

SECTION C: DEVELOPMENT STRATEGIES

The development objectives are linked to the strategies to create continuity in relation to the strategies and projects. Each development objective is preceded with a set of key issues/community needs as identified during the analysis phase.

The strategy phase sets forth the destination of the municipality and the most appropriate ways to arrive at the intended destination. The Municipal Systems Act No 32 of 2000 requires that each municipality must formulate a vision. These constitute the development framework and will inform the way council will deliver in future. The following activities are involved in this process:

- Formulation of a Vision;
- Formulation of objectives for each priority issue identified in Phase 1;
- Formulation of localized strategic principles or guidelines that will guide development in future. Making use of the policies and legislative requirements binding on development in future. The following aspects need to be reflected:
 - a) Spatial dimensions;
 - b) Poverty / gender aspects;
 - c) Environment dimensions;
 - d) Local economic dimensions;
 - e) Institutional dimensions; and
 - f) Infrastructural and transport dimensions.
- Defining resource frames within which strategies can be developed. These resource frames need to incorporate both financial and human capacity within the local municipality, availability of natural resources and other sources of income etc.;
- Creating strategic alternatives and inviting public debate on the proposed alternatives. This activity should also incorporate district level integration; and
- Choosing the correct alternatives and aligning them with sector requirements.

Vision statement

A PROGRESSIVE MUNICIPALITY, WHICH THROUGH COOPERATIVE GOVERNANCE CREATES CONDITIONS FOR ECONOMIC GROWTH SOCIAL DEVELOPMENT AND MEET THE BASIC NEEDS OF THE COMMUNITY AND IMPROVE THE QUALITY OF LIFE OF ALL RESIDENTS

Mission statement

TOKOLOGO LOCAL MUNICIPALITY IS COMMITTED TO PROVIDE A BETTER LIFE FOR ALL RESIDENTS WITHIN ITS AREA OF JURISDICTION THROUGH:

- Creating conditions for economic growth and sustainability
- Improving access to basic services
- Promoting social upliftment through improved education, skills development and job opportunities
- Ensuring cooperative, transparent and democratic governance through community participation and involvement
- Create a healthy and safe environment and
- Improving sport and recreation facilities

Core values

Transparency	We practice good corporate governance, openness and strive to understand the needs of our community at all times.
Commitment	We are dedicated to the services we render to the community. We are committed to realize the objective of local government in South Africa
Accountability	We respect and value our people and ensure that we are accountable and responsible on all aspects of our work.
Integrity	We perform our work diligently with integrity and courage to ensure that our communities are able to trust and believe in us.
Democracy	We encourage the adherence to the constitution of the country, by allowing everybody to exercise their rights

1. ALIGNED NATIONAL STRATEGIES FOR LOCAL GOVERNMENT

1.1 Local Government Ten Point Plan

The table below provides a synopsis of the alignment and the synergy created between the Department of Cooperative Governance and Traditional Affairs “Ten Point Plan” with the key deliverables and the strategic focus of the Tokologo municipality.

COGTA’s Ten Point Plan	Key Deliverable	Municipal Strategic Focus Area
Implement a differentiated approach to municipal financing, planning and support	Support the implementation of a revised simplified and differentiated IDP process to ensure more effective planning and intergovernmental cooperation	Tokologo municipality is a category B4 municipality (Local Municipality which is mainly rural with communal tenure and with, at most, one or two small towns in their area) and as such will require an assistance from COGTA on the simplification of IDP
Improve access to basic services	<p>Increase access to basic water, basic sanitation, basic refuse removal, and basic electricity by strengthening differentiated support for municipal service delivery capacity through the Special Purpose Vehicle (SPV)</p> <ul style="list-style-type: none"> • Address related constraints identified through the MTAS • Mobilize required support to deliver on targets 	The municipality will meet the targets as set-out in the turn-around strategy and as explicitly indicated earlier in the section.

