



TSWELOPELE
LOCAL MUNICIPALITY
A MUNICIPALITY IN PROGRESS

TSWELOPELE LOCAL MUNICIPALITY

2015/16 INTEGRATED DEVELOPMENT PLAN

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EXECUTIVE SUMMARY

Mayor's Foreword

We are operating in tough economic environment. The economy is not creating jobs fast enough to absorb young people coming out of the school market, those who lost their jobs in the recession and those who have been unemployed for some time. Electricity prices have been increasing at steep rates in the last few years, salary increases have not kept up.

This council is currently reviewing its Integrated Development Plan (IDP) that intended to chart the balance, wherein we outlined some the major activities that still needs to be undertaken within the constraints of available resources. This process was undertaken with the input of the different stakeholders. It is important to appreciate that this IDP belongs to the people of Tswelopele. Public participation and consultation is vital to ensure that prioritising of what needs to be done is a product of mutual agreement. Key strategic documents have been consulted in order to maintain the alignment with National and Provincial Priorities. The documents consulted were:

- National Development Plan
- Free State Growth and Development Strategy
- Medium Term Strategic Framework

The NDP aims to eliminate poverty and reduce inequality by 2030. It also has the targets of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection. It proposes the following strategies to address the above goals

1. Expanding infrastructure
2. Creating jobs and improving live hoods
3. Transforming urban and rural spaces
4. Providing quality healthcare

It is important to manage expectations of our people. We reiterate again that not everything we need to carry out will be executed in ideally short period. In this IDP we attempted to capture many of the development needs of our people in Tswelopele as depicted by the situational analysis.

As the municipality we acknowledge that revenue collection rate is low and as the municipality we are compelled to institute mechanisms to improve revenue which would in turn assists us in initiating own funded capital projects. Funding many of the projects is an on-going challenge that we must manage and attempt to address going forward.

The implication is that some activities/projects will take longer to undertake. To this end, in our meetings with the members of the community we have emphasised the importance of paying for services. Councillors need to play a pivotal role in encouraging people to pay for municipal services and even our equitable share, MIG are forever decreasing on a yearly basis.

For the year 2015/16, the municipality has put aside funds to improve local economic development through SMME development as this is an important vehicle through which job creation can be realized and these are our potential voters. Various community awareness campaigns will be conducted in order to educate on water conservation, disaster management and road safety.

All municipalities in the country are grappling with funding of priorities and projects. Tswelopele is no different. We can do more if our people pay for services consumed; we effectively and efficiently manage our water and electricity losses, contain expenditures, leverage income from other spheres of government, explore matching borrowings with capital expenditure on infrastructure and more importantly assist in creating an environment conducive for expansion for revenue base.

We have received feedback from the Statistics South Africa on the Census 2011. The outcomes of the census 2011 have been incorporated into the IDP. The statistics are important for us to determine whether the assumptions we have been making about our area are correct, whether allocation of resources has been correct and more importantly going forward what should be the priorities. The results from the Census 2011 are a mixed bag and what cannot be denied is that the quality of life of our people is slowly improving. Our responsibility as the Council of Tswelopele is to continue on the progress path to ensure a better life to our people, that is today must be better than yesterday.

A: VISION

To be an accountable, transparent, non-racial Municipality that promotes economic development and provides sustainable services and improves the quality of life in the Community.

MISSION

Tswelopele Local Municipality is committed to effective and transparent governance by:

- (a) Promoting economic development
- (b) Providing sustainable services , and
- (c) Improving the quality of life of all people

VALUES

- Democratic values
- Good governance
- Transparency
- Honesty
- Equity
- Commitment
- Accountability
- Professionalism

MOTTO

“A municipality in progress”

STRATEGIC OBJECTIVES

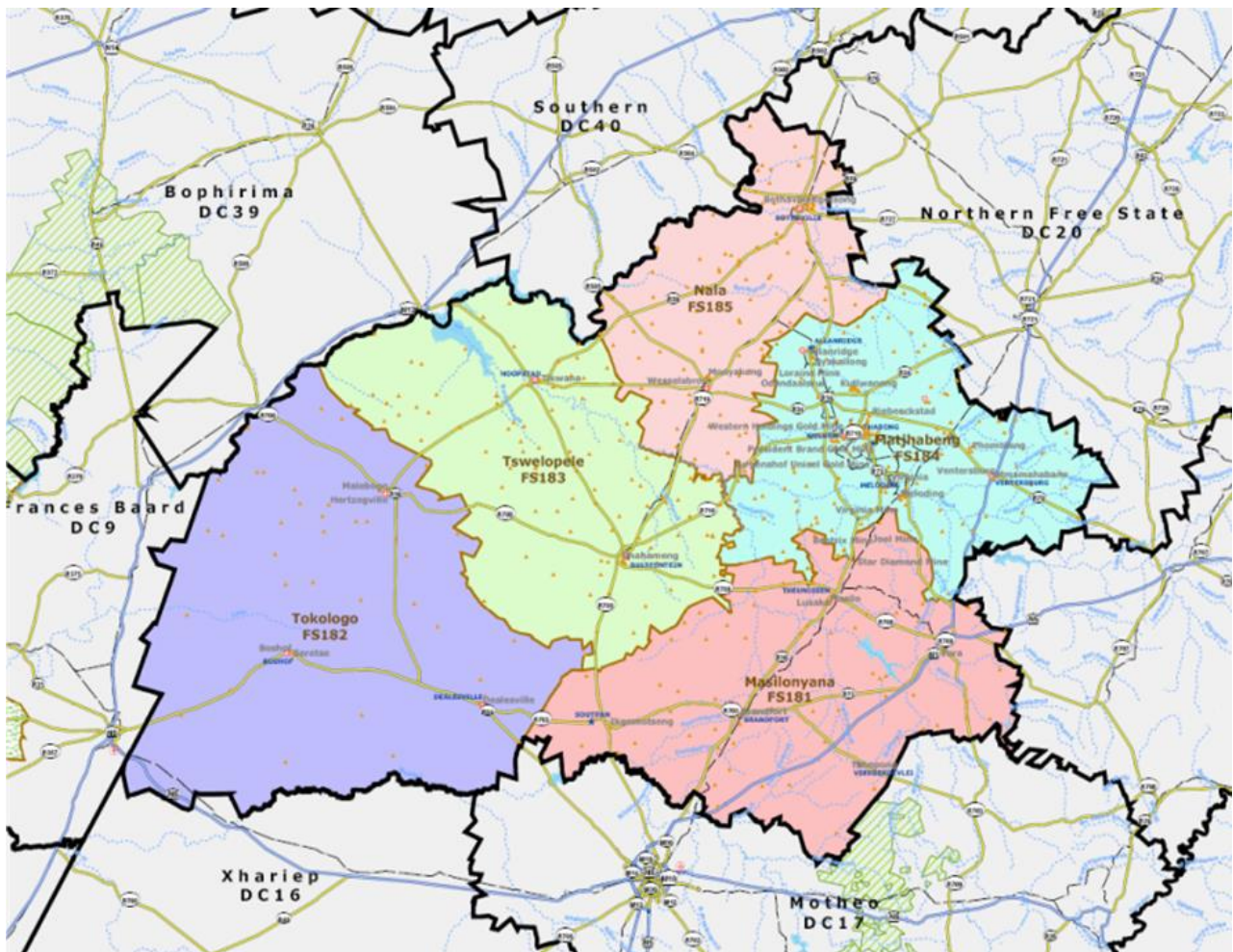
Strategic objectives of Tswelopele are informed by strategic objectives of National Government (Key Performance/Priority Areas), Provincial Priorities, National Development Plan, Free State Growth and Development Strategy and Medium Term Strategic Framework.

B: DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

Tswelopele falls in the Lejweleputswa District area which is situated in the north western parts of the Free State, borders the North West Province to the north, Fezile Dabi and Thabo Mofutsanyana districts to the north east and east, Mangaung Metro and Xhariep to the south and the Northern Cape to the west.

The purpose of this section is to provide an overview of the key social, spatial and demographic trends, challenges and opportunities within Tswelopele Local Municipality.

The depiction of where Tswelopele is situated in Lejweleputswa District Municipality is shown in figure 1 below:





Source: Garmap, (African Series)

Tswelopele Local Municipality is the third largest municipality in the Lejweleputswa District municipality in size as presented in the following table below.

TABLE 6: MUNICIPALITY IN SIZE

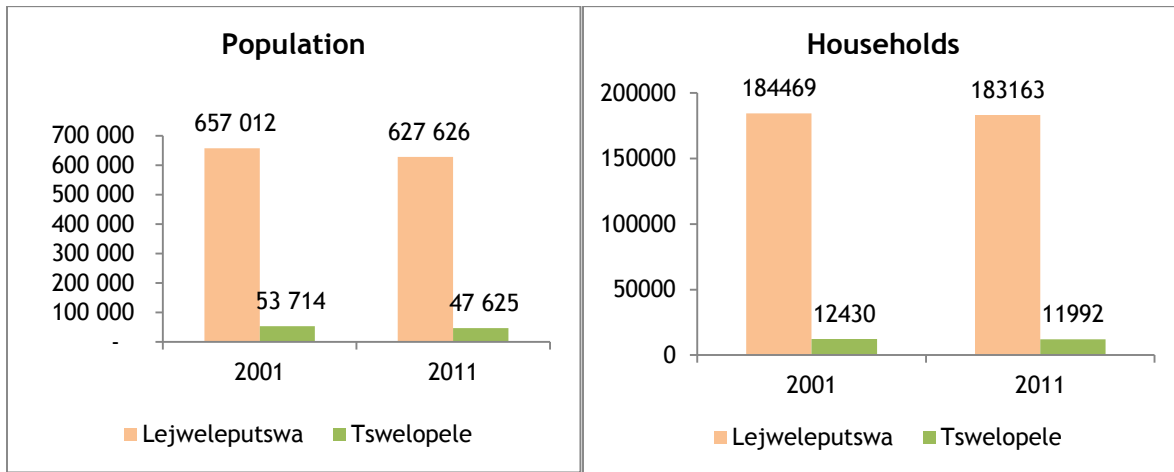
MUNICIPALITY	AREA IN KM ²	%
MATJHABENG	9 298.32	29.3%
MASILONYANA	6 775.97	21.4%
TSWELOPELE	6 506.68	20.5%
NALA	5 142.40	16.2%
TOKOLOGO	3 963.01	12.5%
TOTAL	31 686.38	

Source: Free State Growth & Development Strategy, 2013

According to the Free State Growth & Development Strategy 2013, Tswelopele has 2,168 farms (19% of the district) and 12,299 erven (8% of the district). The municipality is fairly rural and its economic activity is still largely based on agriculture and social services.

