

# PART 3

## STRATEGIC ANALYSIS

DRAFT

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### **3.1. STRATEGIC ANALYSIS**

#### **3.1.1. Introduction to the Strategic Planning Process**

The shared vision formulates the ultimate integrated development dream for Metsimaholo. That of the Free State Province influences the vision of the Fezile Dabi District and ultimately that of Metsimaholo Local Municipality. The mission statement is an explanation of how Metsimaholo envisages achieving key priority areas set by the Free State Provincial Growth and Development Strategy 2007-2014. The objectives of the Metsimaholo are aligned with the province and directly informed by the Fezile Dabi District. Strategies identified in this document indicate ways to achieve the identified objectives. The vision and mission statements of Metsimaholo are recorded below.

##### **Vision**

"Metsimaholo Municipality strives to be a leading Municipality in delivering effective, affordable and sustainable quality services to its communities".

##### **Mission**

We will achieve our vision by:

- Promoting proper planning and implementation of projects and programmes
- Setting standards
- Being accountable
- Communication
- Capacity building of staff and communities
- Having proper systems and processes
- Ensuring a sustainable, affordable and effective service delivery.

### 3.1.2. Summary of Priority Issues

LOCAL MUNICIPALITY CORE, NON CORE AND SECTORAL PRIORITIES				
INSTITUTIONAL	ECONOMIC	SOCIAL	INFRASTRUCTURE	SPATIAL & ENVIRONMENTAL
Monitoring Governance Performance Management	Local Economic Development Poverty Alleviation	Improved Level of Health Services Education Youth Development Welfare Service Provision Culture Enhancement Safety and Security Disaster Management Gender Equity HIV / AIDS	Acquisition of Land Housing Water Provision Sanitation Provision Streets and Storm Water Electricity Provision Refuse Removal Cemeteries Telecommunication	Future Land Use Sport and Recreation Public Transport Environment Land Reform

### 3.1.3. Metsimaholo Growth Potential

This following table depicts the municipality's growth potential, capacity and constraints.

Category	Description of Category	Metsimaholo Local Municipality' <i>Status Quo</i>
Innovation & Experimentation	Research & Development and application of technology to production processes	There is an existing Research & Development component in the agro-industry & manufacturing.
Production: High value Differentiated Goods	All production focusing on local & global niche markets (agricultural, manufacturing or natural resources based)	Highly rated due to petro-chemical plant at Sasol One.
Production: Labour-Intensive Mass-produced Goods	Highly depended on proximity to good and cheap transport linkages and large unskilled and semi-skilled labour pool.	An above-average rating in terms of labour-intensive and mass produced goods.
Public Services & Administration	Business & public management required to organise processes of production, consumption and circulation.	A high potential in terms of professionals, technicians, percentage of people employed at the public administration, etcetera.
Retail and Services	Retail, catering & personal services large employer of semi-skilled workers willing & able to pay for goods and services.	An Above-average rating of 7.7%.
Tourism	Eco-scenery, cultural heritage, entertainment, high-quality restaurants & accommodation.	Above-average tourism potential.

Table 3.1.3(a) Metsimaholo Municipality's growth potential, capacity and constraints Source: FSGDS (2005-2014)

Fezile Dabi Growth and Development Strategy (FDDGDS) focuses on 6 thrusts considered to be the main economic drive of the area. The following table depicts the 6 thrusts and the main priority areas

Agriculture:	Stimulate the agricultural sector through the sustenance of commercial farming by expanding the sector through variety of value adding initiatives. Linked to this is the transformation and development of subsistence farming through capacity-building, facilitating access to markets, finance, infrastructure, machinery, agro-processing technology and skills.
Infrastructure Development:	Identify infrastructure backlogs to enable the district municipality to intervene decisively through the provision of infrastructure services. The emphasis is in developing road networks that links economic activities within the District Municipality to cut the costs of doing business. Tied to this is the provision of basic services such as housing, telecommunications, water and sanitation, which are critical in jettisoning economic growth within the municipality.
Manufacturing:	Identify manufacturing opportunities from other sectors, particularly mining and agriculture, linking such with the overall SMME's strategy in the municipality. Create export markets for regionally produced goods, both at national and international levels.
Mining:	Through understanding of the entire mining value chain with the view to identify mining opportunities like beneficiation, opening of new mines, outsourcing and procurement, share holding, etc. All these must be approached within the context of the new mining legislative framework including the Mining Charter.
SMME Development:	Set clear SMME developmental goals in financing and supporting SMME's, targeting previously disadvantaged people, women, youth and people living with disabilities. This must find practical expression in municipal institutional arrangements and all social partners' outsourcing and procurement policies.
Tourism:	Appraise the entire district tourism sector, including operators, products and services to enable social partners to identify critical intervention areas.

Table 3.1.3(b) FDDGDS 6 thrusts and the main priority areas

### 3.1.4. Key Priority Areas of the Free State Provincial Government

GOVERNMENT AND ADMINISTRATION	ECONOMIC AND INVESTMENT	SOCIAL AND HUMAN	SAFETY AND SECURITY
Monitoring Governance Performance Management Implementation IT and communication GIS	Service: Water Provision Sanitation Provision Roads, Streets and Storm Water Electricity Provision Refuse Removal (non core) Housing (non core) Public transport Spatial development Land use and availability Rural development Environment Cemeteries Solid Waste management Local Economic Development Agriculture	Improved Level of general health Services Municipal health services Sport and Recreation Education Youth Development Social development Culture Enhancement Poverty Alleviation Gender Equity HIV/ AIDS Communication systems	District Crime prevention Emergency services Disaster Management

Table 3.1.4. Key Priority areas for Development (FSGDS 2007-2014)

The key priority areas indicated above are:

- Economic Growth, Development and Employment
- Justice and Crime Prevention
- Social and Human Development
- Efficient Governance and Administration

However, the KPA's adopted by the Local Government Strategis agenda are used in the strategic plan for Metsimaholo Local Municipality. It is outlined on the next few pages.