	<ul style="list-style-type: none"> Facilitate the water sector towards the development of alternative technologies for water services <p>Increase water – and sanitation sector support to municipalities</p>	
Implement the community works programme and cooperatives support	<ol style="list-style-type: none"> Contribute to the identification and creation of CWP job opportunities in at least 2 wards per local municipality through the single window of coordination Support the establishment of cooperatives in each ward towards supporting job creation 	The municipality has been identified as one of the three municipalities in which CWP will be rolled-out in at least 2 wards per identified local municipality
Actions supportive of Human Settlement	Participate in the drafting of the Land Use Planning and Management Bill	The department of Rural and Land Reform will assist the municipality with reviewing the existing Spatial Development Framework. This will enable the municipality to utilize the existing “space” accordingly.
Deepening Democracy through a refined Ward Committee model	Participate in the review and strengthening of the legislative framework for Ward Committees and community participation to broaden participation of various sectors and to	Municipality will support the existing ward committees to be more functional.

	propose new responsibilities and institutional arrangements for ward committees	
Improve municipal financial and administrative capacity	<p>Through Operation Clean Audit:</p> <ul style="list-style-type: none"> ➤ Support municipalities in maintaining adequate financial management systems in order to produce accurate and complete financial statements and performance information ➤ Support municipalities to improve cash flow management: ➤ Support municipalities to improve cash flow management: 	The municipality will through the assistance from DBSA, produce and timeously submits accurate financial statements for assessment.
Single window of coordination	Work together with other sector departments to come up with mechanisms to review and rationalize local government reporting requirements	A constant liaison with COGTA will be made to strengthen support needed by the municipality from other sectors
Promote Traditional Affairs, culture and heritage	Promote traditional culture and heritage	Cultural and heritage issues will be supported through the office responsible for LED.
Improve disaster management	Prevent and/or mitigate disasters in the Free State Province	Since Tokologo area is prone to fire, the municipality will together with the District

		municipality work towards mitigating the incidents.
Improve inter-governmental relations	Strengthen inter-governmental relations with municipalities and SALGAFS	A constant liaison with COGTA will be made to strengthen support needed by the municipality from other sectors and to facilitate coordinated approach towards planning and development.

1.2 STATE OF THE NATION ADDRESS - Municipal Priority Areas

National Key Performance Areas (KPA) 2006-2011	Municipal Key Priorities 2007/2012
Municipal Transformation	<ul style="list-style-type: none"> • Equity plan • Review of departmental plans • Review of the structure • Filling of posts(requests intervention from the district or province in areas of higher need) • Development of retention strategy • Policy, Plans, Programmes and Systems development,.
Local Economic Development	<ul style="list-style-type: none"> • Improving LED • Development of LED strategy review it annually • Development and support
Basic Service Delivery	<ul style="list-style-type: none"> • Bucket eradication • Sanitation • Housing service delivery • Roads infrastructure • Storm water and drainage

	<ul style="list-style-type: none"> • Electricity • Public telephones
Good Governance and Community Participation	<ul style="list-style-type: none"> • Primary Health Care • Safety and security • Restructuring Municipal Administration • Targeted awareness programme • Communication strategy development • Ward Committee participation
Financial Viability and Management	<ul style="list-style-type: none"> • Audit reports • Annual Financial statements • Financial Management Reforms • Budget • Audit risk assessment and intervention

1.2 STATE OF THE FREE STATE PROVINCE ADDRESS - Municipal Priority Areas

Outcome 2011/2012	Priorities	Municipal Key Priorities 2011/2012
Education		Facilitate the establishment and proper functioning of a HIV/AIDS Council/forum.
Health		By ensure that the following programmes are implemented at municipal level. <ul style="list-style-type: none"> a. Care centre for HIV/AIDS orphans b. Care facilities and programmes for the people living with HIV/AIDS c. Education and awareness programmes particularly amongst the youth d. The distributing of condoms
Rural development and Land Reform		Contribute to the national Government's land reform programme.
Creating Decent Work and		Utilise the Community work's programme and create infrastructure

