SECTION B

SITUATIONAL ANALYSIS

DEMOGRAPHIC FIGURES

Merafong City Local Municipality was re-incorporated in the Gauteng Province in accordance with Notice No. 8 of 2009 of Cross-Boundaries Municipalities Laws Repeal and Related matters Amendment Act, 2009.

The West Rand District Municipality has an estimate population of **539 038**. The population distribution per municipality in the area is as follows (Merafong City Local Municipality population survey: **282 742**):

POPULATION & HOUSEHOLDS

	Persons		Households	
Municipalities	**Census 2001**	**Census 2007**	**Census 2001**	**Census 2007**
GT484: Merafong City Local Municipality	210 481	215 865	56 336	88 156

Source: Statistic SA, 2007

*PERSONS PER HOUSEHOLDS (PPH) – AVERAGE3.7 (2001) - 2.4 (2007)

Dwelling types in Merafong City

Type of dwelling	2001	2007 (est.)
House/brick structure on separate stand	56%	62%
Traditional	1%	1%
Flat in block of flats	3%	4%
Town/Cluster/Semi-detached house	1%	1%
House/Flat/room in backyard	6%	4%
Informal dwelling/shack in back yard	9%	6%
Informal dwelling/shack NOT in back yard	22%	16%
Room/Flatlet not in back yard but on shared property	2%	2%

HOUSING CONDITIONS

FORMAL DWELLINGS (%)		INFORMAL DWELLINGS (%)	
Gauteng	73,5	Gauteng	22,7
North West	66,5	North West	23,8
Merafong City	**41,3**	**Merafong City**	**24,6**

DEMOGRAPHIC PROFILE

% DISTRIBUTION OF HOUSEHOLDS BY TENURE STATUS

	CENSUS 2001	CENSUS 2007
Owned and fully paid off	23,2	26,5
Owned but not yet paid off	13,5	6,4
Rented	37,5	32,5
Occupied rent-free	25,8	34,4
Other	0	0,2

% HOUSEHOLDS USING ELECTICITY FOR LIGHTING, COOKING AND HEATING

	CENSUS 2001	CENSUS 2007
Lighting	65,1	77,4
Cooking	53,3	72,2
Heating	51,0	68,1

% HOUSEHOLDS USING LATRINE, BUCKET AND NO TOILET FACILITY

	CENSUS 2001	CENSUS 2007
Pit latrine	19,5	16,7
Bucket toilet	2,3	3,5
No toilet	4,1	1,2

% HOUSEHOLDS BY TYPE OF REFUSE DISPOSAL

	CENSUS 2001	CENSUS 2007
Removed by Local Authority	85,0	74,8
No refuse disposal	3,3	4,9

% HOUSEHOLDS HAVING ACCES TO PIPED WATER

<table>
<tr><th></th><th>CENSUS 2001</th><th>CENSUS 2007</th></tr>
<tr><td>Piped water inside dwelling</td><td>40,8</td><td>36,4</td></tr>
<tr><td>Piped water inside yard</td><td>33,5</td><td>40,6</td></tr>
<tr><td>Piped (tap) water to community stand: distance <200m from dwelling</td><td>13,2</td><td rowspan="2">22,0
(Access point outside yard)</td></tr>
<tr><td>Piped water (tap) water to community stand: distance > 200m from dwelling</td><td>9,5</td></tr>
</table>

SOCIAL AND ECONOMIC TRENDS

DEMOGRAPHIC TRENDS

- Economic active population decreased from75% (2001) to 73% (2007)
- Slight increase in percentage in population dependant on others
- High and climbing HIV infection rate. 8,752 (2004); 12,200 (estimate for 2007)
- Annual AIDS related deaths - 560 (2004): 1,200 (estimate for 2007).

EDUCATION PROFILE

- No schooling 0 11% compared to 17% in NW and 16% in RSA.
- Completed Grade 12 – 20% compared to 26% in NW and 27% in RSA.
- Higher education – 2%
- Estimated AWI (Average Waited Income) – R4, 809 p.a (2007) compared to R4,635 p.a in NW.

CONCLUSION

Growth and Development Strategy to address:

- Eradication of poverty
  - Wipe out basic needs backlog
  - Sustainable job creation
  - Diversify economy to avoid “ghost town” scenario
- Human Resources Development
  - Improvement of education and literacy
  - Training and skills development linked with job creation.

SPATIAL FACTORS

- Merafong’s location and accessibility is a competitive advantage that should be exploited to maximize development and growth.
- In line with NW spatial objectives to focus on development corridors – N12 Treasure corridor.
- Urban densification infill and integration between Carletonville, Khutsong and Welverdiend is a development opportunity as well as the Fochville Ext. 6 & 7 developments.
- Merafong forms part of agricultural development zone.

SECTOR ANALYSIS

1. Agriculture

- Decrease in production and employment
- Potential for intensive agricultural production and crop diversification.

2. Mining

- Dominant mining economy – 28% of GGP
- Recent surge in gold prices led to turn around in profitability
- Sector dependant on international prices and exchange rates.

3. Manufacturing

- Upward trend in production in manufacturing
- Upward trend not linked to similar trend in employment
- Need for labour intensive manufacturing

4. Utilities (Electricity and water)

- Constant production trend over past decade with increased employment since 2004.
- No significant contributor to GGP in Merafong.
- Sector plays important role in ensuring growth and development and provision of basic services
- Potential for utilization of underground water.

5. Construction

- Increase in construction sector.
- Accounts for 2% of employment.
- Infrastructure and housing development will impact positively on the sector.

6. Trade

- Steady increase since 1995 (15%) to 2007 (18%)
- Accounts for 15% of formal employment.

7. Transport and communication

- Sector remained stable over past decade.
- Important to ensure enabling environment.

8. Finance and business sectors

- Has experienced strong growth 9,4% (2000) to 16,5% (2007)
- Accounts for 12% of formal employment.
- Positive implications for diversification of local economy significant growth potential.

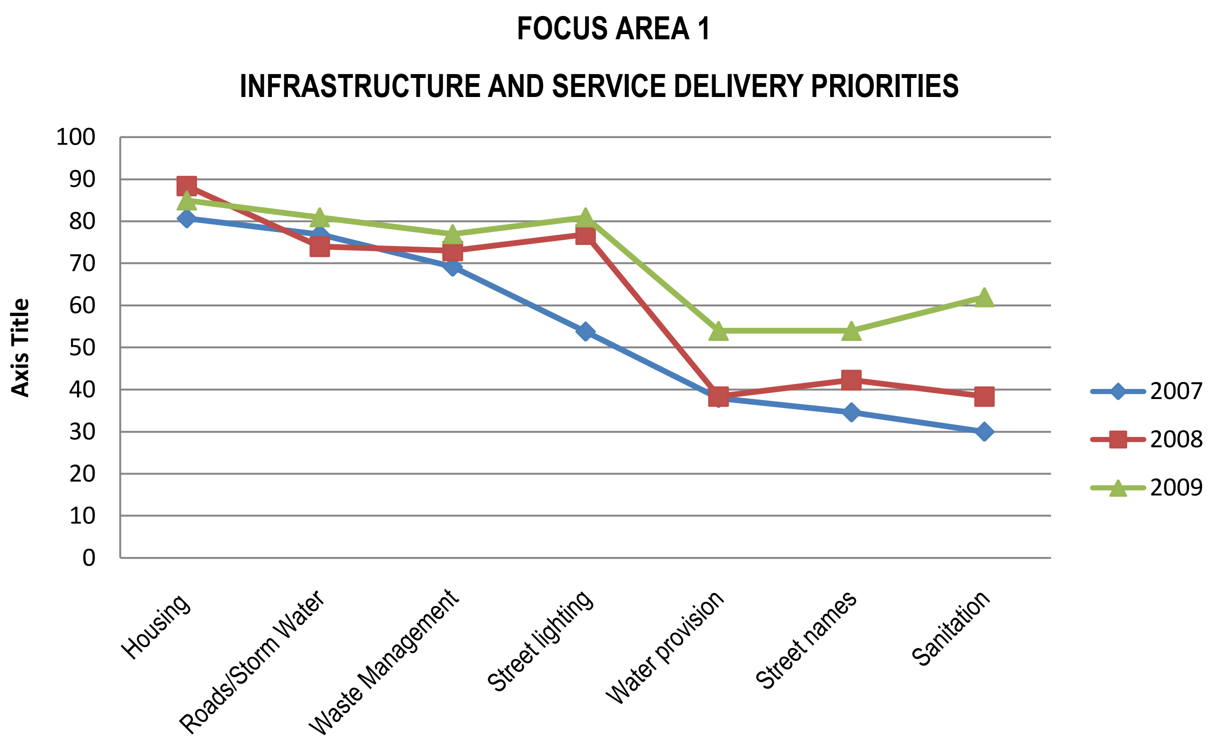
9. Government services

- Personal and community services – upward trend in services sector
- Potential for tourism and hospitality industry
- Upward trend in output of government services
- Employment increased by 5000 in past decade.

10. Housing

- Provision of housing to address backlogs and to re-locate Khutsong households residing on geologically unstable land present a challenge pertaining to suitable land, availability of funds and provision of services and social amenities.
- Impacts on government spending and infrastructure demands.

COMMUNITY INPUTS



	Housing	Roads/Storm Water	Waste Management	Street lighting	Water provision	Street Names	Sanitation
2007	80.7	76.9	69.2	53.8	38	34.6	30
2008	88.4	74	73	76.9	38.4	42.3	38.4
2009	85	81	77	81	54	54	62

IDENTIFIED PRIORITIES

PRIORITY	%
Schools/Education (ABET)	65,4%
Local Transport Regulations and Control	50%

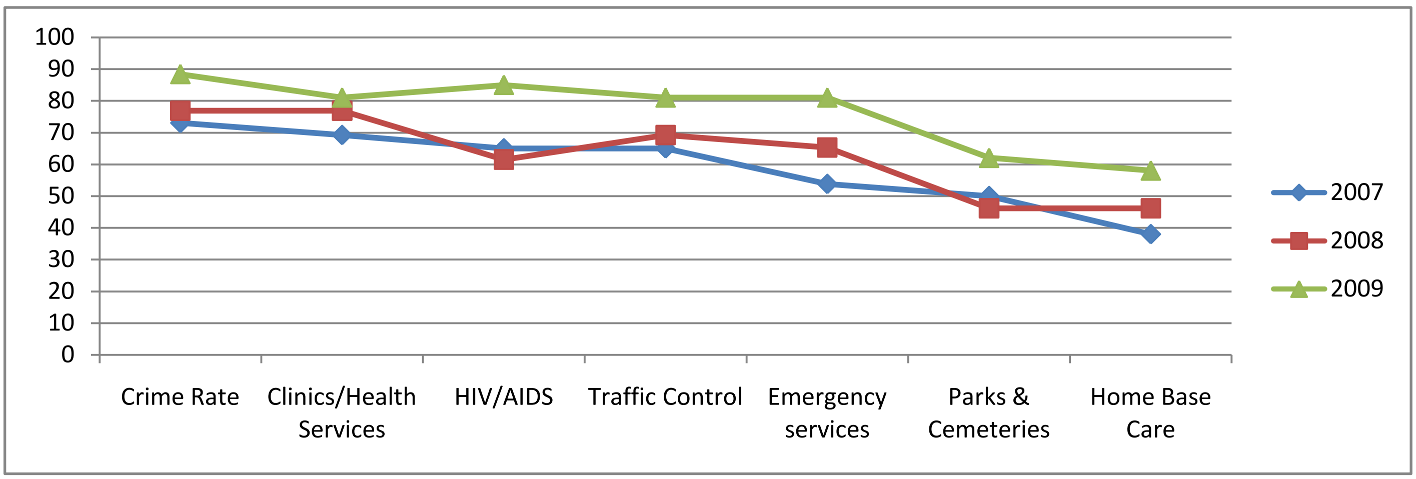
SHIFT FROM 2008 TO 2009

INFRASTRUCTURE AND SERVICE DELIVERY

MAIN INCREASES

NEED	INCREASE
Sanitation	23,6%
Water provision	15,6%
Street names	11,7%
Roads/Storm water	7%
Street lighting	4,1%
Waste Management	4%

FOCUS AREA 2
SOCIAL PRIORITIES



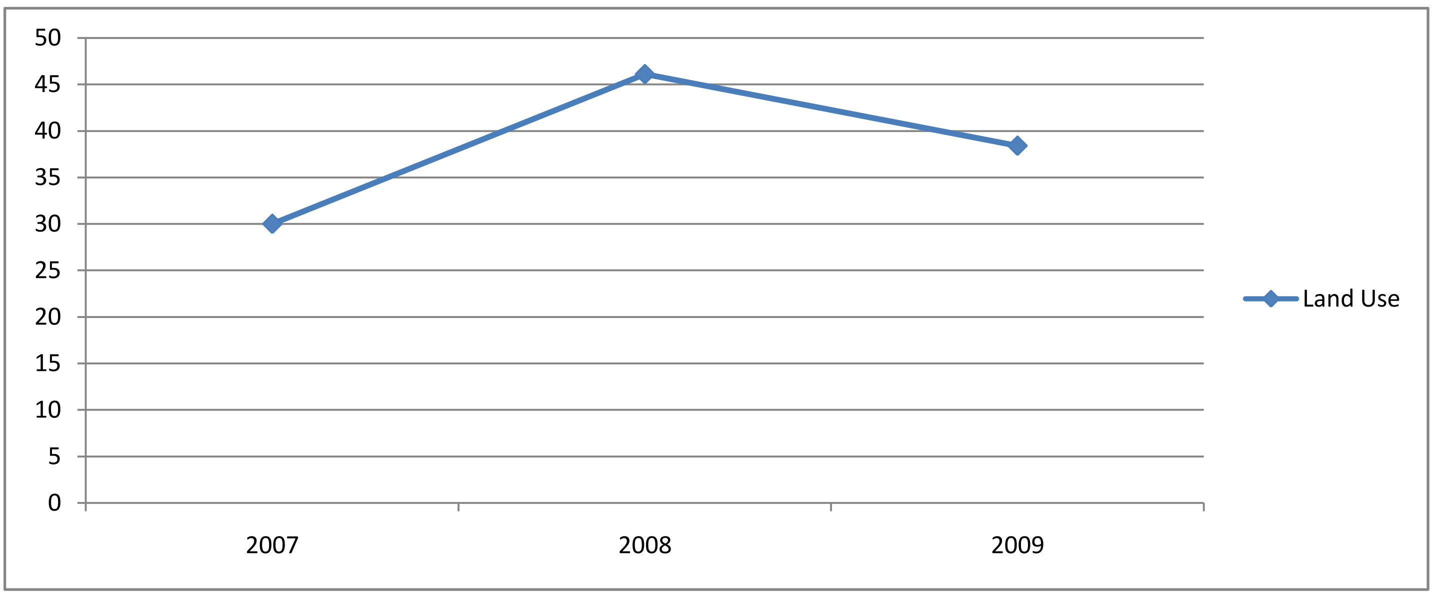
	Crime Rate	Clinics/Health Services	HIV/AIDS	Traffic Control	Emergency services	Parks & Cemeteries	Home Base Care
2007	73	69.2	65	65	53.8	50	38
2008	76.9	76.9	61.5	69.2	65.3	46.1	46.1
2009	88.4	81	85	81	81	62	58