## **KPA 1 Municipal Transformation and Institutional Capacity**

Financial viability and financial management could be achieved through implementation of system such as:

- Compliant performance agreements signed and monitored
- Performance agreements compiled and signed by all Directors
- Percentage quarterly performance reviews and annual assessments finalised as per signed agreements
- Reviewed system of delegations Report submitted to Council
- Complete municipal performance scorecard in line with approved IDP
- Increased percentage of institutional performance scorecard developed and approved by Council
- Finalised BBBEE procurement targets BBBEE targets finalised and approved by Council
- Implemented BEE Plan
- Implement ICT policy ICT policy
- Minimised downtime of critical IT systems
- Maximum functionality of workstations maintained
- IT service complaints addressed
- In-house fully functional internal audit unit established
- Developed and implement risk management plan
- Finalised By-laws Number of By-laws finalised (street trading, cemeteries & crematoria, taxi ranks, public amenities, funeral undertakers, property rates, credit control & debt collection and advertising By-laws to be finalised)
- Effective resolutions management % resolutions logged and implemented
- CRM policy approved by Council and implemented
- Integrated HR Strategy Finalised and implemented
- Workplace Skills Plan (WSP) developed and implemented
- Learners trained on learnerships undertaken No. of learners trained (30 Electrical Engineering & Traffic Management completed; 25 General Electrical
- Annual ABET training course delivered Percentage current completion and new intake (Previous intake was 23 of which 11 passed)
- Employment Equity Act implemented
- Implement the reviewed organisational structure
- OD interventions into employee wellness Completed interventions
- Implemented Corporate EE Plan Percentage implementation of EE Plan
- Approved Performance Management System (PMS) implemented
- Implementation of PMS to other staffing levels below s57 managers
- Occupational Health and Safety Act (OHSA) compliant
- Approved Implemented Employee Assistance Program (EAP) policy
- EAP policy approved and implemented
- Disciplinary cases completed as per timeframes in conditions of service
- Approved bereavement/dress code/abscondment policies

## KPA 2 Basic Service Delivery and Infrastructure Investment

### Integrated Goals for the District are:

- Implementing a spatial development plan that addressed the needs of the people, plan ahead, guides and direct development of different types of settlement, including residential, industrial, public spaces and agriculture.
- Addressing the backlogs and provide basic services such as water, sanitation, electricity efficiently and effectively to all households
- Ensure sufficient well developed and maintained road networks
- To accelerate the delivery of basic public transportation systems
- To provide adequate refuse removal services to all households
- To ensure that all poor households have adequate access to housing
- To protect the natural environment and ensure effective management of environmentally sensitive areas and resources
- To ensure acceptable maintained cemeteries
- To promote regional safety and security
- To reduce the crime in the area
- To manage any disaster hazards and risk

## KPA 3 Local Economic Development

### Integrated Goals for the District are:

- To promote economic growth and development for the district through amongst others sustainable local economic development, agriculture, mining and manufacturing
- To promote sustainable tourism, services, products and facilities

### This will be achieved through the following broad strategies:

- Align all development initiatives with national and provincial development programmes, plans and financial support programmes including the NSDP, ASGISA, JIPSA, SEDA, SETA, EPWP and NYSP
- Identify and develop sustainable infrastructure and service according to national guidelines and local needs whilst adhering to development targets
- Plan, develop, implement, monitor and evaluate identified development programmes and projects to ensure sustainable economic growth
- Ensure an environmental friendly and safe area for development of the area and people
- To identify the capacity, structures and resources to promote sustainable economic growth
- To plan and avail land for residential, agricultural and industrial, etc. purposes.
- To capacitate, empower, develop and transfer skills effectively and sustainable.
- To promote and support the development of SMME's and particular the youth
- To initiate, plan and implement sustainable human settlements including:
  - To improve human livelihood
  - To assist and support programmes targeting youth development
  - To support and capacitate women,
  - To reduce poverty and illiteracy levels
  - To support and capacitate the disabled
  - To provide sports and recreation facilities
  - To provide and or facilitate efficient health and educational facilities and services
- Sustainable social and corporate services
- Liaison and integration of health and educational services
- Analyse the current situation and convey information to national and provincial Departments

- Involve people in planning and implementation of services
- Targeting the fragile and the poor for assistance and support
- To provide essential basic survival needs to the poor and fragile
- Improving basic cultural, sports and recreational and other needs and facilities
- Support and implement systems and plans to minimize disasters in the area and to maximize public safety
- Support and ensure efficient policing and public involvement in assisting the police
- Increase awareness in public safety

## **KPA 4 Financial Viability and Financial Management**

**Integrated Goals for the District are:**

- Effective, sustainable accountable governance
- High level financial performance and management

**This will be achieved through the following broad strategies:**

- Compliance to all financial legislation, policies and systems and plans applicable to manage local government
- Developing, implementing and assessment of the Integrated Development Plan
- To monitor, evaluate and review strategies and plans to be credible and applicable to the needs of the people
- The alignment and integration of the IDP, Budgets, SDBIP, Financial Statements and Annual Reports

The municipality has developed its IDP during the first cycle of IDPs and its subsequent reviews. The IDP processes are informed by internally developed and council approved process plans and were all drafted through public participation processes.

The 2010/11 operating and capital budgets were approved and indicated only fully funded projects. The corresponding Service Delivery and Budget Implementation Plan (SDBIP) including the relevant Key Performance Indicators (KPI's) and Key Performance Areas (KPA's) were publicized. The budget is strictly controlled through appropriate financial systems and controls and is monitored regularly to ensure that funds are committed for appropriated expenditure and that income is generated as projected. Monthly budget reports are generated reviewed and authorised the Chief Financial Officer on a monthly basis in line with section 71 of the MFMA. These reports are then approved by the Municipal Manager and overseen by the Executive Mayor before being submitted to the Provincial and National Treasuries for reporting.

The Annual Financial Statements are, in accordance with our financial reporting convention implementation plan, prepared according to certain statements of GRAP and where appropriate IMFO fund accounting.

