance taken on service providers in terms of ensuring value for money when programmatic or technical assistance is sought.	Organisational Development underway which will streamline the municipal administration
Water Infrastructure	The building of water infrastructure remains critical so that we can expand access to our people and industry.	In 2016/17, over R2 billion will be invested to improve access to clean water and sanitation.	- To provide a quality, adequate water service to all consumers within the municipality - Reduce water and sanitation backlogs
Job Creation	Treasury and the Banking Association of South Africa, are to launch a project aimed at establishing a centre of excellence for financial services and leadership training. This will over time ensure that we can expand the pool of financial skills and broaden the job opportunities for many young people.	Within this constrained economic climate the Province has realised an average job creation figure of just 44 200 jobs per annum over the last four years – this means we are only achieving approximately 55% of our job creation target. This does not bode well for the prosperous future that we have in mind for our people – we must do more and we must accelerate and scale-up our efforts now.	The municipality, jointly with business should undertake community skills audit and match available skills to job opportunities; while developing scarce and required skills

5.14 Financial Management Policies

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

Table 24: Financial Management Policies

Policy	Reason for Existence
Credit Control Policy	The policy was introduced in order to ensure effective recovery of outstanding debts owed to the Municipality. Without denying the residents excess to a basic municipal service, measures are introduced to act against non-payers.
Indigent Policy	The municipality fulfils the promise of giving access to basic services to the under-privileged or indigent households through the assistance of the Indigent Policy. The policy was introduced to financially assist the poorest of the poor by means of a subsidy financed from the equitable share from National government. Different categories of indigence were determined according to the levels of income. The subsidy is determined according to the category of indigence. The updating of the Indigent register has been completed, but although all the applications have been received the verification process by the respective Ward committees is still in progress and is anticipated to be completed in the current 2013/14 financial year. Approved registered Indigent consumers qualify for free basic services (in terms of the Policy) such as rates, refuse, sewerage, and 6kl of water and 50kw of electricity depending on their indigent status. However, free 6kl of water and 50kw of electricity are extended to all consumers.
Investment policy	As per requirement of the Municipal Finance Management Act, No 56 of 2003, an investment policy was introduced in order to guide the investment of surplus funds as well as the Loan Redemption Fund.
Tariff policy	The Tariff policy was introduced in order to determine the scope and nature of all tariffs as well as the level thereof. Tariffs are charged in order to raise income for sustaining the municipal services.

Policy	Reason for Existence
Asset Management Policy	The policy was introduced in order to guide the effective, efficient, and economical acquiring, utilisation, depreciation, writing off and selling of Council's assets.
Supply Chain Management Policy	The policy was introduced in order to guide effective, efficient, economical, and transparent procurement procedures.
Travelling and Subsistence Policy	The policy was introduced in order to guide the reimbursement of travelling and subsistence expenses incurred by Councillors and officials.

5.15 Local Economic Development Plan (LED)

The LED is a component of the Victor Khanye Local Municipality overall strategic plan as outlined in the IDP Planning process. The strategy provides the municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation. Numerous opportunities exist for economic development in Victor Khanye Local Municipality as highlighted in the table in Section 3, Programme 33, Economic Growth and Development. A number of these projects had to be facilitated and funded by engaging with Public Private Partnerships as well as the Nkangala District. The implementation of these projects will ensure that more job opportunities are created, skills development occurs and that SMME and Coop development is enhanced. Priority projects were identified based on job creation, skills development, community involvement, SMME development and overall economic impact.

5.16 Integrated Waste Management Plan (IWPM)

The purpose of the IWMP is to enable the municipality to progressively develop an IWMS capable of delivering waste management services to all households and businesses in the communities that it serves. National policy requires municipalities to implement IWMS with a focus on prevention and minimisation of waste, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining wastes be disposed of at a landfill site. Municipalities are also mandated by the Municipal Services Act, not only for providing general waste collection services and managing waste disposal facilities, but also for raising public awareness about waste management.

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

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

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

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

5.17 HIV/AIDS Plan

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

Mpumalanga has one of the highest infection rates of HIV/AIDS in the country, necessitating an aggressive and coordinated programme, adequately funded and with a developed and approved strategy to combat this life threatening disease and retard its prevalence through education. In conjunction with the Nkangala District municipality and Provincial initiatives and aligned to the Victor Khanye Local Municipality HIV/AIDS plan the municipality will focus on

factors related to prevention, treatment, care and support to nurture a culture that will be conducive to promoting a long and healthy caring community through the implementation of both preventive strategies to reduce the incidence of infection, whilst addressing the needs of the people suffering and indirectly affected by HIV/AIDS.

5.18 Disaster Management Plan (DMP)

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

5.19 Fraud and Corruption Strategy

The question of eradicating corruption is of utmost importance to the Government and was again raised as an area of major concern to be vigorously pursued in the recent State of the Nation Address and Provincial Address delivered in February 2015 by our President Mr Jacob Zuma and Provincial Premier Mr David Mabuza respectively. Fraud is defined as a dishonest activity causing actual or potential financial loss to an organisation. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit. Corruption, on the other hand, refers to the dishonest activity in which a person acts contrary to the interests of the organisation and abuses his/her position of trust in order to achieve some personal gain or advantage for them or provide an advantage/disadvantage for another person or entity.

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

1. Risk Management Methodology
2. Risk Management Strategy
3. Risk Management Policy

These policies and strategies should all be processed through the relevant bodies for approval and implementation before the commencement of the 2015/16 financial year.

6 INSTITUTIONAL ARRANGEMENTS

6.1 Introduction

The Victor Khanye Local Municipality is a category B Municipality. It has a collective executive system combined with a ward participatory system in terms of the Local Government Municipal Structures Act, 117 of 1998. There are 17 councillors. Nine (9) of the seventeen (17) councillors are directly elected from the nine (9) municipal wards and comprise eight (8) members of the ANC and one (1) member of the DA. The other eight (8) councillors are proportionally elected and therefore represent the major political parties comprising of five (5) members of the ANC, two members of the DA and one (1) member from the NFP.

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

6.2 Executive Mayoral Committee

The Council Executive comprises of the Mayoral Committee, supported by three (3) Mayoral Committee members. In terms of the Municipal Structures Act, section 43, members are elected to the Mayoral Committee by and responsible to the Council, chaired by the Exec Mayor which has various functions and powers as set out in section 44 of the Act. The present Mayoral Committee comprises of four (4) Members and is chaired by the Executive Mayor and meet bi-monthly.

Table 25: Mayoral Committee

Executive Mayor, Councillor EN Makhabane (**Chairperson**)

Councillor KV Buda (MMC) -Planning, Infrastructure, Transport and Safety

Councillor SH Mahlangu (MMC) - Health & Social Services

Councillor ZJM Zulu (MMC) - Finance & Admin Services

Functions of the Mayoral committee

In terms of legislation the Executive Mayor has the following functions:

1. Identify the needs of the municipality;

2. Review and evaluate those needs in order of prioritise;
3. Recommend to the Municipal Council strategies, programmes, and services to address priority needs through the Integrated Development Plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and
4. Recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services to the benefit of the community.

6.3 Introduction to Political Governance

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

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

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

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

6.3.1 Composition of Council

Table 26: Councillors

Councillors	Political Party
Cllr E.N Makhabane	ANC
Cllr R.K Segone	ANC
Cllr S.H Mahlangu	ANC
Cllr B Shabalala	ANC

Councillors	Political Party
Cllr M. Mokoena	ANC
Cllr M Rautenbach	DA
Cllr T Nyathi	DA
Cllr T.M Maluleke	NFP

Table 27: Ward councillors

Ward	Name of the Councillor
1	Cllr M.M Nhlapho
2	Cllr B.D Yeko
3	Cllr L.N Mlambo
4	Cllr K.V Buda
5	Cllr H.M Ngoma
6	Cllr E.T Shabangu
7	Cllr Z.J.M Zulu
8	Cllr D.J Bath
9	Cllr S.S Nkabinde

6.3.2 Committees of Council

Committee Name	Committee Members
Geographic Names Change Committee	Cllr. SH Mahlangu (Chairperson) Cllr. HM Ngoma Cllr. ET Shabangu Cllr. LN Mlambo Cllr. SS Nkabinde Cllr. M Rautenbach Cllr. RK Segone
Local Labour Forum	Cllr. Nhlapho M.M (Chairperson) Cllr. Shabangu E.T Cllr. Shabalala B Cllr. Buda K.V Cllr Nyathi T Cllr Segone R.K (Ex-officio)
Policy Development Committee	Cllr Yeko B.D (Chair) Cllr Zulu Z.J.M

Committee Name	Committee Members
	Cllr Mokoena B Cllr Makhabane E.N Cllr Bath D.J Cllr Maluleka T.M Cllr Segone R.K (Ex-officio) Cllr. Rautenbach M
Rules and Ethics Committee	Cllr. Segone (Chairperson) Cllr. DJ Bath Cllr. HM Ngoma Cllr. KV Buda Cllr. M Rautenbach
Finance & Administration Committee	Cllr. LM Mlambo Cllr. ZJM Zulu Cllr. J.Nyathi Cllr. HM Ngoma Cllr. MM Nhlapho Cllr. RK Segone (Ex officio)
Planning, Infrastructure, Transport, & Safety Committee	Cllr. S Nkabinde (Chairperson) Cllr. DJ Bath Cllr. TM Maluleka Cllr. ET Shabangu Cllr. KV Buda Cllr. RK Segone (Ex officio)
Health, Sports & Social Services Committee	Cllr. B Shabalala (Chairperson) Cllr. M Nhlapho Cllr. BD Yeko Cllr. M Rautenbach Cllr. SH Mahlangu Cllr. RK Segone (Ex officio)
Budget Steering Committee	Cllr. EN Makhabane (Chair) Cllr. ZJM Zulu Cllr. LN Mlambo Cllr. J.Nyathi
Municipal Public Accounts Committee	Cllr Mokoena N.B (Chairperson) Cllr J.Nyathi Cllr Shabalala B Cllr Bath D.J Cllr Shabangu E.T Cllr Mlambo L.N Cllr Maluleka T.M Cllr Nhlapho M

These committees meet on a monthly basis as per the approved Council resolution pertaining to the “Calendar of Events.” Each Directorate submits a synopsis of their monthly activity

progress and scheduled plans going forward, based on a fixed agenda of standing items and other ad hoc matters of importance that may arise. Minutes and resolutions are recorded by a secretariat provided by Corporate Services. These committees report back to Council via the Mayoral Committee on a quarterly basis.

6.4 Intergovernmental Forums

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

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

To this end, the Municipality has established Intergovernmental Forum; between the Municipality and local sector departments, to enhance relationship between all three spheres of government In terms of Section 16 of the Intergovernmental Relations Framework Act, 2005 the Premier's intergovernmental forum was established to promote and facilitate sound relations between the Province and Local municipalities.

To this end the municipality participates in the following forums:

- Premier's Coordinating Forum;
- Provincial Management Committee

6.5 Introduction to Administrative Governance

During the financial year under review the organizational structure that was adopted by Council constituted the following directorates namely; the office of the Municipal Manager, Budget and Treasury Office, Community Services, Corporate Services as well as Technical Services. Victor Khanye Local Municipality has a staff compliment of 373. The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritising posts which have an impact directly on service delivery. The Municipal Manager as the Accounting Officer is the administrative head of the municipality supported by the directorate's as reflected in the following table.

Table 28: Administrative Heads of Departments

Function	Post	Name	Department
Municipal Manager	Vacant	Mveselwa Jacob Mahlangu	Office of the Municipal Manager
Executive Director	Filled	.Macdonald Mashabela	Corporate Services
Chief Financial Officer	Filled	Barnard Carlo	Budget & Treasury
Executive Director	Filled	Mashele Floyd	Technical Services
Executive Director	Vacant	Eunice Mduli	Community Services

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

Table 29: Powers and Functions

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

6.6 Supply chain management (bid) committees

Rules 26 to 29 of the National Treasury: Municipal Supply Chain Management Model Policy reads together with, and in keeping with the Supply Chain Management regulation (Gen868) and Section 117 of the Municipal Finance Management Act (56 of 2003) as an empowering legislature provides for the Accounting Officer to appoint the Bid Committees. These committees are changed as and when the Accounting Officer deems necessary considering the expertise, knowledge and technical skills required.

6.7 Objectives of the employment equity plan

The objective of the plan is on the overall to address the EE shortfalls of Victor Khanye Local Municipality as highlighted by the gap analysis. The following are a set of numerical objectives for the municipality. The following section has been developed in line with Section 20 (a) (b) (c) of the EEA. There is cognizance that the gaps cannot be addressed in one year. The sections give overall guidelines towards correcting the past imbalances.

Implementation plan

Table 30: Implementation plan

Requirements	Corrective Measures
1) Elimination of barriers that inhibit access to employment for designated people.	a) Selective recruitment targeting of designated group, b) Mentorship programs, c) Accelerated development programs, d) Promotions
2) Measurable diversity programs that will foster equal opportunities, respect and dignity for all persons	a) Cultural diversity programs, b) Leadership development programs, c) Personal development plans
3) Accommodate people from designated groups	a) Promotions, b) Transfers, c) Retention strategies
4) Opportunities that prevail to be filled with people from designated group	a) Selective recruitment, b) Moratorium on the employment over represented groups
5) Equitable representation however that done with suitably qualified persons	a) Skills development plans b) No window dressing
6) Efforts made to develop skills in this group as well as initiatives taken to retain these persons in these positions	a) Retention strategies.

The following table reflects the numerical plan to be followed per gender, race and occupational level.

Occupational categories

Table 31: Occupational categories

YEAR 1										
Occupational Categories	MALE				FEMALE				Disabled	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White		
Legislators, senior officials and managers					1				1	2
Professionals					1			1		2
Technicians and associate professionals					1	1	1	1		4
Clerks		1	1		1		1		1	5
Service and sales workers										
Skilled agricultural and fishery workers										
Craft and related trades workers					1				1	2
Plant and machine operators and assemblers										
Elementary occupations					2	1	1	1	1	6
TOTAL PERMANENT										
Non-permanent employees										
TOTAL		1	1		7	2	3	3	4	21

Year one proved to be highly successful in terms of recruitment, however, this brought about an inconclusive picture of the Employment Equity with the municipality. Although the targets have been exceeded, in both gender categories, the municipality continued to be employing more male candidates. This is also necessitated by the nature of work within the municipality, which is traditionally male dominated areas of work and the society still find these positions to be unpalatable to the counter female prospective employees.

Victor Khanye Local Municipality will recruit to achieve at least 20% of the identified gaps numerically throughout the various occupational levels. This should be over and above the resignations and terminations that could have occurred through the year.

- Implement the learnership, mentorship and career advancement programs.
- Implement all amended policies and procedures
- Design intervention programs for all challenges realized.

Table 32: Occupational categories

YEAR 2										
Occupational Categories	MALE				FEMALE				Disabled	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White		
Legislators, senior officials and managers					1				1	2
Professionals					1			1		2
Technicians and associate professionals					1	1	1	1		4
Clerks	1	1	1		1		1		1	6
Service and sales workers										
Skilled agricultural and fishery workers										
Craft and related trades workers					1				1	2
Plant and machine operators and assemblers										
Elementary occupations					2	1	1	1	1	6
TOTAL PERMANENT										
Non-permanent employees										
TOTAL	1	1	1		7	2	3	3	4	22

The municipality expect to see an over achievement in the coming financial year as a result of the newly created positions and the anticipated organisational design endeavour which might see the municipality, having to increase its workforce even further.

6.8 Workforce Analysis

This section reports on the status of the Victor Khanye Local Municipality workplace. It presents profile of the workforce according to race, gender, and disability status. The section does not look at the corrective measures but rather presents the raw findings in terms of equity of the municipality.

6.9 Vacancy Rate

The total headcount for Victor Khanye Local Municipality is currently 341 against a planned establishment of 435, leading to 94 (21.6%) vacancies at the time of compiling this document.

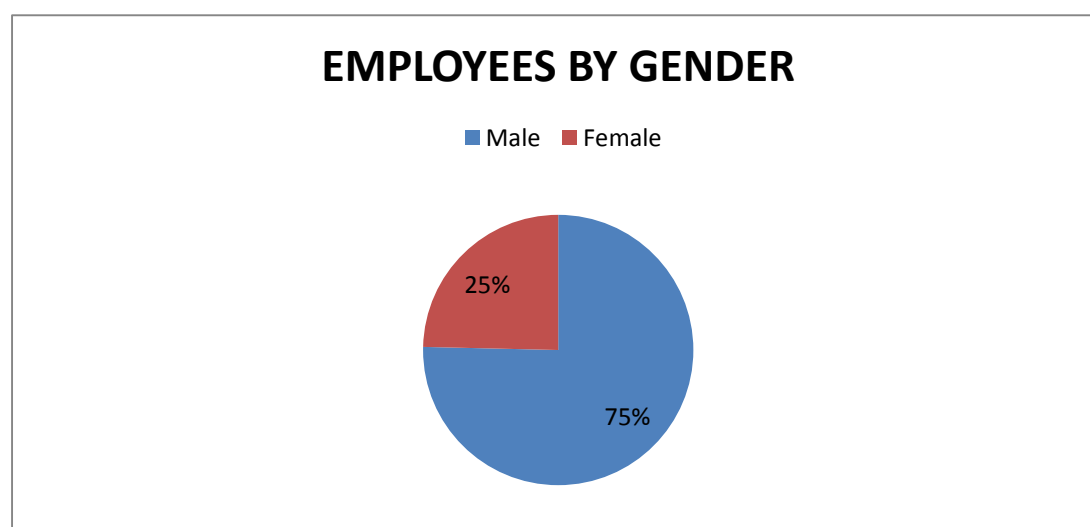
6.10 Gender

The following table and its accompanying pie chart reflect the profile of the Victor Khanye Local Municipality:

Table 33: Gender representation

Gender	Number
Male	257
Female	84
Total	341

Figure 19: Employees Gender representation



6.11 Occupational Level Profile

The Employment Equity Act should not only be viewed in terms of race and gender, but also right across the organization i.e. various job levels and business units. This section takes the Work profile further by looking at the spread across occupational levels.

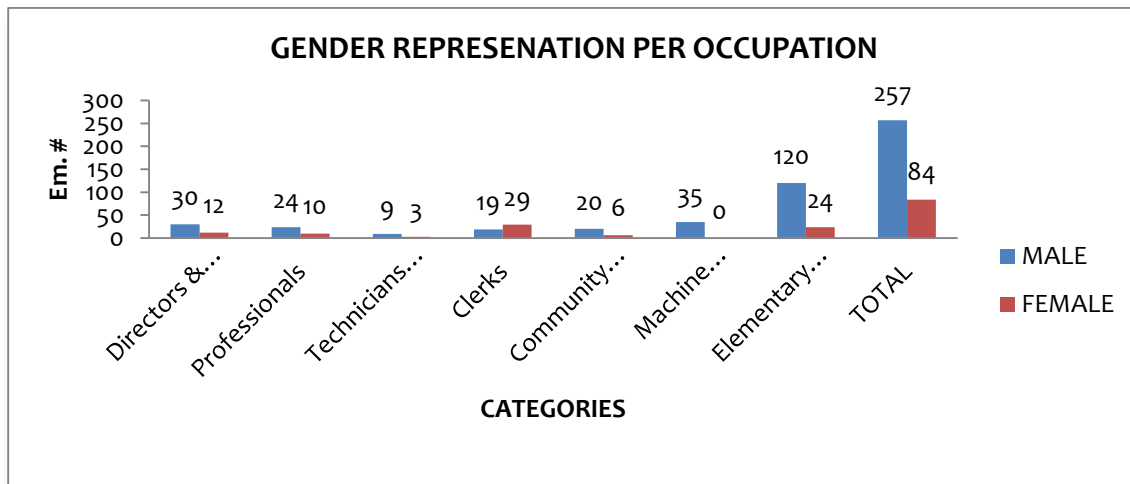
6.12 Occupation by Gender

Table 34: Occupation per gender

Occupations	Male	Female
Directors & Managers	30	12
Professionals	24	10
Technicians & Associate Professionals	9	3
Clerks	19	29
Community & Personal Services workers	20	6
Machine Operators & Drivers	35	0
Elementary Occupations	120	24
TOTAL	257	84

Gender Representation per Occupation

Figure 20: Gender Representation per Occupation



6.13 Workforce Movement

Employment Equity is affected by various factors i.e. resignations, dismissals, terminations, deaths, promotions, etc. It is therefore critically important for the municipality to record and track staff turnover. The workforce movement for the past 12 months is as set out below.

6.14 New Appointments

25 new appointments were made during the past 12 months period of the Employment Equity period, see table below:

Figure 21: Number of new appointments per gender

Gender	Number of new appointments
African Male	14
African Female	11
White Female	
Total	25

Figure 22: Pie representation of new appointments

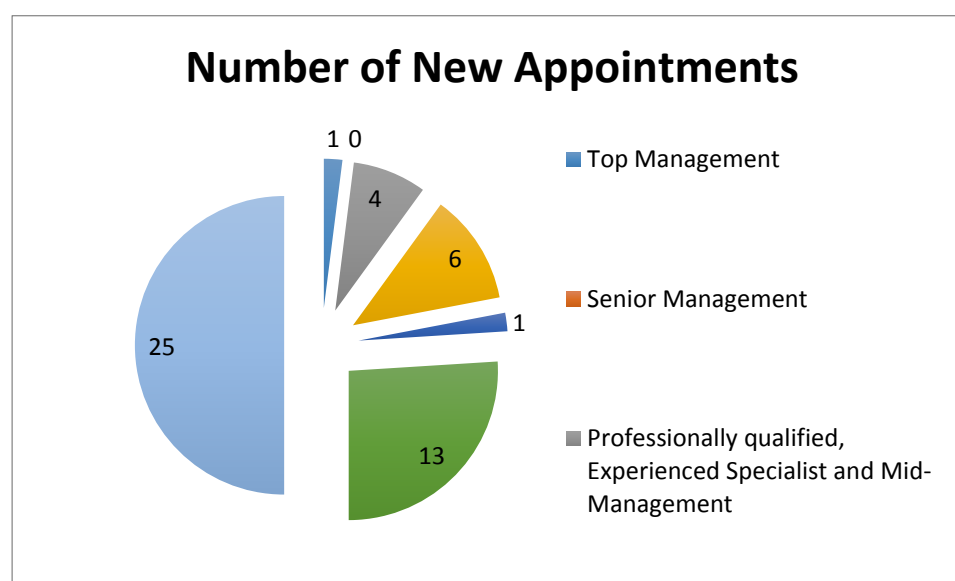


Figure 23: New appointments per occupational levels

Occupations	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Male	White Male	White Female
Top Management	1	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0

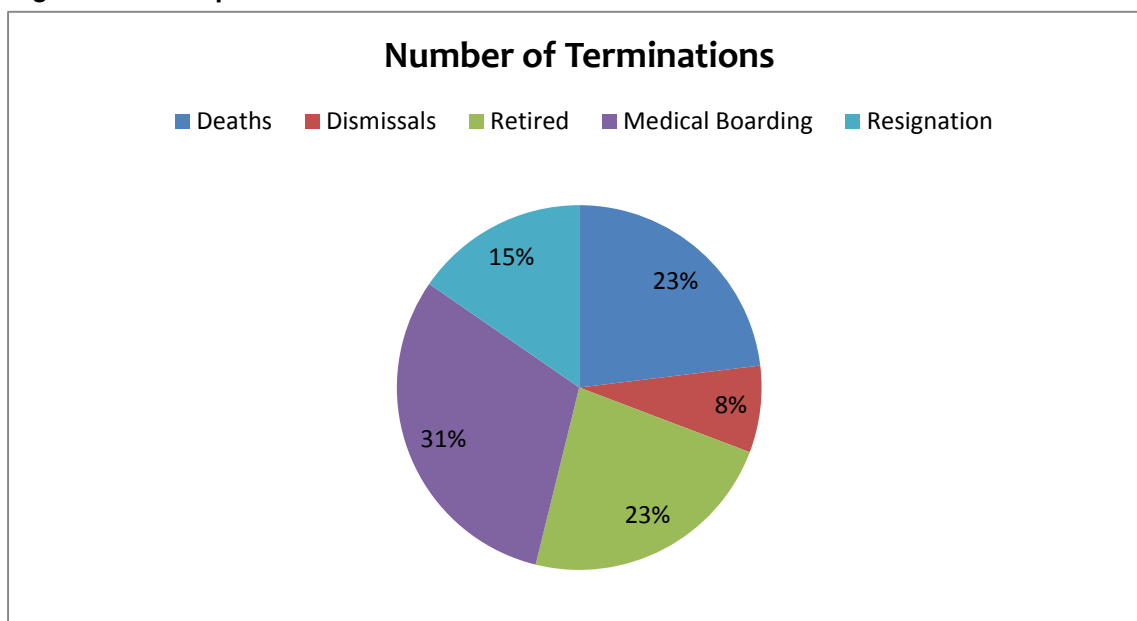
Occupations	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Male	White Male	White Female
Professionally qualified, Experienced Specialist and Mid-Management	4	0	0	0	0	0	0	0
Skilled technical & academically qualified workers, junior management, supervisors and superintendents	6	8	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0
Unskilled and defined decision making	13	7	0	0	0	0	0	0
TOTAL	25	15	0	0	0	0	0	0

Types of terminations

Table 35: Types of terminations

Type of Termination	Number of Terminations
Deaths	3
Dismissals	1
Retired	3
Medical Boarding	4
Resignation	2
TOTAL	13

Figure 24: Pie representation of terminations



6.15 Promotions

The current promotions policy for the municipality is by application for a vacant post. Six promotions were effected during the period under review.

Table 36: Number of Promotions

Promotions	
Staff members	335
Promoted Staff	6
Total Staff members	341

Figure 25: Pie representations of promotions



6.16 Profile of Promotions

The promotions for the period under review have all been for black males at elementary level.

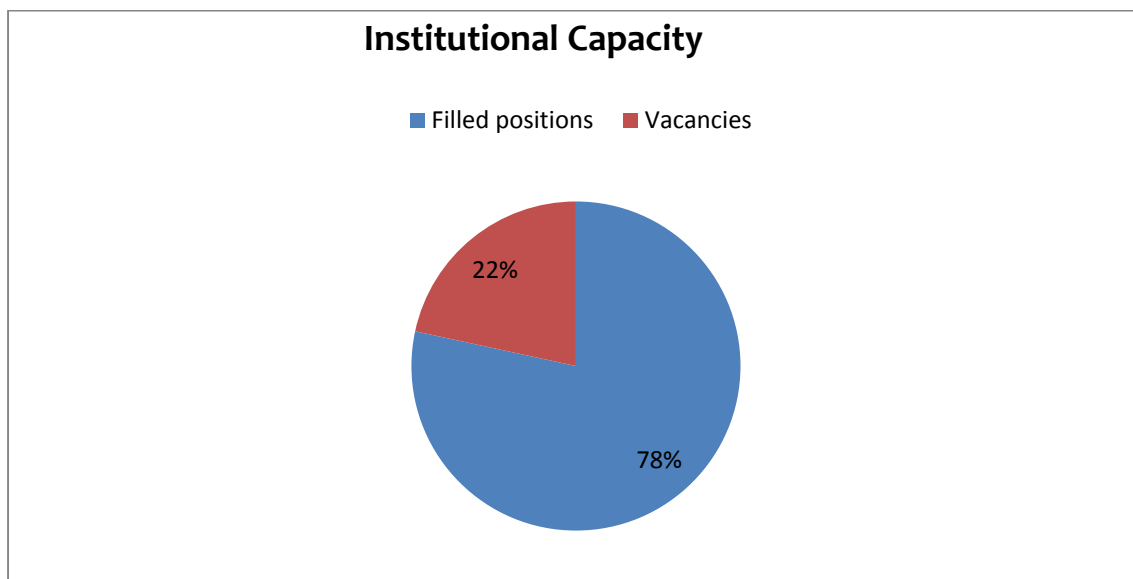
6.17 Vacancies (Institutional Capacity)

The Victor Khanye Local Municipality is currently operating at 78.4% capacity. The remaining 21.6% is a lever to make the municipality compliant.