There is no recent data showing the economic activity in the district. From interaction with the people, we can confirm that the primary sector, mainly agriculture and informal employment still provides opportunities to households in the municipal area.

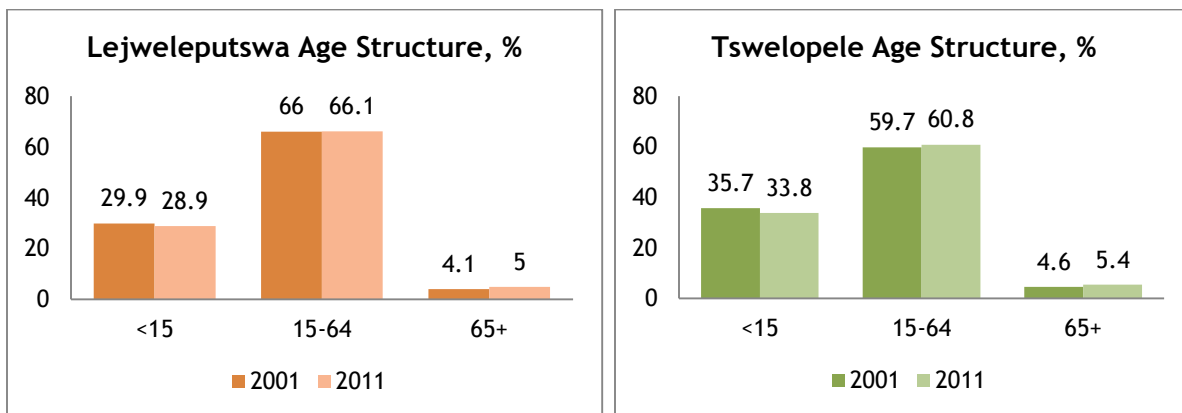
Table 7: Population and Households



Source: Statistics SA, Census 2011

According to official estimated statistics, the population number in the municipality appears to decline as shown by table 2 above, with the 2011 estimates recording a marginal decline in population of 1.2% over period 2001 -2011. An investigation must be undertaken to obtain reasons for the decline.

Table 8: Demographics - % Age Structure



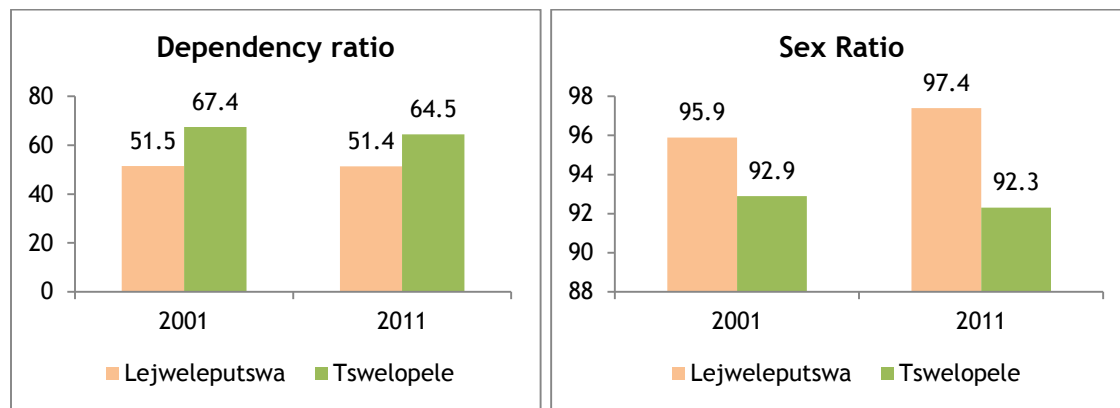
Source: Statistics SA, Census 2011

The demographics of Tswelopele displays that almost 95% of the population is under the age of 64 years. The majority is of people is between 15 – 64 years as shown in the table 9 above. It is important to appreciate the age structure of potential pool of labour, noting that majority of the people are supposed to be economically active.

The number of males over the period under consideration has not marginally changed reflecting an insignificant decline from 92,9% to 92,3%. Although the cause of this decline may not be known, it may not be useful to investigate this.

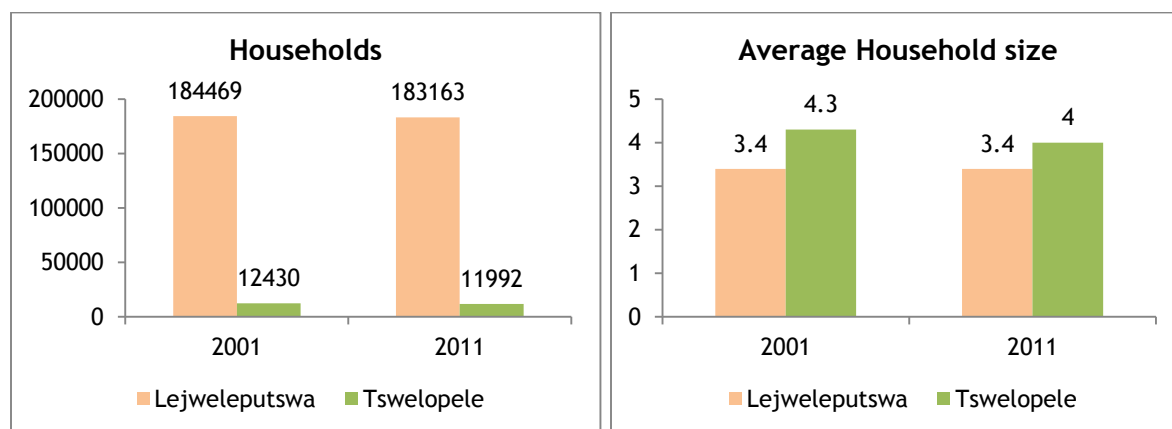
It is however noted that comparative to the Lejweleputswa district there are less males in Tswelopele. This means that there are more females in the municipality.

Table 9: Demographics - % sex and dependency ratio



Source: Statistics SA, Census 2011

Table 10: Households Dynamics and average households' size

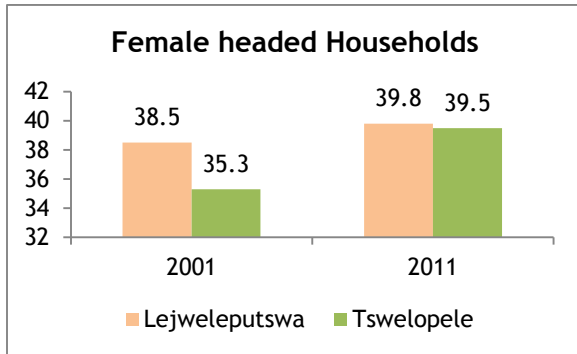


Source: Statistics SA, Census 2011

The number of households has declined from 12430 in 2001 to 11992 in 2011 as shown by table 10. The cause of the decline has to be investigated. It is dangerous to assign reasons that have not been properly tested and interrogated.

The decline in households is also confirmed by the decline in the average household size.

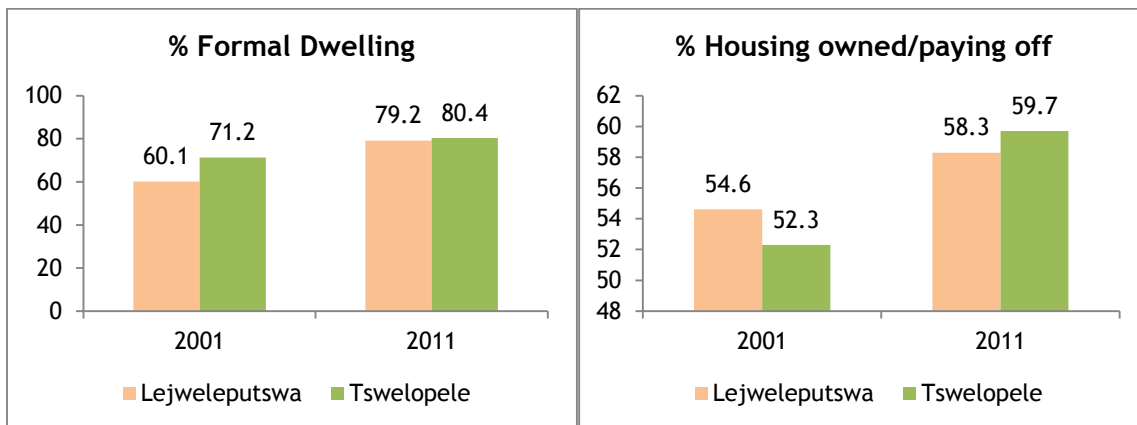
Table 11: Households Dynamics - Female headed households



Source: Statistics SA, Census 2011

It is worth noting that the female headed households have increased from 35,3 in 2001 to 39,5 in 2011 as identified in table 11 above. The statistics shows that there is a small decrease in the number of males, that there are marginally less males in Tswelopele and this is mirrored by the increase in the female headed households.

Table 12: Households living in formal dwellings and Owning/Paying off Housing



Source: Statistics SA, Census 2011

Formal dwellings have shown an increase where it represents 80% of the people. This is also confirmed by the steady increase in the houses that are owned and or being paid off as shown by table 12 above.