## **KPA 5 GOOD GOVERNANCE AND ADMINISTRATION**

**Integrated Goals for the District are:**

- Effective, sustainable accountable governance
- Efficient and effective service delivery
- Promotion of public participation and awareness
- Strategic economic and social role playing in the District



This will be achieved through the following broad strategies:

- Compliance to all legislation, policies and systems and plans applicable to and developed by local government
- Developing, implementing and assessment of the Integrated Development Plan for the whole District
- To monitor, evaluate and review strategies and plans to be credible and applicable to the needs of the people
- Promoting, supporting and enhancing systems, processes, mechanisms and tools to develop the region and it's people in a sustainable manner
- Detail action also listed under KPA 1

### 3.2. OBJECTIVES AND STRATEGIES FOR METSIMAHOLO

Developmental Priority issues are linked to Objectives, KPIs and Development Strategies

#### **KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT / FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT**

PRIORITY NEED 1: INSTITUTIONAL CAPACITY AND DEVELOPMENT		DEVELOPMENT STRATEGIES
KPA: Municipal Transformation and Institutional Development Financial Viability and Financial Management		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To ensure the representation of staff component according to targets in the Employment Equity Plan and Gender Equity.</li><li>• To ensure the implementation of the Work Place Skills Plan.</li><li>• To improve a working environment with a view to reduce low staff morale.</li><li>• To ensure effective implementation of Performance management System (PMS) and regular review of individual and departmental performances</li><li>• To implement a system of supply chain management (SCM) system that is 100% compliant with MFMA and Treasury regulations by 2010.</li></ul>	<ul style="list-style-type: none"><li>• Recruitment of targeted and qualified individuals in line with the municipality's employment equity plan</li><li>• Total number of trained categories of staff members' year on year.</li><li>• To deploy organisational development intervention strategies</li><li>• Improved revenue collection rate</li><li>• Functional Individual and Organisational Performance Management Systems</li><li>• Reduced number of internal and external audit queries on supply chain management processes.</li></ul>	<p><b>Strategy 1: Institutional Setup</b></p> <ul style="list-style-type: none"><li>• By providing sufficient equipment, technology and office space in order to enable all departments to function optimally by 2012.</li></ul> <p><b>Strategy 2: Organizational development</b></p> <ul style="list-style-type: none"><li>• By addressing organizational culture through effective utilization of resources, ongoing communication, skills development, gender equity, effective systems of internal control and monitoring by 2012.</li><li>• To ensure a working environment that enables performance and service delivery.</li></ul> <p><b>Strategy 3: Municipal planning systems</b></p>

<ul style="list-style-type: none"> <li>• To ensure full compliance with MFMA with regard to financial management reporting.</li> <li>• To ensure effective implementation and monitoring of the budget.</li> </ul>	<ul style="list-style-type: none"> <li>• GRAP Compliant Financial Statements produced year on year</li> </ul>	<ul style="list-style-type: none"> <li>• By timely approving and implemented municipal planning systems such as IDP, PMS, SDBIP and Budgets in line with legislation.</li> </ul> <p><b>Strategy 4: Financial viability</b></p> <ul style="list-style-type: none"> <li>• By approving and implementing municipal financial and debt collection systems and implement financial systems to ensure unqualified audit report.</li> <li>• By applying Supply Chain Management policies and regulations to ensure competitive and cost effective procurement of goods and services.</li> <li>• By ensuring improvement in financial management reporting requirements through the implementation of appropriate and reformed accounting standards.</li> </ul> <p><b>Strategy 5: Management and Administration</b></p> <ul style="list-style-type: none"> <li>• To evaluate municipal functions in line with constitutional obligations for re-allocation / distribution in functional components to prevent over-lap of functions in directorates</li> <li>• To amalgamate / transfer all direct Asset Management functions and responsibilities to newly created Centralised Division;</li> <li>• To ensure that the structures be reviewed and that the newly created Division be capacitated with staff, vehicles and equipment for effective service delivery</li> </ul>
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**KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT**

PRIORITY NEED 2: WATER PROVISION		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To provide a network inclusive of a house connection and water meters to all current and future un-serviced erven by 2010.</li><li>To ensure that sufficient bulk supply of purified water with a holding capacity no less than 48 hours are available at all times and to extend bulk supply to densely populated rural areas.</li><li>To install a ring feed water system to the noxious industrial area of Sasolburg and other essential residential areas.</li></ul>	<ul style="list-style-type: none"><li>Provision of water network connections to all envisaged future erven that will address the following erven backlogs by 2010:<ul style="list-style-type: none"><li>6000 erven as extension to Zamdela,</li><li>3000 erven as extension to Refengkgotso</li><li>3000 erven Mooidraai</li></ul></li><li>% of preserved water and water usage</li><li>Upgraded water networks and reduced water losses to below 7% of water quantities accounted for.</li><li>"133 un-serviced erven" situated between Vlaenberg and Minaar Street and between Minaar Street and Vaal River, Vaalpark North</li><li>50 business stands in Zamdela, Refengkgotso and Metsimaholo</li><li>The intended Business Development / Mall between the DP de Villiers Stadium and Protection Services</li><li>The intended development of Welgelegen West</li><li>All intended erven / developments (parks) in the report submitted to Council during November 2008.</li></ul>	<p><b>Strategy 1: Water Reticulation</b></p> <ul style="list-style-type: none"><li>To ensure that all households, business and community facilities are provided with water connections.</li></ul> <p><b>Strategy 2: Water accessibility</b></p> <ul style="list-style-type: none"><li>To investigate and facilitate the availability of potable water to rural households.</li><li>To achieve a 100% supply rate depending on funding to all households in the rural and urban areas in the next 5 years.</li><li>Un-serviced service installation subject to pre-payment of capital contribution of R 51 139 for residential special stands.</li></ul> <p><b>Strategy 3: Management of water sources</b></p> <ul style="list-style-type: none"><li>By ensuring implementation of a Geographic Information System whereby all rural and urban users can be identified and needs determined on an ongoing basis.</li><li>By ensuring a holding capacity of at least 48 hours but to strive to achieve a holding capacity of 72 hours.</li></ul> <p><b>Strategy 4: Infrastructure provision, maintenance and upgrade</b></p> <ul style="list-style-type: none"><li>By implementing a key performance reporting system to ensure that a 3 hour repair time and less than 7% water loss are achieved.</li></ul>