Fighting Crime	(i.e. street lighting) to fight crime
Effectiveness of local government, infrastructure development and human settlements	To meet the constitutional mandate of providing efficient and effective service delivery to communities of Tokologo

2. TOKOLOGO LOCAL MUNICIPALITY’S STRATEGIES AND OBJECTIVES

In line with its developmental mandate, Tokologo Local Municipality understands its service delivery objectives as set out in the constitution being:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote a safe and healthy environment
- To promote social and economic development
- To encourage the involvement of communities and community organizations in the matters of local government.

Therefore, the developmental strategies as espoused in this IDP, are directly linked to a specific developmental needs and objectives which are measured in the organizational Performance Management System (PMS), and give effect to Service Delivery and Budget Implementation Plan (SDBIP) targets/ goals.

Where appropriate, municipal service delivery targets are aligned with the national and provincial service delivery targets in order to ensure good cooperative governance and accountability.

The following IDP Objectives and Strategies are presented in terms of the 5 Key Performance Areas for Local Government as follows:

2.1 Basic Service Delivery and Infrastructure Investment

Project No.	Project	Objective s	Strategies
	Fencing of Cemetery in Boshof	Addressing the backlog in line with MIG guidelines	To implement the project through normal process of appointing a contractor and a consultant and delivering the project within the 2011/12 financial year.
	Drilling and Developing of Boreholes in Hetzogville	Addressing the water backlog as part of the CIP.	To implement the project as a turnkey project.
	Drilling and Developing of Boreholes in Boshoff		To implement the projects through normal process of appointing a contractor and a consultant and delivering the project within the 2011/12 financial year.
	Upgrading of Water Network Dealesville (Phase 2)		
	Paving of roads – 3 km in Boshof	Addressing roads infrastructure backlog as part of the CIP	To implement the projects through normal process appointing a consultant and using labour intensive methods and delivering the project within the 2011/12 financial year.
	Providing clean water and managing waste water in all wards	Addressing the water backlog as part of the CIP.	
	Upgrading of Roads -Phase1 (3 km) in Seretse	Addressing roads infrastructure backlog as part of the CIP	
	Regional Bulk Infrastructure in Hetzogville – Phase 1	Addressing the water backlog as part of the CIP.	
	Regional Bulk Infrastructure Boshof & Dealeville - Phase 2		
	250 Electrical House Connections for 250 households in Boshof	Addressing backlog to ensure universal access to electricity.	
	Electrical House Connections		
	Paving of Roads – (5 km provincial road)	Addressing roads infrastructure backlog as part of the CIP	
	Paving of Roads – (6 km internal roads)		
	Water network in Smanga Park & New extension	Addressing the water backlog as part of the CIP.	

			2011/12 financial year.
	Development of new residential sites (township establishment)	Addressing housing needs and tenure rights	Work in collaboration with the responsible Sector Departments on a continuous basis.
	Infrastructure Master Plan	To ensure integrated planning approach.	

2.2 Financial Viability and Management

Project No.	Project	Objectives	Strategies
	Revaluation of infrastructure assets	To be compliant with the provisions of GRAP in relation to infrastructure assets To ensure that the municipality's assets are properly quantified and valued.	To develop and implementation plan by end of July 2011 with key dates, targets and deliverables.
	Review of Valuation Roll	To ensure accurate billing for property rates.	To review the existing valuation roll by December 2011 to ensure that it incorporates all ratable properties within the municipality at their market related values
	Clearing Audit Queries	To ensure compliance and improving the audit opinion from Disclaimer to Unqualified audit Report by 2014.	To target all the qualification matters in the 2009/10 audit report as the basis and ensure gradual improvement towards 2014.
	Operation Clean Audit 2014		
	Identification of investment properties	To enhance revenue base of the municipality.	To develop and sign lease agreements with all private occupants of municipality's properties.
	Full implementation of integrated creditors system	To ensure gradual implementation of SEBATA financial system and t to eliminate manual data processing.	To develop internal capacity and ensure full implementation of creditors module by end of September 2011.
	Revenue data purification	To improve the integrity of debtors information and enhance revenue.	To identify services that are provided to every consumer within the municipality and ensure accurate