SOCIAL PRIORITIES

NEWLY IDENTIFIED PRIORITIES

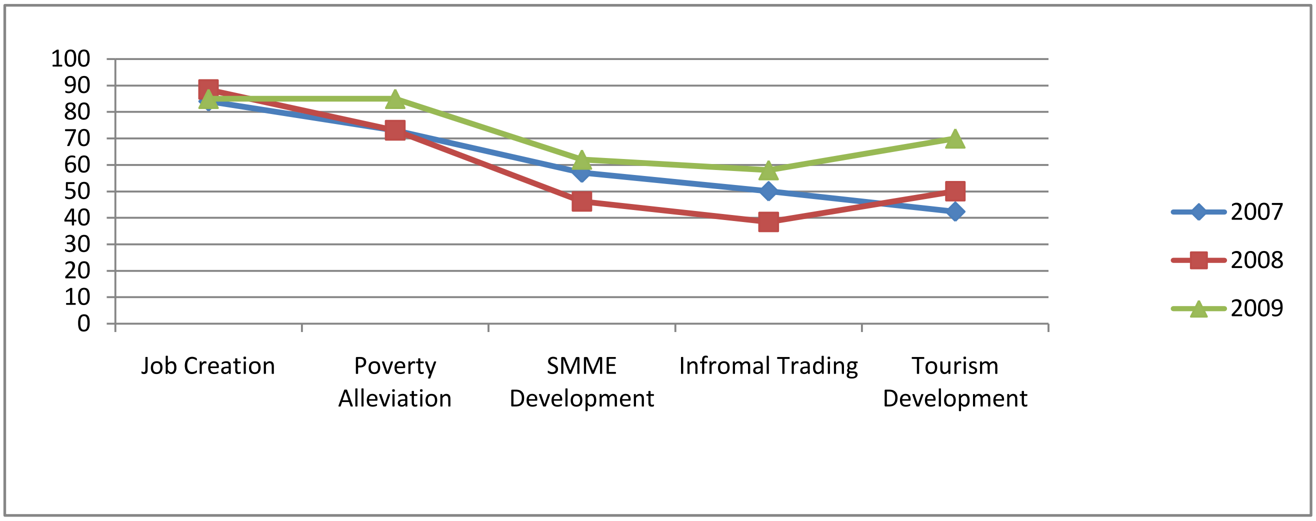
PRIORITY	%
Mobile/satellite Police Station	73,1
Disaster Management	54
HIV and AIDS Reduction	23,5
Parks, Grass Cutting & Cemeteries	15,9
Emergency Services	15,7
Home Based Care/Old Age Home	11,9
Traffic Safety Control	11,8
Crime Rate and Policing	11,5
Clinic/Health Services (24hrs)	4.1

FOCUS AREA 3
SPATIAL PRIORITIES



	2007	2008	2009
Land Use	30	46.1	38.4

FOCUS AREA 4
LOCAL ECONOMIC DEVELOPMENTPRIORITIES



	Job Creation	Poverty Alleviation	SMME Development	Informal Trading	Tourism Development
2007	84	73	57	50	42.3
2008	88.4	73	46.1	38.4	50
2009	85	85	62	58	70

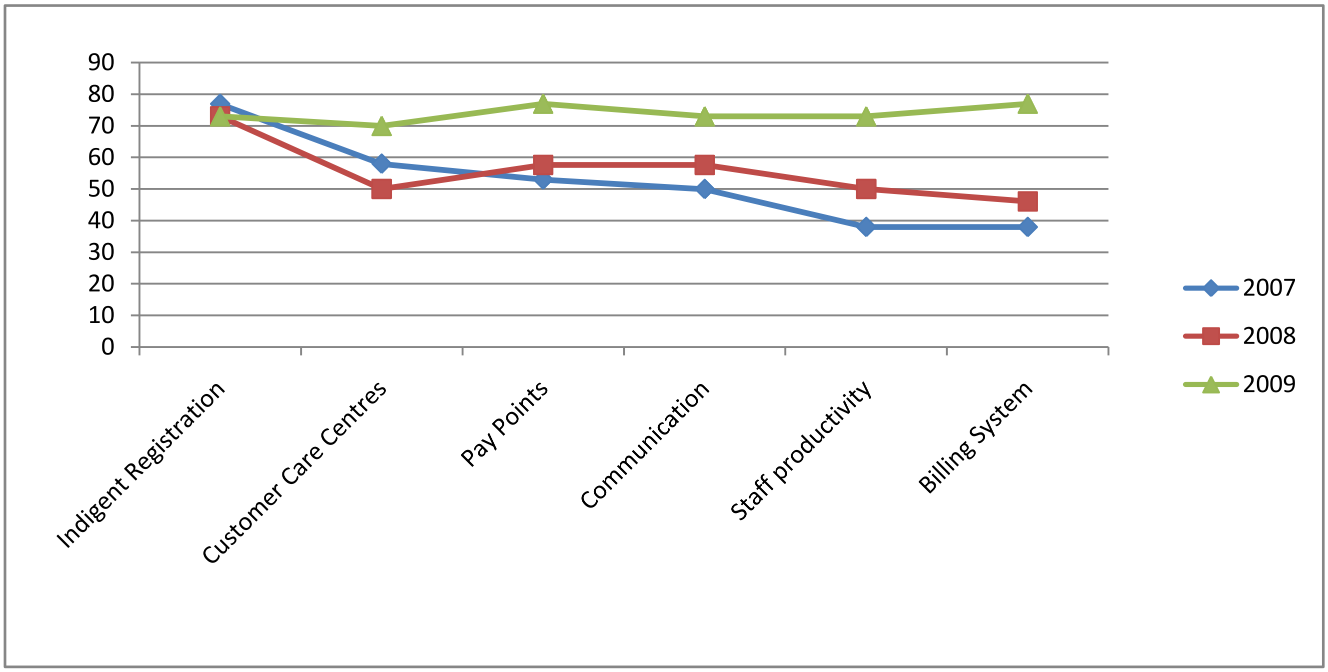
LOCAL ECONOMIC DEVELOPMENT PRIORITIES

MAIN INCREASES

NEED	INCREASE
Tourism Development	20%
Informal Trading	19,6%
SMME Development	15,9%
Poverty alleviation	12%

FOCUS AREA 5

INSTITUTIONAL/GOVERNANCE



	Indigent Registration	Customer Care Centres	Pay Points	Communication	Staff productivity	Billing System
2007	76.9	58	53	50	38	38
2008	73	50	57.6	57.6	50	46.1
2009	73	70	77	73	73	77

INSTITUTIONAL/GOVERNANCE

MAIN INCREASES

NEED	INCREASE
Billing system	30,9%
Staff productivity	23%
Customer Care/Community facilities	20%
Pay points (Extra payments areas)	19,4%
Communication Plan	15,4%

POPULATION STATISTICS FOR MERAFONG CITY LOCAL MUNICIPALITY AS UPDATED/VERIFIED IN FEBRUARY 2007 (Own Study)

Proclaimed Townships	Population	Amount of houses	Informal structures	Back Yard Dwellers	Residential stands	Business stands	Industrial stands
Carletonville	28 090	5 292	326		5 322	195	168
Welverdiend	2 840	528	40		943	89	33
Blybank	950	190	-		2 832	62	18
Khutsong (including Khutsong South)	139850	8485	11000	8485	8 912	33	81
Fochville	15 015	3003	-		4247	124	119
Kokosi	29 740	3 854	1594	500	4 443	37	0
Greenspark	3 655	343	22	366	395	6	0
Wedela	9 565	1 436	79	398	5 309	19	0
Sub Total: Towns	**229705**	**23131**	**13061**	**9 749**	**32 403**	**565**	**419**
Mining Towns:							
Blyvooruitzicht	7060	1 009 (500)	303				
Cementation	60	12 (0)					
Deelkraal	2 030	406 (0)					
Elandsrand	5 275	495 (2 800)					
Doornfontein	2 495	79 (2 100)					
Driefontein	26264	842 (10 054)	2400				
Western Deep Levels	9853	294 (7 013)	274				
Sub Total: Mines	**53037**	**3 137 (22 467)**	**2977**				
TOTAL	**282 742**	**26 268 (22 467)**	**16 038**	**9 749**	**32 403**	**565**	**419**

Source: Town Planning Section

Note: * According to Census 2001, the average family size is 5, 2, but with a possible decline in family size, an average of 5, 0 was used.
Amounts in brackets represent number of beds.

EXTERNAL ANALYSIS

GROWTH AND DEVELOPMENT STRATEGY ANALYSIS

INTRODUCTION

This document has as its purpose the analysis of the socio-economic status quo in Merafong City. **Urban-Econ: Development Economists** are in the process of studying the Merafong City economy, in order to gain insight into the important factors underlying the economic situation and to identify the most appropriate and effective strategies for growth and development.

The document includes an analysis of social and economic trends, the relevant policy directives from district and provincial government level, and the implications of these for the future growth and development of Merafong City.

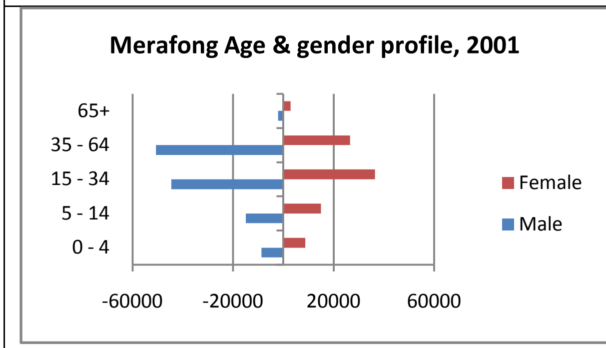
The document is in a user-friendly format, and is meant to stimulate debate and discussion about growth and development potential in Merafong City.

Each page represent a different development theme with differently coloured "theme blocks". The pink blocks contain information on recent trends in the sector, the yellow blocks discuss provincial and district level policy directives and the blue blocks indicate the implications of these trends and policies for the Growth and Development Strategy of Merafong City.

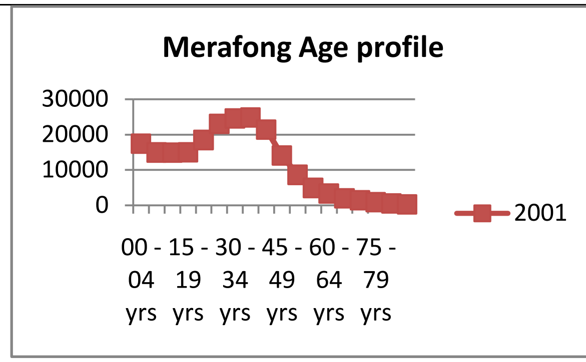
Development Themes

- Demographic and socio-economic trends
- Spatial factors
- Economic performance
- Sect oral structure and performance
- Agriculture
- Mining
- Manufacturing
- Utilities (Electricity and water)
- Construction
- Trade
- Transport and communications
- Finance and business services
- Community and personal services
- Government services
- Summary of employment trends
- Infrastructure and access to services
- Water provision
- Housing

Demographic & Socio-economic trends



Source: Quantec Research



Source: Quantec Research

Demographic Trends

1) Current population estimated at 287,607 in IDP of 2007/08.

2) As measured in 2001, Merafong population profile is male-dominated, mainly due to in-migration of male workers in mining industry. (Male: 57%, Female: 43%) However, female population was exhibiting higher growth rate.

3) If trends observed between 1996 and 2001 were assumed to persist between 2001 and 2007, Merafong would have a much more balanced gender distribution in 2007.

4) In 2001, largest proportion of population (75%) was between the ages 15-64 years, which represents the economically active population. Estimate for 2007 indicate a slight decrease to 73%.

5) This indicates a slightly larger % of the population is dependent on others for their livelihood.

6) High and climbing HIV infection rate (Number of infected 2004: 8,752. Estimate for 2007: 12,200) *(Source: Quantec Research & Urban-Econ calculations)*

7) Annual AIDS related deaths: 560 in 2004 (Estimate for 2007 is 1200) *(Source: Quantec Research & Urban-Econ calculations)*.

Socio-economic Trends

1) Estimated education profile for 2007:
   - a. 11% of population of Merafong has no schooling, compared to 17% in NW and 16% in RSA *(Source: Quantec Research & Urban-Econ calculations).*
   - b. 20% of Merafong's population has completed Grade 12, compared to 26% in NW and 27% in RSA *(Source: Quantec Research & Urban-Econ calculations)*.

Household income

1) According to Census 2001, almost 70% of the population of Merafong City had a household income of R3, 200 or less.
2) The Average Weighted Income (AWI) as measured in 2001 was as follows:

Source: Quantec and Urban-Econ calculations

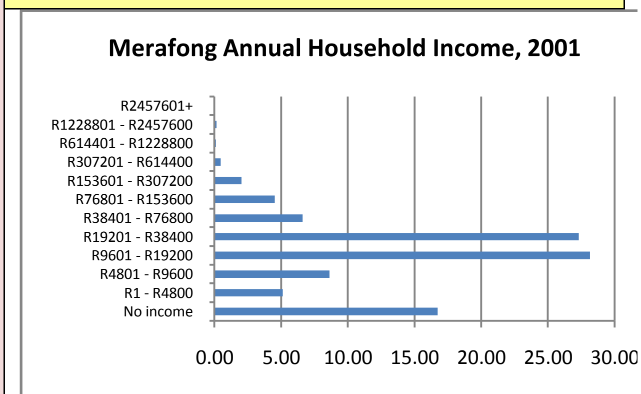
3) Assuming that the % distribution of households by income category remain constant between 2001 and 2007, the estimated AWI* of Merafong in 2007 is R4,809, compared to R4,635 in NW *(Source: Quantec Research & Urban-Econ calculations).*
   **AWI is the average income of households, taking into account the distribution of households across income categories.*

North West GDS

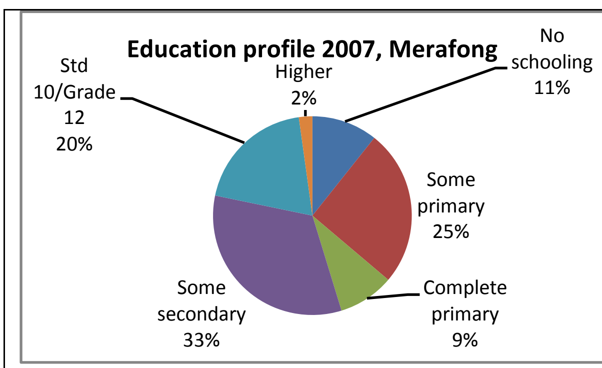
1) Eradication of poverty
   - a. Wipe out basic needs backlog
   - b. Sustainable job creation
   - c. Avoidance of "ghost town" scenario
2) Human resource development
   - a. Improvement of education and literacy profile
   - b. Training & skills development (linked to job creation initiatives)

Southern District GDS

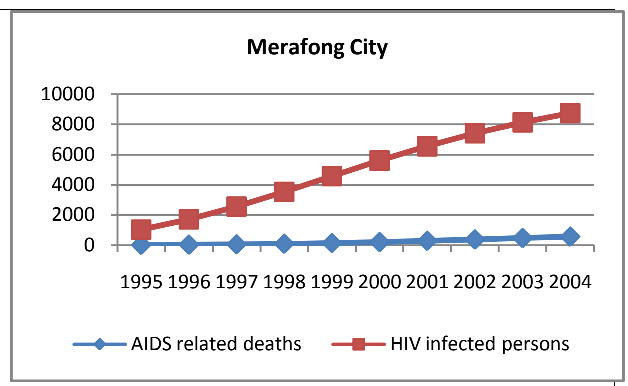
1) Facilitate skills enhancement in the district through cooperation with provincial & national government and funding SMME-training.