Table 37: Institutional Capacity

Institutional Capacity	Number
Filled positions	341
Vacancies	94
Target	435

Figure 26: Institutional Capacity Pie Representation

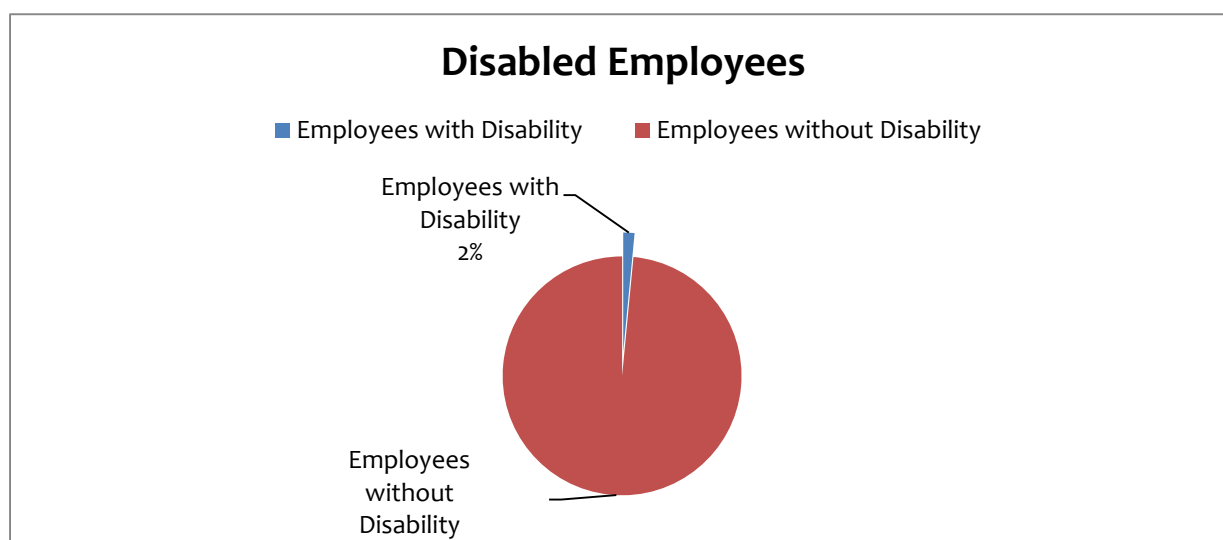


6.18 Employees with Disabilities

People with disabilities are defined in the Act as people who have long term recurring physical or mental impairment, which substantially limits their prospects of entering into, or advancement in employment. The Victor Khanye Local Municipality has eight employees with disabilities, working to about 3% of the total workforce.

Employees with disabilities

Figure 27: Employees with disabilities



The methodology of establishing awareness and determining the status quo of the municipality in terms of Employment Equity included a workshop and meetings with various stakeholder groups, i.e.

- Employees
- Union representatives
- Leadership
- Management.

Various documentation including management reports, policies, programmes and human resources operations were reviewed. The process was largely guided by the Employment Equity Act prescripts. On the overall, the municipality has made some inroads to align with the Employment Equity Act in the workplace, in their practices and procedures. Training is a critical process of capacitating and empowering employees especially in an instance where there is commitment to Employment equity. All new appointments at Victor Khanye Local Municipality undergo a strict orientation programme, 42 African male and 18 African female, 1 Female Coloured and 1 White Male employees attended work related courses during the year ending 30/07/2014.

Table 38: Number of people Trained

Occupations	African Male	African Female	Coloured Female	White Male	White Female
Legislators	9	5	0	0	0
Directors & Managers	4	1	0	0	

Occupations	African Male	African Female	Coloured Female	White Male	White Female
Professionals	0	1	0	1	0
Technicians & Associate Professionals	9	0	0	0	0
Clerks	0	9	1	0	0
Total					

6.19 Employment practice policy

This policy is intended to create a framework for decision-making in respect of employment practice/s in the Victor Khanye Local Municipality. The policy establishes a set of guidelines and rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the Victor Khanye Local Municipality.

6.20 Human resource management strategy

Human Resource Strategy is a plan for maximising the effectiveness of the municipality's employees in supporting the Victor Khanye Business Strategy as developed and approved Mid 2014. The purpose of the strategic session was to reposition the Victor Khanye Local Municipality in order to maximise the efficiency, effectiveness and impact of the Municipal Council both within the municipality as well as the Mpumalanga Province. As a result of the recently approved Business Strategy, Victor Khanye local had to review its Human Resources Management Strategy to be in line the Victor Khanye Business Strategy. Hence the Strategy is still in draft format and awaiting approval by Council, through various Council Structures. The Human Resources Strategy is central to the delivery of our strategic objectives and has been developed to facilitate Victor Khanye Local Municipality's Institutional Strategy 2011-2015 and core service delivery strategies.

The strategic human resource implications identified in the Institutional Strategy are to be:

1. Innovative in the development and delivery of all areas of our activity
2. Externally focused on our markets and customers
3. Commercially astute and growth driven
4. Flexible and integrated products and services
5. Equipped with responsive and efficient organisational structures

The Human Resources Strategy sets out how our human resources will be developed to meet these strategic human resource issues.

Table 39: Human Resources Strategy objectives

Policy	Purpose
Succession and career path policy	One of the elements of the Human Resources Manager Strategy is the Succession and Career Pathing Plan Policy. Therefore a policy was developed and its intent is to: Forster the meaning of the succession planning and career pathing to meet it intended meaning being.
Succession planning	Making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific department over forthcoming years.
Career path	Ensuring that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him/her in the municipal service. The aim should be an attempt to train and develop the employee to the extent that he/she is able to reach the level of seniority to which he aspires and to be able to competently undertake the duties attached to that post.

7.20. Organisational Structure

An organisational structure consists of activities such as tasks allocation, coordination and supervision, which are towards the achievement of organisational aims. It can also be considered as the viewing glass or perspective through which individuals see their organisation and its environment. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the department, sections or units and individual. Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions (Jacobides., M. G. (2007). *The inherent limits of organizational structure and the unfulfilled role of hierarchy: Lessons from a near-war. Organization Science*). In general, over the last decade, it has become increasingly clear that through the forces of globalization, competition and more demanding customers, the structure of many companies has become flatter, less hierarchical, more fluid and even virtual (Gratton, L. (2004). *The Democratic Enterprise, Financial Times Prentice Hall*).

7.21 Staff Vacancy Rate

Employee turnover is a normal part of the business cycle. Regardless of how happy you make your workers and how enjoyable your company may be to work for, from time to time employees will leave, be it to retire or relocate, or just in response to changing circumstances in their lives. There is, however, such as a thing as excessive employee turnover. To ensure that your turnover rates are within the norm -- and, as a result, that no change in management

style is necessary –it is necessary to keep an eye on these rates to ensure that they stay within a healthy range.

When it comes to turning over employees, the fewer the municipality lose the better, as each new hire presents associated challenges for the municipality. While a zero percent employee turnover rate may be ideal, it is not likely. As Bernadette Kenny reports in "Forbes" magazine, any rate below 15 percent annually is considered healthy and no cause for alarm.

While almost all employers consider employee turnover a negative, in some situations turning over employees can be desirable as it brings about new skills, competencies and energies. To maintain a healthy turnover rate a municipality must retain its workforce. To keep workers who are already employed with your company on the job, aim to create satisfied employees by responding to worker needs and making employee morale a prime concern. Finally, before hiring employees, move carefully and deliberately through the screening and vetting process, ensuring that the employees ultimately select are the best ones for the job and very likely to stick with the municipality well into the future.

7.22 Skills Development Plan

The municipality recognises that raising motivation and skills levels is essential to continued improved service delivery. As a result, skills development of Municipality staff is a top priority. Skills programmes (interventions) planned for the 2012/2013 financial year has exceeded the target, and for 2013/2014 the municipality target all employees from executives to elementary levels. The municipality has partnered with the University of Pretoria and the University of North West for Municipal Finance Management Programme (MFMP), Certificate Programme in Management Development for Municipal Finance (CPMD) and the University of the Witwatersrand School of Public and Development Management programme to provide top managers with skills to equip them to provide a strategic leadership role within the municipality and to comply with the Minimum Competency Requirements as per MFMA Regulation.

Other council staff members are part of training and development interventions relating to customer care, project management, practical supervision, fire-fighting, effective communication; first-aid; law enforcement, computer training, performance management, etc. The municipality also provides a subsidised education scheme to assist all permanent employees who wish to pursue part-time studies towards formal tertiary qualifications. The training and development strategy of the municipality also links skills development to employment equity. While the Municipality would like to fill vacant positions with designated employees – women, black employees, and people with disabilities – it is sometimes not possible to find suitably qualified candidates. It is in this spirit that the provision of training and development opportunities is more inclined to benefit designated employees. In this way the municipality is creating a skills pool from which it can draw previously disadvantaged

groupings for promotional opportunities (following recruitment processes, that is, suitably qualified employees to apply for promotional positions).

6.21 Employment Equity

The employment equity policy of the City broadly aims to:

1. Foster diversity in the workplace;
2. Eliminate all forms of unfair discrimination;
3. Ensure that all the people of South Africa are equitably represented within the municipality's environment;
4. Prepare the ground for effective change through appropriate and ongoing investment in training and development;
5. Prohibit and combat unfair discrimination and harassment among employees; and provide reasonable accommodation of designated groups, in particular people with disabilities.

The municipality developed an Employment Equity Plan at the end of 2015 in line with best practice and legislative requirements. The annual review plan is based on Census 2011 of the Statistic South Africa. Three employment categories were established as follows:

1. Directors and Managers;
2. Professionals and Skilled employees; and
3. Semi-Skilled and Unskilled.

Population Demographics for National, Provincial and Local (Victor Khanye Local Municipality) were utilized in accordance to employment category as follows:

Table 40: Employment Category

EMPLOYMENT CATEGORY	DEMOGRAPHICS
Directors and Managers	National
Professionals and Skilled employees	Provincial (Mpumalanga)
Semi-Skilled and Unskilled	Local (Victor Khanye Local Municipality)

According to Stats SA, outcome for 2011, the Demographics are depicted in the table below:

Table 41: Victor Khanye Local Municipality employees status quo 1 (October 2013)

CATEGORY	MALE				Total Male	FEMALE				Total Female
	A	C	I	W		A	C	I	W	
National	41	6	2	6	55	34	5	1	5	45
Mpumalanga	49	0	1	4	54	43	0	0	3	46

VKLM	42	1	1	8	52	40	0	0	8	48
Total	132	7	4	18	161	117	5	1	16	139
Average	44	2	1	6	54	39	2	0	5	46

Table 42: Victor Khanye Local Municipality employees status quo 2 (October 2014)

CATEGORY	MALE				Total Male	FEMALE				Total Female	TOTAL
	A	C	I	W		A	C	I	W		
Directors & Managers	19	0	0	5	24	6	0	0	2	8	32
Percentage	59	0	0	16	75	19	0	0	6	25	100
Gap Analysis: National	-18	6	2	10	-20	28	5	1	3	37	
Professionals & Skilled	64	0	0	9	73	52	2	0	6	60	133
Percentage	48	0	0	7	55	39	2	0	5	45	100
Gap Analysis: Provincial	1	0	1	-3	-1	4	-2	0	-2	1	
Semi- Skilled & Unskilled	167	0	0	0	167	33	0	0	0	33	200
Percentage	84	0	0	0	84	17	0	0	0	17	100
Gap Analysis: VKM	-40	2	1	6	-30	23	2	0	5	30	
TOTAL EMPLOYEES	250	0	0	14	264	91	2	0	8	101	365
Average Percentage	68	0	0	4	72	25	1	0	2	28	100
Gap Analysis: TOTAL	-24	2	1	2	-19	14	1	0	3	19	

Noting the above-mentioned comments, the municipality EE Plan for 2014/2015 is depicted below:

VICTOR KHANYE LOCAL MUNICIPALITY EMPLOYMENT EQUITY PLAN FOR 2014/15

Table 43: Victor Khanye Local Municipality employees status quo 3 (October 2014)

CATEGORY	MALE				Total Male	FEMALE				Total Female	TOTAL
	A	C	I	W		A	C	I	W	e	
Directors & Managers	19	0	0	5	24	13	0	0	2	15	39
Percentage	49	0	0	13	62	33	0	0	5	38	100
Gap Analysis: National	-8	6	2	-7	-7	21	5	1	3	30	
Professionals & Skilled	72	0	0	9	81	67	2	0	6	75	156
Percentage	46	0	0	6	52	43	1	0	4	48	100
Gap Analysis: Provincial	3	0	1	-2	2	0	-1	0	-1	-2	
Semi-Skilled & Unskilled	170	0	0	0	170	72	0	0	0	72	242
Percentage	70	0	0	0	70	30	0	0	0	30	100
Gap Analysis: VKM	-26	2	1	6	-17	9	2	0	5	17	
TOTAL EMPLOYEES	261	0	0	14	275	152	2	0	8	162	437
Average Percentage	60	0	0	3	63	35	0	0	2	37	100
Gap Analysis: TOTAL	-16	2	1	3	-9	4	1	0	4	9	

6.22 Human Resource Management Strategy/plan

Council approved a comprehensive human resources strategy. The need for such a strategy was identified as it was realised that human capital is key to realise 2030 strategy. The impact of transition has led to low morale and general decline in productivity. To date, organisational transformation focused on the service delivery issues. Little attention was given to the need to focus on a strategic human resource strategy. The key challenges to be addressed by a human resource strategy are:

1. The reduction in cost of human capital;
2. To effect change in the attitude of employees;
3. The enhancement of skills of employees;
4. The enhancement of leadership capabilities of management; and
5. To provide institutional support through the human resources department

The key components of a human resources strategy would include:

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

It is envisaged that the comprehensive human resources strategy will be implemented during the course of 2014/15.

6.23 Performance Management System

The Performance Agreement provides assurance to the municipal council of what can and should be expected from their municipal manager and managers directly accountable to the municipal manager. Victor Khanye Local municipality is committed (in line with the Local Government: Municipal Systems Act No 32 of 2000) to pursuing its vision through meeting the municipal goals and objectives framed in its IDP document. The Municipality commits itself to providing a fair and transparent mechanism to guide the activities of each employee, identifying and creating opportunities for staff development, and implement a seamless performance measurement structure through which performance shall be assessed at all three levels, namely, municipal, departmental as well as individual levels. The system will be most effective when considered in the context of enabling the implementation of the municipality's IDP. Therefore, should at the same time create an enabling environment for enhanced performance and accountability.

7 STRATEGIC MISSION

7.1 Introduction

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy. Strategic planning became prominent in corporations during the 1960s and remains an important aspect of strategic management. It is executed by strategic planners or strategists, who involve many parties and research sources in their analysis of the organization and its relationship to the environment in which it competes.¹ Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). The senior leadership of an organization is generally tasked with determining strategy.

Strategy can be planned (intended) or can be observed as a pattern of activity (emergent) as the organization adapts to its environment or competes. Strategy includes processes of formulation and implementation; strategic planning helps coordinate both. However, strategic planning is analytical in nature (i.e., it involves "finding the dots"); strategy formation itself involves synthesis (i.e., "connecting the dots") via strategic thinking. As such, strategic planning occurs around the strategy formation activity. A strategic vision enables an organisation to focus on future success. The Victor Khanye Local Municipality, during the process of reviewing the IDP, has remained steadfast on its commitment to deliver on its mandate as contained in their vision statement:

“A prosperous Mpumalanga Western gateway city for a cohesive developed community”

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

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

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

Table 44: VKLM Strategic Goal and Objective Matrix

Key Performance Area	Strategic Thrust	Strategic Goal	Strategic Objective
KPA 1: Institutional Development and Transformation	Organisational Development	Improved efficiency and effective of the Municipal Administration	Improve the level of skill level of employees
			Improve the Wellness of employees
			Improve the management of EE issues
			Increased compliance to Occupational Health and Safety Act
			Increase the roll out of PMS
	Performance Management		Improve the ICT infrastructure
	Operational Efficiency		Enhance Oversight over Municipal Administration
KPA 2 - Basic Service Delivery and Infrastructure	Service Delivery	Improved provision of basic services to the residents of Victor Khanye Local Municipality	Reduce water backlogs
			Reduce sanitation backlogs
			Increased access to electricity to all households
			Improved the state of existing roads to better and acceptable standard
			Improved storm water drainage system
			Reduced housing backlog
			Provide an efficient, safe and economical waste management

Key Performance Area	Strategic Thrust	Strategic Goal	Strategic Objective
			Traffic law enforcement on all roads and streets in the municipality to curb speeding and illegal usage of roads and streets by unlicensed drivers and heavy vehicles
			Ensure the general environment is protected and promoted in a sustainable way
			Increased access to the public education
		Improved social protection and education outcomes	To ensure that that the needs of all vulnerable groups in the community are addressed
			Improved revenue collection
KPA 3: Local Economic Development	Economic Growth and Development	Increased economic activity and job creation	Increased economic participation by the youth
KPA 4: Financial Viability and Finance Management	Financial Viability	Improved compliance to MFMA and Victor Khanye local municipality policy Framework	Improved compliance to financial regulation
	Financial Management		Increase the efficiency of the Supply Chain Management process
			Improve the functionality of the organisational structure with the Victor Khanye local Municipality Strategy
KPA 5: Good Governance and Public Participation	Accountability	Improve community confidence in the system of local government	Reduced Risk tolerance level
	Good Governance		Reduce incidence of fraud and corruption
	Good Governance	Improve community confidence in the	Increased implementation of public participation imperatives

Key Performance Area	Strategic Thrust	Strategic Goal	Strategic Objective
		system of local government	Improved Customer Relationship Management
	Customer Relationship Management		To provide a systematic spatial / land development control
KPA 6 : Spatial Development	Land Tenure and Spatial Development	Increase regularisation of built environment	To ensure stability in commercial agricultural business
			Economic Growth and Development

7.2 SWOT Analysis

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

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

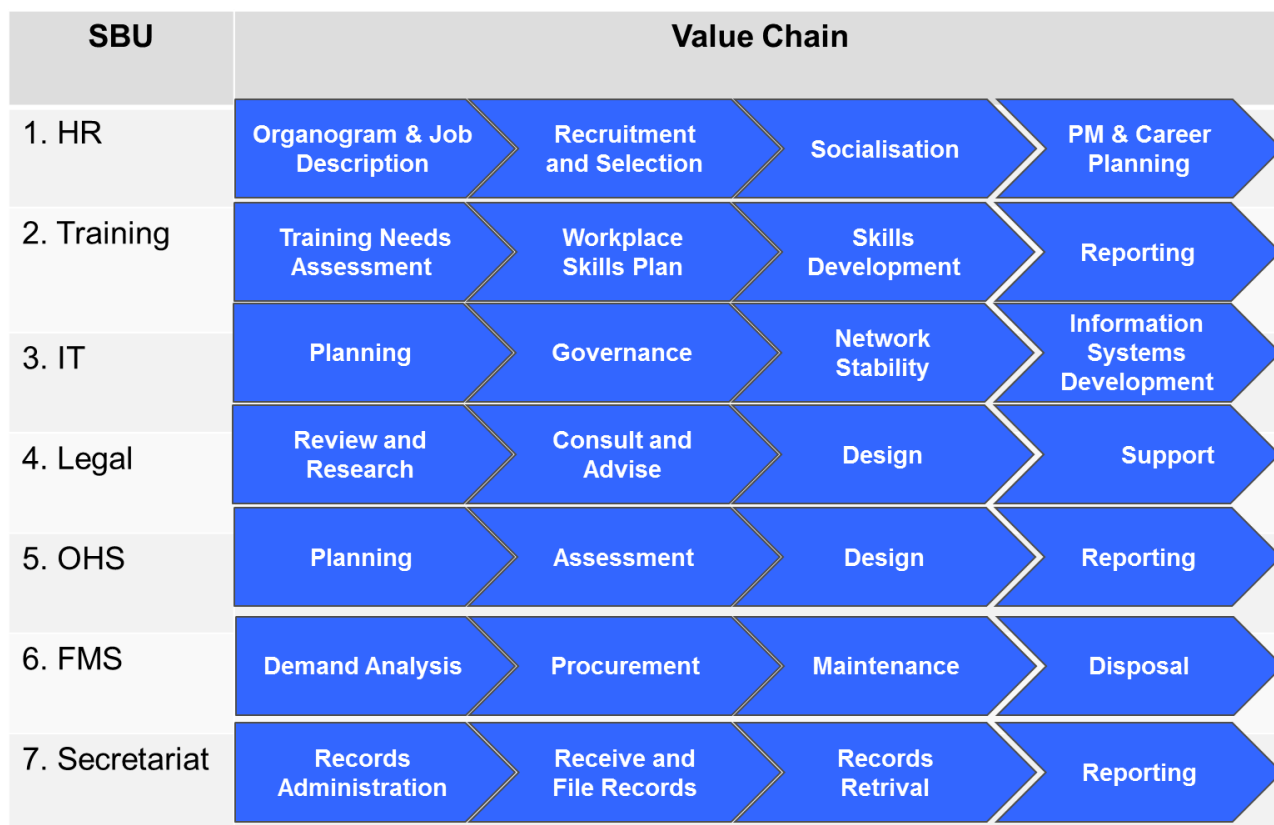
The Victor Khanye Local Municipality has reviewed and updated the original SWOT Analysis developed in the previous cycle to assist the process of reviewing the IDP. The current SWOT Analysis as extracted from the 2015/16 IDP and amended in respect to certain departmental updates is as follows:

Table 45: SWOT Analysis

Strength	Weaknesses
• Key positions have been filled (internal audit, M&E, ICT etc.) • Eradication of informal settlements • Payment of service providers within 30 days • High level of professionalism • EPWP Performing well - Job Creation • Achieved Blue drop status (Water quality) • Highly committed administrative leadership • Skilled Management Staff • Good historical background • Strategic geographic location (N12/N4 route corridor). • Culturally diverse communities • Municipal learnerships and other forms of financial assistance	• Fleet management system installed but • Inappropriate distribution and collection mechanisms of dustbins and bulk waste containers • IDP not credible and not implementable • Insufficient of skills in low level employees • Low municipal staff morale • Poor municipal By-Laws enforcement • Inadequate By-Law • Inadequate implementation of revenue enhancement strategy (debt collection) • Lack of discipline • Security (internal and external) • Tender process
Opportunities	Threats
• Forthcoming Development of International Cargo Airport (attraction of investors and new job opportunities) • Anchor development projects • Existing basic municipal infrastructure • Availability of public/private sector learnerships and bursaries • Close proximity to markets & exports (GP) • Rehabilitations of coal dumps and mine land resulting in job creation • Retention strategy • Transfer of skills • Succession planning • Establishment of FET	• Low debt collection rate • Influx of foreigners • Developments in the wetlands • Illegal coal and sand mining • Pollution of the streams and underground water • Possible service delivery protests • Un-cleared Dolomite sites (severe injuries) • Loss of institutional memory • High unemployment rate (poverty). • Poor communication of available economic development opportunities. • Remoteness of municipal service points and amenities for rural communities. • Land invasion (informal settlements) • Shortage of land for future developments • Poor management of Mining Exploration/Development and rehabilitation • Limited local fresh produce resulting in insufficient contribution to food security • High water demands far exceeding supply • Drought • Load shedding • Climate change • Closure of business due to endless community demands and economic pressures

7.3 KPI 1: Institutional Development and Transformation

Figure 28: Institutional Transformation and Organisational Development Value Chain



7.3.1 Organisational Development

Problem Statement

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

1. Employment of people with disabilities
2. Designing a system of delegations
3. Compilation and review of human resource policies
4. Implementation of a Performance Management System
5. Capacity building of employees through a structured Human Resource Development Programme

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

Strategic Objectives

- Improved efficiency and effective of the Municipal Administration

Table 46: Organisational Development Projects for the Financial Year 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
OD 1-2015	% of the implementation of King 3 on IT issues	VKLM	VKLM	R200k	R200k	R200k	Areas of compliance to king 3 on It	Corporate services

7.3.2 Training and Skills Development

Problem Statement

Skills development, particularly scarce and critical skills, is one of the key issues that are critical which the District must focus on. The municipal economy continues to experience a shortage of certain skills in each of the key sectors. In order to address these challenges, short- to medium-term measures are necessary to address structural imbalances in the labour market. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills, and attitudes required by employees to perform adequately on a given task or job. New entrants into the municipality have various skills, though not all are relevant to organizational needs of the municipality. Training and development are required for staff to enable them work towards taking the municipality to its expected destination. It is against the backdrop of the relative importance of staff training and development in relation to organization effectiveness that this project addressed. As far as skills development initiatives are concerned, the following challenges can be highlighted:

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

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

Strategic Objectives

- Improve the level of skill level of employees

Table 47: Training and Skills Development Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
TSD1-2015	Review of Development of Work skills plan	VKLM	VKLM	R100K	R100K	R100K	Updated Skills development plan	Corporate services

7.3.3 Performance Management

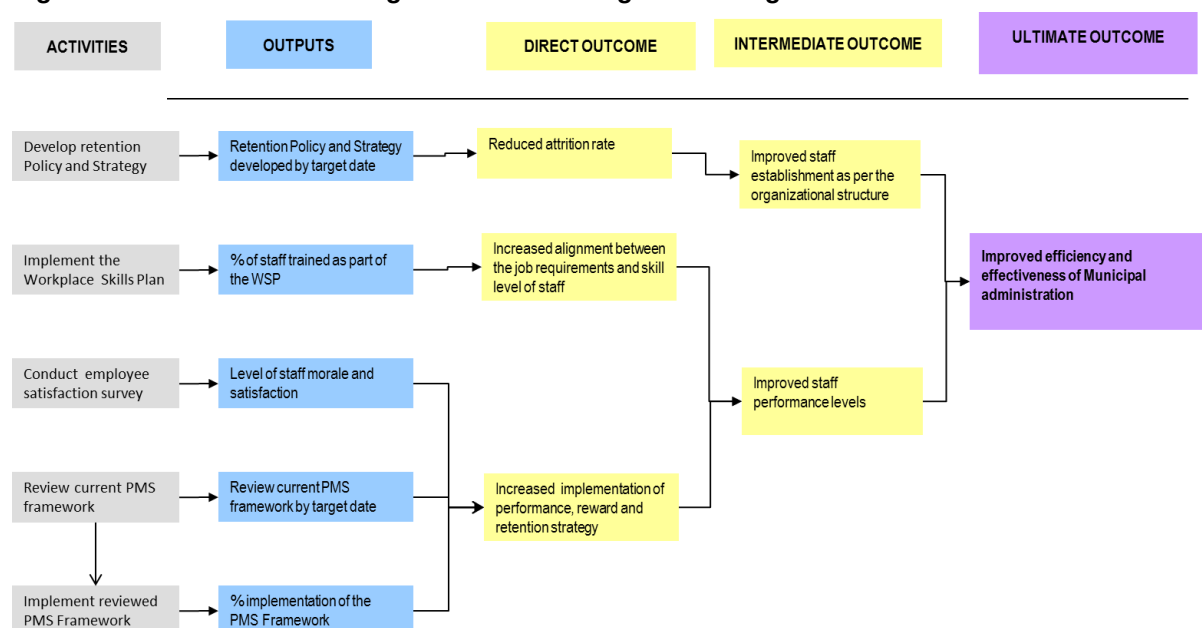
Problem Statement

Performance management lays the foundation to enable informed decisions to be made by senior management to effect the achievement of the municipality's goals and strategic objectives. In essence performance management is fundamentally simple and implementable in its implementation and execution, but it is essential in the effective, efficient and economics of any organisation. The Victor Khanye Local municipality engaged the services of a service provider in March 2015 to assist it with the implementation of an organisational performance management system incorporating an automated approach to measuring and evaluating on the progress of implementing its Service Delivery Budget Implementation Plan (SDBIP).