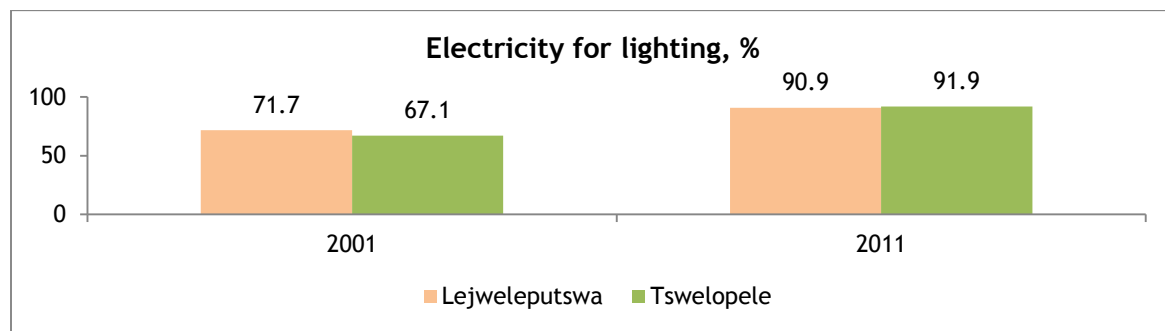
This means the informal settlements are decreasing as total percentage in Tswelopele. This positive change means the municipality’s revenue base should be increasing due to an increase in a number of customers to be billed.

2.2 Basic services

The following table 13 shows the improvements in the number of households using electricity for lighting. The percentage of households using electricity has increased significantly over the survey period in between 2001 - 2011.

The municipality is still committed to increasing the number of households through the electrification programme as detailed in this reviewed IDP document. Comparison of electrification with the district shows that Tswelopele has made significant progress of the number of years.

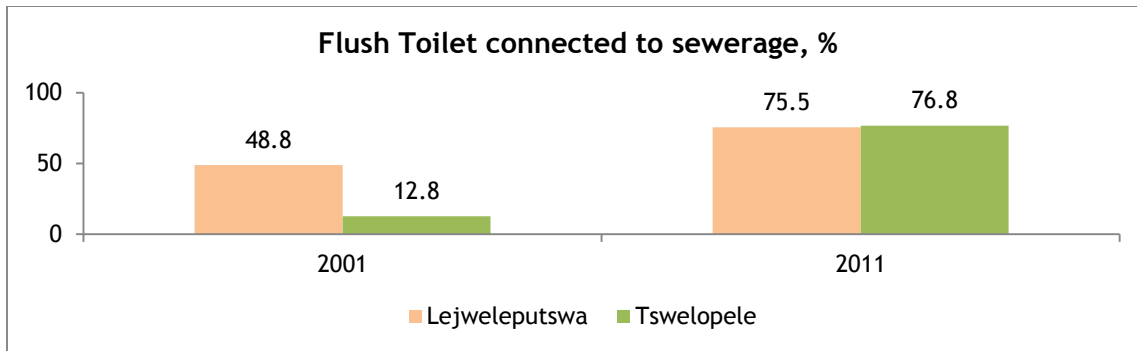
Table13: Households using electricity for lighting



Source: Statistics SA, Census 2011

The municipality has managed to significantly increase the percentage of households using flush toilet connected to the sewerage system from 12, 8% in 2001 to 76,8% by 2011. The table 14 below is evidence.

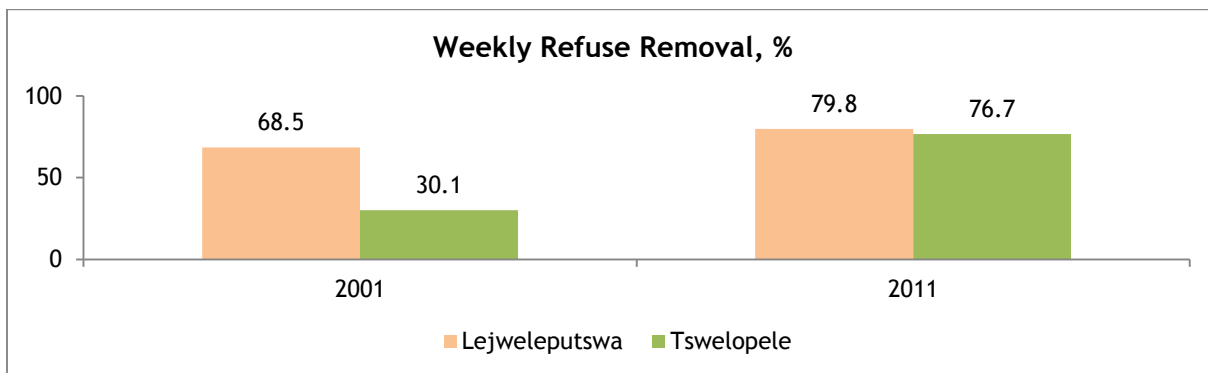
Table 14: Households flush toilets connected to sewerage



Source: Statistics SA, Census 2011

Tswelopele local municipality has increased its refuse removal services to more households in the 2001 to 2011 period as reflected by table 15 below. It is significant that this service has been extended to almost 77% of the total Tswelopele stakeholders by 2011.

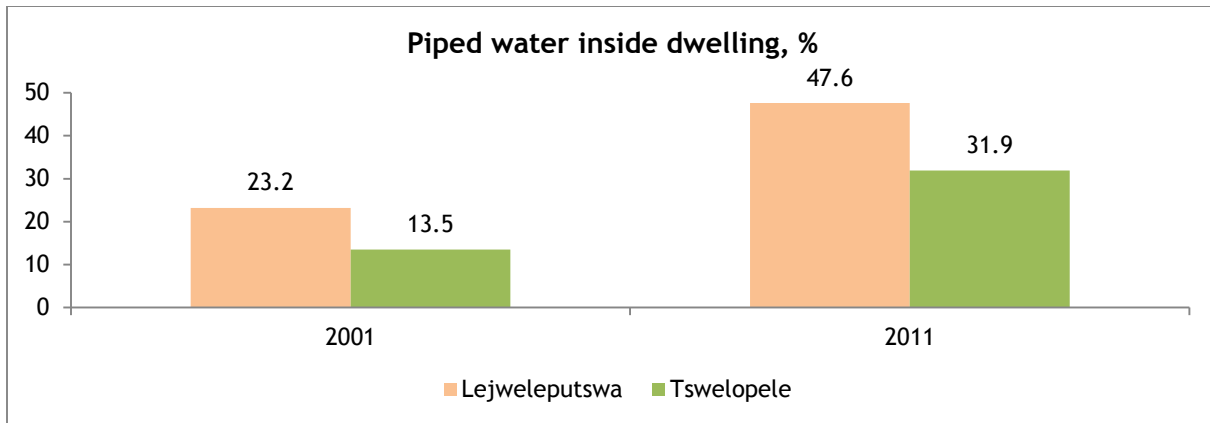
Table 15: Weekly refuse removal services



Source: Statistics SA, Census 2011

It is worth noting that the number of households using piped water inside the dwelling has not increased as significantly. Progress is however noted as shown by table 16 below. As at 2012, there are no households using stand pipes. Households with water in their dwelling and inside their stands have increased over 2001 - 2011 periods.

Table16: Piped water inside dwelling

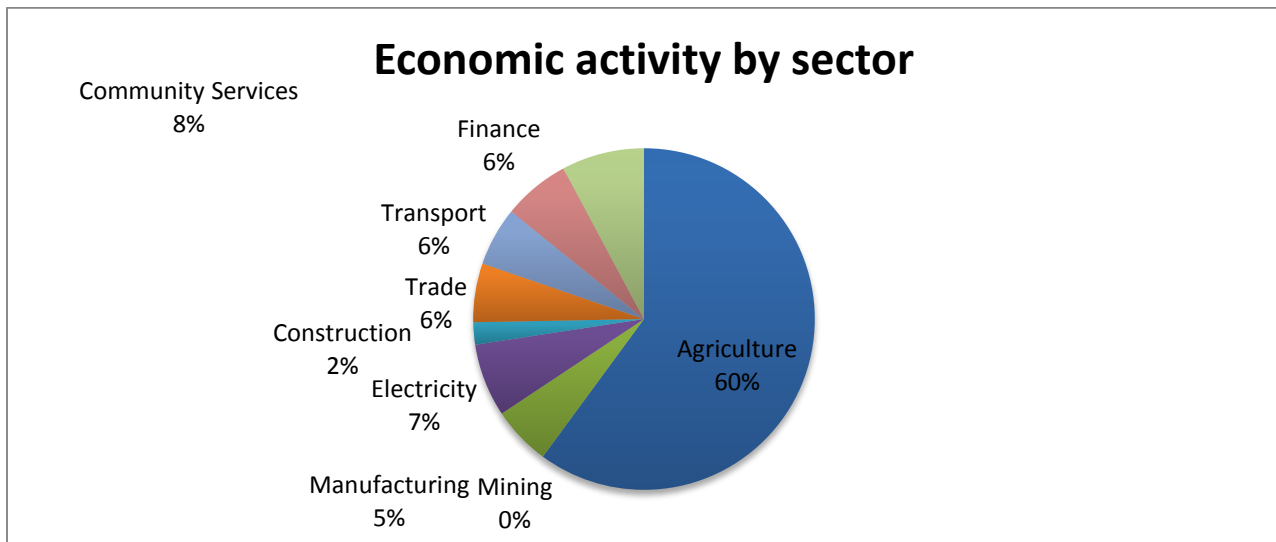


Source: Statistics SA, Census 2011

2.3 Economy

The contribution to the economy of the Tswelopele is captured in the Lejweleputswa District Municipality L.E.D Strategy 2013/2014. The economy of Tswelopele is largely driven by the Agricultural sector.