Source: Quantec Research and Urban-Econ calculations



Source: Quantec Research and Urban-Econ calculations

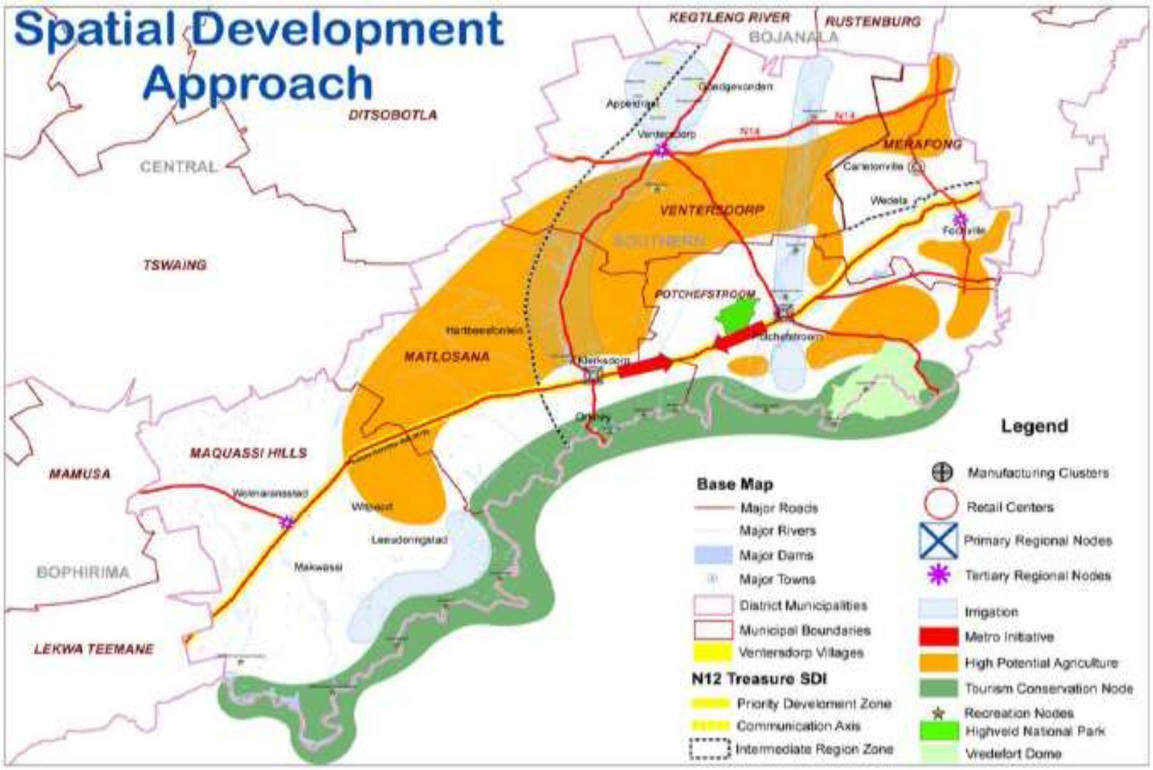


Source: Quantec Research

South Africa	North West	Merafong
R5,443	R3,557	R4,004

Spatial factors

Map source: Southern District Municipality Growth and Development Strategy Review 2007



Location and accessibility

1) Merafong City is located within the Southern District Municipality in the North West province.
2) It is situated about 65km from Johannesburg and is bordered by Gauteng province on its eastern side.
3) The area is serviced by a number of major roads of which the most important is the N12 from Johannesburg to Cape Town.
4) The N12 has been identified as an important development corridor (Treasure Corridor).
5) Other important roads are the N14 (the main road between Gauteng and Mafikeng via Ventersdorp), the P61/1 between the N14, Carletonville and Fochville, and the R501 between Potchefstroom and Carletonville.
6) Merafong's relative close proximity to Gauteng as well as access to major roads linking up with Gauteng province has positive implications for the region's access to the Gauteng economic market.
7) This accessibility is a comparative advantage that should be exploited in order to maximize development and growth.

North West Spatial objectives

1) Future settlement & economic development opportunities, as well as government spending, should be channeled into development corridors and nodes adjacent to major growth centers.
2) Focus falls on development corridors that link up with Gauteng, e.g. N12 Treasure Corridor.
3) In areas of low development potential, government spending should be focused on basic services and social transfers (i.e. investment in people, not places)

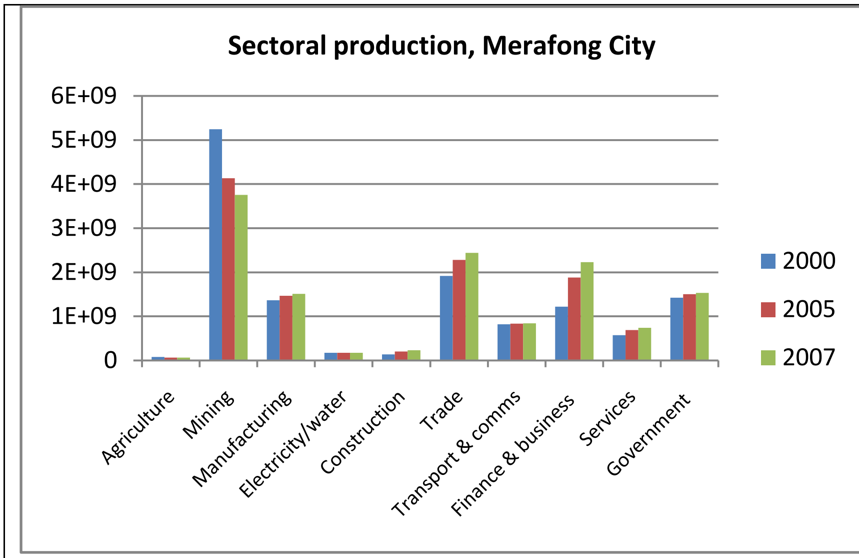
   Source: North West Spatial Development Framework

Southern District Spatial objectives

Focus falls on Treasure corridor (N12):

1) Strengthening of existing core areas along development corridor.
2) Improvement of communication and transport network linking the core areas.
3) Encourage the establishment of an implementation agent to coordinate development along the corridor.
4) Urban densification infill and integration between Khutsong & Carletonville.

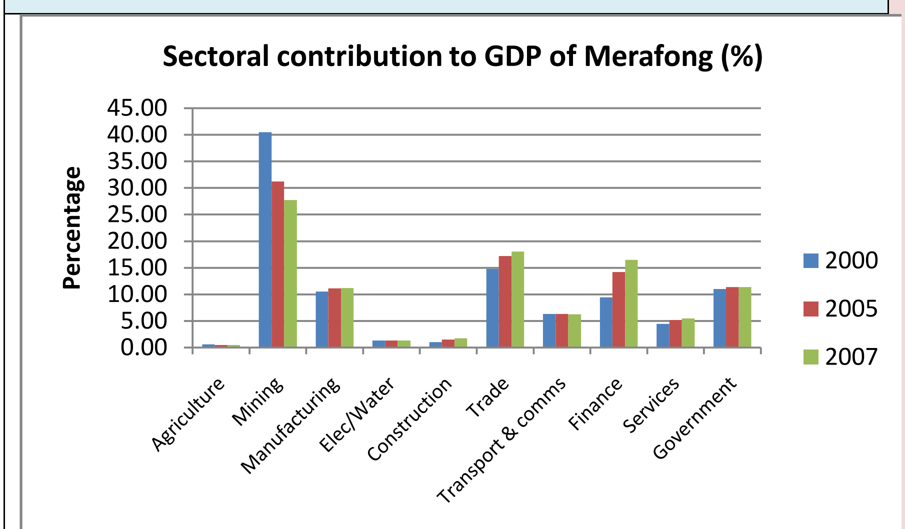
	5) Intersection of N12 with R400 identified as development node. **6)** Merafong City forms part of Agricultural Dev. Zone.
Sectoral structure & performance	**7)** Abe Bailey Nature Reserve identified as tourism node. *Source: Southern District GDS*



Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Identification of areas/sectors with development potential or comparative advantage.
2) GDS should have as its focus the creation of an enabling environment, investment in physical infrastructure and technical support structures.
3) Identification of skills gaps and strategies for skills development initiatives.
4) Development of SMME's, linking of related SMME projects to create economies of scale, e.g. floriculture & cut foliage projects.
5) Other focus areas: Agro-processing, mineral beneficiation.

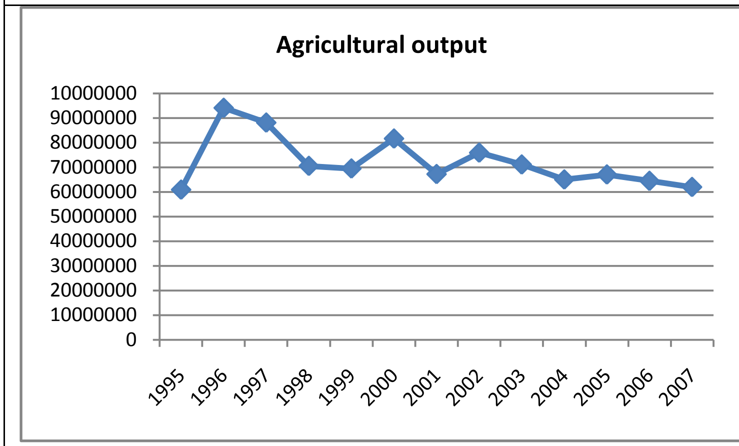


Source: Quantec Research and Urban-Econ calculations

Trends

1) The economy of Merafong City is still dominated by the mining sector, which contributed 31% to GGP in 2005. The estimate for 2007 is 28%.
2) Although the mining sector is still dominant in the economy of Merafong City, there has been a decline in both production and the contribution of the mining sector to the GGP of Merafong over the past decade.
3) This trend points to need for diversification.
4) Industries that experienced a strong increase in production are Trade and Finance & Business services.
5) The Trade and Finance & Business services sectors are also important contributors to the GGP of Merafong, and exhibit an upward trend in % contribution.
6) This upward trend may have positive implications for the diversification of the local economy.
7) Other sectors that make a meaningful contribution are Manufacturing and Government services.
8) The construction sector also exhibited an increase in production, which is set to continue in the near future.

Agriculture



Source: Quantec Research and Urban-Econ calculations

Trends

1) Decreasing productivity in the agricultural sector over past decade.
2) Also decreasing trend in employment in agricultural sector.
3) However, Merafong contains high potential agricultural areas with potential for more intensive agricultural production (e.g. areas adjacent to dolomite aquifers)
4) Need for increased productivity, crop diversification and value adding activities (e.g. agro-processing).

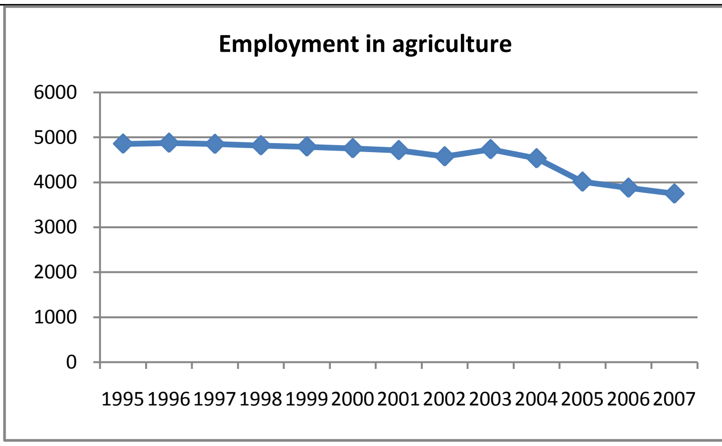
North West PGDS

Focus should fall on:

1) Greater access to markets for emerging farmers.
2) Financing agricultural infrastructure, machinery, technology & skills (especially in agro-progressing)
3) Speeding up the land reform process.
4) Targets 2004-2014:
    a. Agricultural sector growth target for SDM: 5.2%
    b. Employment creation target for SDM is 1,302 jobs.
5) Beneficiation of agricultural products, e.g. agro-processing, is identified as an important area of opportunity.

Southern District GDS

1) Agriculture & Rural Growth Programme – Aim for:
    a. Food security
    b. Diversification of crops
    c. Land tenure & security
    d. Increasing local beneficiation of agricultural products.
    e. Supporting agricultural research
    f. Improving environmental awareness and quality
2) Merafong City forms part of Agricultural Development Zone, containing high potential agricultural areas.

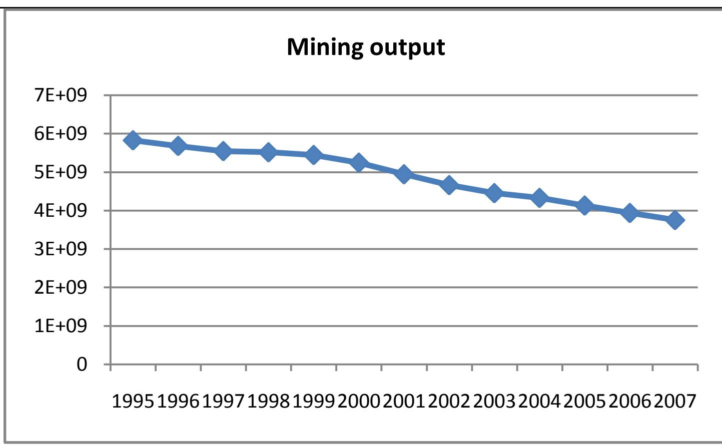


Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Linking current agriculture-related projects, e.g. cut foliage and floriculture projects, to create economies of scale.
2) Investigation of value-adding agricultural activities, e.g. agro-processing.
3) Investigating the utilisation of dolomite aquifers for irrigation purposes.

Mining



Source: Quantec Research and Urban-Econ calculations

North West PGDS

1) Cooperation with Dept. of Mining of Energy
2) Identify & finance beneficiation opportunities
3) Preferential procurement to promote BEE
4) Intensive job creation
5) Targets 2004-2014:
   a. Mining sector growth target for SDM is -2.7%.
   b. Employment creation target for SDM is -1,932 jobs

Southern District GDS

1) Coordinating body comprising of local

Trends

1) The economy of Merafong City is still dominated by the mining sector, which contributed 31% to GGP in 2005. The estimate for 2007 is 28%.
2) Although there has been a decline in both production and employment in Merafong's mining industry over the past decade, the recent surge in gold prices has led to a turn-around in the profitability of the mining sector in Merafong City. (See *Recent Trends in the Mining Sector,* following page)
3) However, the dependency of this sector on international prices and exchange rates points to a need for economic diversification.

government and mines to be established to minimize potential mine closure impact.

2) Beneficiation of mining products, e.g. jewelry.
3) Redundant mining infrastructure as well as existing social and engineering infrastructure that can be re-utilised for other purposes. This includes:
   a. Vacant or unused land with service infrastructure (Old Stilfontein Mine)
   b. Social infrastructure (health facilities, sports facilities and housing stock)
   c. Potential recreational or tourism infrastructure, e.g. Blyvooruitsig.

Source: Quantec Research and Urban-Econon calculations

Implications for Merafong City GDS

1) Importance of cooperation with mining industry in job creation initiatives.
2) Investigation of mineral beneficiation activities.
3) Detailed investigation of future of mining industry in the area.

Recent Trends in the Mining Sector

Gold Price 1997 – 2007 (US$ per ounce)

Source: www.goldprice.com/www.kitco.com

A turn-around in the local mining sector

1) Over the ten-year period from 1996 to 2005 the gold mining industry in South Africa experienced a decline, mainly due to a decline in international gold prices. Most of the world's economies (China being a notable exception) experienced subdued growth in 2001 and 2002, causing a decline in demand for commodities. South Africa's gold production decreased, largely as a result of closure, suspension or scaling down of shafts due to higher costs, the strong rand and industrial action.

2) However, the United States and, to a lesser extent, the rest of the world entered a period of stronger economic growth in 2003 and 2004, leading to an increased demand for commodities. This demand, together with the sustained and increasing demand by emerging economies such as China, has subsequently led to a sharp increase in commodity prices, including gold prices (Dept. of Minerals and Energy, 2006). The increase in demand and prices has continued in 2005, 2006 and 2007.

3) The substantial increase in gold and platinum prices led to a large increase in South Africa sales revenue, and also had positive implications for the profitability of South African gold mines. While gold mines in Merafong City were facing downscaling and closure before 2005, the outlook and prospects for the mining industry has since inproved sufficiently to cause a turn-around in the profitability of the mines and an expansion of mining activities.