The Victor Khanye Local Municipality now generates comprehensive quarterly performance reports measuring progress on a variety of developed performance indicators and project milestones. These reports cumulate in the compilation of the Victor Khanye Local Municipality Annual Performance Report which in turn is integral in informing the review process for the new cycle development of the IDP. Individual performance management is currently limited to section 56 senior managers, but will be cascaded to lower levels of management going forward.

The Victor Khanye Local Municipality seeks to enhance the performance management culture amongst all Councillors and officials. A Performance Management Systems workshop was conducted with all officials and councillors in the 2014/15 financial year to ensure a common base of understanding of respective roles and responsibilities as legislated with respect to Performance Management System.

Figure 29: Performance Management and OD High Level Logic Model



Strategic Objectives

- Improved staff performance levels through the roll out of Performance Management Systems

Table 48: Performance Management Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
PMS01-2015	Development and institutionalisation of performance management systems	VKLM	VKLM	R1.5m	1.5m	1.5m	# of performance areas of compliance	Office of the Municipal manager
PMS02-2015	Implementation of tele systems	VKLM	VKLM	R200k	200k	200k	Municipal tele systems	Office of the Municipal manager

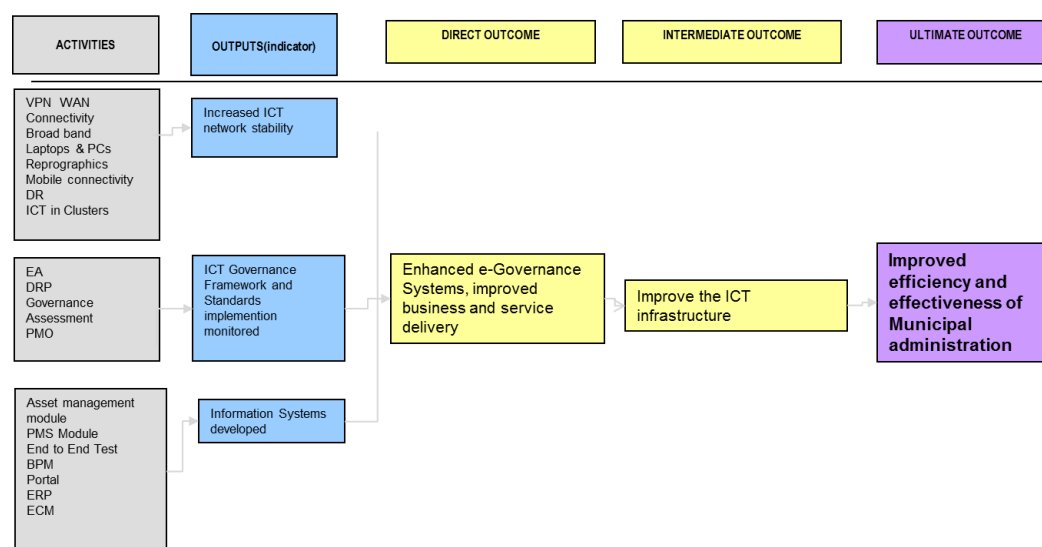
7.3.4 Information Technology

Problem Statement

One of the initiatives to improve the standard and level of service delivery relates to the promotion of the image and use of Information and Communication Technology (ICT) within the municipality through the drafting and development of an ICT Strategy that will provide a roadmap for the extensive adoption of ICT solutions within the municipality. Similar to other local municipalities, Victor Khanye Local Municipality utilises ICT in the normal operations of the municipality, however, the municipality and its executive and administrative management has resolved to adopt other ways to utilise technology solutions to deal and manage other business related risks in addition to improving the efficiency and effectiveness of the municipality in its service delivery functions. As a first step to developing a sound ICT strategy, a detailed analysis of the municipality's current business processes was conducted. The primary objective for the development of the ICT strategy is to ensure that Victor Khanye Local Municipality is able to define and establish its ICT Unit to enable the municipality to become a focused and structured organisation, such that it could leverage ICT to drive real change. The objectives of the strategy development initiative are to ensure that there is:

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

Figure 30: ICT High Level Logic Model



The objectives, as set out above, should enable the Victor Khanye Local Municipality ICT unit to become an effective support base to the broader Victor Khanye Local municipality organisation.

Strategic Objectives

- Improve the ICT infrastructure

Table 49: ICT Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
ITS 01-2015	Determine the gaps between the status quo and find ways of closing those gaps	VKLM	VKLM	R200k	R200k	R200k	status quo report	Office of the municipal manager
ITS 02-2015	Regulate the usage of computer networks as well as systems protocol	VKLM	VKLM	R200k	R200k	R200k	Approved Policy document	Office of the municipal manager

7.3.5 Occupational Health and Wellness

Problem Statement

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

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

The concept of working culture is intended in this context to mean a reflection of the essential value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the managerial systems, personnel policy, principles for participation, training policies and quality management of the undertaking. The Victor Khanye Local Municipality subscribes to the principle of ensuring that employee's welfare, health and wellbeing are first and foremost in fostering a content and productive workforce. For this reason it has developed a Wellness Employee policy and has implemented various initiatives in this respect during the current year.

Strategic Objectives

- Increased compliance to occupational health and safety act

Table 50: Occupational Health and Wellness Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
HWS01-2015	Develop and implement staff wellness program	VKLM	VKLM	R100k	R100k	R100k	wellness program	Corporate services
HWS02-2015	Increase of the employees the wellness program	VKLM	VKLM	R100k	R100k	R100k	# of events held	Corporate services
HWS03-2015	Develop and implement SHE Management strategy	VKLM	VKLM	R100k	R100k	R100k	SHE Management strategy	Corporate services

7.3.6 Municipal Assets

Problem Statement

The Victor Khanye Municipality has its main offices on the corner of Samuel Road and Van der Walt Street in Delmas. These offices cannot accommodate the entire staff compliment. The municipality also has a fleet of vehicles used to deliver municipal service as well as equipment used for the daily businesses at the offices. The fleet is old and prone to abuse by staff. Council is currently having a shortage of ±30 offices. Considering that additional office personnel are to be appointed during the new Financial Year, the number of offices needed shall increase drastically. The condition and appearance of Council building needs to be attended. Due to the increase of personnel and offices, extra parking facilities are required. The theft of diesel, petrol and other equipment requires that security at the Municipal Workshop be beefed up. The construction of new offices requires an estimated cost of R100million and renovations and upgrading of existing offices and the FC Dumat Building R120 million.

Strategic Objectives

- To ensure that the municipality buildings, vehicles and equipment are sufficient and well maintained for delivering municipal services

Table 51: Municipal Assets Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
MS1-2015	To ensure that municipal buildings vehicles and equipment's are not used for personal gain.	VKLM	VKLM	R100k	R100k	R100k	Movement control register	Corporate services
MS2-2015	Grader CAT (140H) or equivalent	VKLM	VKLM	R800k	R800k	R800k	Grader CAT	Technical services
MS2-2015	Pedestrian Roller (Asphalt)	VKLM	VKLM	R800k	R800k	R800k	Pedestrian Roller (Asphalt)	Technical services
MS2-2015	3 X Ton Truck (flat back)	VKLM	VKLM	R800k	R800k	R800k	3 X Ton Truck (flat back)	Technical services
MS2-2015	TLB Loader	VKLM	VKLM	R800k	R800k	R800k	3 X Ton Truck (flat back)	Technical services
MS2-2015	Water Tanker (20 000l)	VKLM	VKLM	R800k	R800k	R800k	3 X Ton Truck (flat back)	Technical services
MS2-2015	Tipper Truck (10m2)	VKLM	VKLM	R800k	R800k	R800k	3 X Ton Truck (flat back)	Technical services

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
MS2-2015	Tipper Truck (10m2	VKLM	VKLM	R2m	R2m	R2m	3 X Ton (flat back)	Technical services
MS2-2015	Excavator 30 – 40 Ton	VKLM	VKLM	R200k	R200k	R200k	3 X Ton (flat back)	Technical services
MS2-2015	Flat Roller	VKLM	VKLM	R100k	R100k	R100k	3 X Ton (flat back)	Technical services
MS2-2015	Grid Roller	VKLM	VKLM	R100k	R100k	R100k	3 X Ton (flat back)	Technical services
MS2-2015	LDV x3	VKLM	VKLM	R100k	R100k	R100k	LDV x3	Technical services
MS2-2015	3 X Ton Truck (flat back)	VKLM	VKLM	R400k	R400k	R400k	3 X Ton (flat back)	Technical services
MS2-2015	Lifting Crain x1	VKLM	VKLM	R200k	R200k	R200k	Lifting Crain x1	Technical services

7.4 KPA 2: Basic Service Delivery

Figure 31: Basic Services High Level Logic Model

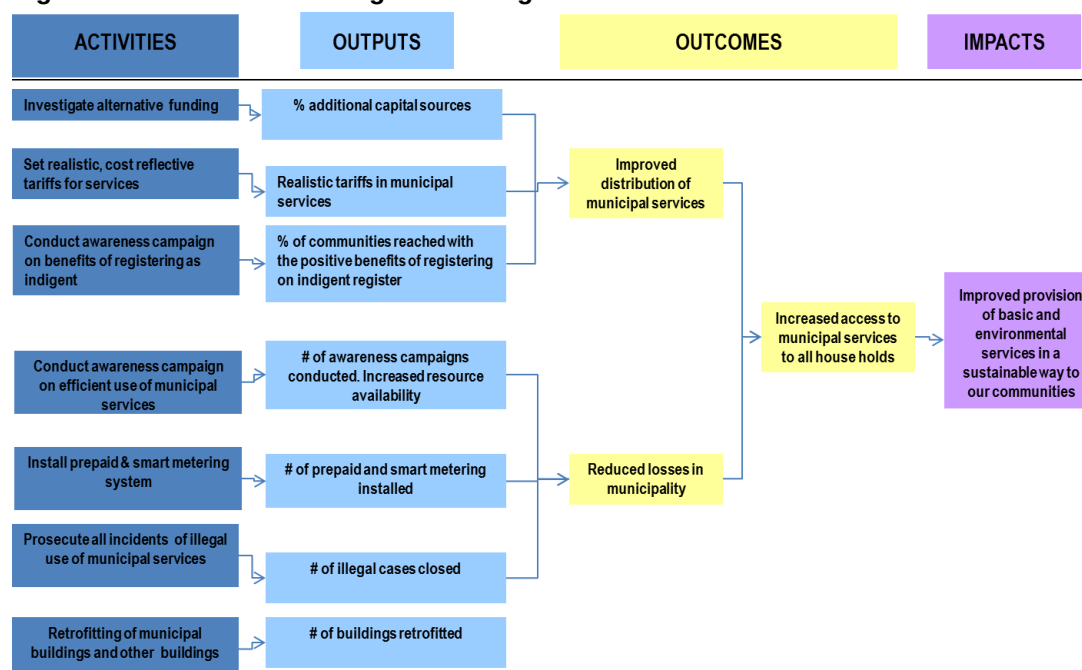
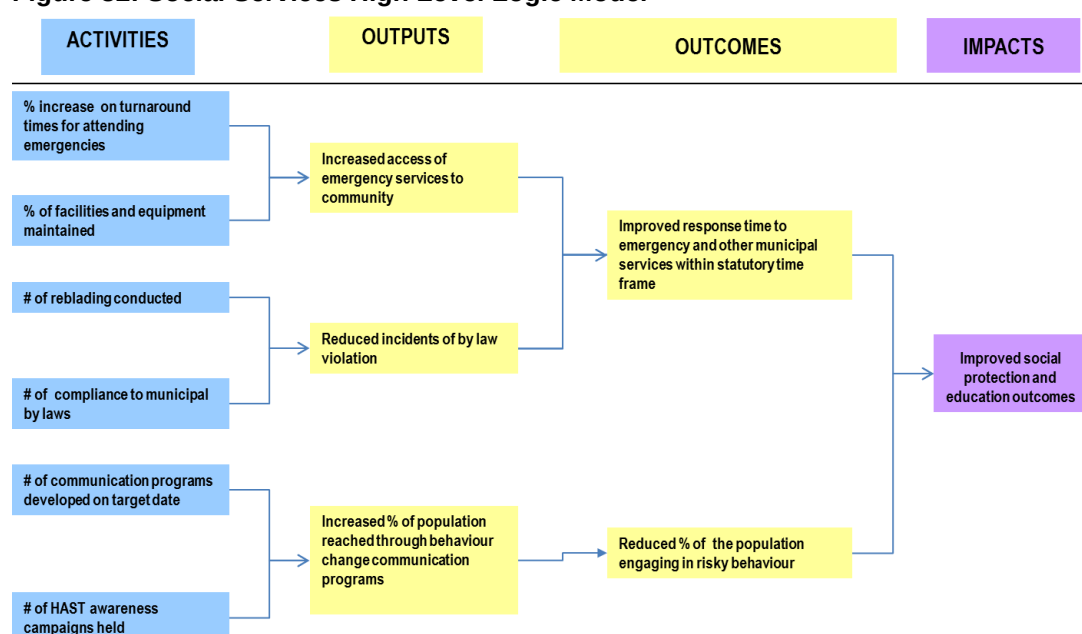


Figure 32: Social Services High Level Logic Model



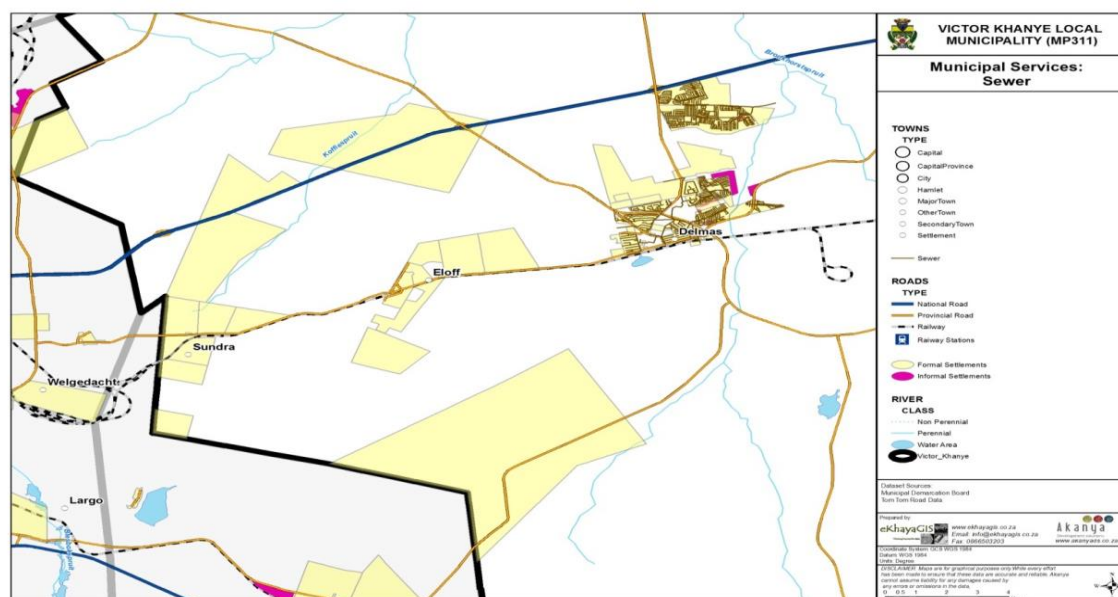
7.4.1 Water and Sanitation

Problem Statement

Approximately 17 100 households out of 20 548 households (83,2%) have access to potable water on their stands, excluding rural areas. The municipal council has provided the majority of the households in rural areas with borehole water, with the balance serviced by water tanker. The lack of provision of minimum standards of water negatively impacts on environmental issues associated with inadequate levels of sanitation infrastructure, as most households without potable water are still reliant on pit latrines or septic tanks. At least 2 432 of the households (11,8%) in Victor Khanye Local Municipality have not been provided with standard basic levels of sanitation. Water supply in Victor Khanye, Botleng, Delpark and other Extensions are supplied by means of boreholes. According to the latest Stats SA figures (2011), around 84% of households in the Victor Khanye Local Municipality have access to flush or chemical toilets.

A further 10.4% have access to various forms of pit latrines. If we extrapolate this figure by the projected SDBIP⁷ outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known increase in h/holds to approximately 22,516 units the percentage of households with access to minimum levels of sanitation will increase to 99,0% over the next four (4) years. However, this is still based on the premise that VIP toilets will still be considered a minimum level of service delivery and the impact to the backlog figures need to be assessed if this is upgraded to a water borne sanitation system. However, this is still based on the premise that VIP toilets will still be considered a minimum level of service delivery and the impact to the backlog figures need to be assessed if this is upgraded to a water borne sanitation system.

Figure 33: Victor Khanye Local Municipality Sewer Services⁸



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

Table 52: Sanitation services by Ward

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

All households in the urban areas of Delmas and Botleng utilise waterborne systems, whilst parts of Eloff are connected to the municipal (water borne) sewerage line. Other areas of Eloff and agricultural holdings such as Sundra, Rietkol, Leeuwpoort and the rural areas make use

of septic tanks services. Rural settlements are utilising VIP toilets and biochemical toilets. It is the intention of the municipality to eradicate these methods of sanitation where possible, but the terrain and accessibility of many of the rural settlements prohibits an accelerated cost effective approach to this major problem.

There are three Waste Water Treatment Works (WWTWs) currently in operation. The Delmas WWTW is hydraulically overloaded and needs to be upgraded due to its aging infrastructure as it also does not comply with accepted effluent standards. The planned part refurbishment of the plant was completed in the 2014/15 financial year, but the other phases of upgrade are basically to maintain the status quo at minimum levels of service. The Botleng WWTW is also overloaded and requires upgrade: the capacity of the Delmas Sewer Plant is 5MI and the Botleng 4MI; the two plants receive almost 7-8MI and 5-6MI respectively per day. The overload is mainly caused by new residential and industrial developments. The aging infrastructure associated with these sanitation schemes result in significant costs increases with respect to maintenance and refurbishment. An ongoing programme to replace the sewer pipelines in the worst affected areas is jointly funded by the Victor Khanye Local Municipality and Nkangala District municipality. The residents of Sundra, Eloff, Rietkol, Leeupoort and Modder East Orchard are still making use of septic tanks and pit latrines which have potential to contaminate ground water. Several of these areas are also making use of ground water for household purposes.

A project has been included in the 2015/16 SDBIP to develop a business plan and source appropriate MIG funding in conjunction with Rand Water and the Department of Water to replace the existing WWTW situated in Botleng. The department is also presently installing a new water/sanitation reticulation system that commenced at the end of 2013. Another Capital project already identified for the forthcoming 2014/15 financial year is the replacement of the existing 200mm pipeline feed to the Botleng ext 14 pump station which is inadequate to cope with current demands. The extension of the sewerage reticulation system in Botleng Ext 7 and parts of Eloff are currently being progressed funded by MIG infrastructure grant. The existing sanitation network consists of the following infrastructure.

Table 53: Sanitation Network Infrastructure

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

Strategic Objectives

- Reduce water backlogs

Table 54: Water and Sanitation Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept..
Ws 01-2015	Number of households provided with piped water	New settlements	VKLM	2m	2 Million	2 Million	Number of new connections	Technical services
Ws 02-2015	Number of households provided with basic level sanitation	New settlements	VKLM	2.5m	2.5m	2.5m	Number of new connections	Technical services
Ws 03-2015	Review of water service Development plan	VKLM	VKLM	500 thousands	500 thousands	500 thousands	Water service Development plan	Technical services
Ws 04-2015	Drilling of boreholes developed	VKLM	VKLM	200 thousands	200 thousands	200 thousands	Number boreholes developed	Technical services
Ws 05-2015	Provision of water to rural areas by tanker	VKLM	VKLM	100 thousands	100 thousands	100 thousands	Number of trips taken to the destination	Technical services
Ws 06-2015	Number of Jojo tanks provided to rural areas	VKLM	VKLM	500 thousands	500 thousands	500 thousands	Number of Jojo tanks provided	Technical services
Ws 07-2015	Number of maintenance activities on water and sanitation	VKLM	VKLM	100 thousands	100 thousands	100 thousands	Registered requests attended	Technical services

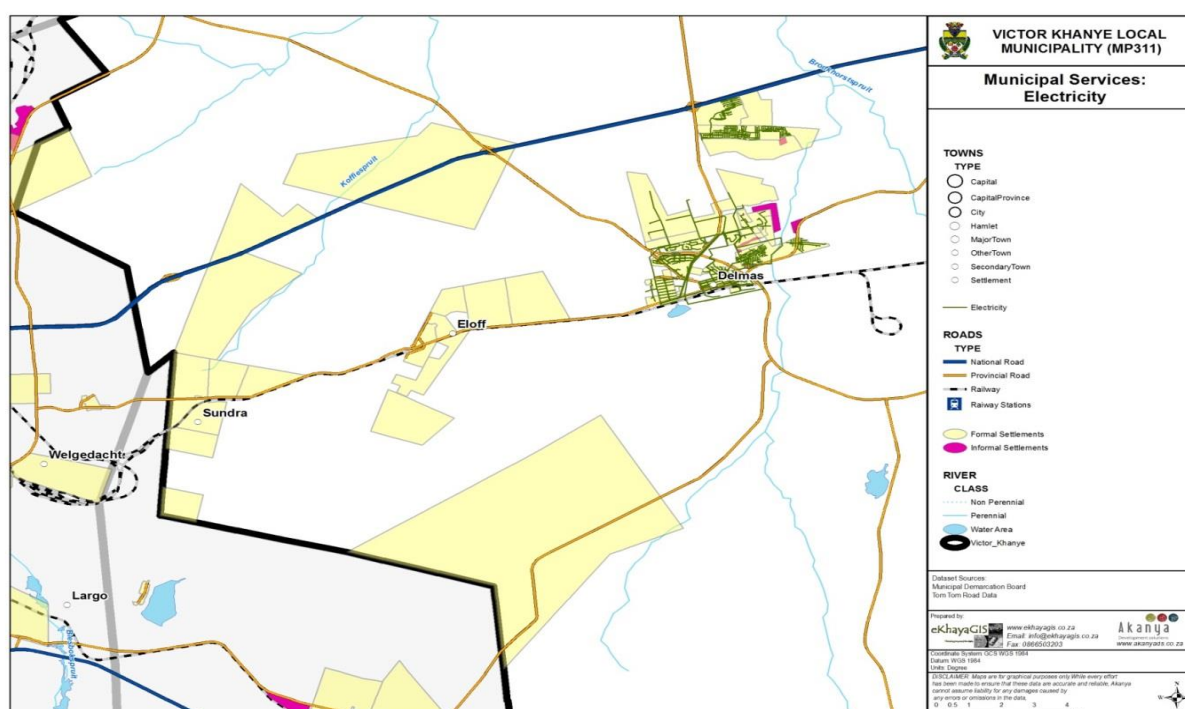
7.4.2 Electricity and Street Lighting

Problem Statement

Approximately 85% of households in the Victor Khanye Local Municipality have access to electricity. If we extrapolate this figure by the projected SDBIP⁹ outer year targets to 2016/17, based on available resources and funding availability and taking cognisance of the known increase in households to approximately 22,516 units, the percentage of households with access to electricity will increase to 94,9% over the next four (4) years.

⁹ 2013/14 SDBIP

Figure 34: Victor Khanye Local Municipality electricity services



Delmas and parts of Botleng and Extensions are serviced by the Victor Khanye Local Municipality. The other areas of Eloff, Sundra, Rietkol, Botleng Ext. 3 and the rural areas receive electricity directly from Eskom and therefore do not fall under the municipalities billing system, but require to be upgraded to ensure that communities receive uninterrupted services. The electricity network within Victor Khanye Local Municipality is ageing and has become inefficient. The main electricity substation is under severe pressure and needs to be upgraded since the electricity demand is increasing due to developments both in the residential, commercial and industrial sectors. These developments include the following

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

The infrastructure within the area supplied by Eskom (Eloff, Sundra, Botleng and Extension 3) needs to be upgraded to ensure that communities receive uninterrupted services. The advent of Pre-paid electricity metering has significantly improved revenue collection and this coupled with the 50/50 system of credit and arrears payment through card purchases is enabling the municipality to reduce the outstanding debtor base.

The installation of the network to the new 20MVA sub-station will be finalised in the 2014/15 financial year. High electricity losses, currently estimated at approximately 19%, as a result of

aging infrastructure and illegal connections pose a significant challenge to the municipality. Various initiatives have been implemented in 2014/15 to address this issue and reduce the loss to a more acceptable level of 15%. The practice of illegal electricity connections not only impact on revenue receipts, but create a major safety risk. A project in conjunction with the Finance department has identified possible offenders and resulted in the illegal connections being terminated. Other initiatives being explored include the introduction of “smart” meters which eliminate the possibility of illegal connections being effected by community members.

A programme was initiated and funded by Eskom; currently on hold, with respect the installation of solar panels in all wards, which would not only address the problem of illegal connections, but further the strategy encompassed in fostering a green economy. It is interesting to note the energy dependency levels by Ward for various domestic applications as illustrated in the following tables.

Table 55: Energy for Cooking

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

The existing electricity network consists of the following infrastructure

Table 56: Electricity Network Infrastructure

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

Strategic Objectives

- Increased access to electricity to all households

Table 57: Electricity Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
Es01-2015	# of HH provided with electricity connection	New settlement	VKLM	R1m	R1m	R1m	# of new electricity connection provided	Technical services
Es02-2015	Development of electricity master plan	VKLM	VKLM	500 thousand	500 thousand	500 thousand	Electricity master plan	Technical services
Es03-2015	# of maintenance on electricity	VKLM	VKLM	200 thousand	200 thousand	200 thousand	# of registered requested attended to	Technical services

7.4.3 Roads and Storm Water

Problem Statement

The estimated kilometers of Municipal and Provincial roads within the boundaries of Victor Khanye Local Municipality is estimated at 245 km and 170km (excluding 50km National Roads) respectively. Roads infrastructure in and around the Victor Khanye Local Municipality area were originally designed for low volume traffic, however these volumes have increased significantly over the past few years, due to the rapid growth within the industrial sector, specifically mining activities. As a result road surfaces in the Victor Khanye Local Municipality are in urgent need of refurbishment and upgrade due to current excessive use, mostly by heavy vehicles. It is estimated that 59% of roads in the Victor Khanye Local Municipality are in a state of disrepair.

The major provincial roads in the municipal area are:

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

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

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

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

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

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

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

The existing road network consists of the following infrastructure¹⁰.