Table 17: Sector contribution to Tswelopele economy



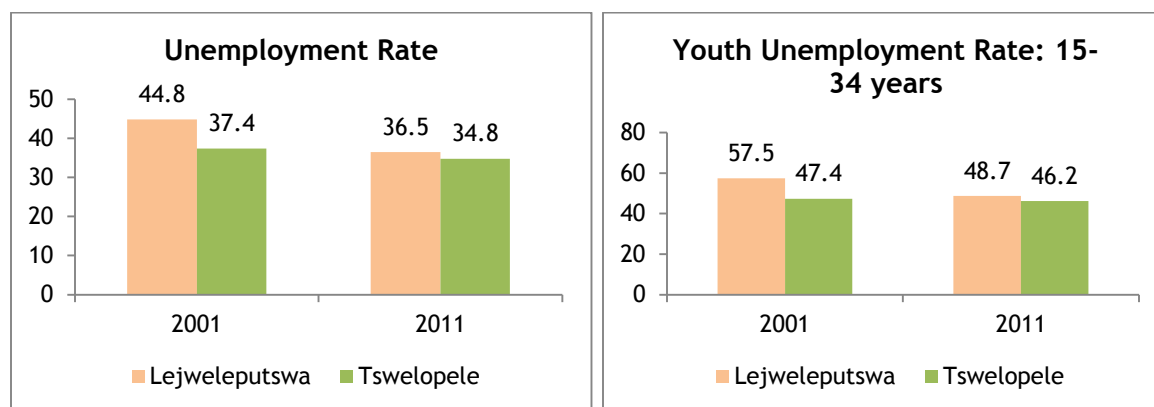
Source: Lejweleputswa District Municipality L.E.D STRATEGY 2013/1014

Table 18

Economic contribution by industry and gender			
	Male	Female	Total
Agriculture; hunting; forestry and fishing	513 863	316 328	830 191
Mining and quarrying	415 181	34 536	449 717
Manufacturing	1 182 292	555 864	1 738 156
Electricity; gas and water supply	75 658	24 277	99 935
Construction	640 756	93 322	734 078
Wholesale and retail trade	876 585	804 138	1 680 723
Transport; storage and communication	351 964	125 961	477 925
Financial; insurance; real estate and business services	784 798	553 530	1 338 328
Community; social and personal services	838 670	1 106 469	1 945 139
Other and not adequately defined	351 386	827 881	1 179 267
Unspecified/Not applicable/Institutions	8 983 774	11 578 944	20 562 718
	15 014 927	16 021 250	31 036 177

Source: Lejweleputswa District Municipality's L.E.D Strategy, 2013/14

Table 19: Unemployment rate and Youth unemployment rate

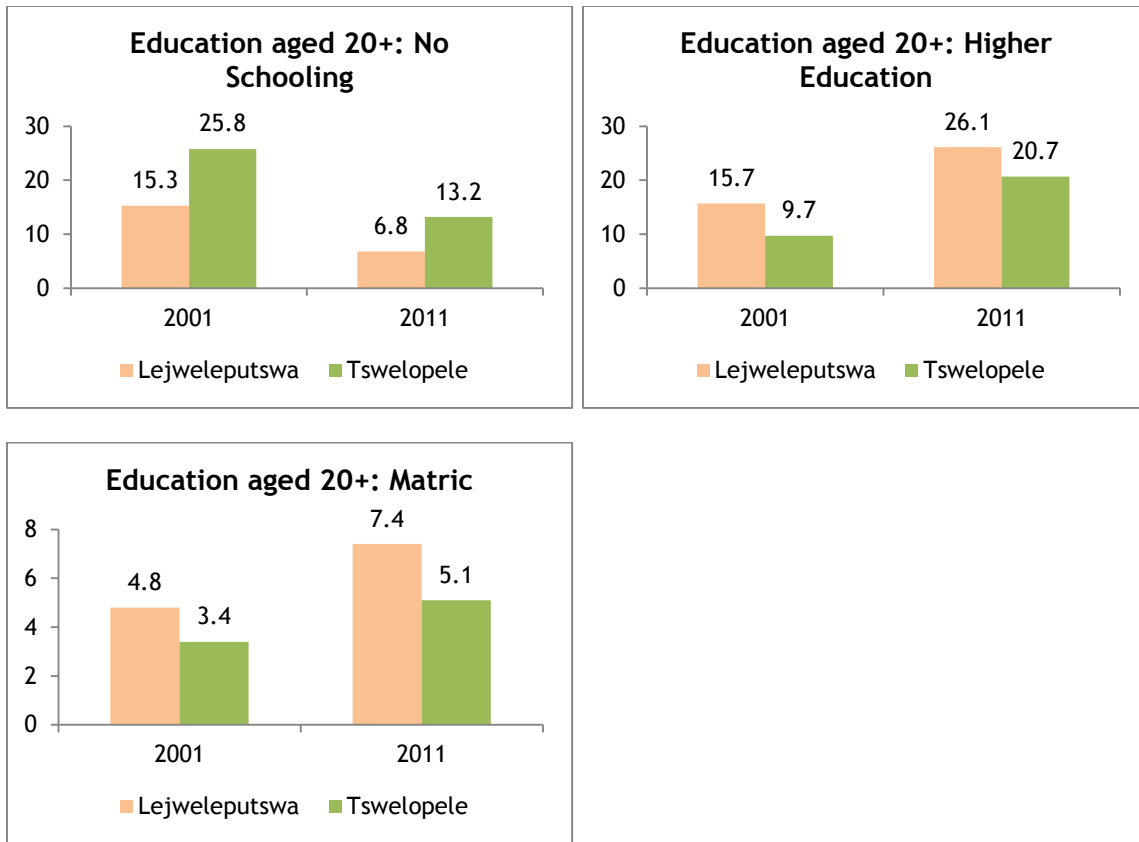


Source: Statistics SA, Census 2011

According to the table 13 above, the level of unemployment has decreased since 2001 to 2011 from 37, 4% to 34, 8%. This decrease in the context of unemployment in general is not good enough to absorb possible labour force.

The level of youth unemployed has generally been constant over the period from 2001 – 2011. Some of the youth may not be employed as they are of school going age. The need for sustainable economic development cannot be emphasised more as this high unemployment must be reduced.

Table 20: Education of aged 20+



Source: Statistics SA, Census 2011

The number of people with no schooling is decreasing as evidence by the drop from 25,8% to 13,2%. The percentage numbers of people with matric has marginally increased to 5,1%, whereas those with higher education have significantly increased from 9,7% to 20,7%.

The table 14 above shows that more people are entering the schooling system but do not complete matric, whereas those who complete matric go on to attend institutions of higher learning. Tswelopele has to appreciate this dynamic in terms of potential recruitment of skills from pool of locally produced human resources.

2.3.1 Economic Background

All primary products produced in the within the Tswelopele local municipality are exported to other regions where they are processed to commercial products for distribution. The result is that one of the challenges for the region is to develop a diversified industrial and commercial base.

This can be achieved through a beneficiation process with agriculture products. The process of value adding to our primary products is one of essential elements to broaden our industrial base.

There is a proposed construction of two ethanol plants within the municipal jurisdiction.

These possible constructions of the two Ethanol plants with their indirect spin offs can change the economic development of this municipality. However integrated long term planning to ensure sustainability is crucial to grab this opportunity.

However the economic base of the country is growing away from industries towards information and financial services. The Ethanol developments might just be the trigger to take Tswelopele into this next level of economic development, but the shortage of skills in this area could prevent further growth.

There is also a proposed building of regional police headquarters in Tswelopele. The need for accommodation and related services would add to increased economic activity within the municipality. The resulting economic activity would increase the economic base of Tswelopele.

STATISTICAL INFORMATION OF THE MUNICIPALITY AS PER 2011 CENSUS SURVEY

1. Age in completed years and Gender

Ward Level	0 - 4		5 - 9		10 - 19		20 - 29		30 - 39		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Ward 1	333	279	300	318	552	570	432	468	213	309	3774
Ward 2	309	300	276	294	483	531	432	456	222	282	3585
Ward 3	336	375	378	336	642	681	567	624	300	363	4602
Ward 4	417	471	399	411	735	786	618	588	423	516	5364
Ward 5	480	495	357	309	528	495	777	693	633	534	5301
Ward 6	369	342	327	360	639	630	534	564	306	324	4395
Ward 7	309	351	303	294	531	522	504	522	327	366	4029
Ward 8	336	342	294	291	534	492	648	573	357	360	4227

Ward level	40 - 49		50 - 59		60 - 69		70 - 79		80+		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Ward 1	177	273	135	225	99	138	33	84	12	27	1203
Ward 2	195	246	126	177	72	132	36	96	15	27	1122
Ward 3	234	339	195	303	150	207	75	132	21	54	1710
Ward 4	336	393	282	318	180	228	75	153	45	81	2091
Ward 5	519	471	381	264	132	108	48	33	15	15	1986
Ward 6	234	285	168	246	96	141	36	78	18	33	1335
Ward 7	219	303	186	285	111	156	48	90	30	36	1464
Ward 8	288	294	192	195	111	138	51	96	21	42	1428

2. Comparison of education per Municipality within Lejweleputswa District.

Name of the Municipality	Grade 10 / Std 8 / Form 3	Grade 11 / Std 9 / Form 4	Grade 12 / Std 10 / Form 5	NTC I / N1/ NIC/ V Level 2	NTC II / N2/ NIC/ V Level 3	NTC III / N3/ NIC/ V Level 4	N4 / NTC 4	N5 /NT C 5	N6 / NTC 6	Certificate with Grade 12 / Std 10	Diploma with Grade 12 / Std 10	Bachelors Degree and Post graduate Diploma
Masilonyana	4437	3828	8559	39	21	45	51	42	63	180	321	87
Tswelopele	3372	2445	5742	18	39	63	30	27	66	192	318	108
Tokologo	1683	1119	3111	18	21	18	27	12	30	63	222	66
Matjhabeng	37176	31023	73539	594	711	990	924	729	1212	3528	4626	1020
Nala	6132	4914	10905	78	39	135	69	60	114	426	549	156