		<ul style="list-style-type: none"> <li>By ensuring continuous maintenance and upgrade of all water works and networks in order to minimize water service disruptions to no longer than three hours and reduce water losses to a maximum of 7%.</li> </ul> <p><b>Strategy 5: Water usage and Preservation</b></p> <ul style="list-style-type: none"> <li>By maintaining the implemented, comprehensive services awareness campaign system amongst all communities with regard to water, sewerage, electricity, refuse removal, cemeteries and streets and storm water as discussed under the respective priorities.</li> <li>By educating the community to report water leaks and how and where to report leaks and breakages as well as regarding flushing of pipes after maintenance and repair.</li> <li>By implementing an awareness campaign amongst all communities with regard to water usage and preservation.</li> </ul>
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PRIORITY NEED 3: SANITATION PROVISION		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To supply all urban households with water-borne sewerage system</li></ul>	<ul style="list-style-type: none"><li>By provide a sewer network to all the following backlogs by 2010:<ul style="list-style-type: none"><li>7 000 in Refengkgotso</li><li>382 in Metsimaholo</li><li>458 in Oranjeville</li><li>3600 in Gordin</li><li>3 000 Mooidraai</li><li>3 500 Amelia</li><li>500 stands in Harry Gwala (Zamdela Ext 9 Esimated 1 579 erven still to be connected)</li><li>133 un-serviced erven” situated between Vlaenberg</li></ul></li></ul>	<p><b>Strategy 1: Management of sanitation network</b></p> <ul style="list-style-type: none"><li>By implementing a management programme for the operating, maintaining of the current and future sanitary networks.</li><li>By preventing raw sewerage spillage in adjacent areas and natural water systems.</li></ul> <p><b>Strategy 2: Accessibility to sanitation</b></p> <ul style="list-style-type: none"><li>By providing sewerage network</li></ul>

	<p>and Minaar Street and between Minaar Street and Vaal River, Vaalpark North</p> <ul style="list-style-type: none"> <li>– 50 business stands in Zamdela, Refengkgotso and Metsimaholo</li> <li>– The intended Business Development / Mall between the DP de Villiers Stadium and Protection Services</li> <li>– The intended development of Welgelegen West</li> <li>– All intended erven / developments (parks) in the report submitted to Council during November 2008.</li> </ul> <ul style="list-style-type: none"> <li>• Well maintained sewerage system and treatment networks</li> <li>• Access to hygiene sanitation systems by rural communities</li> </ul>	<p>to all future developments within Metsimaholo.</p> <ul style="list-style-type: none"> <li>• By providing rural households with acceptable sanitation system.</li> <li>• By upgrading and converting the exiting sewerage pump stations to be more technical and cost effective.</li> <li>• By ensuring that all rural households have access to a hygienic sanitation system.</li> </ul> <p><b>Strategy 3: Infrastructure maintenance and upgrading</b></p> <ul style="list-style-type: none"> <li>• By converting the existing submersible pump stations to conventional pump station.</li> <li>• By ensuring cost effective maintenance on an ongoing basis and to effectively address blockages by providing sufficient manpower and equipment.</li> <li>• By ensuring continuous maintenance and operation of the sewerage system and treatment works to comply to required affluent standards</li> </ul> <p><b>Strategy 4: Capacity Building</b></p> <p>Through intensive awareness campaigns to educate people to report breakdowns and blockages.</p> <ul style="list-style-type: none"> <li>• By educating communities about alternative hygienic sanitation systems such as VIP's.</li> <li>• To implement an awareness campaign amongst all communities with regard to usage of the sewerage system.</li> </ul>
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PRIORITY NEED 4: ROADS AND STORMWATER DRAINAGES / CHANNELS		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To ensure sufficient roads and storm water networks to all residents in Metsimaholo by 2015.</li></ul>	<ul style="list-style-type: none"><li>Number of storm water networks erected in all areas</li><li>% Expenditure of the roads and storm water channels maintenance budget</li><li>Number of pedestrian and bicycle lane networks erected in the targeted areas</li><li>Distance of new roads constructed in Metsimaholo Local Municipality</li><li>Roads to be maintained: Gravel 298.4 km. Tar 575.2 km</li><li>Maintain +/- 30 km gravel roads per annum</li></ul>	<p><b>Strategy 1: Maintenance Plan</b></p> <ul style="list-style-type: none"><li>By developing and implementing a maintenance plan and programme for all existing roads and storm-water drainages / channels.</li></ul> <p><b>Strategy 2: Improving of roads</b></p> <ul style="list-style-type: none"><li>By upgrading of road networks in urban and rural areas for ease of access to various destinations within the municipality.</li><li>By providing a pedestrian and bicycle lane networks for the Sasolburg/Zamdela area according to the Pavement Management Programme.</li><li>By ensuring proper and effective maintenance of the entire road and storm-water network with supporting resources and equipment</li><li>By ensuring that all streets and roads are named and are provided with adequate traffic and road signs.</li></ul> <p><b>Strategy 3: Storm water drainages</b></p> <ul style="list-style-type: none"><li>By developing a storm water master plan to manage storm water for both urban and rural residential areas and upgrade storm water systems in the identified areas.</li></ul>

		<b>Strategy 4: Road Safety</b> <ul style="list-style-type: none"> <li>By providing appropriate road signs and to educate communities on precaution to take to prevent road accidents and basic traffic rules and regulations.</li> <li>By ensuring that all the identified streets and roads are provided with speed humps as required in order to enhance road safety for all users.</li> <li>To implement pedestrian and bicycle lane networks for the Sasolburg/Zamdela town area.</li> </ul>
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PRIORITY NEED 5: ELECTRICITY PROVISION		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To ensure 100% access to electricity for all communities.</li></ul>	<ul style="list-style-type: none"><li>Number of new electricity access points / vending points erected in the identified areas.</li><li>% of electrified household's receiving free basic electricity.</li><li>Reduced number of back outs reported within the municipality</li></ul>	<p><b>Strategy 1: Infrastructure provision, maintenance and upgrading of network</b></p> <ul style="list-style-type: none"><li>By ensuring effective maintenance to the electrical network on a regular basis.</li><li>By ensuring proper and continuous maintenance through the implementation of a maintenance programme for all areas.</li></ul> <p><b>Strategy 2: Management of distributions networks</b></p> <ul style="list-style-type: none"><li>By developing and implement electricity master plan that will guide the provision of electricity to all areas including the upgrading and maintenance of networks.</li></ul>