Table 58: Road Network Infrastructure

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

Strategic Objectives

- Improved the state of existing roads to better and acceptable standard
- Improved storm water drainage system

Table 59: Roads and Stormwater Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
RS 01-2015	# of roads to be tarred	VKLM	VKLM	5m	5m	5m	# of roads to be tarred	Technical services

¹⁰ Source: Victor Khanye Local Municipality Immovable Asset Register, June 2011

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
RS 02-2015	# of roads to be maintained	VKLM	VKLM	2m	2m	2m	# roads to be maintained	Technical services
RS 03-2015	# of roads to be installed with drainage	VKLM	VKLM	2m	2m	2m	# of roads installed with drainage system	Technical services
RS 04-2015	Development of comprehensive maintenance infrastructural plan	VKLM	VKLM	1m	1m	1m	comprehensive maintenance infrastructural plan	Technical services

7.4.4 Housing

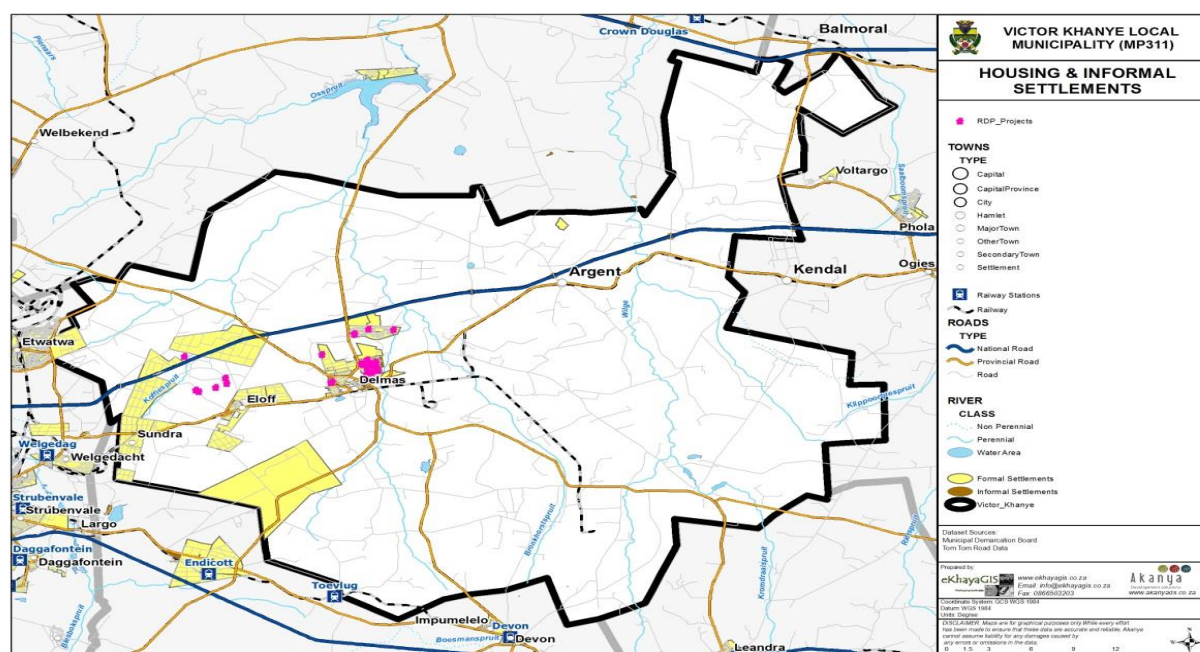
Problem Statement

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

According to the latest figures (Stats SA 2011), just over 79.2% of households in the Victor Khanye Local Municipality live in formal dwellings/structures. If we extrapolate the figure with respect to formal housing units by the projected SDBIP¹¹ outer year targets to 2015/16, based on available resources and funding availability and taking cognisance of the known projected increase in h/holds to approximately 22,516 units the percentage of households with access to electricity will increase to 89,8% over the next four (4) years. The following map illustrates the areas where low cost housing projects (RDP) are in various stages of planning and/or construction:

¹¹ 2013/14 SDBIP

Figure 26: Housing and informal settlements



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

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

Table 116: Dwelling Types

The issue with housing is that although the municipality is instrumental in the provision of serviced stands the authorisation and allocation of funds for the actual construction of housing units is the responsibility of the DoHS. This challenge is further compounded in so much that the allocation of housing units is conducted on an annual basis with the resultant challenges for municipalities to project for infrastructure planning needs to support this development in the forthcoming years. The appointment of consultants, contractors etc., remain the responsibility of DoHS and limit the municipality to the role of overseer with no management control of progress, quality and related costs. Land for housing development and land reform is a challenge due to lack of available land and dolomite conditions. Only the following land may be taken into consideration for development:

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

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

Strategic Objectives

- Reduced housing backlogs

Table 60: Housing Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
HS 01-2015	# of RDP Housing units provided	VKLM	DHS	R10m	R10m	R10m	RDP Housing units build	Technical Services
HS 02-2015	Provision of housing education	KLM	KLM	R5000	R5000	R5000	Attendance register	Technical Services

7.4.5 Environmental and Waste Management

Problem Statement

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

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

Around 75% of households in the Victor Khanye local Municipality receive weekly kerbside refuse removal collection services, with 21% serviced by means of the provision of plastic bags and skip removal. If we extrapolate the figure by the projected SDBIP¹² outer year targets to 2015/16, based on available resources and funding availability and taking cognisance of the known increase in households to approximately 22,516 units, the percentage of households with access to kerb side waste collection will increase to 87,0% over the next four (4) years.

Table 61: Removal of waste

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

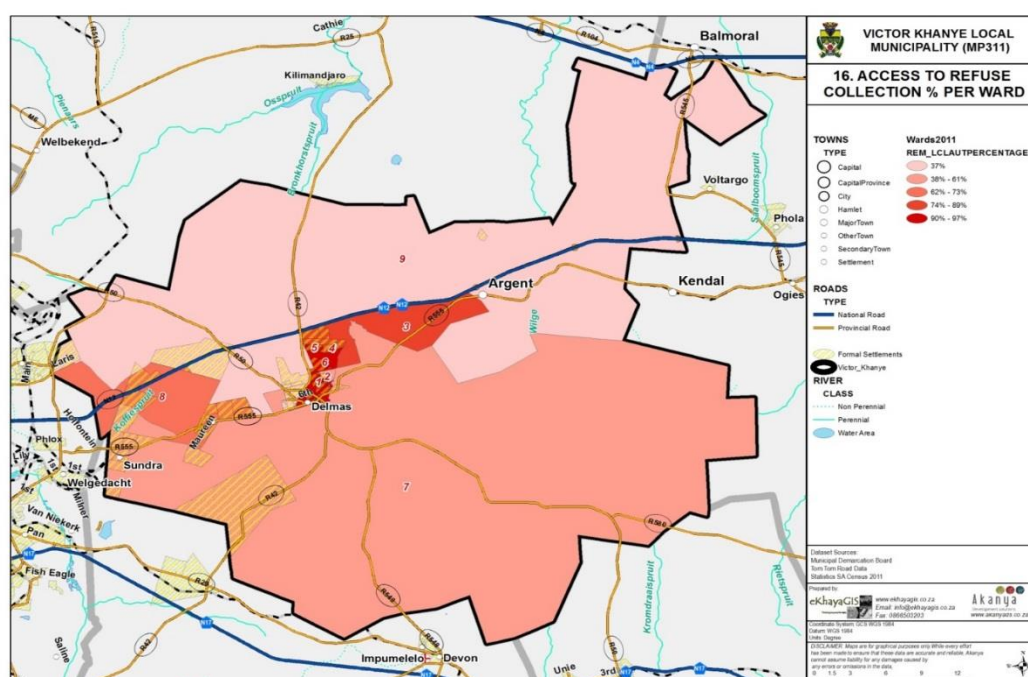
¹² 2013/14 SDBIP

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

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

Recycling has been prioritised in 2015/16 with the development of a Waste recycling strategy and linking this to a job creation project funded by either leveraging funds from the Neighbourhood Development Partnership Grant or Expanded Public Works Programme. This will be an integral programme for the municipality in the 2014/15 financial year. Illegal dumping is a continuous problem in most area in Delmas and surrounding environs and is removed as hot spots are identified or reported by community members.

Figure 35: Access to refuse collection



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

The landfill site was budgeted to be refurbished in the 2014, but the community residing in the informal settlement of Mawag adjacent to the landfill site resisted these initiatives and prevented normal dumping operations and the planned upgrade from being implemented. A protracted impasse has continued with numerous negotiations with various stakeholders being held over a period of time. In the middle of 2014 negotiations progressed in a more positive note and a meeting with the Department of Human Settlement (DoHS) resulted in agreement in principle being reached for the allocation of appropriate funding for the provision of approximately 600 housing units on existing serviced stands. This will permit the relocation of the community members involved in the dispute and therefore enable restructuring operations to resume. However, this will only occur at the end of the 2014/15 financial year.

Strategic Objectives

- Provide an efficient, safe and economical waste management

Table 62: Waste Management Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
EWM 1-2015	# of households provided with kerbside waste removal	All wards	VKLM	R200k	R200k	R200k	# of hh provided with kerbside waste removal	Community services
EWM 2-2015	# of environmental awareness held	All wards	VKLM	R100k	R100k	R100k	# of environmental awareness held	Community services
EWM 3-2015	Distributing 6 000 240 l wheel bins in the community	All wards	VKLM	R100k	R100k	R100k	# of dustbins given to community	Community services
EWM 4-2015	Development of the 2nd phase of the landfill site.	All wards	VKLM	R100k	R100k	R100k	Development of the 2nd phase of the landfill site.	Community services
EWM 5-2015	Delineation of wetlands	All wards	VKLM	R100k	R100k	R100k	Delineation of wetlands	Community services
EWM 6-2015	Skip loader truck	All wards	VKLM	R100k	R100k	R100k	Skip loader truck	Community services
EWM 7-2015	Development of a recycling strategy	All wards	VKLM	R100k	R100k	R100k	Recycling strategy	Community services
EWM 8-2015	Development of a new cemetery	All wards	VKLM	R100k	R100k	R100k	New cemetery	Community services
EWM 9-2015	Refuse remover truck	All wards	VKLM	R100k	R100k	R100k	Refuse remover truck	Community services

7.4.6 Public Education

Problem Statement

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

Strategic Objectives

- Increased access to the public Education

Table 63: Public Education Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
Pe01-2015	# of community that uses library	VKLM	VKLM	100K	100K	100K	Register list	Community services
Pe02-2015	# of internet users in library	VKLM	VKLM	200K	200K	200K	# of internet users	Community services
Pe03-2015	Upgrade of Delmas and Sundra library(Including air conditioners and new books)	VKLM	VKLM	200K	200K	200K	# of internet users	Community services
Pe04-2015	Mobile Library	VKLM	VKLM	200K	200K	200K	Mobile library	Community services
Pe05-2015	Marketing strategy for the libraries.	VKLM	VKLM	200K	200K	200K	Marketing strategy	Community services

7.4.7 Emergency Services

Problem Statement

The Disaster Management unit is responsible for the planning, prevention, response, mitigation and rehabilitation of disaster risks and significant events that occur or threaten to occur and could negatively impact on communities or result in serious disruption of services within the municipal boundaries. Due to development and the increase in population, our communities are becoming more exposed to potentially serious hazards and risks. Victor Khanye Local Municipality is frequently affected by hazards such as fires, vehicle accidents, technological and environmental threats, natural phenomena, service disruption and crime. Disaster Management incorporates the Fire Service as its response function as they are the first responders to incidents where life and property are under threat. The Fire Department is now fully operational on a 24 hourly basis with all outstanding posts being filled. A new fire response truck and water tanker was purchased, upgrading the current facilities to a higher level of readiness.

Strategic Objectives

- To increase the accessibility of emergency services to the community

Table 64: Training and Skills Development Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Responsibility
EM1-2015	# of Community awareness held	VKLM	VKLM	50k	50k	50k	# of awareness register	Community services
EM2-2015	# of fire fighters to be trained	VKLM	VKLM	500k	500k	500k	# of fire fighters	Community services
EM3-2015	Development of standard operating procedure for fire unite	VKLM	VKLM	500k	500k	500k	standard operating procedure	Community services

7.4.8 Culture, Sports and Recreation

Problem Statement

Sport and Recreational programmes play a major role in youth development and they contribute towards social harmony in the community and reduction of crime. Victor Khanye Local Municipality has a challenge in the provision of adequate Sporting and recreational facilities to enable the community to safely and effectively participate in Sports, Arts and cultural activities. The present facilities are either inadequate or in a state of disrepair and in

urgent need of upgrade and replacement. When we consider the high percentage of youth in the community; the majority of whom are unemployed, the need for appropriate and well maintained recreational facilities becomes a priority to allow them to engage in sporting activities of their choice. The sector department responsible for this function has limited capacity and in Victor Khanye Local Municipality the level of backlogs in the provision of basic services has previously precluded recreational facilities being afforded any priority.

The existing Sports Centre at Delmas currently provides the communities of the municipality with access to sport facilities; however a need exists to extend this service in order to accommodate communities in the periphery, particularly communities from areas such as Botleng who have limited access to sport facilities. The need for sport facilities for soccer, netball, etc. (ward 6) has been highlighted by the communities and this could be best addressed with the construction of a multi sports complex. The situation for farming communities is another challenge for Victor Khanye Local Municipality as facilities are largely not available, as land ownership resides is mainly in the hands of the farmers.

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

Strategic Objectives

- Ensure the general environment is protected and promoted in a sustainable way

Table 65: Environmental Management Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Responsibility
Crs1-2014	Review of sports policy	VKLM	VKLM	500k	500k	500k	New policy	Community services
Crs2-2014	Maintenance of Sports facilities	VKLM	VKLM	200k	200k	200k	# of facilities maintained	Community services
Crs3-2014	Construction of Recreational centre	VKLM	VKLM	15m	15m	15m	Construction of Recreational centre	Community services

7.4.9 Gender Disability and Children

Problem Statement

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

Gender

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

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

Disability

The objective of this sub-programme is to clearly enunciate the plight of disabled people in conducting their lives in a normal, dignified manner without discrimination. This would encompass being availed of infrastructure that takes cognisance of their disability; support skills development and equal job opportunities and to be recognised as an asset of the community in which they reside. At present there is no strategy in place in Victor Khanye Local Municipality or adequate funding to promote or improve the plight of people living with disabilities. The lack of adequate funding; which has been a restriction in the past, needs to reflect the nature of all transferral sub-programmes and projects that will realise the objectives of the programme. A comprehensive data base needs to be established to assist in directing

future programmes and projects for specific disability groups. The specific job needs of people living with disabilities are generally not taken seriously and therefore the majority of these people are grant dependant, raising the need to provide more training for people with disabilities to empower them to enter the employment field and be more independent.

With respect to both these sub-programmes it is vitally important to capacitate these groups in appropriate skills that will enable them to enter the work-place job opportunity marketplace assisted by vehicles such as the EPWP projects. The needs to ensure that all qualifying indigents are registered and benefit from existing programmes and those new initiatives are actively pursued to provide sustainable living standards for indigents to be self-sufficient. The Victor Khanye Local Municipality currently employes eight staff members with disabilities, equating to about 3% of the total workforce.

Children

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

Strategic Objectives

- To ensure that the needs of all vulnerable groups in the community are addressed

Table 66: Social Protection Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Responsibility
Gdc1-2015	# of events held in terms of elderly	VKLM	VKLM	R200k	R200k	R200k	# of events held in terms of elderly	Office of Municipal Manager
Gdc2-2015	# of events held in terms of HIV/Aids	VKLM	VKLM	R200k	R200k	R200k	# of events held in terms of HIV/Aids	Office of Municipal Manager
Gdc3-2015	Events held to commemorate Mandela day	VKLM	VKLM	R200k	R200k	R200k	# of events held to commemorate Mandela day	Office of Municipal Manager

7.4.10 Traffic, Safety and Security

Problem Statement

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

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

When we consider the main industrial area for employment is situated in Springs, the relationship with respect to travel is further exasperated for employees in the communities residing in Rietkol, Botleng and extensions. The end result is relatively high transport costs. With respect to Rail infrastructure, the railway sections that traverse the municipal area include a network running parallel with the R555 provincial road and a southern branch that extends into the south of the Municipality where it terminates. This railway stretches from Gauteng in the east into Mozambique via Komatipoort and onwards in the west. It connects the Municipality to adjacent and regional markets, and this strength should be actively promoted.

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

Strategic Objectives

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

Table 67: Traffic, Safety and Security Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
Tss1-2015	# of awareness program held on road safety	VKLM	VKLM	R20k	R20k	R20k	Number of awareness program held on road safety	Community services
Tss2-2015	Information signs	VKLM	VKLM	R100k	R100k	R100k	Information signs	Community services
Tss3-2015	Construction Weighbridge	VKLM	VKLM	R200k	R200k	R200k	Weighbridge	Community services
Tss4-2015	Waiting area for clients at the DLTC	VKLM	VKLM	R400k	R400k	R400k	Waiting area for clients at the DLTC	Community services
Tss5-2015	DLTC motor cycle evaluation track	VKLM	VKLM	R1.2m	R1.2m	R1.2m	DLTC motor cycle evaluation track	Community services
Tss6-2015	Fencing of DLTC	VKLM	VKLM	R50k	R50k	R50k	Fencing of DLTC	Community services
Tss7-2015	Toilets for the public at the traffic offices	VKLM	VKLM	R10k	R10k	R10k	Toilets for the public at the traffic offices	Community services
Tss8-2015	Tractor for parks.	VKLM	VKLM	R400k	R400k	R400k	Tractor for parks.	Community services
Tss9-2015	Parks equipment	VKLM	VKLM	R200k	R200k	R200k	Parks equipment	Community services

7.5 KPA 3: Local Economic Development and Spatial Rationale

7.5.1 Local Economic Development

Problem Statement

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

1. Spatial Development Rationale
2. Poor economic infrastructure
3. Implementation of Local Economic Development Social Labour Plan Projects
4. Lack of relevant skills

7.5.2 Spatial Development Rationale

Delmas is about 1 567km² in extent, more than 90% of land is owned by the private sector. Furthermore Delmas Town is situated on dolomite soils this further limits establishment of residential, commercial and industrial stands

Poor Economic Infrastructure

Table 68: State of Economic Infrastructure in Delmas

Infrastructure Type	Status Quo
Roads & Storm Drainage	Delmas is experienced high traffic volumes mainly due to coal haulage trucks. This development has put a huge strain on local roads leading to traffic jams and deterioration of the R555 road.
Water	Despite commissioning of a water purification plant in 2011 and connection to the rand water system in 2014, Delmas still experiences erratic water suppliers due to the aging reticulation network
Waste water	According to the 2014 SERO report Victor Khanye Local Municipality is ranked 17 worst out of the 18 Municipalities in Mpumalanga Province in the Green Drop risk profile. The Municipal Sewage water works is dilapidated and cannot cope with population increase.

Infrastructure Type	Status Quo
Electricity	The electricity network within Victor Khanye Local Municipality is ageing and has become inefficient. The main electricity substation needs to be upgraded since the electricity demand is increasing due to developments both in the residential, commercial and industrial sectors. The infrastructure within the area supplied by Eskom; Eloff, Sundra, Botleng and Extension 3, is also in need of upgrade to ensure the sustainable provision of uninterrupted services to the community and businesses
Implementation of Local Implementation Social Labour Plan Projects by mining houses	In terms of the Mineral and Petroleum Resources Development Act 28 of 2002, <i>“holders of mining and production rights should contribute towards the socio-economic development of the areas in which they are operating “</i> They are fourteen mines operating with-in Victor Khanye Local Municipality area of jurisdiction, twelve mining coal, two mining silica and three quarrying. The Municipality recommends LED projects to be considered by the Department of Mineral Resources (DMR) which mines should implement upon approval by the DMR . The LED/SLP implementation rate has been very poor in the past five years less only four mines have fully implemented their LED/SLP commitments. Non implementation of SLP/LED projects lead to slow economic growth & development and community instability
Lack of relevant skills	Despite a marked improvement in Matric pass rate in 2014. Holders of post-matric remain comparatively low. Most locals remain employed as labourers in local industries due to lack of relevant qualifications. This scenario leads to low economic growth due to low disposable income.

Legislative mandate

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

Table 69: Victor Khanye Local Municipality Socio-Economic Profile (Source SA-Stats)

Indicator	2001	2011	2012
Demographic			
Population	56 335	75 452	
Number of households	13 428	20 548	

Indicator	2001	2011	2012
Area size km2	1 568	1568	1 568
Economic			
Construction	1.4%		2.2%
Mining	21.2%		16.2%
Agriculture	13.0%		13.0%
Community Services	18.1%		19.3%
Finance	14.3%		13.4%
Utilities	1.4%		0.6%
Manufacturing	4.8%		4.5%
Trade	11.6%		12.5%
Finance	14.3%		13.4%
Transport	14.8%		18.2%
Labour			
Working age	36 108	50 604	
Economically Active Population	23 019	30 416	
Number of unemployed	9 791	8 573	
Unemployment rate	42.5%	28.2%	
Agriculture	24.1%		18.7%
Mining	10.3%		12.8%
Community services	10.8%		14.5%
Private Household	10.9%		11.3%
Finance	3.5%		4.8%
Transport	5.4%		5.2%
Utilities	0.6%		0.5%
Construction	4.7%		5.9%
Manufacturing	7.9%		7.4%
Trade	21.7%		19.0%

Table 70: In-Equality & Poverty

Indicator	2001	2004	2009	2012
Gini-Coefficient	0.68	0.67	0.61	0.60
Poverty rate	42.2%	45.0%	39.4%	34.7%
Number of people in poverty	25 476	28 346	28 122	27 185
Poverty gap(Rmillion)	R37	R52	R75	R78

Victor Khanye Local Municipality in perspective

The Municipality continues to create an environment conducive to attracting and the retention of investment. The economy of Delmas is relatively diverse, the largest sector in terms of output as well as proportional contribution being Trade followed by Agriculture and Mining. The Municipality has developed and adopted a five year LED Strategy the aims and objectives of the Strategy are to:

1. Create employment
2. Develop local markets
3. Promote and Support SMMEs/Co-operatives
4. Decrease poverty and hardships
5. Increase and explore tourism
6. Infrastructure development

7. Infrastructure development

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

1. Agriculture and Rural Development
2. Green Economy
3. Industry and Commerce
4. Tourism Development
5. SMME and Co-operative development
6. Mining and electricity development

Victor Khanye Local Municipality must succeed in increasing the level of economic activity in its regions and thereby create sustainable growth and job creation opportunities resulting in a more prosperous community that can participate in an equitable sharing economy. Despite being geographically strategic positioned, Victor Khanye Local Municipality has not been attracting much needed investment, reasons range from inadequate infrastructure and lack of readily available land for investment. The major projects currently in progress and/or planned with identified Public Participation Parties include the following:

Figure 36: LED High Level Logic Model

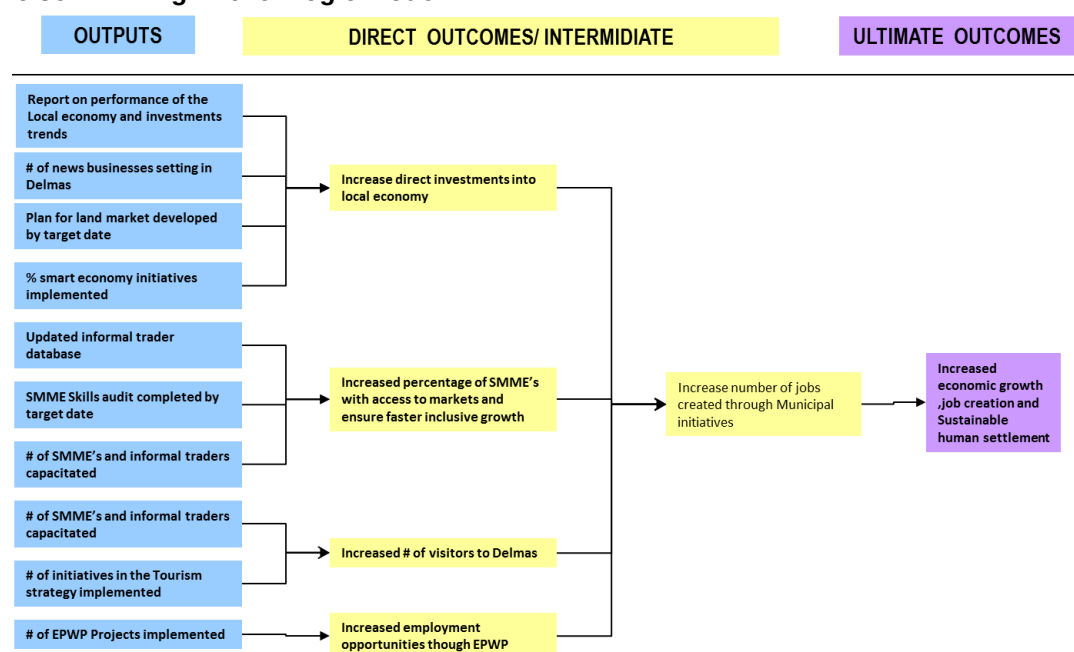
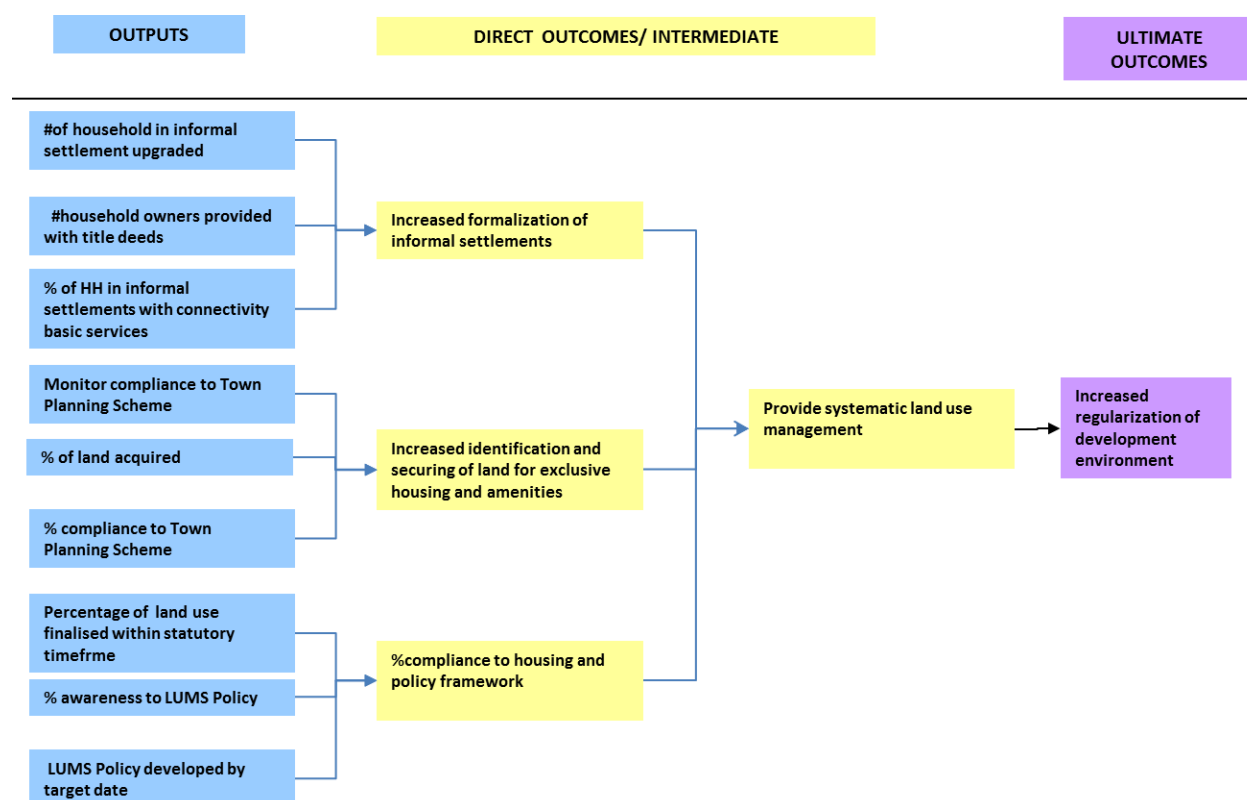


Figure 37: Spatial Rationale High Level Logic Model



Strategic Objectives

- Economic Growth and Development
- Increased economic participation by the youth