3. Employment status per gender and ward.

Ward	Employed		Unemployed		Discouraged work-seeker		Other not economically active	
	Male	Female	Male	Female	Male	Female	Male	Female
Ward 1	369	282	252	450	192	252	435	639
Ward 2	318	249	348	384	138	216	438	624
Ward 3	480	393	330	405	66	141	792	1131
Ward 4	948	513	450	696	102	213	564	864
Ward 5	2130	849	75	192	18	150	387	1080
Ward 6	519	324	204	291	120	186	798	1017
Ward 7	543	441	246	330	171	243	603	831
Ward 8	882	453	204	315	57	99	651	870

4. Individual monthly income per ward

Ward	R 1 - R 800	R 801 - R 3 200	R 3 201 - R 12 800	R 12 801 - R 51 200	R 51 201 - R 204 800	R 204 801 or more	No income
Ward 1	1923	813	105	30	3	-	2016
Ward 2	1653	747	147	21	-	3	2067
Ward 3	2121	1335	282	36	3	-	2430
Ward 4	2424	1263	528	159	15	3	2643
Ward 5	1842	2361	216	99	36	12	2268
Ward 6	2028	921	123	24	6	-	2460
Ward 7	1638	1098	267	57	-	-	2238
Ward 8	1572	978	363	135	18	15	1845

5. Population group per local municipality and gender.

Local Municipality	Black African		Coloured		Indian or Asian		White		Other		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Masilonyana	29250	28764	402	324	174	33	2004	2211	129	39	63330
Tokologo	12135	12348	660	666	174	21	1380	1503	63	36	28986
Tswelopele	20733	22719	303	273	141	30	1596	1704	93	33	47625
Matjhabeng	176805	179544	4251	4482	1002	453	18915	20217	534	255	406458
Nala	36078	39573	237	264	162	45	2250	2424	138	45	81216
Grand Total	275001	282948	5853	6009	1653	582	26145	28059	957	408	627615

6. Population group per ward and gender.

Ward	Black African		Coloured		Indian or Asian		White		Other		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Ward 1	2235	2664	12	21	30	3	-	-	3	-	4968
Ward 2	2133	2520	9	18	12	-	-	-	9	-	4701
Ward 3	2877	3408	6	9	15	-	-	3	-	-	6318
Ward 4	2808	3144	15	18	36	18	618	750	30	12	7449
Ward 5	3348	2961	66	42	-	-	447	405	6	6	7281
Ward 6	2616	2925	93	72	18	-	3	3	6	-	5736
Ward 7	2511	2886	27	30	12	-	3	6	9	3	5487
Ward 8	2199	2211	69	60	18	6	522	537	27	9	5658

7. Electricity usage per category.

Cooking

Wards	Electricity	Gas	Paraffin	Wood	Solar	Other
Ward 1	711	9	-	-	-	-
Ward 2	657	3	-	-	-	-
Ward 3	729	12	-	3	-	-
Ward 4	1185	57	9	-	3	3
Ward 5	924	18	3	9	3	-
Ward 6	909	12	6	3	-	-
Ward 7	975	18	6	3	3	-
Ward 8	966	30	-	6	-	-

Heating

Wards	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar
Ward 1	720	15	186	135	6	3	3
Ward 2	660	30	198	99	3	6	3
Ward 3	747	60	351	126	9	3	-
Ward 4	1257	39	177	252	3	-	9
Ward 5	954	18	99	849	15	27	3
Ward 6	924	12	66	222	-	-	3
Ward 7	1008	30	60	144	-	3	3
Ward 8	1008	18	18	318	9	3	-

Lighting

Wards	Electricity	Gas	Paraffin	Solar
Ward 1	711	-	-	-
Ward 2	654	-	-	-
Ward 3	729	-	-	3
Ward 4	1182	-	-	3
Ward 5	921	-	3	-
Ward 6	906	-	-	-
Ward 7	975	-	-	-
Ward 8	966	-	-	3

C: POWERS AND FUNCTIONS OF THE MUNICIPALITY

Section 156(1) (a) of the Constitution provides that a municipality has authority over the local government matters listed in Schedules 4B and 5B. Tswelopele Local Municipality has derived these original powers from the Constitution itself. A municipality also has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its Schedules 4B and 5B functions.

The municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000. These delegations have been adopted by Council.

Section 59 of the Municipal Systems Act. The Section provides that a Municipal Council may in accordance with its system of delegation, delegate appropriate powers to any of the Municipality's political structures, political office bearers, Councilors, or staff members.

Councillors and officials of the Tswelopele Local Municipality as the key drivers of the Municipal processes do acknowledge and recognize the overriding significance of operating and running affairs of the municipality in accordance and in terms of the provision of the RSA Constitution, Municipal Systems Act, Structures Act, Municipal Finance Management Act, Regulations, Policies and Programmes as proclaimed by National and Provincial Government.

The following are the powers and functions:

Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996	Definition
Air Pollution	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building Regulations	The regulation, through by-laws, of any temporary or permanent structure attached to the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections.

Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996	Definition
Child Care Facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity Reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire Fighting Equipment	Planning, co-ordination and regulation of fire services and specialized firefighting services such as mountain, veld and chemical fire services; co-ordination of the standardization of infrastructure.
Local Tourism	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure.
Municipal Airport (Landing Strip)	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and se
Municipal Planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
Municipal Public Transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Pontoons and Ferries	Pontoons and ferries, excluding the regulation of international and national shipping and matters related thereto, and matters falling within the competence of national and provincial governments.

<p style="text-align: center;">Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996</p>	<p style="text-align: center;">Definition</p>
Storm Water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable Water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement Facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the Display of Advertisements in Public Places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area.
Cemeteries, Funeral Parlours and Crematoria	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleaning	The cleaning of public streets, roads and other public spaces either manually or mechanically

Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996	Definition
Control of Public Nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of Undertakings that Sell Liquor to the Public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.
Facilities for the Accommodation, Care and Burial of Animals	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration required.
Fencing and Fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of Dogs	The control over the number and health status of dogs through a licensing mechanism.
Licensing and Control of Undertakings that Sell Food to the Public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local Amenities	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local Sports Facilities	The provision, management and/or control of any sporting facility within the municipal area.

Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996	Definition
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal Abattoirs	The establishment; conduct and/or control of facilities for the slaughtering of livestock.
Municipal Parks and Recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal Roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of and/or connected therewith.
Noise Pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public Places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse Removal, Refuse Dumps and Solid Waste Disposal	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street Trading	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve

Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996	Definition
Street Lighting	The provision and maintenance of lighting for the illuminating of streets in a municipal area.
Traffic and Parking	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions

D: PROCESS FOLLOWED TO DEVELOP THE IDP

PARTICIPATION

The Local Government: Municipal Systems Act 32 of 2000 prescribe that the council of a municipality to encourage the involvement of the local community and to consult the local community about (i) the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider and (ii) the available options for service delivery. The law places special emphasis on gender equity.

It instructs municipalities to promote gender equity in the exercise of the municipality's executive and legislative authority. The law further accords members of the local community the right to (i) contribute to the decision-making processes of the municipality and (ii) submit written or oral recommendations, representations and complaints - to the municipal council or to another political structure or a political office bearer or the administration of the municipality.

Furthermore, residents have the right to be informed of decisions of the municipal council affecting their rights, and property. Tswelopele Local Municipality has made every effort to ensure maximum participation by members of the local community in the development of the IDP. Communities were consulted rigorously as per the IDP process plan. The process included the interaction with communities at ward levels and interactions with other groups (rural communities, business and youth) which represented all towns of our municipality.

Tswelopele Local Municipality strives to develop the IDP in an effective manner and ensuring the inclusion of all strategic plans and alignment. It is crucial to note that the IDP is the single inclusive planning process within which other processes must be located. Through the IDP process the municipality is informed about the problems affecting its municipal area and is also guided by information on other sources.

The municipality adopted the IDP/Budget Process Plan in August 2014, however the municipality did not fully comply with the process plan due to capacity deficiency. The municipality conducted Public Hearings with the Municipal Public Accounts Committee and community inputs relating to service delivery needs were captured. To assist in understanding our IDP, it is important to have knowledge of the process that we followed to compile and review our IDP. The District framework provides the linkage and binding relationship between the District and Tswelopele Local Municipality. The Process Plan was adopted with due cognizance of the IDP District Framework Plan adopted by the District which seek to guide Integrated Development Planning for the District as a whole. During this time the process involved councilors, officials, and other structures.

The review of the 2015/16 IDP comprises of five phases outlined as follows:

PHASE1: ANALYSIS

During this phase an analysis of the existing problems faced by the community in a municipal area is conducted. The issues normally range from lack of basic services to crime and unemployment. The identified problems are considered and prioritized according to levels of urgency and /or importance thus constituting the key development priorities, it is important that in the Ward, they need not focus only on the symptoms but rather the cause of problems in order to make informed decision on priorities and targets. The people affected should be involved in determining the problems and priorities. It is important to determine the key development priorities, due to the fact that the municipality will not have sufficient resources to address all the issues identified by different segment of the community. Priorities assist the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. Stakeholder and community participation is very critical in this phase.

PHASE 2: STRATEGIES

Once the municipality has determined the key development priorities affecting the people of the area/ward and the causes thereof, strategy formulation commences, which brings into play the critical managerial issue of how to achieve the target results in light of the municipality's situation, needs and prospects. Strategies constitute the game plan or map to assists the municipality to progress from where it is to where it wants to be.

GAP Analysis and Strategies

The first step is to assess the gap between the current reality in terms of development and the provision of service, and where the municipality desires to be in terms of its vision and mission. The next step is to identify strategies to bridge the gap, this is done as follows:

Key performance areas (KPA's) are identified and are those areas in which the municipality has to excel to accomplish the vision and mission. KPA's are broad areas of focus.

Development objectives are formulated in terms of the identified key development priorities and are linked to the KPA's.

PHASE 3: PROJECTS

This phase is a formulation of projects proposal and programme to ensure that the objectives and targets of the project deliverables are aligned, and remain aligned with the outcomes of the project within the municipality.