			billed.
	Review of finance related policies	To ensure legislative compliance	To review the affected policies in line with the budget process plan for 2012/13.
	Developing an inventory costing model (water & electricity)	To determine distribution losses for water and electricity	To ensure that the model is developed and implemented by end of December 2011 and that identified causes of losses are ring-fenced.
	Compilation of GRAP compliant fixed asset register	To ensure legislative compliance and adherence to the established norms and standards.	To use the provisions of National Treasury's norms and standards to ensure compliant register by end of March 2012.
	Perform and impairment exercise for debtors		To review every debtor's record to determine and assess probabilities of non-collection of debtors and recommend the impairment provision to council by end March 2012.
	Reconciling the Valuation Roll to the billing systems, GIS and the Deeds Register.		To ensure accurate billing in line with market related values for ratable properties.
	Compilation of the Annual Financial Statement 2010/11 and review of the Budget for 2012/13	To ensure compliance with MFMA.	To compile compliant Annual Financial Statements and submit for audit by end of August 2011.

2.3 Municipal Transformation and Institutional Development

Project No.	Project	Objective s	Strategies
	Implementation of Performance Management System to the lower levels of the organizational structure.	To enhance performance capacity and instill accountability to all levels of the organization	To review the institutional organogram, develop job descriptions and work plans for all employees by the end of July 2011.
	Development and implementation of an automated filing system.	To safeguard municipal data and ensure legislative compliance	To procure a fully automated system by end of December 2011.
	Development of Human Resources	To develop a performance	Source an external support by end of

TOKOLOGO LOCAL MUNICIPALITY

Reviewed IDP 2011/12

	Strategy	oriented culture.	September 2011
	Implementation and monitoring of Human Resources related policies	Ensure realization of strategic objectives of the institution.	Ensure compliance of SDBIP targets and KPIs quarterly.
	Review of Skills Development Plan and Employment Equity Plan and monitor and report on the implementation.	Ensure parity and institutional capacity building	Source an external support by end of September 2011
	Implementation of reviewed organizational structure.		To produce quarterly progress reports
	Review of Institutional Delegations of Powers.	Ensure clear segregation of duties in a manner that will promote accountability	Source an external support by end of December 2011
	Compilation of the Annual Report for 2010/11	To report on organizational performance in line with Legislative requirements.	Source an external support by end of August 2011
	Review of the Spatial Development Framework	To ensure legislative compliance	Source an external support by end of August 2011
	Management of beneficiary lists and allocations.	To ensure updated working data of beneficiaries	Ensure efficient management of the beneficiary lists on a month to month basis.
	Review of the Housing Chapter	To ensure legislative compliance	Source an external support by end of August 2011

2.4 Local Economic Development

Project No.	Project	Objective s	Strategies
	Establish a prickle peers jam factory	Respond to the LED Strategy by Creating jobs	Engage with the community to establish a corporative end of Aug 2011
	Upgrading salt pans in Dealesville	Respond to the LED Strategy by Creating jobs	Engage with the community to establish a corporative and identify indigent beneficiaries end of Sep 2011
	Upgrading of game farms in Hetzogville and Boshof	Respond to the LED Strategy by Creating jobs & revenue enhancement Attract tourists to Tokologo	Implement the recommendation from the feasibility study end of Sep 2011
	Expansion of olive oil project in Dealesville	Respond to the LED Strategy by Creating jobs	Engage with the community to establish a corporative end of Oct 2011
	Establishment of SMME hub in Dealesville	Provide business support to SMME, and respond to job creation	Identify emerging business and co-operatives and ensure full functionality of the Hub
	Facilitation for rescacitation of gypsum and diamond mines in Tokologo	Respond to the LED Strategy by Creating jobs	Implement the recommendation from the feasibility study end of Oct 2011
	Facilitation of glass manufacturing factory in Dealesville	Respond to the LED Strategy by Creating jobs	Engage with the community to establish a corporative end of Aug 2011
	Upgrading of Caravan Park in Boshof		Use in house capacity and capacity allocated from National Dept of Tourism by the 1 July 2011
	Facilitation for funding of all existing community projects in Tokologo		Engage prospective investors by the end Sep 2011
	Facilitate acquisition of farms for emerging farmers	Ensure implementation of the Provincial Land Reform Strategy	Engage Sector Department by the end of Aug 2011
	Review of LED Strategy	Respond to the Legislative Compliance	Roll it out in line with the IDP planning process for 2012/13