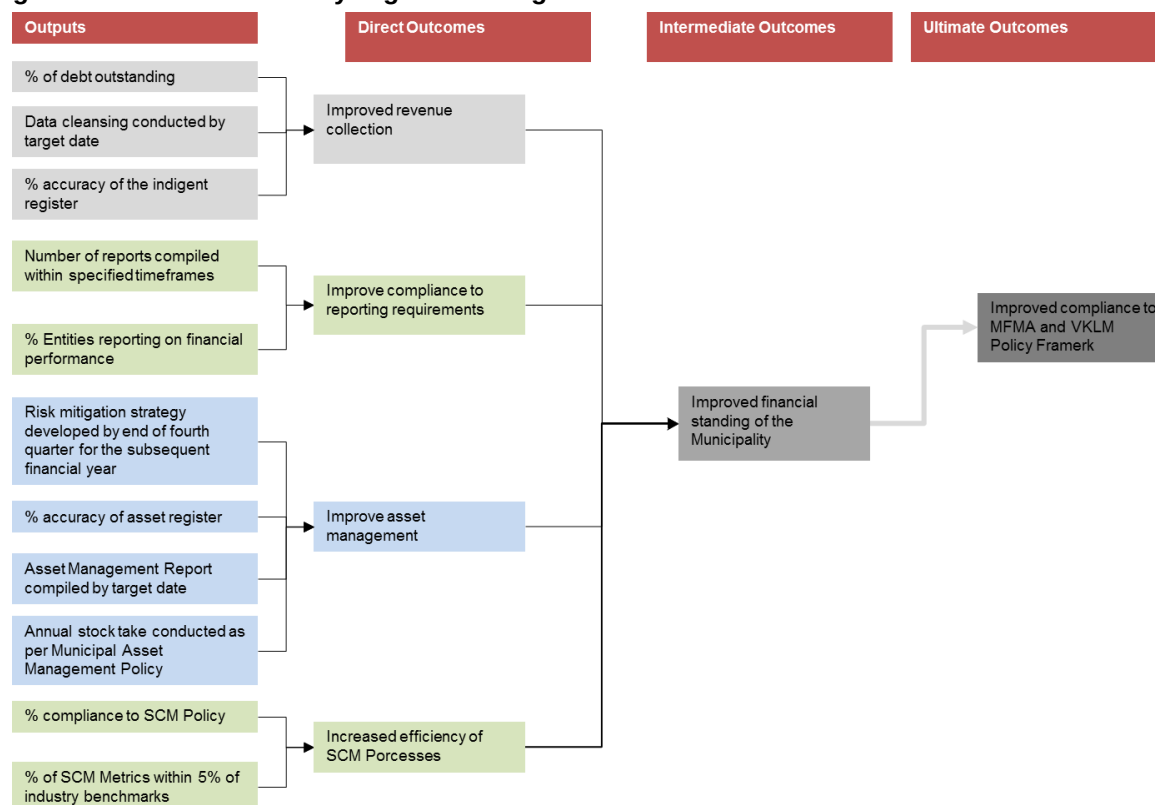
Table 71: LED and Spatial Rationale Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
Led01-2015	Construction of SMME industrial hubs Site yet determined	TBD	NDM	R3m	R3m	R3m	SMME industrial hubs	Office of Municipal Manager
Led02-2015	Commissioning of a business advisory Centre	Ward 2	Private	R3m	R3m	R3m	Business advisory Centre	Office of Municipal Manager
Led03-2015	Holiday Maths & Science programme	All wards	Private	R200k	R200k	R200k	Improvement in Maths and Science	Office of Municipal Manager
Led04-2015	Construction of Community Portable Skills Development centre Site yet determined	Ward 07	private	R800k	R800k	R800k	Portable Skills Development centre	Office of Municipal Manager

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
Led05-2015	Construction of Nkangala International Airport	Ward 07	Private	R5b	R5b	R5b	Nkangala International Airport	Office of Municipal Manager
Led06-2015	Construction of a foot bridge in ward 7	ward 7	NDM	R3m	R3m	R3m	foot bridge	Office of Municipal manager
Led07-2015	Agricultural Hub Project. Straffontein Farm	Ward 7	Private funding	R3m	R3m	R3m	Agricultural Hub Project	Office of Municipal manager
Led08-2015	Masibuyele Emasimini & Esibayeni Projects	All wards	Private funding	R800k	R800k	R800k	Number of farms that benefited	Office of Municipal manager
Led09-2015	Establishment of Lavender Project in	ward 9	Private Funding	R800k	R800k	R800k	Lavender Project	Office of municipal manager
Led10-2015	Hydroponics Project	VKLM	VKLM	R100k	R100k	R100k	Functional Hydroponics Project	Office of municipal manager
Led11-2015	Development & Adoption of Spatial Development Framework	VKLM	VKLM	R100k	R100k	R100k	Spatial development plan	Technical services
Led12-2015	Create an electronic system for the youth development data base	VKLM	VKLM	R120k	R120k	R120k	electronic system for the youth development data base	Office of Municipal Manager
Led14-2015	Hosting of youth Development submit	VKLM	VKLM	R120k	R120k	R120k	Youth Development submit	Office of Municipal Manager
Led154-2015	Hosting of the high schools Mayoral sports games	VKLM	VKLM	R360k	R360k	R360k	Mayoral sports games Activities	Office of Municipal Manager
Led164-2015	Hosting of Career expo	VKLM	VKLM	R100k	R100k	R100k	Career expo	Office of Municipal Manager
Led17-2015	Hosting of Business expo	VKLM	VKLM	R100k	R100k	R100k	Hosting of Business expo	Office of Municipal Manager
Led18-2015	Establishment of bursary fund	VKLM	VKLM	R200k	R200k	R200k	Hosting of Business expo	Office of Municipal Manager

7.6 KPA 4: Financial Viability and Financial Management

Figure 38: Financial Viability High Level Logic Model



7.6.1 Revenue Collection

Problem Statement

The current collection rate achieved by the municipality reflects 74,0 % with an improvement level of 68,0 % targeted for the current 2015/16 financial year. Funding is sourced from own revenue with the balance of funding being derived through the equitable share allocation augmented by various conditional/unconditional grant funding as directed by way of the annual Distribution of Revenue Act (DoRA).

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

The Municipality makes use of a 50/50 programme whereby 50% of the amount tendered for purchase of electricity is allocated to the outstanding account. Municipal accounts are distributed on a monthly basis, based on a fixed portion consisting of property rates, refuse

and sanitation levies and variable portion based on the actual consumption of water and electricity .The consumption of water and electricity is determined from the actual meter readings. The accuracy, completeness of readings cannot be 100% confirmed due to age of the infrastructure.

Strategic Objectives

- To reduce water loss and contribute towards the increase of revenue

Table 72: Revenue Enhancement Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
Rc1-2015	Develop and implement a revenue enhancement strategy	VKLM	VKLM	R300k	300k	300k	Revenue enhancement strategy and training	Finance Department

7.6.2 Supply chain Management

Problem Statement

Supply chain management (SCM) is the oversight of materials, information, and finances as they move in a process from supplier to manufacturer to wholesaler to retailer to consumer. Supply chain management involves coordinating and integrating these flows both within and among companies. It is said that the ultimate goal of any effective supply chain management system is to reduce inventory (with the assumption that products are available when needed.

Strategic Objectives

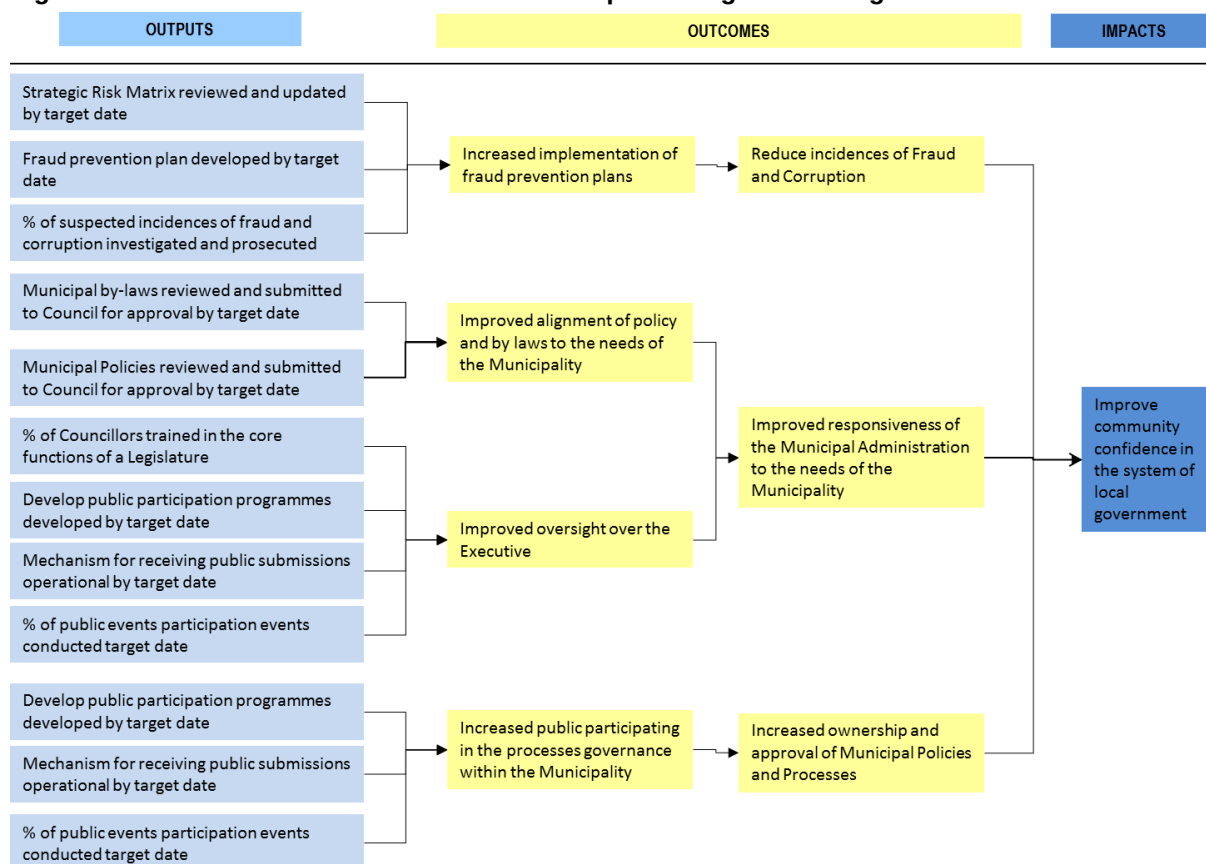
- To increase the Efficiency of the Supply Chain Management Processes

Table 73: SCM Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
SC01-2015	Increase the capacitating of the supply chain management officials	VKLM	VKLM	R100k	R100k	R100k	Improvement in work rate	Finance department

7.7 KPA 5: Good Governance and Public Participation

Figure 39: Good Governance and Public Participation High Level Logic Model



7.7.1 Public Participation

Problem Statement

Section 16 of the Municipal Systems Act (2000)¹³ states that a municipality should establish structures and creates a culture to promote community participation.

One of the main features about the integrated development planning process undertaken by the Victor Khanye Local Municipality is the involvement of community and stakeholder organisations in the process through the implementation of IDP Forum meetings. Public Participation is guided by the “schedule of events” that is adopted by Council at the beginning of each and every year. This schedule contains dates for ordinary and special Council meetings and it also contains Ward community meetings and public events that are aimed at ensuring that the community is involved in the affairs of the municipality. Participation of affected and interested parties ensures that the IDP addresses the real issues that are

¹³ Republic of South Africa. 2000. *Local Government Municipal Systems Act, Act 32 of 2000*. Pretoria: Government Printers.

experienced by the citizens of the municipality. The primary purpose of this forum is to facilitate public participation within the community through the provision of a platform for honest discussion and identification of challenges confronting community participation, not always highlighted by the mechanism and structures such as ward councillors, ward committees and Community Development Workers feedback.

A strong working relationship has also been established with print media that exists in the Victor Khanye Local Municipality. Communication through the print media is done through local, regional and national newspapers, websites, magazines and newsletters. A new newsletter was initiated in 2014 and is produced and distributed quarterly. Copies of the newsletter can also be found at the library.

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

Strategic Objectives

- Increased implementation of public participation imperatives

Table 74: Public Participation Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Responsibility
PP01-2015	Development of communication strategy	VKLM	VKLM	R100K	R100K	R100K	communication strategy	Office of Municipal Manager

7.7.2 Municipal Powers and Functions

Problem Statement

The Constitutions of the Republic of South Africa, read together with the Municipal Systems Act outlines the powers and functions of the municipalities. This was further confirmed by the demarcation board. The following table illustrates the generic powers and function as contained in schedule 4 part b and schedule 5 part b of the Constitution.

Strategic Objectives

- Improve functionality of Council Committees

Table 75: Council Committees Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
Mc01-2013	Effective functioning of Council committees	VKLM	VKLM	R100k	R100k	R100k	Effective functioning of Council committees	Corporate services

7.7.3 Fraud and Corruption

Problem Statement

The Victor Khanye local Municipality employs to the excess of just over 400 staff members, runs a budget of over R120 million and owns assets. This, including other issues puts the municipality at risk of fraud and corruption by either staff or outsiders. For the purposes of the input fraud and corruption are defined as follows, respectively:

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

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

Strategic Objectives

- Reduce incidences of Fraud and Corruption

Table 76: Anti-Fraud and Corruption Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
FC01-2013	Promote standards of honest and fair conduct	VKLM	VKLM	R100K	R100K	R100K	# of workshops held	Corporate services

7.7.4 Customer Care

Problem Statement

A stakeholder engagement strategy is necessary to ensure that Victor Khanye Local Municipality understands a wide range of interests amongst residents of the community. Engagement is an integral part of developing an understanding of the impact of the Victor Khanye Local Municipality interventions, future plans and priorities. A satisfied customer is a precious asset. The goodwill generated by a positive customer relationship shall assist in improved revenue for the municipality. The strategy will be focused on how the community can be empowered to share and co-own pride in the municipality. Complete customer satisfaction is crucial to the Victor Khanye Local Municipality sustainable and viable existence. The continued practice and development of the Batho Pele principles will ensure the provision of an accessible and accountable service. Integral to this process will be the development of

a broader base of communication strategies to enable the community at large to participate and respond to specific needs and issues that arise.

The Victor Khanye Local Municipality has committed to conducting a customer satisfaction surveys during the 2015/16 financial year. This will provide valuable input to the municipality to determine its course of direction with a view to improving perceived shortcomings and set a base on which future strategies will be focused. This will lay the foundation for effective Customer Relationship Management based on the participation of customers in the operations of the municipality.

As part of this drive the Victor Khanye Local municipality has committed to the development of a centralised Customer Care Unit which has been highlighted as a priority and a project has been incorporated in the 2015/16 SDBIP to address this need.

Strategic Objectives

- Improved Customer Relationship Management

Table 77: Customer Relationship Management Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept.
CS01-2015	Improved customer relationship	VKLM	VKLM	R300k	R300k	R300k	# of surveys to be done	Corporate services

7.7.5 Spatial Tenure and Development

Problem Statement

The Victor Khanye Local Municipality evolved as a result of the amalgamation of the Botleng Town Committee and the Delmas Town Council. The municipality is composed of urban and semi-urban areas, i.e. Victor Khanye, Botleng, Eloff, and Sundra and the farm and villages. Since 1994 much emphasis has been placed on the restructuring and sustainable development of urban and rural areas. In the spatial planning for the Victor Khanye Local Municipality area, there is a need to spatially reflect on needs to be delivered in terms of legislated and stated developmental principles, as well as desired outcomes at national, provincial and municipal levels. The current backlog for land and providing people with their own stands and erven/houses and title deeds are enormous and needs to be addressed. The problem in Delmas is that the town is situated on dolomite and the establishment of new residential areas are problematic. The Victor Khanye Local Municipality is limited to land availability and has only land to develop that is registered in Councils name due to the fact that the surrounding land in and about Delmas is privately owned. The Victor Khanye Local Municipality will have to engage with the District to seek assistance from the Housing Development Agency (HDA) to acquire land for human settlement

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

Another challenge relates to the resolution of the security of tenure issue for the farm dwellers and farm workers presently residing in farmlands. There are settlements that have existing for longer than 20 years i.e. Kwa-Isaka, Kwa-Jozi, Dryden, Argent, Arbor, Brakfontein etc. There is currently only one (1) land claims, which are still to be considered by the Department of Land Affairs and the land claims commission. The development of a draft Land Usage Management Strategy (LUMS) was incorporated in the 2014/15 SDBIP and should be approved for implementation prior to the commencement of the new 2015/16 financial year.

The development of Victor Khanye Local Municipality rural areas play a critical role in the overall economic wellbeing of the area due to the contribution it makes to the local GDP as well as being a major employer for the large predominately rural population. A project has been included in the 2015/16 to develop the Victor Khanye Local Municipality Comprehensive Rural Development Strategy (CRDS), through funding to be sourced from Mpumalanga Provincial Department of Agricultural, Rural Development and Land Administration (DARDLA). This same department conducted a workshop in February 2015 to relay amongst

other matters the achievements derived from the implementation of the Comprehensive Rural Development Programme (CRDP) in the eight identified municipalities; which has contributed significantly towards improving the quality of life in rural areas. The presentations main focus was based on the Outcome Approach¹⁴ namely Outcome 7: “*Vibrant, equitable and sustainable rural communities with food security for all*”.

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

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

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

- Invest in agriculture infrastructure for value creation
- Increase crop and livestock production
- Promote export markets

The principles embodied in the DARDLA focus areas and initiatives will be incorporated in the development of the Victor Khanye Local Municipality CRDS.

Strategic Objectives

- To provide a systematic spatial/ land development control

Table 78: LUMS Projects for the Financial Years 2016/17

Project	Description	Project Location	Funding Source	Budget 15/16	Budget 16/17	Budget 17/18	Indicator	Dept
STD 1-2015	Acquire land for expansion and development	VKLM	VKLM	R10m	R10m	R10m	Hectors of Land Acquired	Technical services
STD 2-2015	Develop and implement LUMS Strategy	VKLM	VKLM	R500k	R500k	R500k	LUMS Strategy and training	Technical services

¹⁴ Guide to the outcomes approach, Version: 1 June 2010

8 FINANCIAL PLAN

8.1 Introduction

In general usage, a financial plan is a comprehensive evaluation of someone's current and future financial state by using currently known variables to predict future cash flows, asset values and withdrawal plans.^[1] This often includes a budget which organizes an individual's finances and sometimes includes a series of steps or specific goals for spending and saving in the future. This plan allocates future income to various types of expenses, such as rent or utilities, and also reserves some income for short-term and long-term savings. A financial plan is sometimes referred to as an investment plan, but in personal finance a financial plan can focus on other specific areas such as risk management, estates, college, or retirement

8.2 Cash / Liquidity Position

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality. The current ratio, which expresses the current assets as a proportion to current liabilities stands at a ratio of 2, 33:1. An overall ration in excess of 2:1 is considered healthy.

8.3 Sustainability

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability.

The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence, subsidisation is supplied be means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

8.4 Effective and efficient use of resources

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council.

8.5 Accountability, Transparency and Good Governance

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable utilization and reporting by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development Plan as well as the Budget is communicated by means of forum meetings and the ward committee system uphold by Council. Hereby all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

8.6 Redistribution

The Municipality endeavour has to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

8.7 Development and Investment

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

8.8 Borrowing

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs. The current external capital charges, as a percentage of operational income is 6, 2%. The acceptable norm should not be more than 12%.

8.9 Financial Management Strategies and Programmes

The following financial management strategies and programmes were identified and implemented:

8.9.1 A five-year strategic information technology plan.

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated MIS (Management Information System) together with a GIS is in progress.

8.9.2 Asset management plan

A computerized bar-code asset management system is maintained in order to ensure accountable utilisation and reporting on assets.

8.9.3 Budgetary Office

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

8.9.4 Pre-paid Vending

The installation of automated pre-paid vending machines in order to provide a 24/7 service.

8.9.5 Improved meter reading functions

The commissioning of a system to improve the correctness of meter readings in order to provide accurate municipal accounts.

8.9.6 Upgrading of networks. WAN - Wireless Area Network

The implementation of an improved radio link data network to improve the connection to the main financial server. Improve the service to the consumer.

Table 79: Operational budget projections

	Current	Y 1	Y 2	Y 3	Total
	2011/2012	2012/2013	2013/2014	2014/2015	Y1 to Y3
Revenue source	('000)	('000)	('000)	('000)	('000)
Property taxes	33 100	37 409	44 507	49 269	131 185
Rates & user charges	115 280	135 039	150 114	168 362	453 515
Rental: Facilities	1 353	1 420	1 492	1 500	4 412
Interest Investments	1 113	1 224	1 346	1 300	3 870
Interest Debtors	19 333	19 500	20 512	21 100	61 112
Traffic fines	600	660	726	1 100	2 486

	Current	Y 1	Y 2	Y 3	Total
	2011/2012	2012/2013	2013/2014	2014/2015	Y1 to Y3
Licences & permits	1 661	1 779	1 906	2 350	6 035
Agency services	1 682	1 732	1 819	2 100	5 651
Grants & subsidies	47 528	52 567	56 524	61 000	170 091
Other Income	158	171	186	200	557
Internal recoveries	3 208	3 661	3 785	4 155	11 601
Less Income foregone	-6 186	-6 592	-6 625	-6 500	-19 717
	218 830	248 570	276 292	305 936	830 798
% Increase over period		13.6%	11.2%	10.7%	

Figure 40: Revenue projection

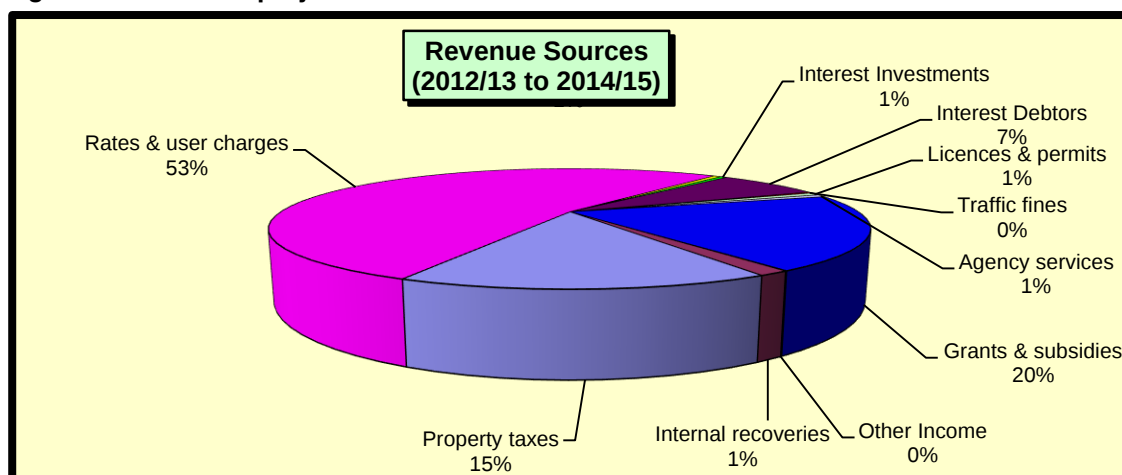


Figure 41: Revenue projection

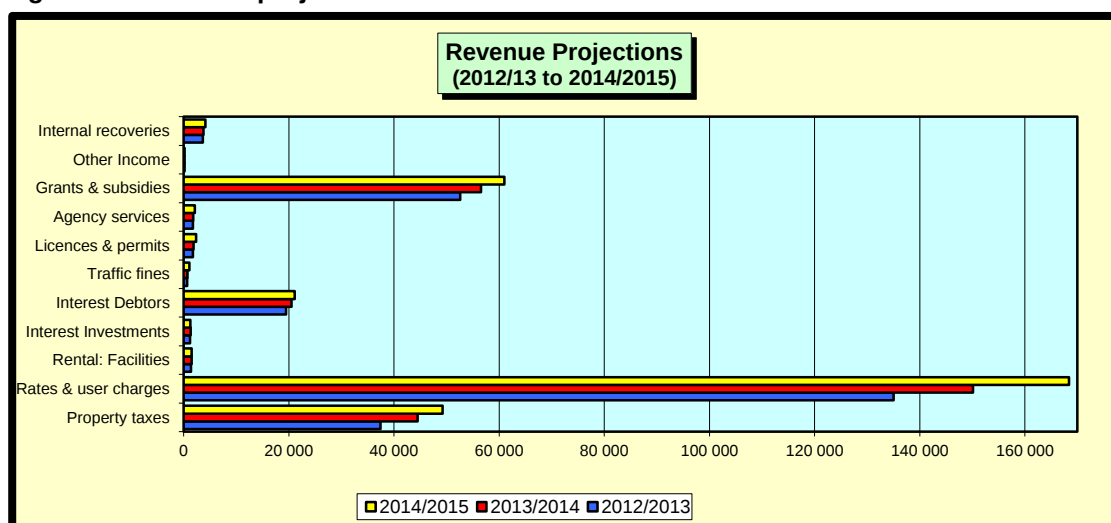


Figure 42: Operational budget

Expenditure per item.	(’000)	(’000)	(’000)	(’000)	(’000)
Employee related	62 720	71 670	78 312	88 150	238 132
Remuneration Councillors	5 929	6 404	6 916	7 483	20 803
Working Capital reserve	31 627	35 715	40 303	42 552	118 570
Collection cost	250	274	300	350	924
Depreciation	3 169	4 500	5 000	8 550	18 050
Maintenance	14 598	14 956	16 397	19 662	51 015
Interest External	4 179	4 059	4 120	4 599	12 778
Redemption External	213	81	81	1 025	1 187
Bulk purchases	63 815	75 741	86 301	95 344	257 386
Contracted services	4 628	4 883	5 008	5 100	14 991
Grants & Subsidies paid	57	63	68	75	206
General expenses	53 391	53 347	58 012	63 256	174 615
Contribution to capital	896	2 000	3 000	5 000	10 000
Internal charges	3 209	2 842	2 986	2 115	7 943
Costs debited out	-29 889	-28 051	-30 530	-37 331	-95 912
Total expenditure	218 792	248 484	276 274	305 930	830 688
Operating surplus	38	86	18	6	110

Figure 43: Appropriation of capital

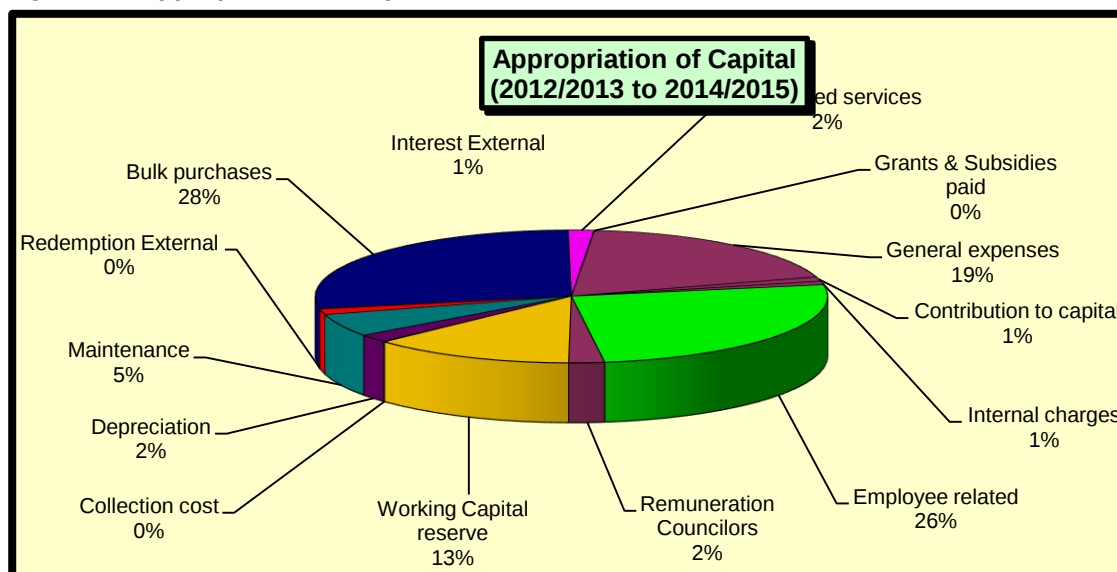


Table 80: Operational Expenditure per vote

	Current	Y 1	Y 2	Y 3	Total
	2011/2012	2012/2013	2013/2014	2014/2015	Y1 to Y3
Expenditure per Vote	('000)	('000)	('000)	('000)	('000)
Executive & Council	0	0	0		0
Budget & Treasury	64 785	70 491	77 485	84 995	232 971
Corporate Services	969	1 018	1 070	1 098	3 186
Community & social	184	195	206	216	617
Sport & recreation	5	4	4	5	13
Public safety	2 234	2 409	2 598	2 798	7 805
Housing	411	431	453	469	1 353
Health	0	0	0	0	0
Planning & Development	0	0	0	0	0
Road transport	2 199	2 288	5 415	4 622	12 325
Electricity services	70 070	82 963	95 647	108 518	287 128
Water services	50 657	58 998	62 598	66 985	188 581
Waste water management	14 988	16 511	17 337	19 551	53 399
Waste management	12 328	13 176	13 461	16 673	43 310
Electricity supply					0
Total expenditure	218 830	248 484	276 274	305 930	830 688