- Key performance area
- Development objectives
- Key performance indicators
- Projects
- Ward
- Source of funding
- Performance Target/ financial year

The co-coordinated and integrated management of a key issue that brings change and states that the aims of a national performance management transformation in the organization and achieve benefits of strategic importance. The White Paper on Local Government states that the aims of a Performance Management System is to monitor the effectiveness of development and delivery strategies adopted by council and ensure that scarce resources are utilized efficiently.

PHASE 4: INTEGRATION

During this phase the IDP Technical Committee, IDP Management Committee and IDP Representative Forum should ensure that total integration has been achieved in terms of the following:

- All identified projects and sectoral operational business plans comply with the municipality's strategies (KPA's and development objectives) resource framework
- All the identified sectoral operational business plans and projects are aligned with provincial and national sector department's plans and programmes to secure funded mandates from national and provincial departments.
- In the case of multi-disciplinary projects such as poverty alleviation, gender equity, HIV/ Aids prevention, environmental management, disaster management and local development, all the relevant stakeholders are involved.

PHASE 5: APPROVAL

During this phase the municipality should do everything in its power to ensure support for the implementation of the IDP by all stakeholders involved or affected by it. All stakeholders must have access to the draft IDP and allowed to articulate their comments to avoid that the process becomes an endless exercise. This is done within 21 days as required by the Municipal Planning and Performance Management Regulation 2001. The

Municipality adopts the final IDP and in terms of the Municipal Systems Act, a copy of the IDP as adopted by Municipality must be submitted to the MEC for Local Government within ten (10) days. The MEC for Local Government may, within 30 days of receiving the IDP, request the municipality to amend or adjust the IDP in accordance with the MEC proposals. Within 14 days after the adoption of the IDP in terms of subsection (1) or (3) a. Notice to the public is published.

- i. On adoption of the plan and
- ii. The copies of the plan are available for public inspection/read at specified places. E.g. all municipal offices, Libraries and the website.

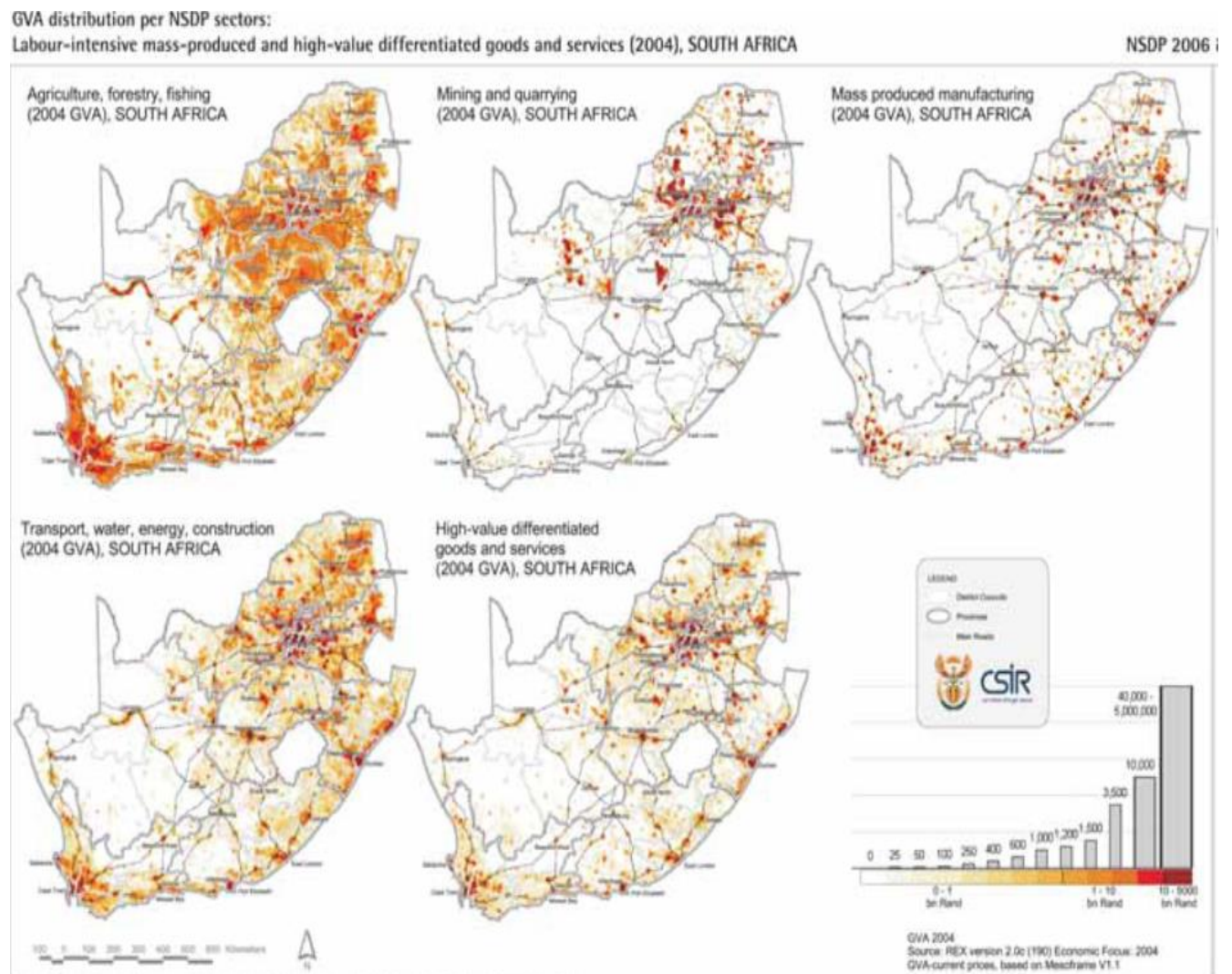
The development of the IDP is done in consideration of applicable legislation and ensuring that Community Participation take a lead and turning around the Municipal Planning Strategy. When reviewing the IDP the following stakeholders cannot be overlooked:

- The Council;
- The Mayor & EXCO Members
- Ward Committees
- Municipal officials;
- Community Development Worker (CDW)
- Municipal Manager
- IDP Manager;
- IDP Steering Committee;
- IDP Management Committee
- IDP Representative Forum;
- Government Departments
- Community members & individual

E: SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

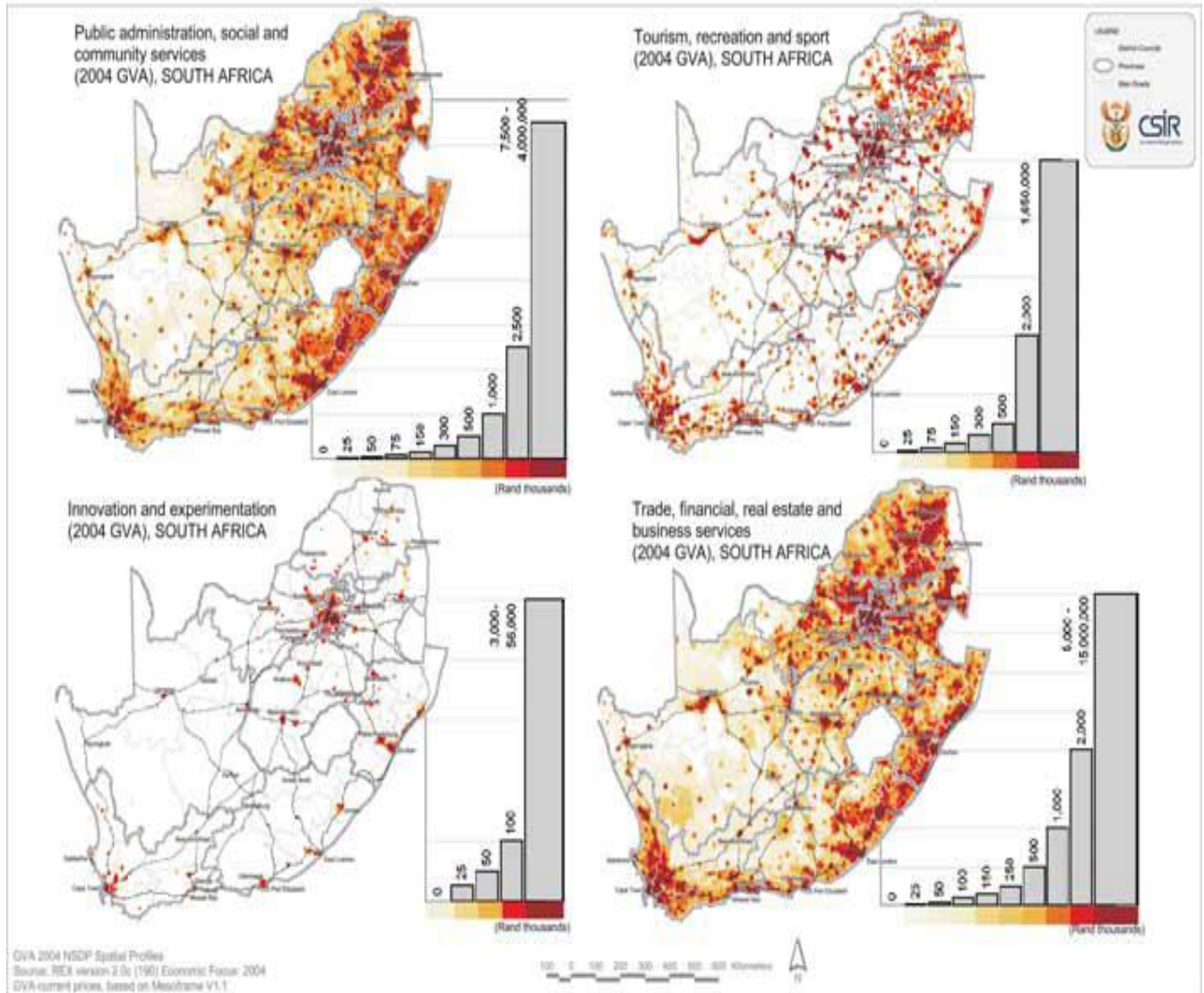
This section of the IDP has been extensively lifted from Tswelopele Local Municipality Spatial Development Framework (TLMSDF) dated 7th October 2010. The lifted sections represent the summarized version of the important points impacting the IDP.