		<ul style="list-style-type: none"> <li>• By ensuring that electricity is constantly available to the major industries in Sasolburg</li> <li>• To ensure continuous upgrading and maintenance of current networks.</li> </ul> <p><b>Strategy 3: Electricity distribution and accessibility</b></p> <ul style="list-style-type: none"> <li>• By enabling access to adequate electricity for all residents of Metsimaholo, focusing on new extensions and in-fills to ensure that all qualifying households have access to 50kWh free electricity per month.</li> <li>• By ensuring full accessibility of electricity for rural communities.</li> <li>• By monitoring the electricity network to determine load profile on the network.</li> <li>• By ensuring free 50kWh (units) of electricity per month to qualifying households.</li> </ul> <p><b>Strategy 4 : Aerial lighting</b></p> <ul style="list-style-type: none"> <li>• By ensuring that all access and main collector roads are provided with adequate aerial lighting</li> </ul> <p><b>Strategy 5: Bulk electricity supply</b></p> <ul style="list-style-type: none"> <li>• By upgrading of the intake point from Eskom at as and when required</li> </ul> <p><b>Strategy 6: Capacity building, electricity usage and preservation</b></p> <ul style="list-style-type: none"> <li>• Through intensive awareness campaigns to educate people to report cable theft and illegal connections.</li> <li>• By educating communities about alternative energy sources and ways of saving electricity in line with Eskom and National Government's strategy to save electricity.</li> </ul>
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PRIORITY NEED 6: HEALTH		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To facilitate access to basic health service within 5km radius and facilities by 2012.</li><li>To facilitate the availability of a functional drug rehabilitation facility for the Metsimaholo area.</li></ul>	<ul style="list-style-type: none"><li>% access to basic health services</li><li>Improved clinic facilities and services to patients around Metsimaholo.</li></ul>	<p><b>Strategy 1: Ambulance Services Review</b></p> <ul style="list-style-type: none"><li>By ensuring the improvement of existing ambulance services and increasing the number of available ambulances within Metsimaholo.</li></ul> <p><b>Strategy 2: Development of health facilities</b></p> <ul style="list-style-type: none"><li>By facilitating development of new health facilities at identified areas and interacting with the Department of Health on providing these services.</li><li>To promote the strategic placing and management of clinics to ensure that the daily flow of patients receive quality and professional medical service</li></ul> <p><b>Strategy 3: Upgrading of health facilities</b></p> <ul style="list-style-type: none"><li>By interaction with the Department of health on upgrading and maintaining current health facilities, also looking at sufficient staffing, equipment and medicine supplies.</li></ul>

PRIORITY NEED 7: SPORT AND RECREATION AND COMMUNITY FACILITIES		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To provide sport and recreation facilities in all wards that will allow for multi sports activities.</li></ul>	<ul style="list-style-type: none"><li>Sports facilities and renovated open grounds and multi-purpose centre by 2013.</li></ul>	<b>Strategy 1: Management and maintenance</b> <ul style="list-style-type: none"><li>By utilizing the sport council/forum to determine the</li></ul>

<ul style="list-style-type: none"> <li>To have all current community halls and sport facilities fully upgraded and maintained</li> </ul>	<ul style="list-style-type: none"> <li>Community halls that are 100% upgraded by 2010.</li> </ul>	<p>specific sport and recreational needs of the community and to deal with general administration and management of activities.</p> <p><b>Strategy 2: Develop new facilities</b></p> <ul style="list-style-type: none"> <li>By developing multi-sport centers in all the identified areas by 2013.</li> </ul> <p><b>Strategy 3: Accessibility</b></p> <ul style="list-style-type: none"> <li>By upgrading of all sports facilities to be accessible to the disabled people as well.</li> </ul>
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PRIORITY NEED 8: REFUSE REMOVAL		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To ensure landfill sites that is compliant with all legislative requirements.</li><li>• To ensure regular waste removal services and systems.</li></ul>	<ul style="list-style-type: none"><li>• Compliance audit report</li><li>• Number of refuse removal trips to the dump site per week within the municipal areas.</li></ul>	<p><b>Strategy 1: Management of refuse collection</b></p> <ul style="list-style-type: none"><li>• By continuous implementation of refuse removal programs in order to ensure effective management refuse disposal within the municipality</li><li>• By implementation by-laws regulating usage and proper management of landfill sites.</li><li>• Employing adequate personnel for management of dumping sites and enforcement of by-laws</li><li>• By reviewing and extend a refuse removal programme to all areas and to provide bins and plastic bags to all households.</li></ul> <p><b>Strategy 2: Infrastructure provision and maintenance</b></p> <ul style="list-style-type: none"><li>• By acquiring appropriate land for the establishment of a new landfill site</li><li>• By ensuring that all landfill sites are equipped with appropriate equipment and tools including appropriate refuse removal trucks and compactors in order to ensure effective waste removal services.</li></ul>

		<p><b>Strategy 3: Recycling programmes</b></p> <ul style="list-style-type: none"> <li>By investigating possibilities of Public Private Partnership (PPP) for waste recycling and implement recycling programmes for Metsimaholo by 2012.</li> </ul> <p><b>Strategy 4: Awareness campaigns</b></p> <ul style="list-style-type: none"> <li>By doing intensive awareness and cleaning campaigns to ensure a clean and healthy environment.</li> <li>Discouraging communities from using illegal dumping sites and encouraging to report defaulters</li> </ul>
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PRIORITY NEED 9: EDUCATION		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To promote the raising of the level of literacy of the community to an acceptable national standard.</li><li>• To promote the provision of sufficient and sustainable physical support and facilities to allow all communities access to quality education.</li><li>• To ensure that all communities have access to libraries, mobile libraries and information centers which are well equipped and maintained.</li></ul>	<ul style="list-style-type: none"><li>• % increase in the number of literate community members.</li><li>• % access to quality education</li><li>• Functional and well equipped libraries in:<ul style="list-style-type: none"><li>– All rural areas</li><li>– Refengkgotso</li><li>– Metsimaholo – extension at existing facility (at Oranjeville)</li><li>– Harry Gwala</li><li>– Vaalpark</li></ul></li></ul>	<p><b>Strategy 1: Physical infrastructure</b></p> <ul style="list-style-type: none"><li>• By interacting with the Department of Education on the development of physical infrastructure required to cater for the education needs and demand in Metsimaholo by 2012.</li><li>• By encouraging the Department of Education to restructure buildings to accommodate the disabled learners.</li></ul> <p><b>Strategy 2: Awareness Campaign</b></p> <ul style="list-style-type: none"><li>• By encouraging the Department of Education to introduce career guidance at an early stage for future career paths.</li><li>• By supporting initiatives linked to entrepreneurship, science, technology, information technology (IT), skills programmes, awareness campaign regarding HIV/AIDS, environment, tourism, agriculture, good citizenship,</li></ul>