Figure 44: Expenditure per vote

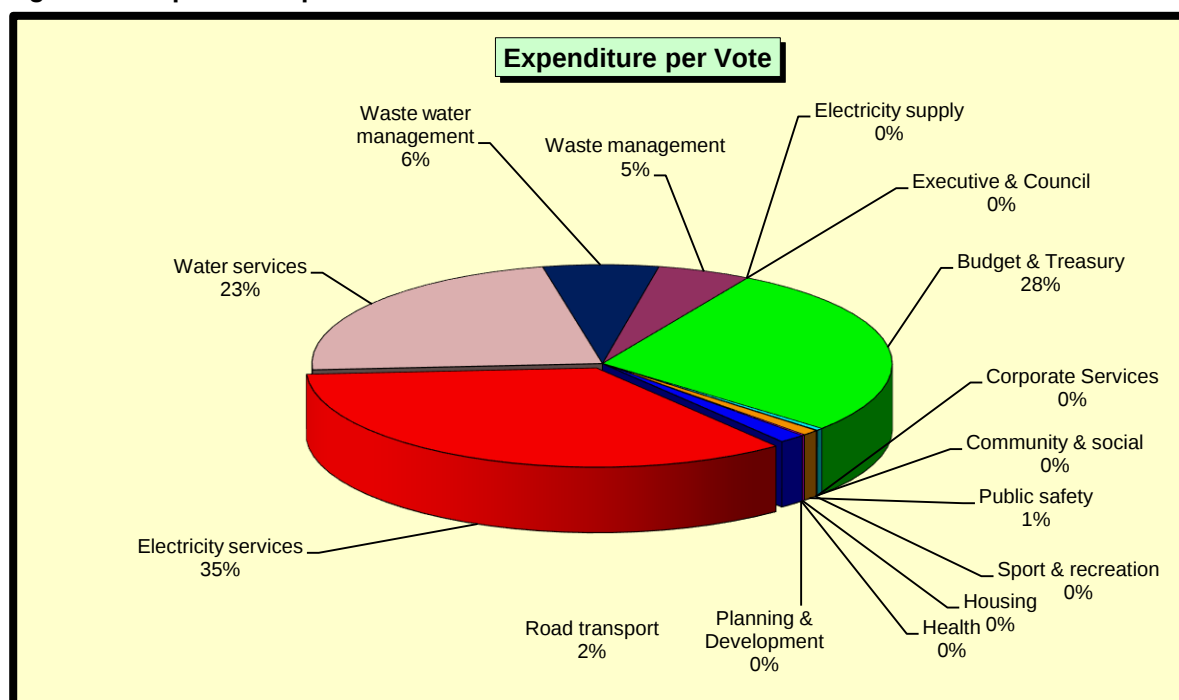


Table 81: Operational Expenditure per vote

Appropriation of capital	('000)	('000)	('000)	('000)	('000)
Executive & Council		10 000	10 000	10 000	30 000
Budget & Treasury	65	101	95	200	396
Community & social			2 324		2 324
Sport & Recreation	750	2 951		2 500	5 451
Public safety	542		355	512	867
Road Transport	17 360	10 000	8 000	13 500	31 500
Electricity Services	9 300	3 000	2 500	5 000	10 500
Water services	1 800	10 000	2 000	5 000	17 000
Waste water management	4 471	8 770	20 970	10 000	39 740
Waste management	2 280	2 000	3 000	6 000	11 000
Total expenditure	36 568	46 822	49 244	52 712	148 778

Figure 45: Appropriation of capital

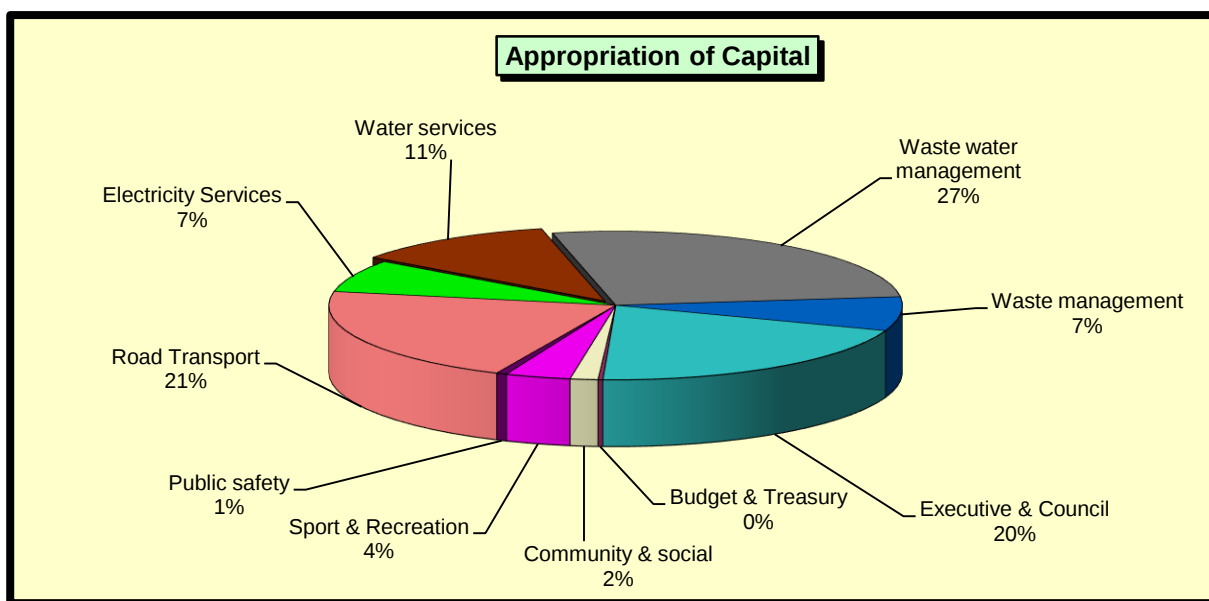


Table 82: Funding sources

	Current	Y 1	Y 2	Y 3	Total
	2011/2012	2011/2012	2012/2013	2013/2014	Y1 to Y3
Funding Sources	('000)	('000)	('000)	('000)	('000)
External loans	4 000	8 101	7 444	4 712	20 257
Own Revenue	897	2 000	3 000	5 000	10 000
MIG	20 521	24 951	26 324	28 000	79 275
Grants: Nkangala DM	11 150	11 770	12 476	15 000	39 246
Total sources	36 568	46 822	49 244	52 712	148 778

Figure 46: Appropriation of capital

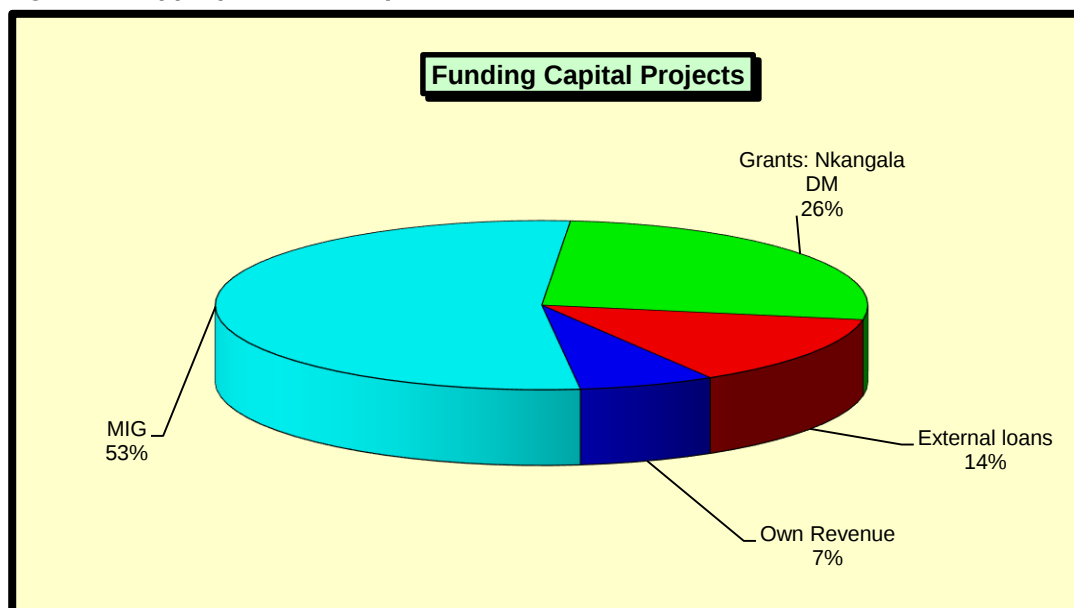


Table 83: Financial benchmark

Financial benchmark	Basis of calculation	2009/2010	2010/2011
Borrowing management			
Debt to asset ratio	Total debt / Total assets	12.0%	9.4%
Debt to revenue	Total debt / Annual income	37.3%	26.7%
Interest bearing debt to revenue	Interest bearing debt / Annual income	8.6%	4.0%
Average interest paid on debt	Interest paid / Total interest bearing debt	12.8%	21.6%
Capital charges to operating expenditure	Interest & capital paid / Operating expenditure	1.0%	0.9%
Interest as a % of operating expenditure	Interest paid / Operating expenditure	1.0%	0.9%
Safety of capital			
Debt to equity	Total debt / funds & reserves	-	-
Current ratio	Current assets / Current liabilities	1:0.90	1:0.58
Gearing	Funds & reserves / Long term debt	-	-
Liquid ratio	Cash assets / Current liabilities	1:2.53	1:2.43
Revenue management			

Financial benchmark	Basis of calculation	2009/2010	2010/2011
Annual debtors collection rate (Payment level %)	Last 12 months receipts / Last 12 month billing	69.1%	68.8%
Outstanding debtors to revenue	Outstanding debtors (net) / Annual revenue (total income)	15.6%	13.9%
Days debtors outstanding	Outstanding debtors (net) / Annual revenue (total income) x 365	56,8	51
Efficiency			
Personnel costs to operating expenditure	Personnel cost / Operating expenditure	22.2%	26.3%
Other indicators			
Electricity distribution losses	(Total units purchase less total units sold) / Total units purchased	16.1%	9.4%
Water distribution losses	(Total units purchase less total units sold) / Total units purchased	20.0%	16.4%
Asset maintenance rate	Repair & maintenance expenditure / Total asset value	2.2%	2.0%
Colour code Legend:		Positive	
		Negative	

9 SDBIP SCORECARD PROJECTS

9.1 Introduction

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

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

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

9.2 Legislation

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

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

Section 53 of the MFMA (1) (c) (ii) states that the SDBIP is approved by the Mayor within 28 days after the approval of the budget. Section 53 (3) (a) further states that the Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval. 44 MFMA Circular No 13, Service Delivery and Budget Implementation Plan Review - 2014/15 Integrated Development Plan Page 151 5.3 2013/14 SDBIP Development

This SDBIP document was informed and developed from the reviewed 2016/17 IDP and therefore embodies the collective blueprint for the desired strategic direction of the municipality for the next financial year. The VKLM's strategic intention is to ensure that the 2016/17 financial year will result in the achievement of a lasting legacy and be instrumental in building a truly developmental Local Municipality, where social upliftment, an inclusive regional economy and material prosperity of the community is paramount.

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

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

9.3 KPA 1: Municipal Transformation and Organisational Development

Table 84: KPA1: Municipal Transformation and Organisational Development

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015	2016/17	2017/18	2018/19	2019/20	
Strategic Goal .1	Improved efficiency and effectiveness of Municipal administration	Percentage of employee satisfaction.	35%	45%	55%	65%	80%	
Strategic Objective .1.1	Improve the functionality of the organizational structure (Improved alignment of organisational structure to organisational objectives)	Percentage implementation of the current approved Organisational Structure	100%	100%	100%	100%	100%	
Strategy.1.1.1	Enhanced Organizational Change and Redesign to improve Organisational Performance	Organisational Change and Redesigned completed by target date	New	1	0	0	0	
Projects.1.1.1.1	Conduct diagnosis phase by target date	Conducted diagnosis phase by Q1 of 2016/17	New	1	0	0	0	
Projects.1.1.1.2	Defines service model by target date	Define Service Model by Q1 of 2016/17	New	1	0	0	0	
Projects.1.1.1.3	Designed To-Be Structure by Target	Designed To-Be Structure by Q2 of 2016/17	New	1	0	0	0	
Projects.1.1.1.4	Develop business case and implementation plan	Developed business case and implementation plan by Q3 of 2016/17	New	1	0	0	0	
Projects.1.1.1.5	Implement new structure	% To-Be organisational structure implemented	New	50%	100%	100%	100%	
Projects.1.1.1.6	Evaluate new organisational structure	Number of organisational structure review reports	New	0%	1	1	1	
Strategy.1.1.2	Ensure that the Municipality has the necessary human resources to implement the approved IDP	Stuff turn over rate	8%	<3.3%	<3.3%	<3.3%	<3.3%	
Projects.1.1.21.1	Ensure that all critical positions are filled	% approved critical positions filled	70%	80%	90%	100%	100%	
Projects.1.1.21.2	Fill all approved posts	% Implementation of the current approved and budgeted organisational structure (aligned to the IDP)	88%	95%	100%	100%	100%	
Projects.1.1.21.3	Ensure that all vacant posts are filled within 3 months	% of approved vacant posts (previously filled) filled within (3) months	60%	75%	85%	95%	100%	

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Projects.1.1.21.4	Align organisational structure to IDP	# of job descriptions reviewed	TBC	379	379	379	379
Projects.1.1.21.5	Report to Council on staff vacancy rates	# of staff turn - over reports submitted to Council	12	12	12	12	12
Strategy.1.1.3	Enhanced service delivery operational excellence model for Vision 2030 Strategy	Level of implementation of Municipal Service Delivery Model	New	40%	70%	80%	100%
Projects.1.1.3.1	Map processes	% of key processes documented	New	100%	100%	100%	100%
Projects.1.1.3.2	Define process KPIs	% of processes with performance measures	New	100%	100%	100%	100%
Projects.1.1.3.3	Align Operational Support Systems	Level of alignment of processes to OSS	New	100%	100%	100%	100%
Projects.1.1.3.4	Measure processes against KPIs	% of processes measured	New	100%	100%	100%	100%
Projects.1.1.3.5	Establish benchmarks	Benchmarks established by target date	New	1	0	0	0
Projects.1.1.3.6	Conduct process improvements	% of process improvements reports implemented	New	100%	100%	100%	100%
Strategy.1.1.4	Level of ISO 9004 /9001 Accreditation	Level of Implementation of ISO 9004/9001 Accreditation	New	10%	25%	35%	45%
Projects.1.1.4.1	Conduct Preparation Steps towards ISO Accreditation	Conducted Preparation Steps towards ISO Accreditation by Q4 of 2016/17	New	1	0	0	0
Projects.1.1.4.2	Develop ISO compliant Quality Management System (Manuals, Policies, Processes etc.)	Develop ISO compliant Quality Management System (Manuals, Policies, Processes etc.) by Q1 of 2017/8	New	0	1	0	0
Projects.1.1.4.3	Implement Quality Management System	Implemented Quality Management System by Q3 of 2017/18	New	0	1	0	0
Projects.1.1.4.4	Conduct Internal Audits	Conduct Internal Audits by Q4 of 2017/18	New	0	1	0	0
Projects.1.1.4.5	Undergo certification processes	Undergo certification processes by Q1 of 2018/2019	New	0	0	1	1
Strategy.1.1.5	Institutionalize Project Management Office	Level of implementation of Project Management Office Systems and Process	New	60%	70%	80%	90%
Projects.1.1.5.1	Establish the Role, Scope and Outcomes	Establish the Role, Scope and Outcomes by Q2 of 2016/17	New	1	0	0	0
Projects.1.1.5.2	Review Existing Projects and Skill Levels to Identify Needs	Review Existing Projects and Skill Levels to Identify Needs by Q1 of 2016/17	New	1	0	0	0
Projects.1.1.5.3	Plan the Implementation According to Needs	Plan the Implementation According to Needs	New	1	0	0	0
Projects.1.1.5.4	Establish Procedures and Processes	Establish Procedures and Processes	New	1	0	0	0

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Projects.1.1.5.5	Review the PMO	Number of Annual PMO Reviews Conducted	New	0	1	1	1
Strategic Objective .1.2	Improved skill level of employees	Level of employees Performance	New	70%	75%	80%	85%
Strategy.1.2.1	Increased competency levels of employees in line with skills requirements and organisational needs	Percentage attainment of competency levels in line with skills requirement and organisational needs.	New	70%	75%	80%	85%
Projects.1.2.1.1	Conduct Skills Audit by end of Quarter 1 2016/2017 Financial Year	Conduct Skills Audit by end of Quarter 1 2016/2017 Financial Year	TBC	1	0	0	0
Projects.1.2.1.2	Develop Skills development plan by target date	WSP & ATR submitted on due date	1	1	0	0	0
Projects.1.2.1.3	Train employees as per skills development plan by target date	# of employees trained in line with the approved WSP	41	61	71	81	91
Projects.1.2.1.5	Implement interventions as per WSP	% of interventions implemented as per targets of Workplace Skill Plan (WSP) annually due to non – performance	New	100%	100%	100%	100%
Projects.1.2.1.6	Report back to LGSETA on training conducted	Number of reports submitted to LGSETA	New	1	1	1	1
Strategic Objective .1.3	Improved wellness of employees	Level of employee Productivity	New	50%	60%	70%	80%
Strategy.1.3.1	Attained status of VKLM being the “Best company to work for”	Best company award obtained by target date	New	0	0	0	1
Projects.1.3.1.1	Assess employee wellness needs	Assess employee wellness needs by Q1 2016	1	1	0	0	0
Projects.1.3.1.2	Develop and implement Employee Wellness Strategy	EWP Strategy developed by 30 September 2016	1	1	0	0	0
Projects.1.3.1.3	Create awareness for the EAP	Number of employees aware of the EAP	New	100%	100%	100%	100%
Projects.1.3.1.4	Increase access of employees to the wellness programmes	Number of employees access the wellness programme	50	50	50	50	50
Strategic Objective .1.4	Improved compliance of Employment Equity (EE) Legislation.	Level of compliance with Employment Equity Legislation	50%	60%	70%	80%	80%
Strategy.1.4.1	Improved implementation of the Employment Equity Plan (EEP)	Level of implementation of approved EEP	50%	60%	70%	80%	80%

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Projects.1.4.1.1	Increase the number of previously disadvantaged employees in senior managements	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan	75%	85%	95%	100%	100%
Projects.1.4.1.2	Increase number of female employees awarded learnerships	% of Females awarded learnerships in terms of the Gender Equality programme (annual)	65%	70%	70%	75%	100%
Projects.1.4.1.3	Increased awareness of employees to Employment Equity Legislation.	Level of implementation of Capacity Building Programme on EE Legislation	New	60%	100%	100%	100%
Projects.1.4.1.4	Submit EEP Reports to Council	Number of EE Reports Submitted	4	4	4	4	4
Strategic Objective .1.5	Optimum utilization of municipality buildings, vehicles and equipment for delivering municipal services	Level of utilisation of municipal buildings, vehicles and equipment	New	70%	80%	90%	100%
Strategy.1.5.1	Improved fleet reliability and availability	Percentage of Fleet Availability	New	85%	90%	95%	95%
Projects.1.5.1.1	Conduct audit of vehicles	Conduct audit of vehicles by Q1 of 2016/17	New	1	0	0	0
Projects.1.5.1.2	Develop maintenance schedule	Develop maintenance schedule by Q1 of 2016/17	New	1	0	0	0
Projects.1.5.1.3	Measure implementation of the maintenance schedule	% of adherence with Fleet Maintenance Schedule	New	100%	100%	100%	100%
Strategic Objective .1.6	Increased roll out of PMS	Level of employees covered within PMS Policy	10%	40%	80%	90%	100%
Strategy.1.6.1	Improved Implementation of the Performance Management System	Level of implementation of the Performance Management Framework	New	40%	70%	90%	100%
Projects.1.6.1.1	Review PMS Policy	Review PMS Policy by Q1 of 2016/17	New	1	0	0	0
Projects.1.6.1.2	Induct Section 56 Managers on PMS Policy	Inducted Section 56 Managers on PMS Policy by Q1 of 2016/17	New	1	0	0	0
Projects.1.6.1.3	Sign performance agreements with Section 56 Managers	100% of signed performance agreements with Section 56 Managers	New	100%	100%	100%	100%
Projects.1.6.1.4	Conduct Formal Performance Reviews with Section 56 Managers	# of formal performance reviews conducted with Section 56 employees	4	4	4	4	4
Projects.1.6.1.5	Implement outcomes of performance review sessions	% of performance review reports implemented	New	100%	100%	100%	100%
Strategic Objective .1.7	Improved ICT Capacity	Level of availability of the ICT Capacity	60%	70%	85%	90%	95%

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Strategy.1.7.1	Increased Institutionalisation of the ICT Strategy	Level of implementation of the ICT Strategy	50%	65%	75%	85%	95%
Projects.1.7.1.1	Review organisational strategy	Review organisational strategy by Q1 of 2016/17	New	1	0	0	0
Projects.1.7.1.2	Establish business and user requirements	Business and User Specification documented by Q1 of 2016/17	New	1	0	0	0
Projects.1.7.1.3	Formulate ICT Strategy aligned to organisational strategy by target date	Formulate ICT Strategy aligned to organisational strategy by Q2 of 2016/17	New	1	0	0	0
Projects.1.7.1.4	Develop business case and implementation plan	Develop business case and implementation plan by Q2 of 2016/17	New	1	0	0	0
Projects.1.7.1.5	Procure necessary financial and human resources	% of budget secured	New	25%	100%	100%	100%
Projects.1.7.1.6	Monitor and evaluate implementation	Number of M&E reports of ICT Strategy and Plan submitted	New	4	4	4	4
Strategy.1.7.2	Increased implementation of the Business Continuity Plan inline with the ICT Strategy	Level of implementation of the Business Continuity Plan	New	60%	70%	80%	90%
Projects.1.7.2.1	Conduct business impact analysis	Conduct business impact analysis by Q3 of 2016/17	New	1	0	0	0
Projects.1.7.2.2	Conduct risk assessment	Conduct risk assessment by Q3 of 2016/17	New	1	0	0	0
Projects.1.7.2.3	Formulate IT service continuity strategy and plan	Formulate IT service continuity strategy and plan by Q3	New	1	0	0	0
Projects.1.7.2.4	Commence implementation of business continuity plan by target date	Commence implementation of business continuity plan by Q4 of 2016/17	New	1	0	0	0
Projects.1.7.2.5	Create awareness	Number of employees trained	New	TBC	TBC	TBC	TBC
Projects.1.7.2.6	Review and evaluate	Number of M&E reports of ICT Strategy and Plan submitted	New	4	4	4	4
Strategic Objective .1.8	Increased compliance to occupational health and safety act	Percentage of resolutions implemented in compliance with OHS Act	New	60%	70%	80%	90%
Strategy.1.9.1	Increased implementation of Health & Safety Programme in the workplace	Level of compliance to Occupational Health and Safety Act	New	100%	100%	100%	100%
Projects.1.9.1.1	Review/update OHS Policy by target date	Review/update OHS Policy by Q1 of 2016/17	New	1	0	0	0

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Projects.1.9.1.2	Develop OHS Implementation Plan	# of SHE meeting minutes submitted to the MM per quarter	4	4	4	4	4
Projects.1.9.1.3	Conduct awareness programme	% of employees reached	New	100%	100%	100%	100%
Projects.1.9.1.4	Submit reports on OHS incidents	Number of OHS reports submitted	4	4	4	4	4

9.4 KPA 2: Basic Services and Infrastructure Delivery

Table 85: KPA 2: Basic Services and Infrastructure Delivery

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Strategic Goal .2	Improved provision of basic services to the residents of VKLM	Average infrastructure implemented and backlog addressed across all categories	43%	47%	65%	67%	64%
Strategic Objective .2.1	Increased access to sufficient water supply	Percentage of households with access to water services	93%	95%	96%	98%	100%
Strategy.2.1.1	Reduced water backlogs (Limited access)	Percentage of households below the minimum water service level	7%	5%	4%	2%	0%
Project 2.1.1.1	Provide water connections to households	# of households with access to basic levels of water (stand piped inside yard)	464	200	250	100	100
Project 2.1.1.2	Provide 6kl of water to all households registered as indigent	% of indigent households provided within the minimum 6kl of water	TBC	100%	100%	100%	100%
Project 2.1.1.3	Provide additional sources of water	# New and Replaced JoJo water tanks provided in rural areas	New	35	5	5	5
		# of new Boreholes installed	New	5	2	2	2
Project 2.1.1.4	Monitor quality of water in line with National Standards	% of Water samples taken that are compliant to SANS 241 quality standards	95%	95%	95%	95%	95%
Strategy.2.1.2	Protection of water infrastructure by dealing with water losses and water leakages	Percentage reduction to water losses	24%	22%	20%	18%	16%
Project 2.1.2.1	Reduce number of unmetered properties	% reduction in the number of unmetered properties	TBC	TBC	TBC	TBC	TBC
Project 2.1.2.2	Install smart metres	% of household with smart metres installed	TBC	TBC	TBC	TBC	TBC
Project 2.1.2.3	Enforce By-Law aimed at reducing water wastage	% of incidences of By-Law Violations fined/prosecuted	TBC	TBC	TBC	TBC	TBC
Project 2.1.2.4	Reduce the turnaround resolving reported water leakages	Turnaround for resolving reported incidences of water leakages	TBC	TBC	TBC	TBC	TBC
Project 2.1.2.5	Maintain water infrastructure	% of budget spend on maintenance of water infrastructure	TBC	TBC	TBC	TBC	TBC
Strategy.2.1.3	Invest in sustainable alternative water sources (recycled, etc.)	Number of new water sources developed	New	0	0	1	1