Our spatial rational is informed by the principles and objectives of the National Spatial Development Perspectives as reflective in the following maps:

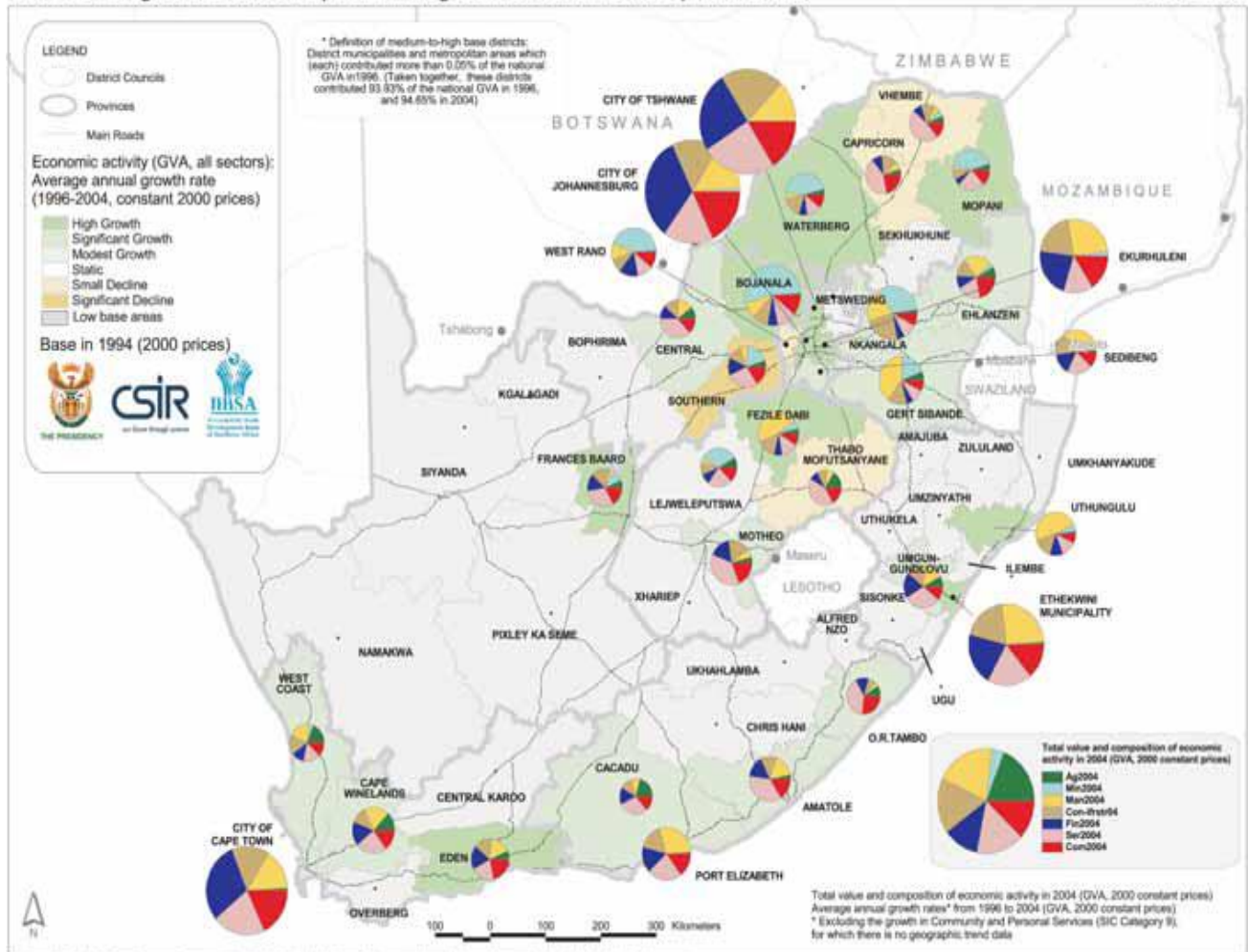


GVA distribution per NSDP sectors:
 Innovation and experimentation, tourism, services and retail, public services and administration (2004), SOUTH AFRICA

NSDP 2006



National Spatial Development Perspective, 2006 South Africa. Prepared for the Presidency by the CSIR Built Environment.



ACTIVITY NODES

Activity “nodes” are “point” developments and are most often located at intersecting or transfer points in the transfer system. They predominantly accommodate business activity combined with a high-density residential component. Tswelopele does not have an economic activity node.

ACTIVITY CORRIDORS

Development corridors are urban phenomena and vary in scale. They feature a combination of transport services and supporting infrastructure in parallel and denser mixed land use integrated with the transport system, which includes land uses such as retail, residential, service industries, commercial, activities, social, agricultural related uses and recreation. There is no evidence of Tswelopele having an activity corridor.

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

The Municipality's economic base comprises agriculture, particularly intensive grain farming, Industrial opportunities flowing from this include:

- Agro-industry such as milling;
- Existing supply chains via the grain silos and road and rail network to major urban centres and export ports which could assist emerging farmers, progressing through the stages identified in the CRDP

COMPREHENSIVE RURAL DEVELOPMENT PROGRAM (2006) (CRDP)

The CRDP intends to create vibrant equitable and sustainable rural communities and contribute to achieving 30% black ownership of the country's "agricultural" land. It includes using spatial grants such as NDGP to help revitalise rural towns and strengthen their roles as rural service centres. The CRDP will also contribute to upgrading rural infrastructure including roads, electricity, water and telecoms.

It focuses on:

1. Agrarian transformation;
2. Livestock farming and related value chain development;
3. Cropping and related value chain development;
4. Rural development;
5. Establishing business enterprises, agric-industries, co-operatives and market places in rural settings;
6. Empowerment of rural communities especially women and youth through facilitating strong organisations and institutional capabilities;
7. Capacity building by training rural communities in technical skills, climate change, soil erosion, adverse weather conditions and natural disasters;
8. Revitalising old and creating new economic, social and information communication infrastructure and public amenities and facilities in villages and small rural towns;

The beneficiaries of the CRDP include 1; landless households, 2; Commercial ready subsistence producers, 4; Expanding communal smallholding, 4; financially capable, aspirant commercial farmers

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

Management and ownership levels could be broadened through:

1. More structured access to commonage land particularly that with cropping potential;
2. Partnerships with co-ops to assist with value chain management;
3. Equity share and other measures to ease access to commercial farms; and,
4. Access to well-located commercial land and business space in villages and towns.

Hoopstad and Bultfontein are identified as Agriculture Node Service Centres. They have not been considered as nodes with economic potential. It is expected that these towns, according to the SDF, “be developed with social services in support of areas where growth will be experienced” therefore, education, health and social infrastructure should be promoted and furthered to improve quality of life and increased skills of these populations.

The SDF notes that “the potential of building further on dry-land agriculture as a basis for development appears to be limited. The SDF identified the area around the Bloemhof dam and along the Vaal River for nature reserves and as tourism node where the attractiveness of these areas need to be enhanced and their marketing receive special attention.

These include areas around the dams, nature reserves (including Bultfontein and Hoopstad Nature Reserves), and conservancies. The SDP also notes that marshes (wetlands / pans) should also be preserved and makes special mention of those around Wesselsbron that are environmentally sensitive.

Bultfontein and Bothaville are indicated as ideal locations for bio-fuel nodes, notwithstanding that maize is no longer the preferred sources for bio-fuel production. The SDF notes that land reform initiatives “are concentrated in human settlements and generally comprise agriculture such as communal grazing and subsistence farming. In regard to land reform the SDF notes that “the idea is not to create dispersed residential settlements throughout the district”.

The Tswelopele settlements are not located within the main transport corridor of the district. There are no economic corridors identified in the FS-PSDF or the Lejweleputswa SDF that impact on Tswelopele.

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

- (a) Tswelopele economic base is seen as primarily agricultural but further intensification of dry-land cropping is seen as limited.
- (b) Although Bultfontein and Hoopstad are identified as agricultural service centres they are seen as having economic potential and are not located on the district's main transport corridor.
- (c) Bloemhof Dam and Vaal River banks are identified as having tourism potential.

LOCAL ECONOMIC DEVELOPMENT

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

1. Tourism potential along the Vaal River and Bloemhof dam banks;
2. Possible ethanol / bio-diesel plants and the role of the rail freight service;
3. The gateway / landmark role of the silos at the entrance to Hoopstad and Bultfontein;
4. The potential of agri-businesses;
5. The potential of the commonage for incubating agricultural land reform;
6. Eco and agri-tourism is also seen as having potential;
7. The need for entertainment opportunities for black youth;
8. Access to land ownership for women is also emphasised;
9. A major problem highlighted is the need to upgrade the tarred provincial road system.

A LOGICAL SETTLEMENT HIERACHY

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

Use land for its best use whether it is publicly or privately owned

Unless there are absolutely no other options land should be used for its highest and best use where practicable. For example, well located arable commonage land close to urban settlements should be used for intensive agriculture such as crop farming or market gardening rather than extensive agriculture such as livestock farming or peripheral RDP housing schemes.

A FRAMEWORK FOR PROMOTING SUSTAINABILITY

Long term sustainability is a core thrust of the DFA (principle 3(c) (viii)). In order to ensure that sustainability is achieved whilst meeting the socio-economic demands and

requirements facing municipalities, it is important to mediate between competing requirements.

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

- Recent developments in the urban settlements have been contradicting these principles as residential and business industrial projects are built on the periphery, often far from one another.

LAND

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

Three broad land use zones can be identified based on the underlying pattern of geology soils:

- (a) Grazing and veld management;
- (b) Intensive grain farming; and,
- (c) Waterside tourism and irrigation farming

CLIMATE CHANGE

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

- (a) The further south one moves, the colder it gets.
- (b) The central areas (north/south) are the more moderate rainfall areas.
- (c) Cognisance needs to be taken of the dominant northerly/north easterly wind direction.
- (d) Winters are cold and dry, requiring energy efficient building orientation, insulation and back-up rainwater harvesting.