		<p>etc. for lifelong learning.</p> <p><b>Strategy 3: Physical Support</b></p> <ul style="list-style-type: none"> <li>• By encouraging the availability of transport modes and routes for learners from the rural and urban communities to education facilities.</li> </ul>
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PRIORITY NEED 10: SOCIAL SERVICES		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To promote a convenient and efficient grant and pension application and payout system that will be well dispersed throughout the area.</li><li>• To provide sufficient care centres and support services for destitute, disadvantaged and infirmed people.</li><li>• To embark on programmes focusing on vulnerable groups such as women, elderly, disabled, children and youth.</li></ul>	<ul style="list-style-type: none"><li>• Functional care and support centres and services to the vulnerable groups</li><li>• % of vulnerable groups assisted with specialized programmes for development</li></ul>	<p><b>Strategy 1: Social issues</b></p> <ul style="list-style-type: none"><li>• Promoting ease of accessibility of the pension payout system.</li><li>• Ensuring that there are proper pay-points facilities for those who do not receive their pensions through banking systems.</li><li>• To obtain urgent funding for the establishment of care centers and effective operation of the centers by the Department of Social Development in conjunction with Community Development Workers</li></ul>

PRIORITY NEED 11: SAFETY AND SECURITY		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To promote the provision of adequate facilities and resources to improve quick response times and visibility.</li><li>• To liaise with the department for the availability of safety and emergency personnel to deal with all emergencies and safety situations.</li></ul>	<ul style="list-style-type: none"><li>• Programmes, facilities and resources available necessary to respond to emergencies.</li><li>• Increased number of safety and emergency personnel</li></ul>	<p><b>Strategy 1: Policing and crime prevention</b></p> <ul style="list-style-type: none"><li>• By promoting the provision of permanent police stations, satellite or mobile stations in all identified areas.</li><li>• By ensuring extension of police services through additional mobile stations in the Zamdela, Harry Gwala and Refengkgotso residential areas.</li><li>• By assisting in the sector policing system implementation in all wards in the Municipality with the support of the community and Community Police Forum.</li><li>• To investigate the feasibility of a municipal policing system by 2009.</li><li>• By supporting awareness processes intended to educate the community regarding crime prevention and crime reporting channels.</li></ul>

PRIORITY NEED 12: PUBLIC TRANSPORT		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To ensure that an integrated public transport system is implemented for the region.</li></ul>	Improved public transport system in place.	<p><b>Strategy 1: Promotion of integrated transport system</b></p> <ul style="list-style-type: none"><li>• By ensuring that a proper integrated bus service is in operation in high dense areas.</li><li>• By investigating alternative means of transport in particular between towns and neighboring areas.</li></ul>

		<ul style="list-style-type: none"> <li>By supporting the national taxi recapitalization process in the taxi industry.</li> </ul> <p><b>Strategy 2: Maintenance plan</b></p> <p>By ensuring that all ablution facilities are properly maintained at all taxi ranks.</p>
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PRIORITY NEED 13: TELECOMMUNICATION AND POSTAL SERVICES		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To promote access to communication networks by means of public and private phones.</li><li>To promote provision of telephone services and networks to all future extensions.</li></ul>	<ul style="list-style-type: none"><li>Accessible communication services within the municipal area</li></ul>	<p><b>Strategy 1: Telecommunication</b></p> <ul style="list-style-type: none"><li>By facilitating sessions with Telkom to ensure the extension of telecommunication services to both urban and rural communities.</li></ul> <p><b>Strategy 2: Postal services</b></p> <ul style="list-style-type: none"><li>By facilitating sessions with postal services to ensure the extension of postal services to the rural communities and newly planned areas</li></ul>

PRIORITY NEED 14: CEMETERIES		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To ensure that all existing cemeteries are upgraded with continuous maintenance.</li></ul>	<ul style="list-style-type: none"><li>Upgraded and registered cemeteries by 2013</li><li>Accessible and sufficient burial sites and facilities</li><li>Well maintained and clean cemeteries</li></ul>	<p><b>Strategy 1: Management, maintenance and upgrading</b></p> <ul style="list-style-type: none"><li>By managing and upgrading of existing cemeteries and the development of a proper registration system for all the cemeteries to prevent illegal burials.</li><li>By establishing and enforcing a regulatory framework for cemeteries and graveyards through by-laws.</li></ul>

		<ul style="list-style-type: none"> <li>By ensuring that all cemeteries are provided with public toilets and the availability of water for maintenance.</li> </ul> <p><b>Strategy 2: Sufficiency and Accessibility</b></p> <ul style="list-style-type: none"> <li>Identifying suitable land for burial sites.</li> <li>Planning the layout of identified cemetery sites to provide for estimated death rates and to ensure that sufficient public facilities are provided regarding ablution and water points.</li> <li>Investigating alternative methods of burial by involving all community structures &amp; to agree on a process to ensure the acceptance of all community members.</li> <li>By ensuring sufficient and accessible burial sites and facilities according to the current and future needs.</li> <li>By ensuring that all current cemeteries are well managed, maintained and secured and provided with public facilities.</li> </ul>
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PRIORITY NEED 15: DISASTER MANAGEMENT		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>Develop and implement a comprehensive disaster management system that will be able to respond to possible disasters.</li></ul>	<ul style="list-style-type: none"><li>Established and functional Disaster Management centre for the municipality.</li></ul>	<p><b>Strategy 1: Management of Disaster</b></p> <ul style="list-style-type: none"><li>By complementing the Fezile Dabi District Municipality’s Disaster Management Plan through provision of support and resources when required.</li><li>By ensuring that the disaster management plan is responsive to all disaster and emergency situations</li></ul> <p><b>Strategy 2: Capacity building and awareness</b></p> <ul style="list-style-type: none"><li>By supporting and co-resourcing awareness programmes to increase the preparedness of all communities.</li><li>By encouraging recruitment and training of sufficient volunteers to implement the DMP</li></ul>