Planning Level		Planning Statement	KPI	Baselines		Targets		
				2015	2016/17	2017/18	2018/19	2019/20
Project 2.1.3.1	Installations of new boreholes in rural Areas		#of boreholes	2	3	4	5	6
Project 2.1.3.2	Rehabilitation of existing borehole in rural & urban areas		# of boreholes rehabilitated	3	5	3	3	2
Project 2.1.3.3	Rainfall water harvesting		# of households provided with rainfall harvesting tanks	0	0	0	20	30
Strategic Objective .2.2	Increased access to sanitation services		Percentage of households with access to sanitation services	88%	90%	92%	94%	96%
Strategy.2.2.1	Reduce sanitation backlogs		Percentage reduction to sanitation backlogs	12%	10%	8%	6%	4%
Project 2.2.1.1	Provision of basic sanitation services		# of households with access to basic levels of sanitation (Converted toilets)	New	250	200	100	100
Project 2.2.1.2	Provision of waterborne sewerage		# of households provided and connected to waterborne sewerage	484	250	200	200	200
Project 2.2.1.3	Maintain sewerage pump stations		# of sewerage pump stations cleaning schedules completed each quarter	168	168	168	168	168
Strategy.2.2.2	Extending the sewer reticulation network in Victor Khanye		Number of households provided with access to basic sanitation network	1600	1800	1952	2352	2552
Project 2.2.2.1	Review VKLM Master Plan		Review VKLM Master Plan	TBC	TBC	TBC	TBC	TBC
Project 2.2.2.2	Expansion, Reconfiguration of Sewer Reticulation system		Expansion, Reconfiguration of Sewer Reticulation system	TBC	TBC	TBC	TBC	TBC
Project 2.2.2.3	Draw up project plan by target date		Draw up project plan by target date					
Project 2.2.2.4	Commence Project		% implementation of Project	TBC	TBC	TBC	TBC	TBC
Project 2.2.2.5	Submit Projects Reports		Number of project reports submitted	TBC	TBC	TBC	TBC	TBC
Strategy.2.2.3	Provision of a sewer package plant at Brakfontein		Level of implementation of sewer package plant	New	0%	0%	10%	30%
Project 2.2.3.1	Draw up project plan by target date		Draw up project plan by target date	TBC	TBC	TBC	TBC	TBC
Project 2.2.3.3	Register project with the PMO		Register project with the PMO by target date	TBC	TBC	TBC	TBC	TBC
Project 2.2.3.4	Commence Project		% implementation of Project	TBC	TBC	TBC	TBC	TBC
Project 2.2.3.5	Submit Projects Reports		Number of project reports submitted	TBC	TBC	TBC	TBC	TBC
Strategy.2.2.4	Provision of alternative sanitation system in rural area		Number of household provided with access to alternative sanitation system in rural areas	686	750	832	1000	1136
Project 2.2.4.1	Draw up project plan by target date		Draw up project plan by target date	TBC	TBC	TBC	TBC	TBC

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 2.2.4.2	Register project with the PMO	Register project with the PMO by target date	TBC	TBC	TBC	TBC	TBC
Project 2.2.4.3	Commence Project	% implementation of Project	TBC	TBC	TBC	TBC	TBC
Project 2.2.4.4	Submit Projects Reports	Number of project reports submitted	TBC	TBC	TBC	TBC	TBC
Strategic Objective .2.3	Integrated Human Settlements that comply to Greening Standards	Number of Integrated Human Settlements developed	New	0	1	0	1
Strategy.2.3.1	Reduced housing backlog	Number of households provided with access to basic sanitation network	1600	1800	1952	2352	2552
Project 2.3.1.1	Provide RDP housing units	# of households provided with housing units (RDP)	1600	200	200	200	200
Project 2.3.1.2	Relocate informal households to formal settlements	# of households relocated from informal settlements to formal settlements	New	200	200	200	200
Project 2.3.1.3	Source RDP housing units from DoHS	# of new RDP Housing units provided by the DoHS	1600	200	400	400	400
Project 2.3.1.4	Implement Housing Consumer Education Programme	# of beneficiaries of the Housing Consumer education programme applying for registration for allocation of RDP housing units	2000	2000	500	500	500
Strategy.2.3.2	Increased development of Agri-Villages for rural areas as part of Rural Development Strategy	Number of Agri-villages developed	New	0	0	1	0
Project 2.3.2.1	Development of Rural Development Strategy	Rural Development Strategy developed by target date	New	1	0	0	0
Project 2.3.2.2	Development of Agri-Villages	% development of Agri-Villages	New	0%	10%	20%	50%
Strategy.2.3.4	Increased provision of Rental Housing Stock	Number of Rental Housing Developed	New	0	0	300	500
Project 2.3.4.1	Provision of services to new stands	Number of new stands serviced (water, sanitation and toilets)	New	0	300	500	800
Project 2.3.4.2	Finalisation of the integrated informal settlement plans	Integrated informal settlement plan finalized by target date	New	1	0	0	0
Project 2.3.4.3	Management of informal settlements	Number of informal settlements managed in terms of provision of minimum basic services	New	1	0	0	0
Project 2.3.4.5	Identification of well located suitable land to be prioritized	No of hectares (brown & Greenfield) identified	New	50	100	150	200
Project 2.3.4.6	Co-ordinating acquisition of identified land portions for housing purposes	Number of land portions transferred and registered to VKLM	New	1	2	2	4

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015	2016/17	2017/18	2018/19	2019/20	
Project 2.3.4.7	Hostel redevelopment plans facilitated	Number of Hostel redevelopment plans facilitated	New	1	2	2	4	
Project 2.3.4.8	Implementation of RDP rental housing projects	Number of RDP rental housing projects implemented	New	0	2	3	4	
Project 2.3.4.9	Delivery of social housing units	Number of social housing units delivered	New	0	300	500	600	
Strategic Objective.2.4	Increased access to electricity services by all households	Percentage of households with access to Electrical services	85%	99%	99%	99%	99%	
Strategy.2.4.1	Improved provision energy through introducing energy efficiency and alternative energy sources	Level of implementation of energy efficiency and alternative energy sources strategy	New	10%	40%	75%	100%	
Project 2.4.1.1	Provision of electricity supply connections	# of households with access to electricity (house connections)	381	1030	300	100	100	
Project 2.4.1.2	Installation of high mast lights	# of High Mast Light units installed All Wards	0	10	3	3	3	
Project 2.4.1.3	Implement energy efficiency programme	# of energy efficient programme undertaken	New	1	1	1	1	
Project 2.4.1.4	Installation of low pressure solar geysers to low income households	Number of solar geysers installed	New	100	200	500	1000	
Project 2.4.1.5	Replace lamps street lights with energy efficient bulbs	Number of street lights replaced with energy efficient bulbs	New	200	400	600	800	
Strategy.2.4.2	Improved supply of electricity by upgrading the substations	MVA of electricity upgraded	40MVA	52MVA	52MVA	52MVA	52MVA	
Project 2.4.2.1	Draw up upgrade and maintenance plan by target date	Draw up upgrade and maintenance plan by target date	New	1	0	0	0	
Project 2.4.2.2	Secure budget and approval	Secure budget and approval	New	1	0	0	0	
Project 2.4.2.3	Commence construction	% implementation of construction project	New	0%	20%	50%	60%	
Strategic Objective.2.5	Improved the state of existing roads to better and acceptable standards	Level of Implementation of Roads/Stormwater Network Master Plan	New	3.50%	7%	10%	13%	
Strategy.2.5.1	Improved provision of roads network	KMs of new Road surfaced	141Km	143Km	147Km	153Km	169Km	
Project 2.5.1.1	Develop and annually review a Road Master Plan	Road Master Plan approved by target date	New	1	1	1	1	
Project 2.5.1.2	Upgrade unpaved tertiary roads to paved roads in residential areas	KM of tertiary roads upgraded	1.1	2	2	3	3	
Project 2.5.1.3	Resurface or rehabilitation of paved roads	KM of paved roads resurfaced or rehabilitated	1	2	2.5	3	4	
Project 2.5.1.4	Re-graveling and grading of gravel roads	KM of gravel roads maintained	40	50	60	70	80	

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 2.5.1.5	Construction of new gravel roads in new developments	KM of gravel roads constructed	0	0	5	10	15
Strategy.2.5.2	Improved storm water drainage system	KMs of Stormwater drainage system upgraded	0,5km	1km	1,5km	2km	4km
Project 2.5.2.1	Develop and annually review a Stormwater Management Plan	Approved Stormwater Management Plan	New	1	1	1	1
Project 2.5.2.2	Maintenance of existing Stormwater systems	KM of Stormwater system maintained	New	2	5	10	20
Project 2.5.2.3	Construction of new Stormwater systems	KM of Stormwater system constructed	New	0.5	0.5	1	1
Project 2.5.2.4	Maintain major Stormwater systems	KM of major systems maintained	New	0.5	0.5	0.5	0.5
Strategic Objective .2.6	Provide an efficient, safe and economical waste management	Number/Percentage of households with access to waste management services	15 558	16 538	17 034	17 375	17896
			76%	82%	85%	87%	90%
Strategy.2.6.1	Provide reliable and cost effective waste collection and disposal service	Number of fines and notices for illegal dumping issued	New	5	15	30	45
Project 2.6.1.1	Provision of Refuse removal service for business	% of business service points with access to basic level of refuse removal	New	80%	90%	100%	100%
Project 2.6.1.2	Provision of Refuse removal service from HH in formal areas	% of formal households with access to basic level of refuse removal that are accessible	TBC	90%	90%	90%	90%
Project 2.6.1.3	Provision of Refuse removal service from indigent households	% of indigent households with access to basic level of refuse removal	TBC	90%	90%	90%	90%
Project 2.6.1.4	Provision of Refuse removal service from HH in informal settlements	% of informal households with access to basic level of refuse removal	TBC	50%	90%	100%	100%
Project 2.6.1.5	Rehabilitate illegal dump sites	Number of illegal dumping sites rehabilitated	TBC	0	1	0	1
Strategy.2.6.2	Reduced incidents of Waste Management By-Laws Violations	% reduction in By-Law Violations	New	5%	10%	10%	20%
Project 2.6.2.1	Review existing By-Laws on Waste Management by target date	Review existing By-Laws on Waste Management by Q1 of 2016/17	New	1	0	0	0
Project 2.6.2.2	Formulate new Waste Management By-Laws	Formulate new Waste Management By-Laws by Q3 of 2016/17	New	1	0	0	0
Project 2.6.2.3	Conduct awareness campaigns	# of community awareness campaigns in terms of waste management implemented	New	4	4	8	12
Project 2.6.2.4	Enforce Waste Management By-Laws	Number of fines and notices for illegal dumping issued	New	5	10	20	20

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Strategy.2.6.3	Improved provision of Waste Minimisation	Percentage of Waste Recycled	New	5%	20%	30%	40%
Project 2.6.3.1	Review/Develop Waste Minimisation Strategies by target date	Review/Develop Waste Minimisation Strategies by target date	New	1	0	0	0
Project 2.6.3.2	Develop communication approach by target date	Develop communication approach by target date	New	0	0	1	0
Project 2.6.3.3	Implement communication approach	Number of people reached	New	0	300	600	1000
Project 2.6.3.4	Measure effectiveness of communication approach	% of people reached with Waste Minimisation with enhanced knowledge	New	0%	50%	60%	80%
Strategic Objective.2.7	Ensure the general environmental is protected and promoted in a sustainable way	Level of implementation of environmental management programme	0%	0%	20%	25%	30%
Strategy.2.7.1	Improved provision of Parks and Open Spaces	Level of implementation of Parks and Open Spaces	New	10%	20%	30%	50%
Project 2.7.1.1	Development of new parks	No of parks developed	New	1	1	2	2
Project 2.7.1.2	Upgrading of parks	No of parks upgraded/developed	New	1	1	2	2
Strategy.2.7.2	Improved provision of Conservation Services	Level of implementation of Nature Conservation Plan	New	0%	0%	10%	20%
Project 2.7.2.1	Rehabilitation of wetlands	Number of Wetlands rehabilitated	New	0	0	1	1
Project 2.7.2.2	Monitor compliance of VKLM departments to EIA requirements	Number of contraventions in respect of EIA and Nat Water Act requirements	New	0	1	1	1
Project 2.7.2.3	Implement environmental awareness and education programmes	Number of programmes implemented to reach community through awareness and education programmes	New	2	4	4	4
Project 2.7.2.4	Develop environmental development policy	Environmental development policy updated by target date	New	0	0	1	0
Strategy.2.7.3	Improved provision of Cemetery Services	Level of implementation of Cemetery Management Plan	New	0%	50%	100%	100%
Project 2.7.3.1	Development / upgrading of additional burial space	No of cemeteries developed /upgraded	New	0	1	1	1
Project 2.7.3.2	Maintenance and upgrade of cemeteries	Number of cemeteries maintained and upgraded	New	1	1	1	1
Project 2.7.3.3	Implement education and awareness programmes in respect of alternative burial methods	Number of community based awareness and education programmes on alternate burial methods implemented	New	0	0	2	4

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 2.7.3.4	Ensure maintenance budget	% spend of operational budget in terms of Cemetery site maintenance accumulative	85%	100%	100%	100%	100%
Strategic Objective.2.8	Increased accessibility of emergency services to the community	Average level of response time for all emergency/essential services within statutory time frame	85%	85%	85%	85%	85%
Strategy.2.8.1	Improved provision of Fire Services	Response time to Fires within 10 minutes from time of receipt to vehicles out of station after hours. (after hours)	85%	85%	85%	85%	85%
Project 2.8.1.1	Construction of new fire stations	No of new fire stations constructed	New	0	0	1	1
Project 2.8.1.2	Conduct fire prevention Inspections	Number of fire prevention Inspections conducted	150	200	250	250	250
Project 2.8.1.3	Replacement of old aged specialized Emergency Vehicles	Number of specialized Emergency Vehicles replaced.	1	0	1	1	1
Project 2.8.1.4	Monitor emergency response times	Time of response to within 10 minutes within which Emergency calls are taken and dispatched after hours	New	85%	85%	85%	85%
Project 2.8.1.4	Monitor emergency response times	Time of response to within 5 minutes within which Emergency calls are taken and dispatched within office hours	New	85%	85%	85%	85%
Strategy.2.8.2	Improved provision of Disaster Management Services (All other emergencies)	Response time to Disasters within 10 minutes from time of receipt to vehicles out of station (after hours)	85%	85%	85%	85%	85%
Project 2.8.2.1	Implementation of an Integrated disaster and emergency response programme for informal settlements	Number of community members trained on Emergency Response Team (CERT) Program	New	0	50	50	50
Project 2.8.2.2	Increased management efficiency of emergencies	% of compliance with the prescribed SANS 10090 standards	New	80%	80%	80%	80%
Project 2.8.2.4	Conduct Disaster Risks and Vulnerability assessment in VKLM	Number of Disaster Risks and Vulnerability Assessments conducted.	New	1	0	1	0
Strategic Objective .2.9	To provide a quality, adequate water service to all consumers within the municipality	Percentage of Blue Drop Status obtained	80.07%	95%	95%	95%	95%
Strategy.2.9.1	Improved Water Conservation Demand Management strategy and programmes	Level of implementation of water conservation demand management strategy	New	10%	30%	40%	55%
Project 2.9.1.1	Development and annually review of Water Conservation Demand Management strategy	Approve WCDM	New	1	1	1	1

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 2.9.1.2	Installation of water meters in newly developed areas	# of households provided with water meter	1200	50	50	50	50
Project 2.9.1.3	Repair and replacement of water leaking infrastructure	# of leakages reported and repaired	New	100%	100%	100%	100%
Project 2.9.1.4	Conduct water conservation awareness programmes	# of water conservation awareness programmes conducted	New	1	1	1	1
Strategy.2.9.2	Improved water reticulation network by replacement of obsolete and unsuitable infrastructure	Level of replacement of absolute and unsuitable infrastructure	New	5%	25%	35%	55%
Project 2.9.2.1	Repair obsolete and unsuitable water infrastructure	# of obsolete and unsuitable infrastructure repaired	New	2	3	3	3
Project 2.9.2.2	Replacement of obsolete and unsuitable water infrastructure	# of obsolete and unsuitable infrastructure replaced	New	2	3	3	3
Strategy.2.9.3	Improved water storage system and refurbishment of bulk reticulation in Eloff	Level of implementation of water storage and refurbishment of bulk reticulation in Eloff	New	0%	0%	0%	15%
Project 2.9.3.1	Development of a business plan for the provision of a reservoir at Eloff	Approve business plan	New	0	0	1	0
Project 2.9.3.2	Environmental impact assessment plan	Approve EIA	New	0	0	0	1
Project 2.9.3.3	Construction of a water reticulation system at Eloff	KM of water reticulation provided	New	0	0	0	10
Project 2.9.3.4	Construction of a Eloff water reservoir	% of project implementation	New	0	0	0	10
Strategic Objective .2.10	To provide a quality, adequate sanitation service to all consumers within the municipality	Percentage of Green Drop Status obtained	28%	35%	50%	70%	90%
Strategy.2.10.1	Improved refurbishment and upgrading of Delmas and Botleng Wastewater treatment works	Level of refurbishment and upgrading of waste water treatment works	New	50%	95%	95%	95%
Project 2.10.1.1	Development of refurbishment plan for Delmas and Botleng WWTWs	Approve refurbishment plans	New	1	0	0	0
Project 2.10.1.2	Final design report for upgrading of Delmas and Botleng WWTWs	Approve design report	New	1	0	0	0
Project 2.10.1.3	Refurbishment of Delmas and Botleng WWTWs	% Implementation of Project	New	100	0	0	0
Project 2.10.1.4	Upgrading of Delmas and Botleng WWTWs	% Implementation of Project	New	50	100	0	0
Strategy.2.10.2	Improved upgrading of Extension 5, 14, Golf coarse and Eloff sewer pump stations	Level of upgrading of sewer pump stations	New	0%	10%	30%	50%
Project 2.10.2.1	Replacement of obsolete pump and motors	# of obsolete pump and motors replaced	New	1	2	2	2
Strategic Objective .2.11	Increased safe, efficient and economical Public Safety Services	Level of implementation of Public Safety Strategy	New	20%	20%	20%	30%
Strategy.2.11.1	Reducing losses due to unpaid traffic fines	Percentage of unpaid traffic fines collected	New	30%	60%	75%	80%

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 2.11.1.1	Review current institutional arrangements	Review current institutional arrangements	New	TBC	TBC	TBC	TBC
Project 2.11.1.2	Review current traffic By-Laws	Review current traffic By-Laws	New	TBC	TBC	TBC	TBC
Project 2.11.1.3	Strengthen collection processes	Strengthen collection processes	New	TBC	TBC	TBC	TBC
Project 2.11.1.4	Enforce By-Laws	Enforce By-Laws	New	TBC	TBC	TBC	TBC
Project 2.11.1.5	Monitor collection rates	Monitor collection rates	New	TBC	TBC	TBC	TBC
Strategy.2.11.2	Improved access to Accident and Statistical information to improve safety for VKLM Community through the Bureau	Level of implementation of Accident Bureau	New	10%	20%	40%	60%
Project 2.11.2.1	Develop SLA between Department of Safety and Security and VKLM	SLA signed by target date	New	1	0	0	0
Project 2.11.2.2	Implement SLA Activities	Level of Implementation of SLA Activities	New	20%	40%	60%	100%
Strategic Objective .2.12	Increased accessibility to a safe & reliable integrated transport system	Percentage of residents within 1 KM of PT Network	New	0	0	20	40
Strategy.2.12.1	Improved provision of Public Transport Services	Level of implementation of Public Transport Services	New	0	0	0	10%
Project 2.12.1.1	Review existing public transport system	Review existing public transport system by Q2 of 2016/17	New	1	0	0	0
Project 2.12.1.2	Plan and design inter-modal transfer facilities	Number of modal transfer facilities planned and designed	New	1	0	0	0
Project 2.12.1.3	Upgrade and maintain public transport facilities	Number of facilities upgraded and maintained	New	0	1	2	3
Project 2.12.1.4	Issue operating licences	Number of operating licences issued	New	0	100	200	500
Project 2.12.1.5	Secure fleet	Number of transport vehicles secured	New	TBC	TBC	TBC	TBC
Project 2.12.1.6	Expansion, extension and configuration of the municipal bus services	% of bus routes extended	New	TBC	TBC	TBC	TBC
Strategy.2.12.2	Increased Implementation of the Transportation Board to manage public transport permits	Level of Implementation of the Transport Board	New	20%	30%	40%	60%
Project 2.12.2.1	Draw up terms of reference for setting Transportation Board	Draw up terms of reference for setting Transportation Board by Q4 2016/17	New	1	0	0	0
Project 2.12.2.2	Appropriate resources	% of resources secured	New	100%	100%	100%	100%
Project 2.12.2.3	Appoint Board Member by target date	Appoint Board Member by Q1 2017/18	New	1	0	0	0
Project 2.12.2.4	Commence operations	% of permits approved within prescribed timeframes	New	100%	100%	100%	100%

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015	2016/17	2017/18	2018/19	2019/20	
Strategic Goal .3	Improved social protection and education outcomes	Social Protection Index	New	2	3	3.5	4	
Strategic Objective .3.1	Increased access to the public education	Level of implementation of Public Education programmes	New	10%	20%	40%	60%	
Strategy.3.1.1	Increased access to the public safety education	Level of implementation of Public Safety Education programmes	New	10%	20%	40%	60%	
Project 3.1.1.1	Training and monitoring of Scholar Patrol program	# of schools where training and evaluations are conducted on scholar patrol	TBC	1	1	1	1	
Project 3.1.1.2	Number of Arrive Alive campaigns	# of Arrive Alive campaigns participated in	2	2	2	2	2	
Strategy.3.1.2	Increased regularization of Driving Schools to improve the public safety education through the Agreement signed with the Provincial MEC for Roads and Transport	Level of compliance to the Agreement to regulate the Driving Schools	New	100%	100%	100%	100%	
Project 3.1.2.1	Reviving the Driving Schools forum for VKLM	Revive or re-establish a Driving School Forum	New	1	0	0	0	
Strategic Objective .3.2	Eradicate illiteracy in the community	Level of Literacy	New	10%	25%	50%	60%	
Strategy.3.2.1	Provide support to Learners	Number of Libraries constructed	New	0	0	1	0	
Project 3.2.1.1	Provide financial support to qualifying learners	# of learners provided with financial support (Mayoral community programme)	25	30	30	30	30	
Project 3.2.1.2	Foster a culture of debate	# of Youth Inter-Provincial Debate Festival held for High Schools grade 10 & 11.	1	1	1	1	1	
Project 3.2.1.3	Facilitate participation in spelling BEE	# of Spelling BEE championships held for High Schools grade 08 & 09.	1	1	1	1	1	
Project 3.2.1.4	Convene annual career guidance expo	# of successful annual career guidance/expo's held in terms of grade 09 – 12 learners.	1	3	4	4	4	
Project 3.2.1.5	Educate young people on the workings of the municipality	# of sessions held to educate young people on the Functions and Operation of the Municipality	New	2	2	2	2	
Project 3.2.1.6	Facilitate motivational sessions for learners	# of Motivational Sessions held for grades 11 & 12.	New	2	2	2	2	
Strategy.3.2.2	Improved utilisation of Library Services	Level of utilization of Library Services	New	10%	10%	10%	10%	
Strategy.3.2.1	Increased provision of Libraries	Number of Libraries constructed	New	0	0	1	0	
Project 3.2.1.1	Provide lending services of library media	% increase in circulation of library media	New	10%	10%	10%	10%	

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 3.2.1.2	Provide for in-house use of library media	% increase in-house use of library media	New	10%	10%	10%	10%
Project 3.2.1.3	Improved access to information	Turn-around time in accessing information	New	7 days	7 days	7 days	7 days
Project 3.2.1.4	Develop Library Media	Number of library media items added to the existing collection	New	50	50	100	100
Project 3.2.1.5	Provide information services	Number of libraries with improved specialized information services provided	New	0	0	1	0
Project 3.2.1.6	Increased access to information for the visually impaired by extending library services	Number of libraries that have services to support the visually impaired	New	0	0	0	1
Project 3.2.1.7	Provide services for the visually impaired people	Number of participants in the workshop and use of services such as Daisy equipment, Braille and Voice activated computer	New	10	20	30	40
Strategic Objective .3.3	Social and culture integration and conservation of important cultural and historic sites-promote and conserve sites	Level of implementation of Social and Cultural Programmes	New	10%	20%	30%	40%
Strategy.3.3.1	Improved provision of Museum and Cultural Desk Services	Number of arts and culture events held	New	1	1	1	1
Project 3.3.1.1	Increase horizontal development of communities in arts and culture activities	% of communities participating in arts and culture activities	New	TBC	TBC	TBC	TBC
Project 3.3.1.2	Present mass participation arts and culture programs	Number of programs presented	New	TBC	TBC	TBC	TBC
Project 3.3.1.3	Develop database of local artists that can be easily accessed for events	Number of local artists participating in events	New	TBC	TBC	TBC	TBC
Project 3.3.1.4	Present visual art exhibitions/competitions	Number of visual art exhibitions/competitions presented	New	TBC	TBC	TBC	TBC
Strategy.3.3.2	Improved provision of Sports and Recreation Services	Number of functional sporting facilities with an integrated programme	New	1	1	1	1
Project 3.3.2.1	Increased functionality of all sporting facilities	Number of sporting facilities that are fully functional	New	TBC	TBC	TBC	TBC
Project 3.3.2.2	Development of a sports facility management plan	% completion of a sports facility management plan	New	TBC	TBC	TBC	TBC
Project 3.3.2.3	Develop rehabilitation of sports facilities programme	Number of sports facilities rehabilitated	New	TBC	TBC	TBC	TBC

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 3.3.2.4	Upgrading of existing Sport and Recreation Facilities	Number of existing Sport and Recreation Facilities upgraded	New	TBC	TBC	TBC	TBC
Project 3.3.2.5	Increased utilization of sporting facilities by communities	Utilization rate of sporting facilities by communities	New	TBC	TBC	TBC	TBC
Strategic Objective.3.4	To establish support facilities and programs helping people with disabilities in our municipality	Level of implementation of Support Programmes for people with disability	New	20%	40%	60%	70%
Strategy.3.4.1	Improved accessibility of municipal building to people with disability	Number of municipal building accessible by people with disability	New	TBC	TBC	TBC	TBC
Project 3.4.1.1	Assess the level of user-friendliness of the municipal facilities to people with disabilities	Assessment report by target date	New	TBC	TBC	TBC	TBC
Project 3.4.1.2	Formulate action plan to make the municipal facilities more accessible to PWD	Action plan by target date	New	TBC	TBC	TBC	TBC
Project 3.4.1.3	Institute plan of action	Number of milestones in the action plan achieved	New	TBC	TBC	TBC	TBC
Strategy.3.4.2	Increased access to support services for people with disability	Number of support programmes for people with disability developed	New	TBC	TBC	TBC	TBC
Project 3.4.2.1	Identify support services required by PWD	Identify support services required by PWD by target date	New	TBC	TBC	TBC	TBC
Project 3.4.2.2	Formulate programme for supporting PWD	Formulate programme for supporting PWD by target date	New	TBC	TBC	TBC	TBC
Project 3.4.2.3	Conduct outreach	Number of stakeholders reached	New	TBC	TBC	TBC	TBC
Project 3.4.2.4	Provide support services to PWD	Number of PWD accessing services	New	TBC	TBC	TBC	TBC
Strategic Objective .3.5	Reduced social ills such as crime, the increase teenage pregnancy as well as HIV/AIDS through the use sport amongst young people	Level of implementation of Social Programmes	New	20%	30%	40%	50%
Strategy.3.5.1	Improved access to social support services for families and youth in the community	Number of social support services for families and youth in the community	New	TBC	TBC	TBC	TBC
Project 3.5.1.1	Identify support services required by families and youth in the community	Identify support services required by families and youth in the community	New	TBC	TBC	TBC	TBC