The current activities and outlook for the gold mines operational in Merafong City are as follows:

AngloGold Ashanti (Pty) Ltd	**DRD Gold South Africa Operations (Pty) Ltd**

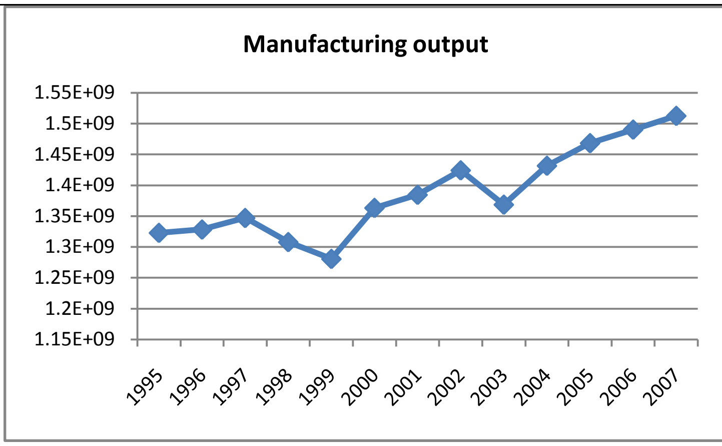
• Mponeng mine
  ○ Est. production for 2007: 588,000 oz
  ○ Currently employing 6001 employees
  ○ Reserves: 10.1 million oz
  ○ Currently only mining the Ventersdorp Contact Reef (VCR). There are also opportunities to exploit the Carbon Loader Reef (CLR).
  ○ Prospects: Capital project – The access of minerals below 120 level (VCR), expected to add 2.5 million ounces in production and extending the life of the mine by 8 years to **2024**.
  ○ The Carbon Loader Reef (CLR) below 120 level Project – Expected to add 6.8 million ounces to production and extend the life of the mine to **2040**.
  ○ CLR slightly higher gold value than VCR.
• Savuka mine
  ○ Estimated production for 2007: 71,000 oz
  ○ Currently employing 1107 employees
  ○ Reserves: 0.68 million oz
  ○ Deepest mine in the world
  ○ Was planned for closure in April 2006. Due to "right-sizing" and shared management services it continues to be profitable.
  ○ In the process of exploration drilling – There are vast resources on the west CLR.
  ○ Projected lifetime of mine: **2017**
• Tautona mine
  ○ Reserves (est. 2005):
  ○ Proved: 10.5t; Probable: 153.5t
  ○ Projected lifetime of mine: **2027**
	• Blyvooruitzicht mine
	  ○ 2007 production: 4973 kg Gold Recovered
	  ○ Currently employing 4124 employees
	  ○ Projected lifetime of mine: **2037**
	  ○ Two main gold-bearing horizons: CLR and Middlevlei Reef
	  ○ Prospects: Blyvoor Expansion Project will increase the mine's life by more than 15 years
	
	Goldfields Ltd
	
	• Driefontein mine
	  ○ Reserves 2006: 22,616,000 oz or 94.5 Mt
	  ○ Underground production expected to reach peak in 2009, before decreasing from 2013 onwards
	  ○ Above infrastructure reserves depleted in **2025**, below infrastructure depleted **2035**
	  ○ Gold produced will peak in 2010.
	  ○ Currently employing 15,500
	  ○ Employment will remain fairly constant for the next 5 years, after which it will decrease along with production.
	
	Harmony Gold Mining Company Ltd
	
	• Elandskraal mine
	  ○ Projected lifetime of mine: **2027**
	  ○ Production to increase until 2011, which will be sustained until 2023, after which it will start to decrease.

Concluding remarks on the Mining Sector

It is thus clear that the mining sector in Merafong City has entered a period of improved profitability, further exploration and increased life expectancy of the mines. The mining sector will continue to play an extremely important role in the economy of Merafong City for many years to come.

It is of vital importance that the mining industry, as the largest economic agent and source of private capital in Merafong City, be involved in initiatives to promote economic growth and diversification in the area.

Manufacturing



Source: Quantec Research and Urban-Econ calculations

Trends

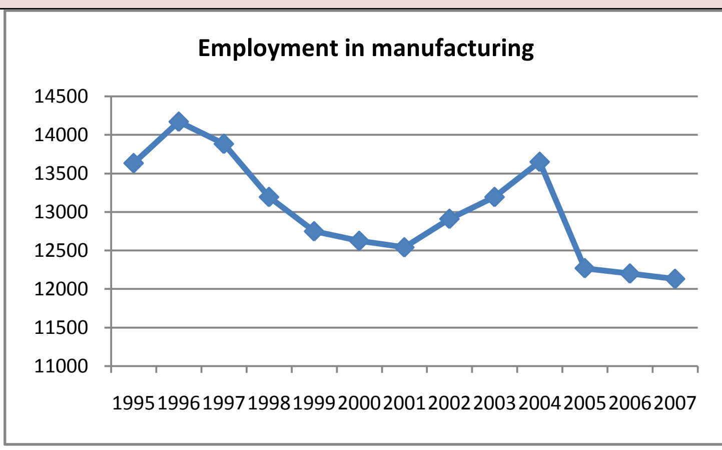
1) Upward trend in production in manufacturing, as well as significant % contribution to the GGP of Merafong City (11%).
2) However, upward trend in production was not accompanied by similar trend in employment.
3) Employment in manufacturing has generally declined and accounts for 6% of total formal employment.
4) The above trends imply a need for more labour-intensive manufacturing industries.

North West PGDS

1) Promotion of manufacturing activities *within identified nodal & spatial development areas*.
2) Strong SMME focus
3) Focus areas: Jewelry beneficiation, agro-industry.
4) Carletonville urban area identified as area with potential to diversify into manufacturing sector due to its strong relationship to the mining sector.
5) Targets 2004-2014:
   a. Manufacturing sector growth target for SDM is 4.8%
   b. Employment creation target for SDM is 805 jobs.

Southern District GDS

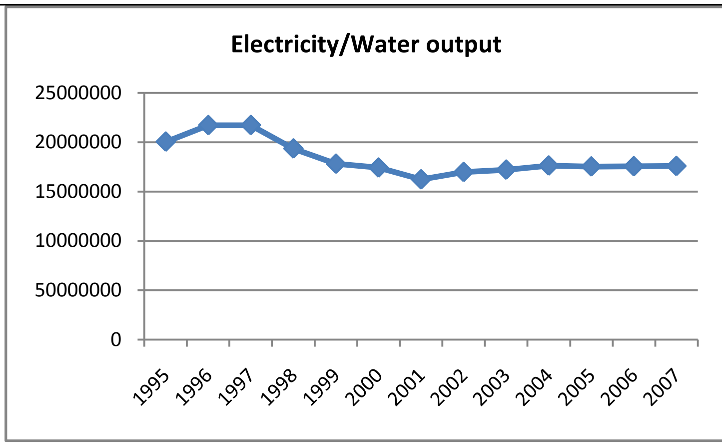
1) Carletonville urban area identified as area with potential to diversify into manufacturing sector due to its strong relationship to the mining sector.
2) Manufacturing Development Programme – In cooperation with IDC, DTI and private sector. Activities to be considered: Agro-processing, metal works, chemicals, pharmaceuticals, jewelry, transport equipment.



Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Focus should fall on more labour-intensive manufacturing activities.
2) Cross-sectoral cooperation with agricultural and mining sector.
3) Targeted industries: agro-processing, mineral beneficiation and jewelry production.
4) Focus on SMME's

<table>
<tr><th colspan="2">Utilities (Electricity & water)</th></tr>
<tr><td>


Source: Quantec Research and Urban-Econ calculations
</td><td>
North West PGDS
1) Targets 2004-2014:
a. Utilities sector growth target for SDM is 4.6%.
b. Employment target for SDM is 56 jobs.
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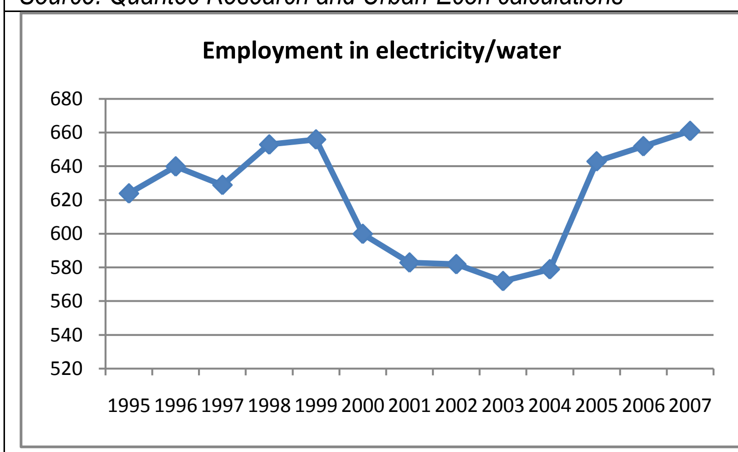
<tr><td>


Source: Quantec Research and Urban-Econ calculations
</td><td>
Trends
1) Fairly constant production trend over past decade.
2) However, employment in this sector has increased since 2004.
3) Sectoral contribution to GGP of Merafong is about 1.3%.
4) Not a significant contributor to GGP or employment in Merafong.
5) However, sector plays an important role in ensuring access to basic services for all.
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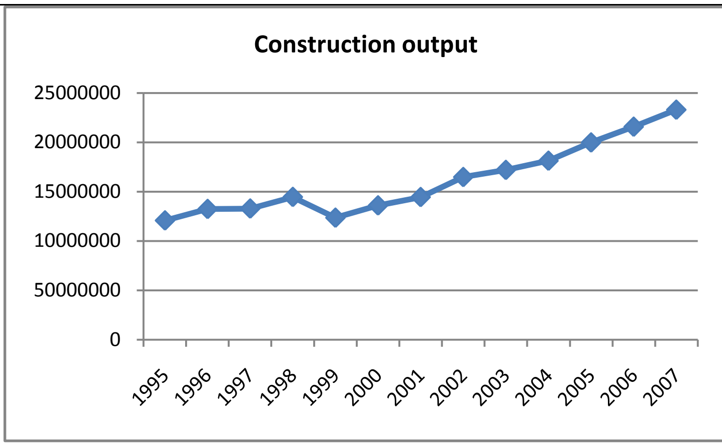
</table>

Construction



Source: Quantec Research and Urban-Econ calculations

Trends

1) The construction sector has exhibited an increase in production, a trend which is set to continue in the near future.
2) Contribution to GGP of Merafong was 1.5% in 2005 and estimated to be 1.7% in 2007.
3) Accounts for 2% of employment in the formal sector.
4) Employment in this sector has exhibited an upward trend since 2004.
5) Infrastructure and housing backlog will have significant future impact on this sector.

North West PGDS

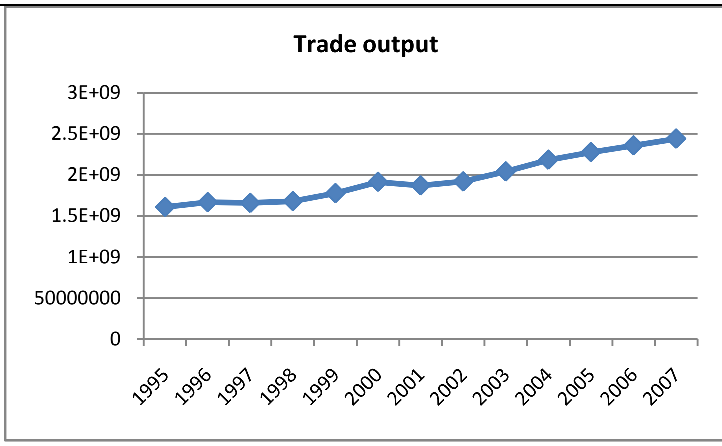
1) Construction and Infrastructure are grouped together as a "pillar" in PGDS.
2) Identify critical challenges facing the construction and infrastructure sector.
3) Alignment of empowerment portfolio instruments, e.g. Broad Based BEE, Contractor Development Programmes, Semelela Expanded Public Works Programme etc.
4) Focus falls on:
   a. Public sector procurement to promote BEE
   b. Improved access to roads, rail & air networks.
   c. Coordination of infrastructure implementation across spheres of government.
5) Targets 2004-2014:
   a. Sectoral growth target for SDM is 6.9%.
   b. Employment creation target for SDM is 530 jobs.

Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Construction sector will play huge role in infrastructure and housing provision.
2) Resettlement of Khutsong will have a significant impact on the sector.
3) Important role for public sector procurement and public works programmes in job creation.
4) Alignment of infrastructure implementation across government spheres.

Trade



Source: Quantec Research and Urban-Econ calculations

Trends

1) Experienced a steady increase in production since 1995.
2) Sectoral contribution to GGP of Merafong increased from 15% in 2000 to 17% in 2005 and is estimated at 18% in 2007.
3) Has also exhibited steady increase in employment.
4) Accounts for 14-15% of formal employment.
5) Upward trend in production and employment could have positive implications for the diversification of the local economy.

North West PGDS

1) Trade is grouped together with manufacturing as a "pillar" within the PGDS.
2) Initiatives in trade sector should therefore be integrated with initiatives in the manufacturing sector, i.e. agro-industry, mineral beneficiation.
3) Focus on SMME's
4) Targets 2004-2014:
   a. Sectoral growth target for SDM is 5.7%.
   b. Employment creation target for SDM is 1,741 jobs.

Southern District GDS

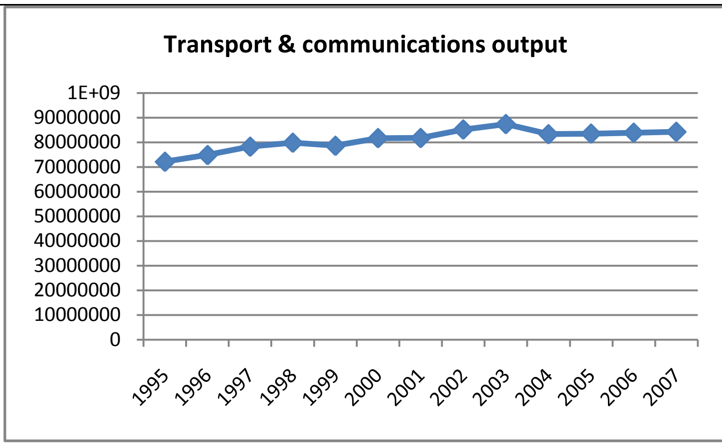
1) **Trade, Transport and Tourism Initiative:** Focus on international cargo airport next to N12, also providing cold storage facilities, warehousing, fuel farm and rail links.
2) This initiative could have a significant impact on the potential and competitiveness of the trade sector.

Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Importance of cross-sectoral cooperation with agricultural, mining and manufacturing sectors.
2) Impact of provincial and district initiatives, e.g. trade and transport hub along N12.
3) Focus on SMME development.
4) Competitive advantage due to proximity and accessibility of Gauteng markets.

Transport & communications



Source: Quantec Research and Urban-Econ calculations

Trends

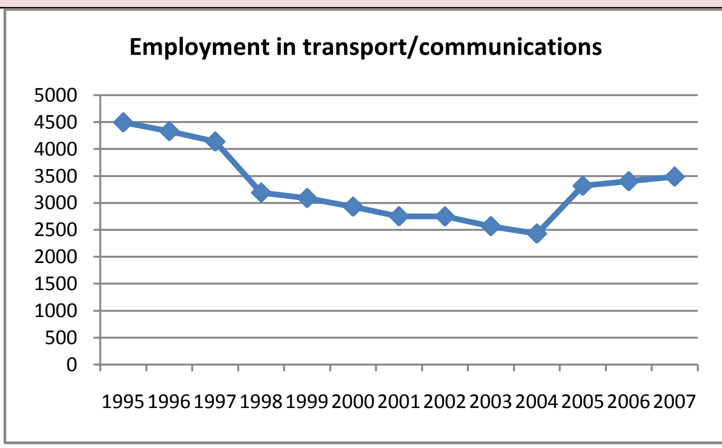
1) No significant increase in production.
2) Contribution to GGP of Merafong has remained fairly constant at 6.3%.
3) Accounts for about 1% of formal sector employment.
4) Employment in this sector exhibited declining trend between 1995 and 2004, and an upward trend since 2004.

North West PGDS

1) Transport and communications sector seen as crucial for unlocking development potential of the province.
2) Focus falls on improvement of communication and transport links along identified development corridors and between core areas/nodes.
3) Special focus on development corridors that link up with Gauteng.
4) Relevance for Merafong City: Treasure Corridor along N12.
5) Targets 2004-2014:
   a. Sectoral growth target for SDM is 6.2%.
   b. Employment creation target for SDM is 279 new jobs.

Southern District GDS

1) **Trade, Transport and Tourism Initiative:** Possibility of an international cargo airport next to N12, also providing cold storage facilities, warehousing, fuel farm and rail links.