2.5 Good Governance and Public Participation

Project No.	Project	Objective s	Strategies
	Development of a new 5 year Integrated Development Plan (IDP)	Respond to the Legislative Compliance	Source the services of a consultant
	Local Community survey	Collect resend and updated data for better planning	Engage STATS Sa to train the data collector, use CDW's and Ward committees
	Develop an Internal Audit Plan	Respond to the Legislative Compliance and ensure good governance.	To engage and consult with all the relevant stakeholders to ensure development of a comprehensive audit plan.

3. ENVIRONMENTAL MANAGEMENT OBJECTIVES AND STRATEGIES

The following are suggested environmental objectives and strategies which have to be incorporated into the IDP

Objective s	Development Strategies
Protection of the existing natural environment.	<ul style="list-style-type: none"> • The Municipality to engage in and annually budget for campaigns against littering. • To protect (through relevant by-laws all the sensitive areas within the municipality against large- scale development with destructive consequences). • To introduce all the principles of the National Environmental Management Act (NEMA) into all Local Municipality's planning activities (e.g. Environmental Impact Assessment). • To establish a local garbage recycling centre for paper, tin and glazing material

<p>To identify and develop new environmental areas or reserves</p>	<ul style="list-style-type: none"> • To identify environmental sensitive areas to be conserved. • To develop the identified conservation areas with community participation to be tourism orientated for example horse riding, fishing, hiking, etc. • To develop an open space system/green belts in all town areas to ensure effective urban greening by means of tree planting, landscaping etc. to be maintained as open spaces in future. • To prepare a comprehensive Integrated Environmental Programme for Tokologo LM including an environmental analyses of the area and the developmental issues, the formulation of solutions to address the issues and to ensure that envisaged projects have no negative impacts on the natural environment. • To determine and identify sites of heritage and cultural value
<p>To ensure legal compliance by all (council, employees, contractors) for all its activities, products and services.</p>	<ul style="list-style-type: none"> • By frequently monitoring the legal compliance of the municipality to external legislation and regulations • By centrally monitoring the municipal compliance to EIA Regulations. • By enforcement of standards and by-laws to ensure clean environment • By lobbying for devolution to municipality of provincial powers as well as relevant funding in terms of identified listed activities • By constantly monitoring and collecting new environmental policies, regulations and legislation. • By ensuring that all employees have access

	<p>to environmental information, policies, by-laws and regulations.</p> <ul style="list-style-type: none"> • By identifying and monitoring all areas where Hazardous Chemical Substances are stored, handled, transported and disposed of. • By monitoring permits for storage, handling, transporting and disposal of Hazardous Chemical Substances. • By ensuring sufficient regional Hazmat response measures. • By ensuring that personnel and the general public understands the dangers associated with Hazardous Chemical Substances • By identifying and monitoring all areas where asbestos are stored, handled, transported and disposed of. • By systematically eradicating asbestos from municipal facilities and buildings. • By ensuring that personnel and the general public understand the dangers associated with the long-term exposure to asbestos. • By identifying and monitoring all areas where pesticides are stored, handled, transported and disposed.
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------