PRIORITY NEED 16: ENVIRONMENT		KEY PERFORMANCE INDICATOR (KPI)
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	DEVELOPMENT STRATEGIES	
<ul style="list-style-type: none"><li>• To develop sustainable infrastructure provision/development and use of natural resources</li><li>• Protection of ecological integrity &amp; protection of biodiversity</li><li>• To ensure compliance of NEMA to every development</li></ul>	<ul style="list-style-type: none"><li>• Preserved and reserved natural resources for the future generations.</li><li>• Improved % of the implementation of environment legislations and policies.</li></ul>	<p><b>Strategy 1: Management of Environmental issues</b></p> <ul style="list-style-type: none"><li>• Encourage the reusing and/or recycling of waste</li><li>• Establishment of a protected area system within the Municipality</li><li>• Protection of high potential agricultural land</li><li>• Compliance and enforcement of environmental guidelines and legislation</li><li>• Form a partnership with mining and agricultural sectors for the implementation of biodiversity standards</li><li>• Management of air quality and climate changes</li></ul> <p><b>Strategy 3: Environmental Awareness</b></p> <ul style="list-style-type: none"><li>• Conducting environmental awareness campaigns with the aim to build capacity around communities</li></ul>

PRIORITY NEED 17: HIV/AIDS		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To facilitate measures that will contribute to a significant reduction of HIV/AIDS infection levels.</li></ul>	<ul style="list-style-type: none"><li>Well maintained programme of good quality of Condoms distributed around health and appropriate places</li></ul>	<p><b>Strategy 1: Education, support and care giving</b></p> <ul style="list-style-type: none"><li>By ensuring that the following programmes are implemented at</li></ul>



		<p>municipal level.</p> <ul style="list-style-type: none"> <li>– Care centre for HIV/AIDS orphans</li> <li>– Care facilities and programmes for the people living with HIV/AIDS</li> <li>– Education and awareness programmes particularly amongst the youth</li> <li>– The distributing of condoms</li> </ul> <ul style="list-style-type: none"> <li>• By developing a management programme within Council for HIV positive employees.</li> <li>• By soliciting support from business community in implementing integrated HIV/AIDS programmes.</li> <li>• By ensuring implementation of home-based care programmes.</li> <li>• By facilitating the establishment and proper functioning of a HIV/AIDS Council/forum.</li> <li>• By ensuring that all sector departments implement, support and fund HIV/AIDS programmes</li> <li>• Create awareness amongst all communities on HIV/AIDS and other communicable diseases.</li> </ul>
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PRIORITY NEED 18: CULTURE ENHANCEMENT		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To create a climate whereby diverse cultures can be accommodated and tolerated.</li></ul>	<ul style="list-style-type: none"><li>Number of functional forums towards promoting cultural tolerance</li></ul>	<p><b>Strategy 1: Promotion of cultural activities</b></p> <ul style="list-style-type: none"><li>By encouraging the different Government Departments e.g. Tourism, Education, Science, Technology etc. to promote and support efforts on performing arts, music, culture, art, language in schools and the community.</li></ul>

		<ul style="list-style-type: none"> <li>• By encouraging and supporting the local arts and culture centers, galleries and theater productions.</li> <li>• By ensuring that major events are hosted such as music, art and cultural festivals and competitions and to encourage participation and support by all stakeholders and civil society at large.</li> <li>• By initiating and spearheading cultural activities through the involvement of the Council and relevant Government Departments.</li> </ul>
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PRIORITY NEED 19: URBAN AND REGIONAL PLANNING		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• <b>To</b> renew the ageing Central Business District (CBD)</li><li>• To upgrade the living conditions of people within the area by creating an integrated and functional human settlement</li><li>• To guide public sector investment</li><li>• To identify development nodes and corridors in order to guide development</li></ul>	<ul style="list-style-type: none"><li>• Urban Revitalization Strategy by 2011</li><li>• Spatial Development Framework approved by Province by July 2009</li><li>• Integrated Land Use Management Scheme by 2010</li></ul>	<p><b>Strategy 1:</b></p> <ul style="list-style-type: none"><li>• Developing an Urban Renewal Strategy</li></ul> <p><b>Strategy 2:</b></p> <ul style="list-style-type: none"><li>• Developing the Spatial Development Framework</li><li>• Developing an integrated land use management scheme</li><li>• Identifying areas for densification of housing</li><li>• Identifying the need for new road networks and analysis (DTIS)</li><li>• Introducing the principles of land use management</li></ul>

PRIORITY NEED 20: HOUSING AND SUSTAINABLE HUMAN SETTLEMENT DEVELOPMENT		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To investigate the establishment of inner cities (social housing, medium density, rental stock housing).</li><li>To replace temporary structures with permanent dwellings and to provide in the future need.</li><li>To replace the older concept of hostel rental units in Hostel 2 (portion), 3 and 4 Zamdela with Community residential Units (CRU Housing)</li><li>To upgrade Phomolong (Flats) and/ or other rental facilities in Zamdela to family units</li><li>In co-operation with Provincial Government, to erect CRU housing on the 74 open serviced stands in Grobler Street Sasolburg</li><li>In co-operation with Public Works / Education Dept to replace the "pre-fab" units on Erven units on erven 1051 and 1448 Sasolburg Ext. 1 with CRU</li><li>To erect approximately 200 CRU housing on erven 908/909 Refengkgotso</li><li>By promoting applications for housing subsidies in order to eradicate the current housing delivery backlog of 9`000 by 2015</li><li>By facilitating and promoting the provision of decent housing to rural and farm communities</li></ul>	<ul style="list-style-type: none"><li>Feasibility report on the establishment of inner cities</li><li>Number of housed built with at least RDP standard as a minimum.</li><li>As soon as township registers has been opened and services installed to build at least 2000 RDP houses p.a to cover backlogs of 13 000 by 2015</li><li>To erect at least 500 CRU housing p.a</li></ul>	<p><b>Strategy 1:</b></p> <ul style="list-style-type: none"><li>To identify and review community needs on annual basis and in time by means of socio-economic surveys</li><li>To update the housing Sector Plan for 5 year planning purposes</li></ul> <p><b>Strategy 2: Eradication of informal settlement and housing delivery</b></p> <ul style="list-style-type: none"><li>To identify suitable land, planning and surveying in time for human re-settlement purpose</li><li>To ensure service installation in time for re-location of human settlement in created erven</li><li>To capture erf allocation data in time for service consuming and accounting</li><li>To identify qualifying beneficiaries and erect subsidized (RDP) houses in line with subsidy approvals</li></ul> <p><b>Strategy 3:</b></p> <ul style="list-style-type: none"><li>To identify rental units to be replaced or upgraded</li><li>To finalize feasibility studies in time for conversion or upgrading of rental units</li><li>To secure funding for projects in co-operation with National</li><li>In co-operation with Provincial Government to invite tenders for demolishing old units, service installations and erection of new CRU housing</li><li>To allocate units to residents who can afford rental payments<ul style="list-style-type: none"><li>To ensure re-location of residents to alternative RDP units for persons who cannot afford CRU rental</li></ul></li></ul>