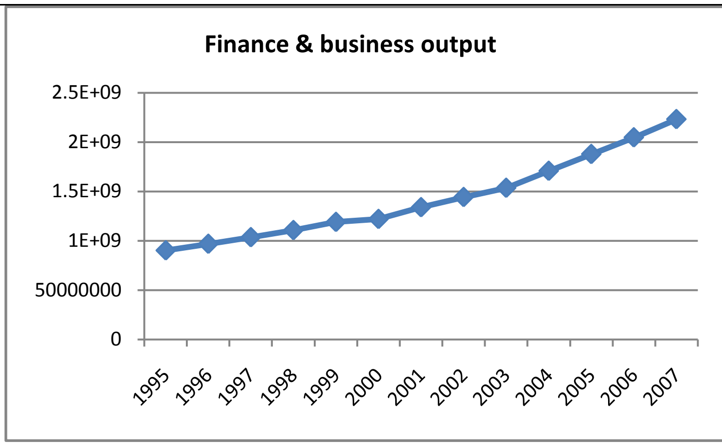


Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Importance of sector in ensuring an enabling environment for growth and development.
2) Crucial for access to markets and opportunities.
3) Crucial for competitiveness.
4) Impact of provincial and district initiatives, e.g. trade and transport hub along N12.

Finance & Business services



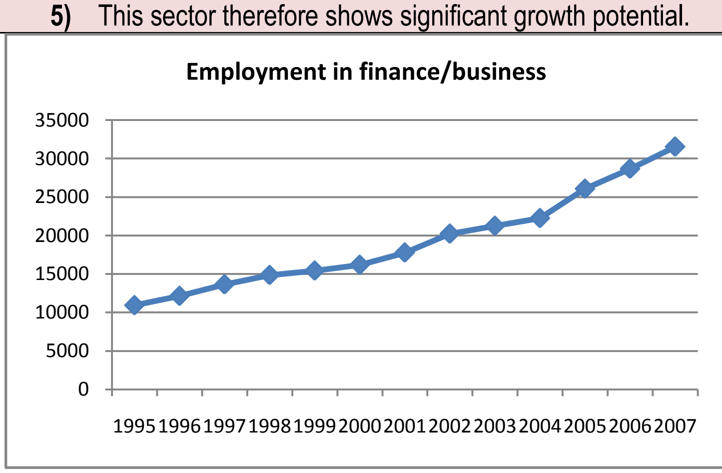
Source: Quantec Research and Urban-Econ calculations

Trends

1) Finance & Business services sector has experienced strong growth in output.
2) Its sectoral contribution to the GGP of Merafong has also shown an upward trend, increasing from 9.4% in 2000 to 14.2% in 2005 and estimated at 16.5% in 2007.
3) Employment in this sector has also exhibited a strong upward trend and accounted for 12% of formal sector employment in 2005 (estimate for 2007 is 15%).
4) Above trends could have positive implications for the diversification of the local economy.
5) This sector therefore shows significant growth potential.

North West PGDS & Southern District GDS

1) Targets 2004-2014:
   a. Sectoral growth target for SDM is 6.7%.
   b. Employment creation target for SDM is 1,078 new jobs.
2) No specific strategy for this sector is mentioned in the above documents.
3) However, the finance and business services sector is anticipated to be an important contributor to growth and employment creation.
4) A healthy and growing finance and business services sector is an important factor in enabling businesses, especially small businesses, manufacturing and other economic activities to develop and thrive.



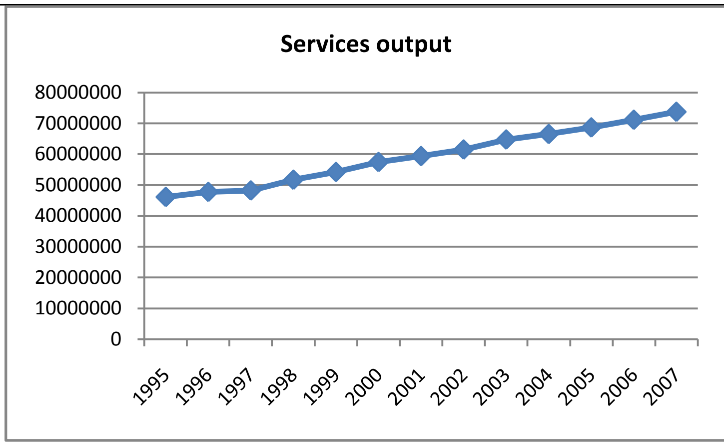
Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Finance and business services sector will play an important role in creating an enabling environment for small businesses.
2) Access to finance for especially SMME's should be enhanced.

Government services

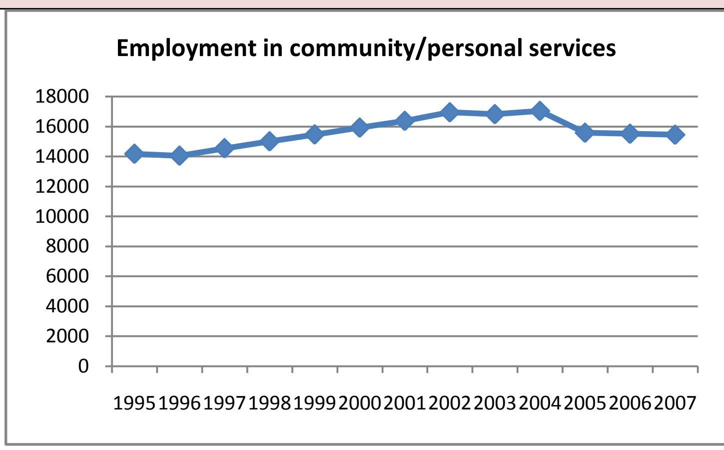
Personal and community services



Source: Quantec Research and Urban-Econ calculations

Trends

1) Upward trend in output of services sector.
2) Sectoral contribution was 5.2% in 2005 and estimated to be about 5.5% in 2007.
3) However, no significant increase in employment in the services sector.
4) Services accounts for 7% of formal sector employment.



Source: Quantec Research and Urban-Econ calculations

North West PGDS

1) Targets 2004-2014:
   a. Sectoral growth target for SDM is 5.3%.
   b. Employment creation target for SDM is 2,725 new jobs.
2) No specific strategies in the above document for the services sector in general.
3) However, tourism forms an important "pillar" in the North West PGDS.

Objectives for tourism sector

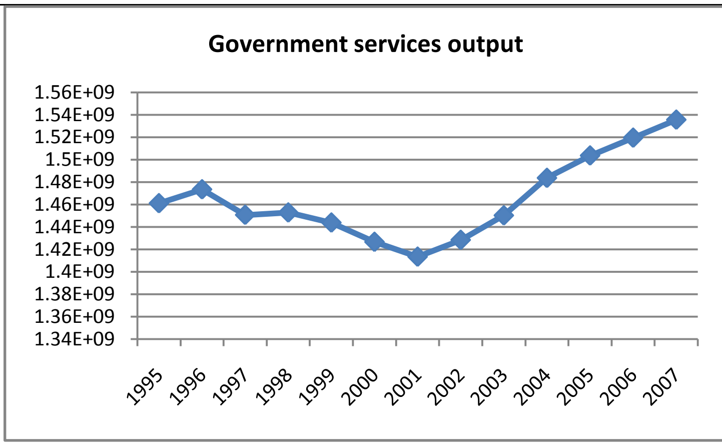
1) Diversify the tourism industry through cultural tourism
2) To promote the entertainment and hospitality industries
3) Build human capital amongst tour operators
4) Promoting heritage sites as international tourism destinations.

Southern District GDS

1) Trade, Transport and Tourism Initiative: Possibility of an international airport next to N12, which could play a role in optimising tourism potential of the area.

Implications for Merafong City GDS

1) Diversification of tertiary (services) sector important for development.
2) Importance of SMME development in services sector.
3) Potential for tourism.



Source: Quantec Research and Urban-Econ calculations

Trends

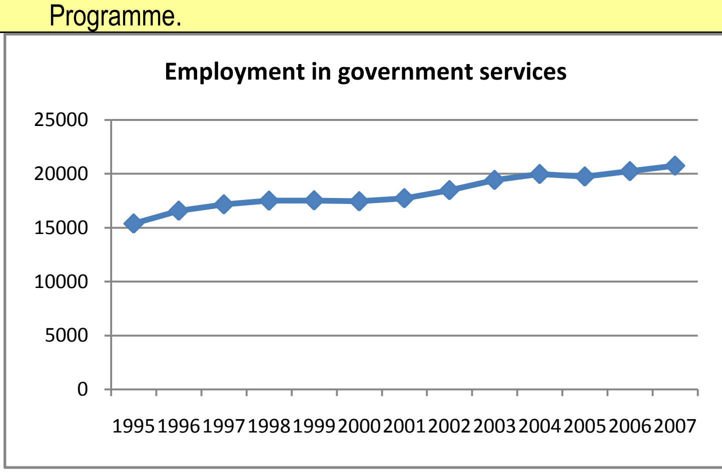
- Upward trend in output of government services sector since 2001.
- Sectoral contribution to GGP of Merafong is 11.4%.
- Also an important sector in terms of formal employment (9-10%)
- Number of people employed in government services sector in Merafong has increased by about 5000 between 1995 and 2005.

Southern District GDS

1) Important factors:
  - **a.** Public sector investment (seen as complementary to private sector investment)
  - **b.** Facilitate skills provision
  - **c.** Increase access to resources (e.g. basic services)
  - **d.** Local government financial sustainability

2) Government must invest in economic infrastructure that can reduce the cost of doing business.

3) Implementation of a Public Sector Investment Incentive Programme.



Source: Quantec Research and Urban-Econ calculations

North West PGDS

1) Government is set to play important role in creating an enabling environment for development through investment in infrastructure, skills development and supporting services.

2) Key programmes in "Governance Cluster":
  - **a.** Alignment and coordination of policies and programmes across spheres of government.
  - **b.** Strengthening of cooperative governance framework.
  - **c.** Resource mobilization and alignment.
  - **d.** Implementation of local government Strategic Agenda.
  - **e.** Ensuring active and meaningful participation of stakeholders.
  - **f.** Information and monitoring systems.
  - **g.** Promotion of safety and security.

3) Government should strongly focus on SMME development.

4) Establishment of multipurpose centers, databases and cooperatives to assist SMME's.

5) Government to play important role in the identification of areas/sectors with development potential or comparative advantage.

Implications for Merafong City GDS

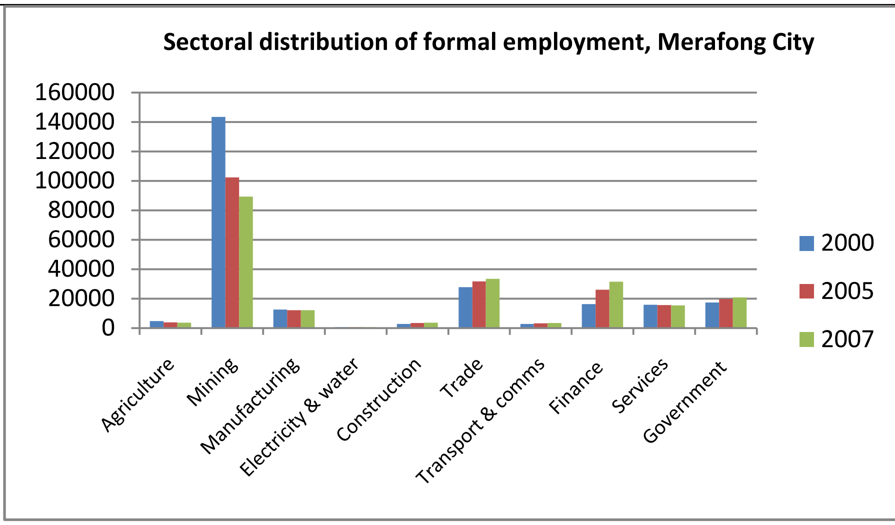
1) Government spending and investment should be focused on areas/industries with comparative advantage and/or development potential.

2) In these areas/industries, interventions by government should focus on physical infrastructure and technical support.

3) Identification of skills gaps, leading to skills development initiatives.

4) Importance of provision of basic services.

Summary of Employment Trends



Source: Quantec Research and Urban-Econ calculations

Trends

1) Mining is still by far the most important sector in terms of formal employment
2) However, there has been a decline in formal employment in this industry over the past decade.
3) Downward trend in mining employment highlights the need for diversification of the economic base.
4) Other important employment sectors: Trade, financial & business services and government services.
5) Data shows a steady increase in the number of people employed in the trade and finance sectors over the past decade.
6) No significant increase in the % of the labour force employed in the manufacturing sector.
7) % employed in manufacturing is small relative to its contribution to GGP, which implies a need for more labour-intensive manufacturing industries.
8) Estimates for 2007 indicate:
   a. An employment rate higher than the national and provincial rates.
   b. An unemployment rate slightly lower than the national rate, but higher than the provincial rate.
   c. Employment situation is comparable to national and provincial labour market conditions.

North west PGDS

1) Unemployment rate in province to be halved by 2014.
2) Enhancing competitiveness & profitability of SMME's
3) Implementation of a Public Sector Employment Programme (public works programme)

Employment creation targets for Southern District Municipality 2004-2014

Sector	Employment Creation
Agriculture	1,302
Mining	-1,932
Manufacturing	805
Utilities	56
Construction	530
Trade	1,741
Transport & Comms	279
Finance & Business	1,078
Services	2,725

Source: North West PGDS 2007 Review

Employment status, 2007			
Status	South Africa %	North west %	Merafong %
Employed	28.9	27.8	35.5
Unemployed	30.1	27.2	29.9
Not economically active	41.1	45.0	34.6
Total	**100.0**	**100.0**	**100.0**

Source: Quantec Research and Urban-Econ calculations

Implications for Merafong City GDS

1) Cooperation with mining industry i.t.o. employment initiatives
2) Investigation of labour-intensive manufacturing
3) SMME development

Water provision

Impact of dolomitic areas on water services provision

1) Merafong City is located on high risk dolomitic areas, requiring a very high standard of water services provision.
2) Specifically, sanitation should be water-borne and well maintained.
3) This requirement, together with the fact that the economy of Merafong has been in a decline over the recent years, makes water services provision in the area challenging.
4) Due to the special requirements of the dolomitic area, a decision was made to provide all stands *in proclaimed areas* with full water-borne sanitation.
5) Approximately 47% of households in Merafong City still do not have adequate access to water and sanitation services.
6) Attention has to be paid to informal housing without water-borne sanitation, since the uncontrolled disposal of "grey water" contributes to sinkhole formation.

Environmental factors

1) Mine dewatering activities are polluting historically pristine fountains, which could have a negative effect on tourism potential.
2) The restriction of water extraction from the dolomite water compartments has an impact on the agricultural potential of the area. Utilisation of the dolomite aquifers could enhance agricultural potential.

Potential for water provision to mines

1) At present, Merafong City receives all its water from Rand Water. However, Merafong has the ground water potential to provide a significant amount of the daily water demand.
2) Merafong City Municipality could have an opportunity to raise revenue for itself by taking over the water supply chain and providing water to the mines.
3) Importance of registering all boreholes and formal monitoring of quality and quantity of water.

Housing

Dwelling types in Merafong City

Type of dwelling	2001	2007 (est.)
House/brick structure on separate stand	56%	62%
Traditional	1%	1%
Flat in block of flats	3%	4%
Town/cluster/semi-detached house	1%	1%
House/flat/room in back yard	6%	4%
Informal dwelling/shack in back yard	9%	6%
Informal dwelling/shack NOT in back yard	22%	16%
Room/flatlet not in back yard but on shared property	2%	2%

Source: Quantec and Urban-Econ estimates

Challenges

1) Significant portions of Merafong are located on dolomitic areas.

2) A large portion of the Khutsong Proper formal township is situated on high risk dolomitic areas that are dangerous and unsuitable for human settlement.

3) These households urgently need to be relocated to a geographically stable area.

4) The shortage of residential land suitable for human settlement is a major challenge.

5) Most of the land earmarked for the relocation is privately owned.

6) Funding is therefore needed to purchase the necessary land, or expropriate in cases where a purchase agreement cannot be reached.