Planning Level		Planning Statement	KPI	Baselines		Targets		
				2015	2016/17	2017/18	2018/19	2019/20
Project 3.5.1.2	Formulate programme for supporting families and youth in the community		Formulate programme for supporting families and youth in the community	New	TBC	TBC	TBC	TBC
Project 3.5.1.3	Conduct outreach		Number of stakeholders reached	New	TBC	TBC	TBC	TBC
Project 3.5.1.4	Provide support services to families and youth in the community		Number of families and youth in the community	New	TBC	TBC	TBC	TBC
Strategy.3.5.2	Increased Public Awareness of social ills		Number of people reached through awareness programmes in dealing with social ills	New	TBC	TBC	TBC	TBC
Project 3.5.2.1	Conduct research on the social ills prevalent in the municipal boundaries			New	TBC	TBC	TBC	TBC
Project 3.5.2.2	Engage relevant stakeholders		Number of stakeholder engagement sessions convened	New	TBC	TBC	TBC	TBC
Project 3.5.2.3	Develop communication programme and approach		Develop communication programme and approach by target date	New	TBC	TBC	TBC	TBC
Project 3.5.2.4	Implement programme		Number of at risk families and youth reached	New	TBC	TBC	TBC	TBC
Project 3.5.2.5	Measure effectiveness		% of at risk families reached with positive messaging displaying changed behaviours	New	TBC	TBC	TBC	TBC

9.5 KPA 3: Local Economic Development

Table 86: KPA 3: Local Economic Development

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015 2011	2016/17	2017/18	2018/19	2019/20	
Strategic Goal .4	Increased economic activity and job creation	Percentage increase in rate of economic growth in the municipality	2.92% 2011	3.50%	4%	4.50%	5%	
Strategic Objective .4.1	Economic Growth and Development	Level of implementation of the Economic Growth and Development Strategy	New	25%	40%	50%	55%	
Strategy.4.1.1	Improved integrated planning, monitoring, evaluation and reporting	Percentage of Credible IDP	TBC	100%	100%	100%	100%	
Project 4.1.1.1	Enhanced IDP/Budget/PMS Process Planning	% implementation of IDP/Budget/PMS Process Planning	100%	100%	100%	100%	100%	
Project 4.1.1.2	Improved functioning of the IDP Structures	% of Structures functional by 2016	TBC	TBC	TBC	TBC	TBC	
Project 4.1.1.3	Establishment of a M&E Office	% finalisation of the establishment of the M&E Office structure	New	10%	20%	50%	100%	
Project 4.1.1.4	Development of a M&E Framework	M&E Framework developed by target date	New	10%	20%	50%	100%	
Project 4.1.1.5	Development of an Integrated Performance Framework	Development of an Integrated Performance Framework	New	10%	20%	50%	100%	
Project 4.1.1.6	Development standardised M&E process, methodologies and tools organisation-wide	% of the Standardised M&E process, methodologies and tools	New	10%	20%	50%	100%	
Project 4.1.1.7	Capacitate the M&E Office	% capacitation of staff establishment within the M&E Office	New	10%	20%	50%	100%	
Project 4.1.1.8	Integration of M&E in the organization	% Integration of the M&E function	New	10%	20%	50%	100%	
Strategy.4.1.2	Accelerate Economic Infrastructure Development	Number of anchor projects implemented	New	1	0	1	0	
Project 4.1.2.1	Identify viable infrastructure development programmes	Identify viable infrastructure development programmes	New	2	0	0	0	

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 4.1.2.2	Conduct pre-feasibility assessment	Conduct pre-feasibility assessment	New	1	0	0	0
Project 4.1.2.3	Conduct Feasibility Study	Conduct pre-feasibility assessment	New	1	1	0	0
Project 4.1.2.4	Obtain approval from Council	Obtained approval from Council for anchor projects by target date	New	1	0	1	0
Project 4.1.2.5	Launch Project	Launched Project anchor project by target date	New	1	0	1	0
Project 4.1.2.6	Conduct on-going performance measurement	Number of projects performance reports submitted to Council per year	New	1	1	1	1
Strategy.4.1.3	Increase in new investment	Value of new investment	R3Billion	R3b	R3.5b	R4b	R5b
		(Rand/annum)					
Project 4.1.3.1	Conduct research on investment trends and opportunities	Research report compiled by Quarter 3 of 2016/17	New	1	0	0	0
Project 4.1.3.2	Develop action plan for attracting investors	Developed action plan for attracting investors by 2016/17	New	1	0	0	0
Project 4.1.3.3	Convene stakeholder engagement session Delmas and surrounding areas	Convene stakeholder engagement session Delmas and surrounding areas by 2016/2017	New	1	0	0	0
Project 4.1.3.4	Conduct Investor Conference	Number of investor conferences convened	New	1	1	1	1
Project 4.1.3.5	Facilitate investments	Number of investment leads generated	New	5	5	5	5
Project 4.1.3.6	Package investment opportunities	Number of potential investors approached	TBC	50	75	100	125
Strategic Objective.4.2	Increased economic participation by the youths	Percentage reduction of Youth Unemployment rate	35.80%	28%	25%	20%	15%
Strategy.4.2.1	Integrated Youth Development Strategy	Level of Implementation of Youth Development Strategy	New	100%	100%	100%	100%
Project 4.2.1.1	Conduct research on youth unemployment	Conduct research on youth unemployment by target date	New	1	0	0	0
Project 4.2.1.2	Develop skills training programme aimed at upskilling youth	Develop skills training programme aimed at upskilling youth by target date	New	1	0	0	0

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 4.2.1.3	Implement skills development initiatives for Youths	# of skills development initiatives scheduled and held in terms of youth development	4%	6	6	6	6
Project 4.2.1.4	Provide on-going support	Number of youth reached with on going support	New	4	8	8	8
Strategy.4.2.2	Increase the provision of Financial & Non- Financial support provided to SMME and Cooperatives	Number of youth owned SMME's and Co-operative receiving financial/non-financial support	TBC	TBC	TBC	TBC	TBC
Project 4.2.2.1	Conduct SMME needs analysis	Conducted SMME needs analysis by Quarter 2 (2016/17)	New	1	0	0	0
Project 4.2.2.2	Formulate SMME support programme based on the analysis	Formulated SMME support programme based on the analysis by Quarter 3	New	1	0	0	0
Project 4.2.2.3	Resource the SMME and Co-op Support Programme	Resource the SMME and Co-op Support Programme	New	TBC	TBC	TBC	TBC
Project 4.2.2.4	Implement the SMME and Co-Op Support Programme	Number of youth owned SMME's and Co-operative receiving financial/non-financial support	4	6	6	6	6
Project 4.2.2.4	Create job opportunities for youth	# of EPWP Full Time Equivalent (FTE's) job opportunities created for the Youth as designated by the category of (19-35) age group	120	135	150	160	180
Strategy.4.2.3	Increased percentage of SMMEs and Co-operatives linked to markets	Number of SMME's and co-operatives Capacity building skills workshops held	TBC	TBC	TBC	TBC	TBC
Project 4.2.3.1	Conduct market analysis	Conduct market analysis by target date	New	TBC	TBC	TBC	TBC
Project 4.2.3.2	Create database of SMMEs and Co-Ops	Create database of SMMEs and Co-Ops by target date	New	1	0	0	0
Project 4.2.3.3	Train SMMEs on marketing strategies	Number of SMMEs trained	New	TBC	TBC	TBC	TBC
Project 4.2.3.4	Train Co_Ops on marketing strategies	Number of Co-Ops trained	New	TBC	TBC	TBC	TBC

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015	2016/17	2017/18	2018/19	2019/20	
Strategy.4.2.4	Increased number of tourists to Delmas	Number of tourists visiting Delmas	35.80%	28%	25%	20%	15%	
Project 4.2.4.1	Develop tourism marketing plan	Develop tourism marketing plan by target date	New	1	0	0	0	
Project 4.2.4.2	Implement the Delmas Tourism Marketing Plan	Number of potential tourists reached	New	50%	100%	100%	100%	
Project 4.2.4.3	Formulate Tourism Strategy	Formulated Tourism Strategy by target date	New	1	0	0	0	
Project 4.2.4.4	Convene stakeholder engagement session with relevant stakeholders	Number of stakeholder engagement sessions convened	New	2	2	2	2	

9.6 KPA 4: Financial Viability Financial Management

Table 87: KPA 4: Financial Viability Financial Management

Planning Level	Planning Statement	KPI	Baselines 2015	2016/17	2017/18	2018/19	2019/20
Strategic Goal .5	Improved Compliance to MFMA and VKLM Policy Framework	Unqualified	Qualified	Unqualified	Unqualified	Unqualified	Unqualified
Strategic Objective .5.1	Improved Financial Management of the Municipality	Current Ratio	3.4:1	01:01	1.25:1	1.5:1	02:01
Strategy.5.1.1	Implement SCOA by 1 July 2016 Automated Municipal Budgeting, Costing and Expenditure of Municipal Services and including establishment of the internal cost centres for billing and ROI (SCOA)	Level of Compliance SCOA	52%	100%	100%	100%	100%
Project 5.1.1.1	Roll-out the IT infrastructure and network	IT infrastructure and network by target date	TBC	100%	100%	100%	100%
Project 5.1.1.2	Alignment of Vote structure to SCOA	Alignment of Vote structure to SCOA by target date	TBC	100%	100%	100%	100%
Project 5.1.1.3	Complete Data Cleansing	Complete Data Cleansing target date	TBC	100%	100%	100%	100%
Project 5.1.1.4	Complete HR & Payroll Module	HR & Payroll by target March 2016	TBC	100%	100%	100%	100%
Project 5.1.1.5	Complete Planning Module	Planning completed by March 2016	TBC	100%	100%	100%	100%
Project 5.1.1.6	Complete Real estate, land use, and grant management	Real estate, land use, and grant management completed by target date	TBC	100%	100%	100%	100%
Project 5.1.1.7	Document management	Document management completed by target date	TBC	100%	100%	100%	100%
Project 5.1.1.8	Conduct on the system training as per approved schedule	Number of staff trained on the SCOA on the System Modules	TBC	TBC	TBC	TBC	TBC
Strategy.5.1.2	Increase Revenue Collection	Percentage of Revenue Collection	75%	77%	78%	79%	80%

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 5.1.2.1	Review data cleansing report (SCOA)	Review data cleansing report (SCOA) by Month 1 of Quarter 1 of 2016/17	New	100%	-	-	-
Project 5.1.2.2	Develop and implement Revenue Enhancement Strategy	Develop and implement Revenue Enhancement Strategy by 1st July 2016	0%	100%	100%	100%	100%
Project 5.1.2.3	Ensure annual review of the indigent register	Number of review of indigent register	TBC	1	1	1	1
Project 5.1.2.4	Ensure that all the municipality assets are recorded and reported.	% recording of municipal assets in the asset register	TBC	100%	100%	100%	100%
Strategy.5.1.3	Improved Accuracy of Billing	Percentage of accurate	TBC	70%	80%	90%	99%
		Billing for Municipal services					
Project 5.1.1.1	Update property information on the billing system	Update property information on the billing system updated by Q1 of 2016/17	TBC	100%	100%	100%	100%
Project 5.1.1.2	Update customer information bi-annually	Update customer information by Q1 of 2016/17	TBC	2%	2	2	2
Project 5.1.1.3	Ensure accurate tariff information	% accuracy of tariff information	TBC	100%	100%	100%	100%
Project 5.1.2.2	Ensure that all accounts are send out monthly before due date	% of accounts prepared and send out before 26 th of every month	TBC	100%	100%	100%	100%
Project 5.1.2.1	Ensure budget amount is levied	% of amount levied against the budget	TBC	TBC	TBC	TBC	TBC
Project 5.1.1.4	Conduct on going periodic audits of billing information	Auditing of billing information by target date	1	1	1	1	
Strategic Objective .5.2	Improved Financial Standing of the Municipality	Solvency Ratio	8.8:1	09:01	9.2:1	9.2:1	9.1:1
Strategy.5.2.1	Compliance with section	Response time to payment of service providers	40 days	<30	<30	<30	<30
	65 (e) of MFMA in terms of payment of suppliers within 30 days						
Project 5.2.1.1	Identify creditors older than 30 days	Report on creditors over 30 days compiled by 1 month of Q1 of 2016/17	TBC	TBC	TBC	TBC	TBC

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2015	2016/17	2017/18	2018/19	2019/20
Project 5.2.1.2	Ensure all creditors are paid within 30 days of invoice	Number of creditor days older than 30 days	40 Days	<30	<30	<30	<30
Strategy.5.2.2	Compliance with GRAP and MFMA Framework	Level of compliance to GRAP and MFMA Framework	100%	100%	100%	100%	100%
Project 5.2.2.1	Compile report monthly and annually on the Financial and budget performance	Number of (MFMA)Section 71 report	12	12	12	12	12
	Compile Mid Year Budget Report	Number of Mid Year budget reports compiled	1	1	1	1	1
Project 5.2.2.2	Respond to internal and external audit queries within prescribed timeframes	Number of days taken to respond to internal and external audit	5 days	5 days	5 days	5 days	5 days
Project 5.2.2.3	Compilation and submission of GRAP Financial Statements	Due date for submission of Annual Financial Statement to AG by 31 August	1	1	1	1	1
Project 5.2.2.5	Submission of Budget Process Plan	Approved Budget Process Plan	1	1	1	1	1
Project 5.2.2.6	Compilation of the Budget Adjustment	Approved Adjustment Budget	1	1	1	1	1
Strategic Objective .5.3	Increase the Efficiency of the Supply Chain Management Processes	% of RFx closed within prescribed timeframes	TBC	100%	100%	100%	100%
Strategy.5.3.1	Increased compliance to the SCM Strategy	% compliance to VKLM SCM Strategy	TBC	100%	100%	100%	100%
Project 5.3.1.1	Reduce turnaround time for Awarding of Quotations	Number of days taken to process received departmental requests.	Processing of departmental request within 5 days	5 days	5 days	5 days	5 days
Project 5.3.1.2	Reduce turnaround time for Awarding of Quotations	Number of days taken to evaluate, and award quotation from date of receipt of the departmental request	Evaluation and award of quotation within 14 days of receipt of departmental request	<30 days	<30 days	<30 days	<21 days
Project 5.3.1.3	Reduce turnaround time for Awarding of tenders	Number of days taken to award tender from date of receipt of the departmental request	120 days	60 days	60 days	60 days	60 days

Planning Level	Planning Statement	KPI	Baselines	Targets			
			2015	2016/17	2017/18	2018/19	2019/20
Project 5.3.1.4	Increase % of contracts awarded to companies rated above B-BBEE Level 4	% of contract awarded to BBB-EE above 4	TBC	20%	35%	55%	65%
Strategy.5.3.2	Improved SCM performance metrics against industry benchmarks	# of SCM performance metrics within 3% of benchmarks	New	40%	60%	90%	100%
Project 5.3.2.1	Conduct research to develop benchmarks for key SCM processes	Conduct research to develop benchmarks for key SCM by Q1 2016/2017	New	100%	100%	100%	100%
Project 5.3.2.2	Document the AS-IS SCM Process	Document the AS-IS SCM Process by Q1 2016/2017	New	100%	100%	100%	100%
Project 5.3.2.3	Formulate the TO-BE SCM Process	Formulate the TO-BE SCM Process by Q1 2016/2017	New	100%	100%	100%	100%
Project 5.3.2.4	Develop SCM performance metrics	Develop SCM performance metrics	New	100%	100%	100%	100%
Project 5.3.2.5	Measure SCM against established benchmarks	Number of SCM benchmarking reports submitted to Senior Management per month	New	12	12	12	12

9.7 KPA 5: Good Governance and Public Participation

Table 88: KPA5: Good Governance and Public Participation

Planning Level	Planning Statement	KPI	Baselines	Targets			
			2015	2016/17	2017/18	2018/19	2019/20
Strategic Goal .6	Improve community confidence in the system of local government	Level of Customer Satisfaction at 75% by 2017	New	40%	50%	60%	75%
Strategic Objective.6.1	Reduced risk tolerance levels	Residual Risk Tolerance Levels	20	16	12	12	8
Strategy.6.1.1	Compliance with section 62 of MFMA Increased compliance to the prescripts of section 62 of MFMA	Level of implementation of Risk Management Strategy	TBC	50%	80%	90%	100%
Project 6.1.1.1	Evaluate the performance risk management committee	# of Reports on the Performance evaluation of the Risk Management Committee	4	4	4	4	4
Project 6.1.1.2	Convene risk management meetings	# of Risk Management meetings held	4	4	4	4	4
Project 6.1.1.3	Compile risk register	% of Identified Risks mitigated (MM ONLY)	75%	85%	90%	95%	100%
Project 6.1.1.4	develop risk mitigation strategies	% of Identified Risks mitigated (Total)	75%	85%	90%	95%	100%
Strategy.6.1.2	Increased implementation of Internal Audit Plan	Level of implementation of Internal Audit Plan	60%	100%	100%	100%	100%
Project 6.1.2.1	Compile IA investigations	# of Internal Audit Investigations conducted per quarter as per the Audit Plan	4	4	4	4	4
Project 6.1.2.2	Submit IA reports to the Audit Committee	# of Internal Audit reports submitted to the Audit Committee per quarter	4	4	4	4	4
Project 6.1.2.3	Compile report on AG Management Letter	% Report on AG Management Letter findings resolved by the year-end	95%	100%	100%	100%	100%
Project 6.1.2.4	Respond to IAU findings on AFS and Performance Reports	# of reports on the review of the financial statements and the performance reports by IAU.	4	4	4	4	4
Project 6.1.2.5	Implement action plan to remedy IAU findings	% of Internal Audit Findings resolved per quarter as per the Audit Plan	100%	100%	100%	100%	100%

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015	2016/17	2017/18	2018/19	2019/20	
Strategy.6.1.3	Reduce incidences of Fraud and Corruption	Incidences of fraud and corruption	TBC	0%	0%	0%	0%	0%
Project 6.1.3.1	Improve functionality of the system to mitigate fraud and corruption	Level of implementation of the Anti-Corruption Strategy	TBC	100%	100%	100%	100%	100%
Project 6.1.3.2	Promote standards of an honest and a fair conduct	% of misconducts related to fraud and corruption prosecuted	TBC	100%	100%	100%	100%	100%
Project 6.1.3.3	Proactively prevent fraud and corruption.	Level of implementation of Preventative Fraud and Corruption measures	TBC	100%	100%	100%	100%	100%
Project 6.1.3.4	Implement early warning systems to detect fraud and corruption.	Level of implementation of the Risk Management Strategy	TBC	100%	100%	100%	100%	100%
Strategic Objective .6.2	Increased implementation public participation imperatives	Level of implementation public participation system	New	60%	70%	80%	80%	100%
Strategy.6.2.1	Improved community understanding of municipal governance processes and systems	Number of community workshops on governance conducted	New	4	4	4	4	4
Project 6.2.2.1	Develop VKLM Communication Strategy	% Implementation of the VKLM Communication Strategy	TBC	50%	70%	90%	90%	100%
Project 6.2.2.2	Develop and implement Community Feedback Strategy by target date	Develop and implement Community Feedback Strategy by Q1 of 2016/17	New	1	0	0	0	0
Project 6.2.2.3	To encourage the Ward consultative Meetings to take place in all wards as planned.	Number of ward committee consultative meetings held	108	108	108	108	108	108
Project 6.2.2.4	To ensure that key stakeholders are capacitated to participate into the matters of Local Government	Number of stakeholders participating in local government matters	TBC	TBC	TBC	TBC	TBC	TBC
Project 6.2.2.5	Develop and implement In-Year Reporting Programme	Number of public participation reports compiled	TBC	TBC	TBC	TBC	TBC	TBC
Project 6.2.2.6	Compile Ward operational plans	# of Ward operational plans submitted to Council per quarter	9	9	9	9	9	9
Project 6.2.2.7	Convene Youth Development Summits	# of Youth Development Summits held.	1	1	1	1	1	1
Project 6.2.2.8	Convene Youth Izimbizo	# of Youth Imbizo's held.	4	4	4	4	4	4
Project 6.2.2.9	Convene public hearings	# Community meetings facilitated and attended (Public Hearing)	54	54	54	54	54	54

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2015	2016/17	2017/18	2018/19	2019/20	
Project 6.2.2.10	Tabled Final IDP by the 31 st March	Final IDP tabled and approved by Council by the 31 st March	TBC	TBC	TBC	TBC	TBC	
Strategic Objective .6.3	Enhance Oversight over Municipal Administration							
Strategy .6.3.1	Improve compliance with Council Resolutions	% of Council Resolutions implemented within prescribed timeframes	TBC	100%	100%	100%	100%	
Project 6.3.1.1	Implement plan of action to address MPAC resolutions	% MPAC resolutions raised and resolved per quarter	TBC	100%	100%	100%	100%	
Project 6.3.1.2	Submit Final SDBIP to Executive Mayor	Final SDBIP approved by Executive Mayor within 28 days after approval of Budget.	1	1	1	1	1	
Project 6.3.1.3	Convene Section 79 Committee Meetings	# of Section 79 Committee meetings held	12	12	12	12	12	
Project 6.3.1.4	Convene Section 80 Committee Meetings	# of Section 80 Committee meetings held	12	12	12	12	12	
Project 6.3.1.5	Implement Council Resolutions	% of Council resolutions resolved within the prescribed timeframe	TBC	100%	100%	100%	100%	
Strategy .6.3.2	Improve reporting to Council	Level of Compliance with Statutory Reporting Requirements	TBC	100%	100%	100%	100%	
Project 6.3.2.1	Submit all new/reviewed policies to Council	# of new/reviewed policies approved by Council	12	12	12	12	12	
Project 6.3.2.4	Submit compliance register reports to Council	# of Compliance Register Reports submitted to Council	4	4	4	4	4	
Project 6.3.2.5	Submit complaint register reports to Council	# Customer Complaint Register Reports submitted to Council	4	4	4	4	4	
Project 6.3.2.6	Tabled Final IDP by the 31 st March	Final IDP tabled and approved by Council by the 31 st March	1	1	1	1	1	

9.8 KPA 6 Spatial Rationale

Table 89: KPA 6 Spatial Rationale

Planning Level	Planning Statement	KPI	Baselines 2015	2016/17	2017/18	2018/19	2019/2020
Strategic Goal .7	Increase regularisation of development environment	Level of Implementation of approved SDF	New	60%	80%	90%	100%
Strategic Objective .7.1	To provide a systematic land Use Management System	Level of Implementation of LUMS	New	60%	90%	100%	100%
Strategy.7.1.1	Increased identification and securing of land for exclusive housing and amenities	Number of exclusive sub-divisions approved for development	New	0	2	0	0
Project 7.1.1.1	Monitoring of compliance to town planning scheme	% compliance to town planning scheme	New	100%	100%	100%	100%
Project 7.1.1.2	Minimise uncontrolled urbanisation	Number of informal settlements	New	0%	0%	0%	0%
Project 7.1.1.3	Acquire land acquisition	% of land redistributed	New	TBC	TBC	TBC	TBC
Project 7.1.1.4	Process registered building plan applications	% of new registered building plan applications submitted and approved within agreed timeframes	New	100%	100%	100%	100%
Project 7.1.1.5	Process planning development applications	% of town planning development applications submitted and approved	New	100%	100%	100%	100%
Project 7.1.1.6	Inspect buildings for compliance to NBRBS Act	% of buildings inspection conducted inline with National Building Regulations and Standards Act	New	100%	100%	100%	100%
Project 7.1.1.7	Inspect new RDP housing units for compliance to construction specifications	# of new RDP housing units inspected in terms of compliance to construction specifications"	New	100	200	200	200
Strategy.7.1.2	Feasibility in the development of the new Municipal Building near the N12	Feasibility report on new Municipal Building completed by target date	New	1	0	0	0
Project 7.1.2.1	Conduct Pre-Feasibility assessment	Conduct Pre-Feasibility assessment by Q1 of 2016/17	New	1	0	0	0
Project 7.1.2.2	Draw up Feasibility Study Project Plan	Draw up Feasibility Study Project Plan by Q1 of 2016/17	New	1	0	0	0
Project 7.1.2.3	Obtain approval from relevant authorities	Obtain approval from relevant authorities by Quarter 2 of 2016/17	New	1	0	0	0

Planning Level	Planning Statement	KPI	Baselines 2015	2016/17	Targets		
					2017/18	2018/19	2019/2020
Project 7.1.2.4	Conduct Feasibility Study	Conduct Feasibility Study by Quarter 4 of 2016/17	New	1	0	0	0
Project 7.1.2.5	Report to relevant authorities by target date	Report to relevant authorities by Q 4 of 2016/17	New	1	0	0	0
Strategy.7.1.3	Feasibility in the development of high rise building and moving the Delmas Town close to the N12	Feasibility report on high rise buildings and relocation of Delmas Town completed by target date	New	1	0	0	0
Project 7.1.3.1	Conduct Pre-Feasibility assessment	Conduct Pre-Feasibility assessment by Q1 of 2016/17	New	1	0	0	0
Project 7.1.3.2	Draw up Feasibility Study Project Plan	Draw up Feasibility Study Project Plan by Q1 of 2016/17	New	1	0	0	0
Project 7.1.3.3	Obtain approval from relevant authorities	Obtain approval from relevant authorities by Quarter 2 of 2016/17	New	1	0	0	0
Project 7.1.3.4	Conduct Feasibility Study	Conduct Feasibility Study by Quarter 4 of 2016/17	New	1	0	0	0
Project 7.1.3.5	Report to relevant authorities by target date	Report to relevant authorities by Q 4 of 2016/17	New	1	0	0	0
Strategy.7.1.4	Increased awareness of consumers iro land use and applicable regulations	% of consumers displaying awareness of SPLUMA / LUMS / BY-LAWS	New	20%	60%	90%	100%
Project 7.1.4.1	Review SPLUMA/LUMS/By-Laws	Review SPLUMA/LUMS/By-Laws By Q1 of 2016/17	New	1	0	0	0
Project 7.1.4.2	Develop communication programme	Develop communication programme by Q1 of 2016/17	New	1	0	0	0
Project 7.1.4.3	Implement communication programme	% implementation of the communication programme	New	100%	100%	100%	100%

10 INTEGRATION

10.1 Sector Plans

Beyond the core components of an IDP, as legislated by the Systems Act, the municipality recognised a need to develop further strategies, policies and plans, which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of the municipality. Close examination of all these strategies and plans will show a greater degree of alignment all the guidelines and development directives outlined in the government policy frameworks above. Sustainable development is one of the issues that have received consideration. This is critical because it seeks to balance social, economic, and ecological requirements in a long-term perspective. During the past few years, the municipality developed a number of sectoral strategic and operational plans together with policies that are outlined below:

Table 90: Victor Khanye LM Sector plans

SECTOR PLAN	YEAR OF ADOPTION
1. Water service development plan	SO3/01/2009
2. Local Economic development plan	SO3/01/2014
3. Local Economic development Strategy	SO3/01/2014
4. Comprehensive Infrastructural development plan	In progress
5. Spatial Development framework	SO3/01/2009
6. Human Resources development strategy	SO3/01/2009
7. Land Use Management scheme	SO3/01/2010
8. HIV plan	SO3/01/2007
9. HIV Strategy	SO3/01/2006
10. Energy plan	In progress
11. Revenue collection plan	SO4/02/2009
12. Disaster Management plan	SO3/01/2009
13. Property control rates policy	SO3/01/2014
14. Public participation strategy	SO3/01/2014
15. Performance management plan	SO3/01/2014

SECTOR PLAN	YEAR OF ADOPTION
15.Assets management policy	SO3/01/2014
15.Communication strategy	SO3/01/2009
16.Disater Management policy	SO3/01/2009
17.Risk Management policy	SO3/02/2014
18.Fleet Management policy	In progress
19.Human resource Management policy	In progress
20.Fraud prevention plan	SO3/01/2009
21. Risk Management strategy	SO3/01/2014
22. Fraud and corruption policy	In progress
23. Performance management strategy	SO3/01/2014