PRIORITY NEED 21: LAND AVAILABILITY		DEVELOPMENT STRATEGIES
KPA: Basic Service Delivery and Infrastructure Investment		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To ensure integrated human settlement in line with approved Spatial Development framework.</li><li>To effectively deal with and address all land reform issues.</li><li>To support and facilitate the provision of tenure to all inhabitants.</li><li>To ensure access to all land uses (business, community facility, residential or agricultural) for local economic development / job creation purposes</li><li>To ensure efficient service delivery and property management services sections<ul style="list-style-type: none"><li>By ensuring land ownership with full title for previously disadvantaged communities in accordance with existing legislation</li><li>To acquire adequate land to accommodate current informal settlements, cemeteries, land fill sites, future growth and Small Scale Farming activities</li></ul></li></ul>	<ul style="list-style-type: none"><li>Sustainable and compliant land use consistent with the municipality’s Spatial Development Plan.</li><li>Improvement in land reform issues</li><li>Number of tenure distributed to the inhabitants.</li><li>In line with council policies to ensure ownership of land to</li></ul>	<p><b>Strategy 1: Land Reform</b></p> <ul style="list-style-type: none"><li>By ensuring landownership with full title for previously disadvantaged communities in accordance with existing legislation.</li></ul> <p><b>Strategy 2: Acquisition of land</b></p> <ul style="list-style-type: none"><li>By acquiring adequate land to accommodate current informal settlements, cemeteries, landfill sites, future growth and Small Scale Farming Activities.</li></ul> <p><b>Strategy 3: Formalization of informal settlement</b></p> <ul style="list-style-type: none"><li>By formalization of all informal settlements to ensure proper mapping of all areas.</li></ul> <p><b>Strategies 4: Servicing of land</b></p> <ul style="list-style-type: none"><li>By ensuring that land is properly planned and surveyed prior to the occupation.</li><li>To provide basic infrastructure to planned erven before any occupation is allowed.</li></ul> <p><b>Strategies 5: Alienation-/Disposal of land</b></p> <ul style="list-style-type: none"><li>To ensure alienation / disposal of land accessible to services zoned / earmarked for specific land uses</li></ul> <p><b>Strategies 6: Acquisition of land for linkage of Vaalpark (Minaar</b></p>

		<b>Street) with R59 (Vereeniging)</b> <ul style="list-style-type: none"> <li>To determine the boundaries of the road by means of designing and surveying</li> <li>To negotiate with Provincial Roads Dept for road link</li> <li>To determine the market value for the land affected</li> <li>To negotiate and acquire the land for road purposes</li> </ul>
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### KPA 3: LOCAL ECONOMIC DEVELOPMENT

PRIORITY NEED 22: LED & POVERTY ALLEVIATION		
KPA: Local Economic Development		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	DEVELOPMENT STRATEGIES
<ul style="list-style-type: none"><li>To stimulate the growth of SMMEs and entrepreneurs that contributes to a significant reduction to the unemployment and poverty in the region.</li><li>To continue to effectively contribute a higher proportion of economic growth rate within District.</li></ul>	<ul style="list-style-type: none"><li>Number of jobs created through local economic development initiatives by the municipality</li><li>Self sufficient and sustainable SMMEs</li><li>% implementation of the focus areas of LED National Framework</li></ul>	<p><b>Strategy 1: Capacity building</b></p> <ul style="list-style-type: none"><li>By implementing policies and programmes that will assist in giving preference to local SMME and upcoming contractors when allocating large scale projects.</li></ul> <p><b>Strategy 2: Marketing</b></p> <ul style="list-style-type: none"><li>By formulating and introducing incentive schemes that will attract investors and specifically light industries.</li></ul> <p><b>Strategy 3: Economic development</b></p> <ul style="list-style-type: none"><li>By effectively exploiting all downstream opportunities offered by local industries and to assist local entrepreneurs to establish formal businesses in various sectors.</li><li>By developing a process for the replacement of job losses due to rationalization, in partnership with businesses and industries.</li><li>To aggressively implement poverty alleviation programmes jointly with all sector departments that will drastically reduce the poverty levels of the area.</li></ul> <p><b>Strategy 4: Stimulating agricultural activities</b></p>

		<ul style="list-style-type: none"> <li>By identifying land for the establishment of small holdings, commonage and farms for emerging farmers.</li> </ul>
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PRIORITY NEED 23: GOVERNANCE AND ADMINISTRATION		DEVELOPMENT STRATEGIES
KPA: Good Governance and Community Participation		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>• To ensure an efficient legal environment conforming to current legislation.</li><li>• To improve the standard of accountability</li></ul>	<ul style="list-style-type: none"><li>• Approved by-laws and policies</li><li>• Increased number of skills development and training of employees to improve on their capacity to perform</li><li>• Improved and meaningful public participation by the residents of Metsimaholo Local Municipality</li></ul>	<p><b>Strategy 1: Compliance</b></p> <ul style="list-style-type: none"><li>• By ensuring existence of relevant by-laws and policies reviewed regularly and approved by council.</li></ul> <p><b>Strategy 2: Capacity building</b></p> <ul style="list-style-type: none"><li>• By strengthen and developing required skills through skills development plan.</li></ul> <p><b>Strategy 3: Effective community participation</b></p> <ul style="list-style-type: none"><li>• By developing and implement approved communication strategy and ward administration policy and ensuring improved communication with communities.</li></ul>

PRIORITY NEED 24: YOUTH DEVELOPMENT		DEVELOPMENT STRATEGIES
KPA: Good Governance and Community Participation		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<ul style="list-style-type: none"><li>To ensure a fully integrated and functional youth development unit in the municipality to represent the interest of the youth within the municipality.</li></ul>	<ul style="list-style-type: none"><li>A well established and functional unit at the disposal of Metsimaholo youth</li></ul>	<p><b>Strategy 1: Capacity Building</b></p> <ul style="list-style-type: none"><li>By developing programmes and plans that will ensure sustainable youth support.</li><li>By establishing mini councils and representing all schools in order to educate youth on how local government operates</li><li>By considering all issues regarding youth and ensuring continuous communication between the municipality and recognized youth structures.</li></ul>