7) Currently, housing subsidies do not adequately provide for the acquisition of privately owned land.

8) Current housing backlog is 26,702.

9) Planned housing projects currently total 23,947 units.

10) There is a commitment from mines and the Far West Rand Dolomitic Water Association to make geologically sound land available for residential purposes.

11) Mines are also prioritising the formalisation of mining villages, which could further add to suitable land available for housing developments.

12) Not all inhabitants of informal structures will qualify for subsidised housing in accordance with the Integrated Housing and Human Settlement Development Grants.

13) There is therefore a need for social housing/rental stock to address the total housing need in Merafong City.

14) The provision of services and social amenities to the resettlement areas will have a huge impact on government spending and infrastructure demands in the Merafong City area.

Source: Merafong City Municipality IDP Review 2007/08

COMMUNITY PRIORITIES

From an analysis of comments raised at these meetings, the following priority issues and needs were identified by the respective wards:

PRIORITIES IDENTIFIED	WARDS																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	%
FOCUS AREA – INFRASTRUCTURE AND SERVICE PRIORITIES																											
Water	✓			✓	✓		✓	✓	✓	✓				✓	✓				✓	✓	✓	✓				✓	**54**
Electricity (Street, High-mast lights & Open Areas)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓		✓	✓	✓	✓	✓	✓		✓	**81**
Sanitation (Toilets)	✓		✓	✓	✓		✓	✓	✓	✓		✓		✓	✓				✓	✓		✓		✓		✓	**62**
Roads (Gravel, Resealing, Tarring and Maintenance)	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	**81**
Housing and Family units	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓	✓	✓	✓	✓		✓	**85**
Home-Based Care / Old Aged Home	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓					✓				✓	✓		**58**
Schools/Education (ABET)	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓				✓	✓		✓		✓		✓	**65,4**
Waste Management		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓	✓	✓	✓		✓	**77**
Local Transport Regulations and Control	✓	✓	✓		✓		✓		✓	✓		✓			✓					✓		✓	✓			✓	**50**
Streets naming			✓			✓	✓	✓	✓	✓		✓			✓	✓	✓	✓		✓		✓	✓				**54**
Water channel cementation and water logging areas						✓	✓		✓	✓						✓	✓				✓					✓	**31**

PRIORITIES IDENTIFIED	WARDS																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	%
FOCUS AREA – SOCIAL PRIORITIES																											
HIV and AIDS Reduction	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	**85**
Traffic Safety Control (Speed – humps)	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓	✓	**81**
Emergency Services	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓			✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	**81**
Disaster Management	✓		✓	✓			✓		✓	✓				✓	✓		✓		✓	✓		✓	✓	✓			**54**
Indigent Registration	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓		✓	✓	✓	✓			✓		✓		✓	✓	✓	**73**
Gender Equity	✓		✓			✓		✓	✓	✓				✓	✓					✓		✓				✓	**42,3**
Clinic/Health Services (24hrs)	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓		✓	✓	**81**
Crime Rate and Policing	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	**88,4**
Mobile/Satellite Police Station			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓		✓	**73,1**
Cemeteries	✓					✓		✓	✓		✓		✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	**62**
School Transport Subsidy		✓		✓		✓					✓				✓				✓	✓	✓						**31**
Fochville Fire Protection Association																											
Carletonville SPCA																											
Parks and Grass Cutting		✓				✓					✓	✓		✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	**58**
Sports Facility				✓					✓		✓	✓	✓	✓	✓					✓		✓		✓	✓	✓	**46,1**

PRIORITIES IDENTIFIED	WARDS																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	%
FOCUS AREA – SPATIAL PRIORITIES																											
Land Use Management	✓						✓	✓	✓			✓			✓					✓	✓	✓	✓		✓		**38,4**
Spatial Integration							✓	✓	✓						✓		✓			✓		✓	✓		✓		**35**
Spatial Patterns and Framework							✓	✓	✓		✓				✓		✓			✓		✓	✓		✓		**38,4**
GIS							✓	✓	✓		✓	✓			✓		✓			✓		✓	✓		✓		**42,3**
Land Rights Claim (Deelkraal 142 IQ)											✓																

PRIORITIES IDENTIFIED	WARDS																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	%
FOCUS AREA – ECONOMIC PRIORITIES																											
Job Creation	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	**85**
Policy on Informal Traders	✓		✓			✓	✓	✓	✓	✓		✓		✓	✓	✓			✓	✓		✓	✓				**58**
Poverty Alleviation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓		✓	✓	✓	✓	✓	**85**
Economic Growth	✓		✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	**77**
SMME Development	✓	✓		✓		✓	✓	✓	✓	✓	✓		✓	✓	✓				✓	✓				✓	✓		**62**
Tourism Development N12 Treasure Route	✓			✓		✓	✓	✓	✓	✓			✓	✓	✓	✓			✓	✓		✓	✓	✓	✓	✓	**70**

PRIORITIES IDENTIFIED	WARDS																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	%
FOCUS – INSTITUTIONAL AND CORPORATE GOVERNANCE																											
Payment of Services (Extra Payment Areas)	✓	✓	✓	✓		✓	✓	✓	✓	✓				✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	**77**
Customer Care / Community Facilities	✓	✓	✓				✓	✓	✓	✓				✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	**70**
Communication Plan	✓	✓				✓	✓	✓	✓	✓	✓			✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	**73**
Ward Committees (Capacity Building)	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	**85**
Community Meeting	✓	✓	✓		✓		✓	✓	✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		**77**
Production of Staff	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓		✓					✓	✓	✓	✓	✓	✓	✓	✓	**73**
Billing System	✓	✓	✓	✓		✓	✓	✓	✓	✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		**77**
Delegation																											

NB: The Percentage Column indicates proportional scale of needs/demands from the community.

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD

1. HOUSING

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Housing/ Residential Development	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs and rehabilitation of bulk infrastructure costs			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date (at a growth of 1,25% p.a)	Baseline: list number of households below basic level of service i.e. RDP housing standards	No. of household planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure	Bulk infrastructure capital costs (R Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (2)	
Year 1	88156	25787	6088	6085	R208,831,612							R208,831,612				
Year 2	96761	17182	8298	8298	R303,892,420							R303,892,420				
Year 3	102401	11542	5338													
Year 4	107739	6204	12320													
Year 5	120059	-6116														
Total	120059	-6116	32044	14383	R512,724,032							R512,724,032				

2. WATER

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Water household & bulk infrastructure	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure func streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: No. of households below basic level of service i.e. stand pipe provision	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	889	180		R62,659,768	R2,120,000	Reservoir, transmission pipeline	R6,650,000	R6,320,000						Project manager (4)	Lack of funding
Year 2			180		R59,749,000	R4,120,000	Pipeline	R400,00	R220,000						Artisans (4)	Lack of funding
Year 3			180		R35,324,000	R4,000,000	Valves	0	R120,000						Artisans (4)	Lack of funding
Year 4			180		R314,100	0	Valves	0	R120,000						Artisans (4)	Lack of funding
Year 5			169		R314,100	0		0	0						Artisans (4)	Lack of funding
Total	88156	889	889		R158,360,968	R10,240,000		R7,050,000	R6,780,000							

3. SANITATION

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																	
Sanitation households & bulk infrastructure	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure funding streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: No. of households below basic level of service i.e. (Pit toilet without ventilation, bucket toilet system, none)	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	17627	3526		R4,175,841	0	SWT, outfall sewer	R11,550,000	R5,600,000						Project Manager (4)	Lack of funding
Year 2			3526		R200,000	0	SWT	R47,500,000	R6,450,000						Artisans (4)	Lack of funding
Year 3			3526		0	0	SWT	R45,000,000	R250,000						Artisans (4)	Lack of funding
Year 4			3526		0	0		0	0						Artisans (4)	Lack of funding
Year 5			3526		0	0		0	0						Artisans (4)	Lack of funding
Total	88156	19394			R4,375,841	0		R104,050,000	R12,300,000							

3. SANITATION (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Policy Development	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fun streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: No. of policies required in terms of legislation i.e. MSA, MFMA, etc.	No. of policies planned to develop per annum	Actual No. of developed per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	WULAS's	3	3	3	R2m										Consultant	Lack of funding
Year 2	WSDP	1	1	1	R200,000										Consultant	Lack of funding
Year 3	WSDP	1	1	1	R200,000										Consultant	Lack of funding
Year 4	WSDP	1	1	1	R200,000										Consultant	Lack of funding
Year 5	WSDP	1	1	1	R200,000										Consultant	Lack of funding
Total																

4. ROADS

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Municipal roads new/rehabilitation	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fundin streams and shortfal l					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: No. of KM of engineered gravel roads to be built & rehabilitated	No. of household s planned to serve per annum	Actual No. of househo lds served per annum	Estimated new capital costs (R Value) per annum	Rehabilita tion costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Fundin g shortfal l per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	18			R17,500,000					0	R17,500,000		R17,500,000		Professional Engineer & CIDB Accredited contractor	Adequate Funding Machinery & Equipment
Year 2		102								R0	R102,000,000		R102,000,000			
Year 3		102								R0	R102,000,000		R102,000,000			
Year 4		102								R0	R102,000,000		R102,000,000			
Year 5		102								R0	R102,000,000		R102,000,000			
Total							R0	R0	R0							

4. ROADS (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public Municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure func streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year. These may include, municipal public transport, municipal airport & pontoons, ferries & harbours, fire stations & community services such as children facilities, beaches & amusement facilities, cemeteries, funeral parlours & crematoria, cleansing, facilities for animals, fencing, local amenities, local sports facilities, municipal health services & public places	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156															Resources e.g. Skilled Labour machinery & equipment
Year 2																
Year 3																
Year 4																
Year 5																
Total							R0	R0	R0							

5. ELECTRICITY

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Energy for Domestic lighting, cooking & heating – bulk infrastructure	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fund streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: No. of households below basic level of service in terms of energy heating purposes i.e. households using gas, paraffin,, wood, coal, animal dung, & other	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. power station	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue per year R-Value **DBSA**	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	25787	8565		R36,890,000			R36,800,000		R1,890,00		R35,000,000		R35,376,232		
Year 2	96721	17222	5640		R281,431,041			R138,600,000		R3,620,000				R277,811,041		
Year 3	102361	11582	5338		R231,050,000			R21,500,000		R870,000				R230,180,000		
Year 4																
Year 5																
Total					R549,371,041	R0		R196,900,000	R0		R0	R35,000,000		R543,367,273		

6. ELECTRICITY (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Energy for Public Lighting	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fund streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: No. of households below basic level of service in terms of energy heating purposes i.e. households using gas, paraffin,, wood, coal, animal dung, & other	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	25787	8565		R1,813,000	R200,000					R1,813,000	R200,000	R2,013,000	R31,001,232		
Year 2	96721	17222	5640		R47,121,383									R47,121,383		
Year 3	102361	11582	5338		R4,750,000									R4,750,000		
Year 4																
Year 5																
Total					R53,684,383	R200,000					R1,813,000	R200,000	R2,013,000	R82,872,615		

7. WASTE MANAGEMENT

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD

Waste Management Services – Refuse Removal/Bulk	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fund streams and shortfall					Technical & management human resources	Specify key challenges
	No. of house holds in the municipality to date	Baseline: No. of households below basic level of service i.e. refuse is removed less often i.e. more than two weeks or never (urban). Or there is a communal refuse dump (rural). Or households	No. of households planned to serve per annum	Actual No. of house holds served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
	88156	22215														
Year 1			8605		R6,669,563	R33,033,973	f/ville transfer station, Wedela Drop off centre, Rooipoort phase 2, Khutsong buy back centre, Fencing Welverdiend transfer station	R22,133,291	R3,000,000		R22,1`33,291		R22,133,291		Waste Minimization Officer x 1, Superintendent x 3	
							Roll-out of 240l bins, acquiring of 1,75m3 & 6m3 containers, acquiring of additional waste vehicles	R44,248,000	R4,000,000			R44,248,000	R0,00	R44,248,000	Waste minimization & education coordination R x 1 Superintendent x 3	
Year 2			5640		R4,677,364	R35,528,037										
Year 3			5338		R4,736,941	R37,887,098										
Year 4			12320		R11,698,579	R43,335,263										
Year 5			0		R0	R47,668,789										
Total																

8. PROVISION OF VEHICLE & GOODS POUND

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Infrastructure to institutions other than public municipal	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fund streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: Provision of vehicle and goods pound	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1		vehicle and goods pound	229705		R450,000					R0			R450,000			MCLM to fund
Year 2		vehicle and goods pound			R0	R15,900				R0						MCLM to fund
Year 3		vehicle and goods pound			R0	R16,854				R0						MCLM to fund
Year 4		vehicle and goods pound			R0	R17,865				R0						MCLM to fund
Year 5		vehicle and goods pound			R0	R18,937				R0						MCLM to fund
Total			229705		R450,000	R69,556							R450,000			

8. FIRE STATION (PUBLIC SAFETY CONTINUE)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Infrastructure to institutions other than public municipal	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs & rehabilitation of bulk infrastructure costs			Infrastructure fund streams and short fall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: Building of Wedela Fire Station	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure i.e. dam, raw water pipeline, water treatment works, storage, pump station, transmission pipeline & distribution reservoir per annum	Bulk infrastructure capital costs (Rand Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1		Wedela Fire Station	9565		R2,500,000					R0			R2,500,000			MCLM to fund
Year 2		Wedela Fire Station			R0	R26,500				R0						MCLM to fund
Year 3		Wedela Fire Station			R0	R28,090				R0						MCLM to fund
Year 4		Wedela Fire Station			R0	R29,775				R0						MCLM to fund
Year 5		Wedela Fire Station			R0	R31,561				R0						MCLM to fund
Total			229705		R450,000	R115,926				R0			R2,500,000			

9. PARKS

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public Municipal Facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: List the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Development of parks	5500		0	R0	R0	R0	R0	0			0			Lack capacity
Year 2		Development of parks	503		R729	R30	R0	R0	R0	R729			R759			Lack capacity
Year 3		Development of parks	1599		R773	R30	R0	R0	R0	R773			R803			Lack capacity
Year 4		Development of parks	8448		R819	R60	R0	R0	R0	R819			R879			Lack capacity
Year 5		Development of parks	8000		R868	R0	R0	R0	R0	R868			R868			Lack capacity
Total			24050		R3,877	R0	R0	R0	R0	R3,877			R4,057			

Year 1	88156	Tree planting	88156		R 100 000		R0	R0	R0	R1000 000			R100 000			Lack capacity
Year 2		Tree planting	503		R60		R0	R0	R0	R1,560			R1,560			Lack capacity
Year 3		Tree planting	1231		R60		R0	R0	R0	R1,560			R1,560			Lack capacity
Year 4		Tree panting	1599		R60		R0	R0	R0	R1,560			R1,560			Lack capacity
Year 5		Tree planting	8000		R60		R0	R0	R0	R1,560			R1,560			Lack capacity
Total			99489		R2300		R0	R0	R0	R7,800			R7,800			

GARDEN DEVELOPMENT

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public Municipal Facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: List the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Town entrances	5292		R100,000	R12,000	R0	R0	R0	R100,000			R100,000			
Year 2		Town entrances	3003		R375,000	R12,000	R0	R0	R0	R387,000			R387,000			
Year 3		Town entrances	503		R375,000	R12,000	R0	R0	R0	R387,000			R387,000			
Year 4		Town entrances	1599		R375,000	R12,000	R0	R0	R0	R387,000			R387,000			
Year 5		Town entrances	8000		R375,000	R12,000	R0	R0	R0	R387,000			R387,000			
Total			18397		R1,875,000		R0	R0	R0	R1,935,000			R1,935,000			

11. CEMETERIES

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1		Fencing Fochville cemetery	3003		R1 200,000					R500,000			R500,000			
Year 2-5		Fencing Fochville cemetery			R700 000					R0			R0			
Year 1		Upgrading Wedela cemetery	1599		R413,590					R0	R413,590		R413,590			
Year 2-5		Upgrading Wedela cemetery								R0			R0			
Year 1-4		Kokosi New cemetery	3679		R0	R0	R0	R0	R0				R0			
Year 5		Kokosi new cemetery	3679		R25,000,000						R25,000,000		R25,000,000			
Total			22058		R 29 692 660	R15,000	R0	R0	R0	R3 000 000	R 26 692660		R 29 692660			

12. SPORT FACILITIES

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Upgrading Wedela sport field Phase 2	1599		R0	R0	R0	R0	R0	R0		R0	R0			
Year 2					R1,500,000	R120,000						1,500,000 NLDTF	R1,620,000			
Year 3					R60	R130,000	R0	R0	R0	R130,060			R130,060			
Year 4					R60	R140,000	R0	R0	R0	R140,060			R140,060			
Year 5					R60	R150,000	R0	R0	R0	R150,060			R150,060			
Total			1599		R1,500,180	R540,000	R0	R0	R0	R420,180			R2,040,180			

Year 1	88156	Pavilion at soccer stadium in Khutsong extension 3	21485		R850,000	R50,000	R0	R0	R0	R50,000	R850,000	R0	R900,000			
Year 2					R0	R60,000	R0	R0	R0	R60,000			R60,000			
Year 3					R0	R70,000	R0	R0	R0	R70,000			R70,000			
Year 4					R0	R80,000	R0	R0	R0	R80,000			R80,000			
Year 5					R0	R90,000	R0	R0	R0	R90,000			R90,000			
Total			21485		R850,000	R350,000	R0	R0	R0	R350,000			R1,200,000			

Year 1	88156	Upgrading Khutsong stadium	21485	R0	R0	R0	R0	R0	R0			R0				
Year 2				R900,000	R50,000	R0	R0	R0	R50,000		R900,000 province	R950,000				
Year 3				R0	R60,000	R0	R0	R0	R60,000			R60,000				
Year 4				R0	R70,000	R0	R0	R0	R70,000			R70,000				
Year 5				R0	R80,000	R0	R0	R0	80,000			R80,000				
Total			21485	R900,000	R260,000	R0	R0	R0	R260,000			R1,160,000				

12. SPORT FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Khutsong cricket field	21485		R0	R0	R0	R0	R0	R0			R0			
Year 2					R750,000	R100,000	R0	R0	R0	R100,000		R750,000 province	R850,000			
Year 3					R0	R105,000	R0	R0	R0	R105,000			R105,000			
Year 4					R0	R110,000	R0	R0	R0	R110,000			R110,000			
Year 5					R0	R115,000	R0	R0	R0	R115,000			R115,000			
Total			21485		R750,000	R430,000	R0	R0	R0	R430,000			R½,180,000			
Year 1	88156	Batswaneng stadium in Khutsong south	5500		R1,588 442	R0	R0	R0	R0			R1,588 442 INSURANCE	R1,223,000			
Year 2					R1,000,000	R0	R0	R0	R0			R1,000,000 NLDTF	R1,000,000			
Year 3					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Year 4					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			5500		R2,588 442	R120,000	R0	R0	R0	R120,000			R2,343,000			
Year 1	88156	Upgrading Welverdiend sport facilities	528		R220,000					R220,000		R0	R220,000			
Year 2					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Year 3					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Year 4					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			528		R 220 000	R 150 000				R 370 000			R 370 000			

12. SPORT FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	C/ville sport complex phase 2	5292		R0	R0	R0	R0	R0				R0			
Year 2					R3,000,000	R0	R0	R0	R0			3,000,000 province	R3,000,000			
Year 3					R0	R120,000	R0	R0	R0	R120,000			R120,000			
Year 4					R0	R130,000	R0	R0	R0	R130,000			R130,000			
Year 5					R0	R140,000	R0	R0	R0	R140,000			R140,000			
Total			5292		R9,000,000	R390,000	R0	R0	R0	R390,000			R9,390,000			
Year 1	88156	Popo Molefe stadium & swimming pool at Kokosi	8448		R0	R0	R0	R0	R0			R0	R0			
Year 2					R5,000,000	R0	R0	R0	R0			5000,000 Province	R5,000,000			
Year 3					R4,500,000	R0	R0	R0	R0			4,500,000 province	R4,500,000			
Year 4					R0	R60,000	R0	R0	R0	R60,000			R60,000			
Year 5					R0	R70,000	R0	R0	R0	R70,000			R70,000			
Total			8448		R9,500,000	R130,000	R0	R0	R0	R130,000			R9,630,000			

12. SPORT FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Irrigation system at Gert van Rensburg stadium in Fochville	3003		R0	R0	R0	R0	R0				R0			
Year 2					R1,700,000	R0	R0	R0	R0			1,700,000 Province	R1,700,000			
Year 3					R0	R10,000	R0	R0	R0	R10,000			R10,000			
Year 4					R0	R20,000	R0	R0	R0	R20,000			R20,000			
Year 5					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Total			3003		R1,700,000	R60,000	R0	R0	R0	R60,000			R1,760,000			

Year 1		Wedela upgrading sport field phase 2	3003		R0	R0	R0	R0	R0				R0			
Year 2					R1,500,000	R0	R0	R0	R0	R0			R1,500,000			
Year 3					R0	R10,000	R0	R0	R0	R10,000			R10,000			
Year 4					R0	R20,000	R0	R0	R0	R20,000			R20,000			
Year 5					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Total			3003		R1,700,000	R60,000	R0	R0	R0	R60,000			R1,760,000			

12. SPORT FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Gert van Rensburg stadium phase 2	3003		R0	R0	R0	R0	R0			R0	R0			
Year 2					R0	R0	R0	R0	R0				R0			
Year 3					R6,000,000	R0	R0	R0	R0			6,000,000 Province	R6,000,000			
Year 4					R3,000,000	R0	R0	R0	R0			3,000,000 Province	R3,000,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			3003		R9,000,000	R50,000	R0	R0	R0	R50,000			R9,050,000			

Year 1	88156	Greenspark multipurpose sport facility phase 2	503		R0	R0	R0	R0	R0				R0			
Year 2					R1,500,000	R0	R0	R0	R0			1,500,000 NLDTF	R1,500,000			
Year 3					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Year 4					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			503		R1,500,000	R120,000	R0	R0	R0	R120,000			R1,620,000			

13. RECREATION FACILITIES

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of house holds in the munici pality to date	Baseline: list the public municipal facilities to be constructed each year	No. of household s planned to serve per annum	Actual No. of household s served per annum	Estimated new capital costs (R Value) per annum	Rehabilitatio n costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Upgrading Wedela recreation club	1599		R0	R0	R0	R0	R0	R0		R0	R0			
Year 2					R1,500,000	R120,000	R0	R0	R0	R120,000		R1, 500,000 Grant applic.	R1,620,000			
Year 3					R0	R120,000	R0	R0	R0	R120,000			R120,000			
Year 4					R0	R130,000	R0	R0	R0	R130,000			R130,000			
Year 5					R0	R140,000	R0	R0	R0	R140,000			R140,000			
Total			1599		R1,500,000	R510,000	R0	R0	R0	R510,000			R2,010,000			

Year 1	88156	Wedela library study facility	1599		R0	R0	R0	R0	R0			R0	R0			
Year 2					R750,000	R0	R0	R0	R0			750,000 Province	R750,000			
Year 3					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 4					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			1599		R450,000	R90,000	R0	R0	R0	R90,000			R540,000			

Year 1	88156	Merafong Arts & Culture centers	39827		R0	R0	R0	R0	R0				R0			
Year 2		MKMVA (Wall of remembrance)			R500,000	R0	R0	R0	R0				R0			
Year 3					R3,000,000	R0	R0	R0	R0			3,000,000 Province	R3,000,000			
Year 4					R13,000,000	R0	R0	R0	R0			13000,000 Province	R13000,000			
Year 5					R0	R0,000	R0	R0	R0	R0,000			R0,000			
Total			1599		R16,000,000	R0,000	R0	R0	R0	R0,000			R16,000,000			

13. RECREATION FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Khutsong swimming pool	21485		R2,300,00		R0	R0	R0	R1,500 000			R1,500 000			
Year 2					R0	R110,000	R0	R0	R0	R110,000			R110,000			
Year 3					R0	R110,000	R0	R0	R0	R110,000			R110,000			
Year 4					R0	R120,000	R0	R0	R0	R120,000			R120,000			
Year 5					R0	R130,000	R0	R0	R0	R130,000			130,000			
Total			21485		R2,300,000	R460,000	R0	R0	R0	R360,000			R2,760,000			

Year 1	88156	Fochville Library Study facility	3003		R0	R0	R0	R0	R0				R0			
Year 2					R1,000,000	R0	R0	R0	R0			1,000,000 Province	R1,000,000			
Year 3					R0	R30,000	R0	R0	R0	R30,000			R30,000			
Year 4					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			3003		R1,000,000	R120,000	R0	R0	R0	R120,000			R1,120,000			

13. RECREATION FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Upgrade F/ville Civic Centre	3003		R0	R0	R0	R0	R0				R0			
Year 2					R1,000,000	R0	R0	R0	R0			1,000,000 Province	R1,000,000			
Year 3					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 4					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Year 5					R0	R60,000	R0	R0	R0	R60,000			R60,000			
Total			3003		R1,000,000	R150,000	R0	R0	R0	R150,000			R1,150,000			

Year 1	88156	Merafong City Libraries	23219		R8,450,000	R0	R0	R0	R0			8,450,000 province	R8,450,000			
Year 2					R450 000		R0	R0	R0				R450,000			
Year 3					R450 000		R0	R0	R0				R450,000			
Year 4					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 5					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Total			21485		R9,350,000	R90,000	R0	R0	R0	R90,000			R9,440,000			

3. RECREATION FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	Upgrade C/ville civic centre	5292		R0	R0	R0	R0	R0				R0			
Year 2					R1,000,000	R0	R0	R0	R0			1,000,000 province	R1,000,000			
Year 3					R0	R40,000	R0	R0	R0	R40,000			R40,000			
Year 4					R0	R50,000	R0	R0	R0	R50,000			R50,000			
Year 5					R0	R60,000	R0	R0	R0	R60,000			R60,000			
Total			5292		R1,000,000	R150,000	R0	R0	R0	R150,000			R1,150,000			

Year 1	88156	New Library Khutsong resettlement	5500		R0	R0	R0	R0	R0				R0			
Year 2					R0	R0	R0	R0	R0				R0			
Year 3					R4,000,000	R0	R0	R0	R0		4,000,000		R4,000,000			
Year 4					R3,000,000	R0	R0	R0	R0		3,000,000		R3,000,000			
Year 5					R0	R20,000	R0	R0	R0	R20,000			R20,000			
Total			5500		R7,000,000	R20,000	R0	R0	R0	R20,000			R7,020,000			

13. RECREATION FACILITIES (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Public municipal facilities	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				Bulk not relevant			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date	Baseline: list the public municipal facilities to be constructed each year	No. of households planned to serve per annum	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	N/A	N/A	N/A	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (1)	
Year 1	88156	New Community Hall Khutsong resettlement	5500		R0	R0	R0	R0	R0				R0			
Year 2					R0	R0	R0	R0	R0				R0			
Year 3					R5,000,000	R0	R0	R0	R0		R5,000,000		R5,000,000			
Year 4					R4,000,000	R0	R0	R0	R0		R4000,000		R4,000,000			
Year 5					R5,000,000	R0	R0	R0	R0		R5,000,000		R5,000,000			
Total			5500		R15,000,000						R15,000,000		R1`5,000,000			

Year 1	88156	New Multi Purpose sport facility & swimming pool Khutsong resettlement	5500		R0	R0	R0	R0	R0				R0			
Year 2					R0	R0	R0	R0	R0				R0			
Year 3					R5,000,000	R0	R0	R0	R0		R5,000,000		R5,000,000			
Year 4					R5,000,000	R0	R0	R0	R0		R5,000,000		R5,000,000			
Year 5					R0	R60,000	R0	R0	R0	R60,000			R60,000			
Total			5292		R1,000,000	R150,000	R0	R0	R0	R150,000			R1,150,000			

14. TOWN PLANNING

Space economy (Residential Development)	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs and rehabilitation of bulk infrastructure costs			Infrastructure funding streams and shortfall					Technical & management human resources
	No. of households in the municipality to date (at a growth of 1,25% p.a)	Baseline: list number of required to eliminate backlogs in terms of new residential areas, new residential additions, new industrial areas, new commercial areas, new agricultural areas	No. of erven planned to process/ approve 1) Khutsong South 1,2 & 4 (5355) + Kokosi Ext 6 (2187) +G/park Ext.1 (340)+ Wedela Ext 3 (362)+Densification in F/ville (370) 2) Khutsong South 5&6 (4110)= F/ville Ext 3 (126)+ F/ville Ext 8 (1404) 3) Khutsong South Ext 3 (5338) 4) Khutsong South New Addition (12320)	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum NB: Private developers are responsible for installation of internal services) RDP erven are calculated at R17874 for Civil Services &R4500 for electrical services, with a 6% inflation increase per annum	Rehabilitation costs per annum	Specify bulk infrastructure	Bulk infrastructure capital costs (R Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (2)
Year 1	88156	25787	8565	8605	R184,249,890		Electricity Bulk	R51,400,000				R38,542,500			
Year 2	96761	17222	5640		R97,474,568			R54,300,000				R25,944,000			
Year 3	102361	11582	5338		R133,764,301			R48,300,000				R25,088,600			
Year 4	107699	6244	10233		R270,164,707			R16,100,000				R59,136,000			
Year 5	117932	-3989	0		R0			R26,100,000				0			
Total	117932	-3989	29776		R685,653,466			R196,200,000				R148,711,100			

14. TOWN PLANNING (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Space economy (Commercial Development)	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs and rehabilitation of bulk infrastructure costs			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date (	Baseline: list number of required to eliminate backlogs in terms of new commercial areas	No. of business stands planned to serve p.a. 1) Ptn 8 of farm Kraalkop 1471Q – F/ville) 2) CV (14) + F/ville (10) + Kokosi (3) + Khutsong (3) + Wedela (2)	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure	Bulk infrastructure capital costs (R Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (2)	
Year 1	565	1	1		Developer responsible for internal services											
Year 2	565	0	0													
Year 3	565	32	32		Existing services available											
Year 4	606															
Year 5	606															
Total	606	33	33													

14. TOWN PLANNING (Continue)

SERVICE DELIVERY PLANNED OVER 5 YEAR PERIOD																
Space economy (Industrial Development)	Baseline information		Households planned to serve, actual no. of households served, estimated capital & rehabilitation costs (excluding bulk)				New Bulk infrastructure, capital costs and rehabilitation of bulk infrastructure costs			Infrastructure funding streams and shortfall					Technical & management human resources	Specify key challenges
	No. of households in the municipality to date (	Baseline: list number of required to eliminate backlogs in terms of new industrial areas	No. of business stands planned to serve p.a. 1) C/ville Ext 14 (77)	Actual No. of households served per annum	Estimated new capital costs (R Value) per annum	Rehabilitation costs per annum	Specify bulk infrastructure	Bulk infrastructure capital costs (R Value) per annum	Rehabilitation costs per annum	Own Source per year R Value	MIG allocation per year R Value	Other revenue R Value	Total available funding per year R Value	Funding shortfall per year R Value	Specify the expertise capacity shortfall. List the capacity type & number required next to it i.e. Water expert (2)	
Year 1	419	77	77													
Year 2	496	0	0													
Year 3	496	0	0													
Year 4	496	0	0													
Year 5	496	0	0													
Total	496	77	77													

INSTITUTIONAL STRUCTURE AND VACANCIES

	Number of positions on org. structure				Number of posts filled by permanent staff				Number of posts filled by temporary/seconded staff				Number of vacancies			
	Top level Official	Mid-level management	Operational Management		Top Level official	Mid-level Management	Operational Management staff		Top Level Official	Mid-Level Management	Operational Management		Top Level Official	Mid-Level Management	Operational Management staff	
Responsibilities	Strategic	Tactical	Operational	General Labour	Strategic	Tactical	Operational	General Labour	Strategic	Tactical	Operational	General Labour	Strategic	Tactical	Operational	General Labour
Policy formulation (e.g. agree on service levels, etc.)	17	0	0	0	14	0	0	0					3	0	0	0
Budgeting	1	16	0	0	1	16	0	0					0	0	0	0
Planning for service provision	0	0	0	0	0	0	0	0					0	0	0	0
Design & calling for tenders	33	24	234	144	18	89	140	32			7		15	-65	87	112
Construction, supervision & commissioning of new works	47	23	132	673	28	8	99	373		6		4	19	9	33	296
Operations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance, rehabilitation & refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trading (i.e. meter reading, billing, collection & enforcement)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Awareness & community involvement	9	21	154	32	7	13	96	24					2	8	58	8

Note:		
Items in bright yellow required	Items in light yellow optional	Indicate the number of staff in each of these positions

ORGANISATIONAL SWOT: CORE FUNCTIONS

<table>
<tr><th>STRENGTHS</th><th>WEAKNESSES</th></tr>
<tr><td>

Stable infrastructure/network
Good town planning & environmental management administration system and sound Municipal Strategic Plan
Sound corporate governance
Sound performance management

</td><td>

Facilities management (Public places and amenities)
Lack of back up and extension fleet and capital resources
Integrated waste management

Fleet
Recourses
Staff

Disaster Mnagement
Organisational Development (Implementation of Structure) culture
Institutional focused rather being service delivery focused
Management of informal settlements
Project Management, reliability of data supplied by department for planning
CIP/IDP/MIG/SDBIP/GDS/PMS alignment
Dependency on grant funding
Community Participation – Empowerment communities
Limited resources in the Office of the Speaker and
Communication to drive effective community participation
Inadequate adherence to compliance requirements to foster community participation

</td></tr>
<tr><th>OPPORTUNITIES</th><th>THREATS</th></tr>
<tr><td>

Public private partnership

Optimization of subterranean Water
FWRDWA and mining co-operation – land availability
Utilizing redundant mining areas

Grant funding
Re Incorporation in Gauteng
Growth and Investment (Including Agricultural)
Establish incentive scheme
Diversification of the economy

Agriculture
Manufacturing
Services industries
(NB GDS)

</td><td>

By law enforcement

Illegal dumping/littering
Non compliance to by-laws

Geologically suitable land

Increasing informal settlement/s
Geotechnical conditions

In-migration and urbanization

Non-SA citizens – cannot address through subsidies

Geological considerations impacting on sound
Planning principles
Dolomite situation exaggerated
The effects of the Global economy on the mining sector
Over reliance on mining
Increase in indigents

</td></tr>
</table>

ORGANISATIONAL SWOT: SUPPORT FUNCTIONS

STRENGTHS	WEAKNESSES
• Provision of project management support by PMO • Improved systems • Improved physical security	• Office accommodation • Scare skills retention • Staff development and discipline • Inadequate internal and external communications processes • Unfocused PMO • Implementation of the Organisation Structure
OPPORTUNITIES	**THREATS**

• Implementation of the organization structure
• Complaints management pilot centre
• Communications initiatives
• Appointment of the debt collectors
• Electronic payment system
• Integration of infrastructure asset register with CIP
• Integration of systems
	• Office accommodation and equipment
	• Staff retention development and discipline
	• Inadequate internal and external communications plans
	• Lack of political continuity and administrative experience
	• Labour Relations Management – Non functioning LLF
	• Lack appropriate information management
	  - Archiving
	  - Petitions processing
	  - Decision tracking mechanisms
	• Councilor Support services

ORGANISATIONAL SWOT: SUPPORT FUNCTIONS

WEAKNESSES

- Balancing of supplementary valuation Roll
- Staff development
- Insufficient staff in remote pay points
- Information of new developments to sections (Handovers of new beneficiary houses)
- Un-reliability of data
- Effective credit control - no go areas
- Indigent management
- Inability to restrict services of indigents in line with the subsidy
- Supply Chain Management and Procurement
  - Includes stores, and stationery, etc
  - Delegations and authority
- No creditors reconciliation
- No segregation of duties in salary office
- Payment of creditors in 30 days
- Outdated policies and procedures
- No infrastructure Asset Register

- Budget control
- Asset Movement (and Asset Management)
- Inaccurate Budgeting by departments
- Outdated BIQ server
- Reliance on service providers
- Staff discipline
- Supply Chain Management and Stores availability
- Implementation of intelligent network/infrastructure management systems
- Budget Cuts on Repairs & Maintenance
- Retention of technical staff, succession planning, staff retention, and skill and knowledge drain
- Implementation of strategy and appropriate delegations to allow better delivery turnaround times
- IGR sector department engagement
- Fraud and corruption.

INSTITUTIONAL AND ORGANISATIONAL PRIORITIES

The priorities were identified and allocated to the following KPA's:

KPA 1: Spatial Analysis / Rationale

i) Managed and integrated development planning interventions

KPA 2: Basic Service Delivery

i) Infrastructure assets identified, assessed, verified and aligned to CIP

ii) Waste Management Plan and a reduction in waste
- 2.9% waste minimization
- Ensure optimal resourcing including staff and fleet
- Set achievable operational baselines

iii) Managed and controlled informal settlements
- Developed Informal Settlements that are well controlled and managed

iv) Legal processes instituted, planned and executed

v) Integrated HIV and AIDS Plan and interventions implemented
- Funded Integrated HIV and AIDS Plan
- Plan rolled out

KPA 3: Local Economic Development

i) Public private partnership established
- Optimized of Subterranean Water
- FWRDWA and mining co-operation – land and facilities available agreements concluded
- Utilized redundant mining areas

KPA 4: Municipal Transformation and Organisational Development

i) Effective and enhanced human resources
- Institute effectiveness programmes and build motivation
- Develop management knowledge and ensure adherence to compliance to policies, processes and procedures
- Build effective career pathing programmes, recruitment guidelines; skills development programmes
- Build strong working culture and discipline
- Institute wellness programmes

ii) Facilities management (public places and amenities)
- Develop a clear segregation of duties and allocate the responsibility
- Suggest a Responsibilities Accountabilities Consultation and Information exercise be carried out
- Deal with under allocation to Repairs and Maintenance

KPA 5: Municipal Financial Viability and Management

i) Procurement time table (plan) met
- Develop and enforce adherence to procurement plans
- Design and implement a single, unfragemented value chain
- Cut down on decision turn-around times
- Develop an adequate external supplier's management guideline with service level standards

ii) Municipal financial viability targets are set and achieved
- Debtors kept below 15%
- Debtors kept below 60 days
- Turn-around time for creditor payment improved
- % Personnel cost over the total operation budget is in line with regulatory framework
- GRAP and financial management compliance standards met

iii) Enhanced and standardized capacity to conceive, design, plan, monitor and evaluate projects and programs
- Ensure the PMO architecture is in place
- Refocus and rationalize PMO responsibilities and efforts
- Built adequate capacity for the PMO to intervene and advise departments on project management limitations
- Ensure stable infrastructure/network

KPA 6: Good Governance and Public Participation

i) CIP/IDP/MIG/SDBIP/GDS/PMS alignment

ii) Improved level of community participation
- Budgeting/IDP/GDS
- Service Delivery Programs
- Functioning and effective ward committees

iii) All existing By-laws enforced
- By-laws in place
- Draft by-laws proclaimed
- Increased capacity for by-law enforcement
- Reviewed by-laws promulgated
- Municipal Code updated.

FINANCIAL VIABILITY AND MANAGEMENT

The financial position of the municipality has been consolidated over the past three years as is summarized as follows:

Operating Surplus

Operations within council in the current Financial year realized an Operational Surplus before appropriations of R92 818 040(2006/2007 Operational surplus of R107 338 779) .Council budgeted for a deficit which would have been funded from accumulated surpluses of R4 605 456. Council closed off with a net deficit after appropriations of R21 969 898.

The Implementation of new Accounting Standards had resulted in that the deficit exceeds the budgeted.

Bank, Cash And Overdraft Balances

Councils bank balance had improved from R11 749 704 in 2006/2007 to R20 660 389 positive balance in 2007/2008. The positive cash balances are maintained for the current financial year.

Payment Levels

Council could achieve a payment Level of 85.68% for the 2007/2008 financial year.. This is an improvement from a 77% in the past financial year. It is envisaged that council will be able to achieve the same results. The unstable situation in Khutsong since Merafong was transferred to North-West had deteriorated. This had spilled over to other areas. The demarcation issue had resulted in that the pay points in Khutsong were burnt down and payment levels had dropped to an all time low. Subsequent to this the pay point in Kokosi was also burnt down.
The implementation of collection outstanding debt through pre paid meters had shown positive results. Council appointed debt collectors. The extend to the outcomes will only be known in the next financial year.

Financial Ratios

Council's liquidity ratio had deteriorated from 1.30:1 to 0.98:1. This is below the required 2:1 .The reason for the deterioration is as a result of the implementation of further GRAP and International Accounting Standards. It can be viewed that councils Financial Statements becomes more of a fair presentation. The biggest concern remains the debtor's collection period that is still deteriorating.
Salaries and Allowances as a percentage of the total expenditure have improved from 32.91% to 31.71%. This is well below the norm of 35%.The current ratio is 30.2%

Capital Expenditure

Council had reached an all time high by spending in excess of R88.7 Million for the financial year. This is still below budget but this is a result of A project in Kokosi that progressed slowly and the contractor's contract was terminated. The Khutsong Ext 1,2 & 3 project was subjected to the protocol agreement between the two provinces. The project was approved by Gauteng Province but North-West Province could not take the project over. A phase in approach was approved by the North-West Province and the commencement of the project was delayed for twelve months. The project could only commenced in the last month of the financial year
Council did not commence with the construction of the Sub Station for the extensions.
During the budget process Council approved a project to install pre paid meters financed from an external loan. This could not commence due to the High Court decision on the legality of pre paid meters.
In the current financial year it is envisaged that council will be able to spend 90% of the capital budget. Council had increased its contributions out of own income by more than 500%.

The following table indicates infrastructure capital investment over the MTEF to address the needs as identified in the IDP:

CORE THEME	**06/07**	**07/08**	**08/09**
Housing	R25,587,821	R12,037,887	R178,912,015
Water & Sanitation	R33,002,186	R7,135,477	R4,676,302
Water Care Works	R0	R20,293,701	R24,840,101
Roads & Storm Water	R24,726,937	R1,685,584	R2,495,448
Public Works	R0	R257,824	R1,115,000
Electricity	R3,167,726	R12,413,820	R21,800,000
Waste Management	R561,936	R394,821	R4,500,000
Traffic, Licensing & Fire Services	R0	R0	R0
Parks	R14,000	R139,800	R1,357,500
Cemeteries	R0	R9,450	R3,192,660
Sport & Recreation facilities	R492,034	R8,041,665	R5,343,310
Spatial Planning	R0	R0	R1,000,000
Local Economic Development	R1,050,246	R426,602	R647,500
Municipal Financial Viability	R0	R0	R1,200,000
Corporate Communication	R0	R0	R500,000
TOTAL	**R88,602,886**	**R62,836,631**	**R251,579,836**

Funds and Reserves

Councils Funds and Reserves had improved from R127 Million to R165 Million for the financial year which is a 30% improvement.

Governance

There is a substantial improvement in the outcome of the Audit opinion by the Auditor-General in the 2007/ 2008 financial year.
Herewith is the plan approved by Council to address the issues raised by the Auditor-General.

MERAFONG CITY LOCAL MUNICIPALITIES ACTION PLAN – EXTERNAL AUDIT FINDINGS FOR 2007/2008

<table>
<tr><th>AUDIT FINDINGS</th><th>ACTION PLAN</th><th>MFMA</th><th>TARGET 09/10</th></tr>
<tr><td rowspan="2">GAMAP 17: Property, plant and equipment paragraph 39 onwards requires the municipality to revalue, depreciate, impair, derecognize and disclose various requirements regarding assets. Contrary to note 8 and 36.1 to the financial statements, the municipality was not exempted from the full implementation of these requirements resulting in the municipality not revaluing, depreciating, impairing and derecognizing where applicable all classes of assets.</td><td>a) Arrange a meeting with the Accountant General</td><td rowspan="2">GRAP</td><td>a) Council secured an appointment with the Accountant-General. Various meetings were held where the issue was discussed in detail.</td></tr>
<tr><td>b) Appoint a service provider</td><td>b) The Accountant-General had committed funding to assist council</td></tr>
<tr><td rowspan="4">Proper implementation of the statement is expected to have a material impact on land and buildings of R8 004 363, infrastructure assets of R129 853 516, community assets of R24 169 353 and housing rental stock of R36 898 950. The entity's records did not permit the application of alternative audit procedures. Consequently I could not practicably determine the misstatement in property, plant and equipment and equity and I could not satisfy myself as to the completeness, existence, accuracy and disclosure of property, plant and equipment of R208 701 821 included in the statement of financial position.</td><td>c) Commence with the compilation and valuations of councils infrastructure assets</td><td rowspan="4">GRAP</td><td>c) Follow up meeting outstanding. Meeting requested, awaiting a date from the Accountant-General</td></tr>
<tr><td>d) Project to be completed by 30 June 2010</td><td>d) Service provider was appointed</td></tr>
<tr><td rowspan="2"></td><td>e) Service level agreement and performance charter to be completed by 30 May 2009.</td></tr>
<tr><td>f) Various meetings were held between the service provider, departments and the Auditor –General to compile the performance charter and to ensure compliance to GRAP 17.</td></tr>
</table>

OTHER MATTERS			
Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) 2.1. Contrary to section 31(4) and section 31(2) of Division of Revenue Act, 2007 (Act No. 1 of 2007) (DoRA) the municipality did not submit their returns on their conditional grants spending as a signed copy and in an electronic format for the period ending 30 June 2008	**<u>Compliance to Regulations</u>**	MFMA	Plans in Place to ensure compliance
2.2 Contrary to section 65(2) (e) the municipality did not pay invoices within 30 days of receipt.	**<u>Compliance to Regulations</u>**	MFMA	Plans in Place to ensure compliance
2.3 Contrary to section 5(3), written monthly reports containing particulars of each final award made by an official or bid committee must within five days of the end of each month be submit to the accounting officer or his sub delegates, these reports could not be provided	**<u>Compliance to Regulations</u>**	MFMA	Plans in Place to ensure compliance

AUDIT FINDINGS	ACTION PLAN	MFMA	TARGET 09/10
3. REPORT ON PERFORMANCE INFORMATION 3.1 The municipality did not prepare a performance report reflecting a comparison of the current year's performance and performance in the previous financial year including measures taken to improve performance as required by section 46 of the MSA	**Compliance to Regulations**	MSA	Plans in Place to ensure compliance

KEY FOCUS AREA – FINANCIAL VIABILITY AND MANAGEMENT

Financial Viability

Area	Status Quo Programmes	Gap	Action Plan	Development Timeframes
				09/10
Merafong	Payment levels risen from 77% to average 82% resulting from strategy implementation. There are however serious challenges relating to political environment, indigent management & data cleaning.	Council must collect 85% to enhance service delivery	Appointment of debt collectors. Vigorous credit control. Restricting of services of indigents within limits of subsidy	• Enforcement of credit control, • Improvement in payment levels, • Effective debt collection by Debt Collectors
Merafong	Pre-paid water meters (same as captured). Currently installing restriction valves to mitigate restriction of water consumption. Tender process initiated for alternative supply and installation of water restriction devices	Services of Indigents not restricted to remain within the subsidy provided by Council.	Follow-up on procurement process and develop procurement plan. Compile audit of restriction valves currently installed (with Service Provider).	Supply & installation of new devices by appointed Bidder Funding secured

Area	Status Quo Programmes	Gap	Action Plan	Development Timeframes
				09/10
Merafong	Indigent Management strategy has been implemented and verification process is progressing well with Councillors participating	• Indigent debt write-off not yet finalized, as a result of verification process. • Understanding of free basic allocations v/s credit control implementation • Indigent management process inherited by Section, but no staff complement	• Develop debt write-off programme for indigents. • Develop ward-based/cluster education programme for indigent and credit control policies. • Engage HR on staffing of Indigent Management Unit, as per approved Organizational Structure	• Indigent debt verified & written off • Indigent & credit control policies work-shopped • Indigent Management Unit staffed