TOPOGRAPHY AND SLOPES

The municipal area is generally flat with a difference of altitude of only 200 metres over 80kms; it gently slopes towards the Vet and Vaal Rivers along its northern and western boundaries; around and south of Bultfontein is the “Altemit” a sub-region of low hills and depressions containing seasonal wetlands or pans.

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

- (a) There is little land of scenic quality suitable for tourism, except along the rivers and around the pans.
- (b) The area is ideally sloped for efficient arable farming.

CONSERVATION AND HERITAGE

CONSERVATION

Little of the Municipality is formally conserved except for:

- (a) Sandveld nature reserve including the Bloemhof Dam and Vet River upstream to Hoopstad and the Vaal River to the Sandspruit River in the north.
- (b) The Northern Cape and Free State Provincial Department of Economic Development, Tourism and Environmental Affairs are responsible for the north and south banks respectively.
- (c) There are small Municipal nature reserves along the Vet River at Hoopstad and on the northern fringe of the large pan at Bultfontein.

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

- (a) The tourism potential of the Municipal nature reserves should be appropriately exploited.
- (b) The possibility of partnering with the provincial tourism authority should be explored.

HERITAGE

Little survives of Tswelopele's pre-colonial heritage. It is likely that the demolished village of Marienthal at Bultfontein had its origins in a much older Tswana settlement. There is a pattern of pre-colonial villages located on limestone next to pans throughout the western Free State.

Both Bultfontein and Tikwana have generally neglected their historic building and landscape heritage although examples have survived. The historic pedestrian and tourist friendly streetscapes of the main roads have also been considerably weakened with the removal of stoeps and verandahs and trees, although remnants survive.

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

- (a) Remaining historic buildings should be protected for their tourism economy appeal.
- (b) Landscape and building design guidelines should be implemented along the main streets and entrances to the settlements to improve their business and tourism appeal.

AGRICULTURE

- (a) Agriculture is a significant economic activity.
- (b) Bultfontein marks the beginning of the western Free State grain region and 49% of the Municipality's land is dedicated to intensively producing maize, wheat, sunflowers, ground nuts, and potatoes.
- (c) 40% is extensive agriculture
- (d) 49% is intensive agriculture
- (e) total of 588073ha is under agriculture
- (f) While livestock can also be farmed on the arable areas, especially Bonsmara and Afrikaner cattle, it is the predominant activity on the higher lying Altemit, along the low lying river valley areas and elsewhere where crop farming is not suitable.
- (g) Game farming is increasingly occurring on land suitable for livestock farming where it also forms the basis for tourism activities including hunting and agri-tourism.
- (h) Tswelopele natural systems support an extremely intensive agricultural sector.
- (i) In the extensive farming areas, in the Altemit and along the banks of the Vet and Vaal Rivers the veld appears well managed with some exceptions where there is evidence of over-grazing. Further information is required from the Department of Agriculture.
- (j) Although having been farmed with increasing intensity over the past 100 years, particularly in the irrigation scheme areas and using larger and stronger ploughs, there appears to be little evidence of the soil becoming exhausted. Average maize yields of 6-7 tons/hectare and with peaks of 13.5 tons / hectare were reported.
- (k) Genetically Modified crops are widely used.
- (l) Although SANBI's river status mapping records the lower reaches of the Vet and Bakkenslaagte River as critically endangered, problems regarding water quality and, therefore, possible threats to agricultural production were not reported as has occurred along the Berg River in the Western Cape.

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

1. Livestock and crop farming are the primary economic drivers of the Municipal economy.
2. Water quality and quantity and farming practices require monitoring and improving to ensure the long term economic sustainability of these resources.
3. Much greater access to this resource and its supply chains for emerging farmers and business people is required.

HIERACHY AND ROLE OF SETTLEMENTS

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

- (a) The settlement pattern of the Municipality should be consolidated at the two main towns of Hoopstad and Bultfontein.
- (b) There is no need to consider a sub-regional development corridor between the two settlements.
- (c) No part of the Municipality is further than 45kms from these two towns or those in neighbouring Municipalities.
- (d) On farm agri-villages that cannot be serviced and maintained by nearby farms should be discouraged.

F: STATUS QUO ASSESSMENT

Tswelopele Local Municipality comprises of the two towns namely; Hoopstad and Bultfontein. The municipality performs some of the functions outlined in Schedules 4 and 5 of the Constitution of the Republic of South Africa Act. 91,9% of our population that have access to basic level of electricity (10 Amps connection); 76,72% access to basic level of waste removal and 76,82% access to basic level of sanitation.

Tswelopele Municipality is 6 506, 68 square kilometres in extent. The demographic profile of the municipality according to the most recent information available is shown in the table below:

Description	1996 - Stats SA	2001 - Stats SA	2011 - Stats SA
No. of households	12 623	12 624	11 992
Average people	4,40	4,2	4
Total population	58 858	55 591	47 625

Tswelopele Local Municipality is a Collective Executive Committee System and it consists of the Council, which is the highest decision making body and it meets quarterly with the Executive Committee meeting once in every month. Tswelopele Local Council is constituted of 15 Councillors (i.e.8 ward councillors and 7 Proportional Representative Councillors).

Significant progress with regard to service delivery in the municipality has been recorded over the past years. The municipality since its inception has been providing basic services as mandated by the Constitution, White Paper on Local Government and this was done in consultation with the communities as mandated by the chapter 4 of Municipal Systems Act 2000.

The following are some of the services that have been rendered to the communities within municipal area:

- Sanitation
- Road & Storm water
- Electricity
- Waste Management

Much of the projects implemented within the municipal area in the past years were funded by MIG this is due to the municipality being unable to collect enough revenue to finance projects.

MUNICIPAL SWOT ANALYSIS

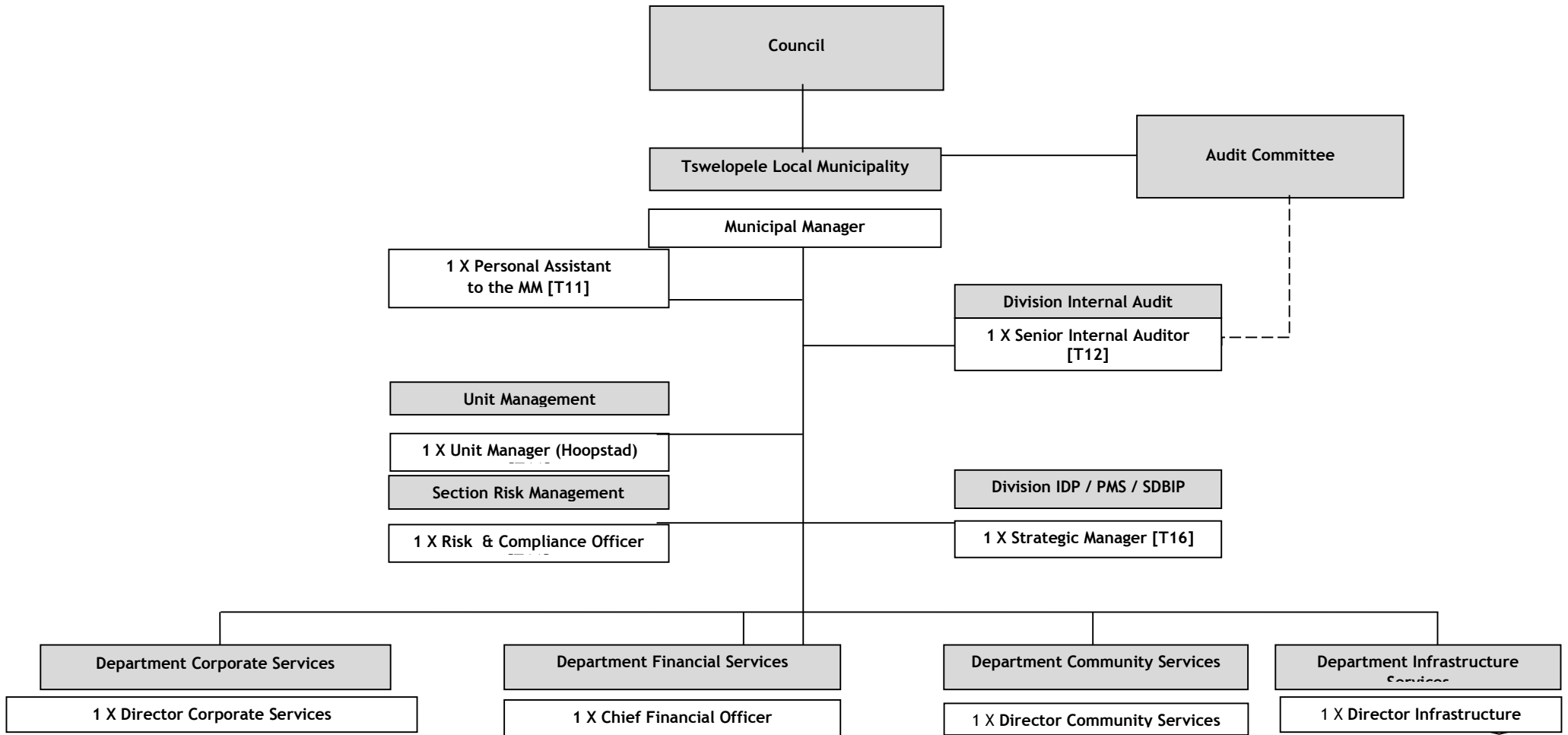
The Strategic plan of any organization can only be developed once a proper environmental scanning and analysis has been conducted. One of the best known strategic tools for the detailed analysis is the SWOT analysis. The SWOT analysis focuses on the internal environment by determining the Strengths and Weaknesses within the organization. When analysing the external environment the focus is on identifying Opportunities, and Threats facing the organization.

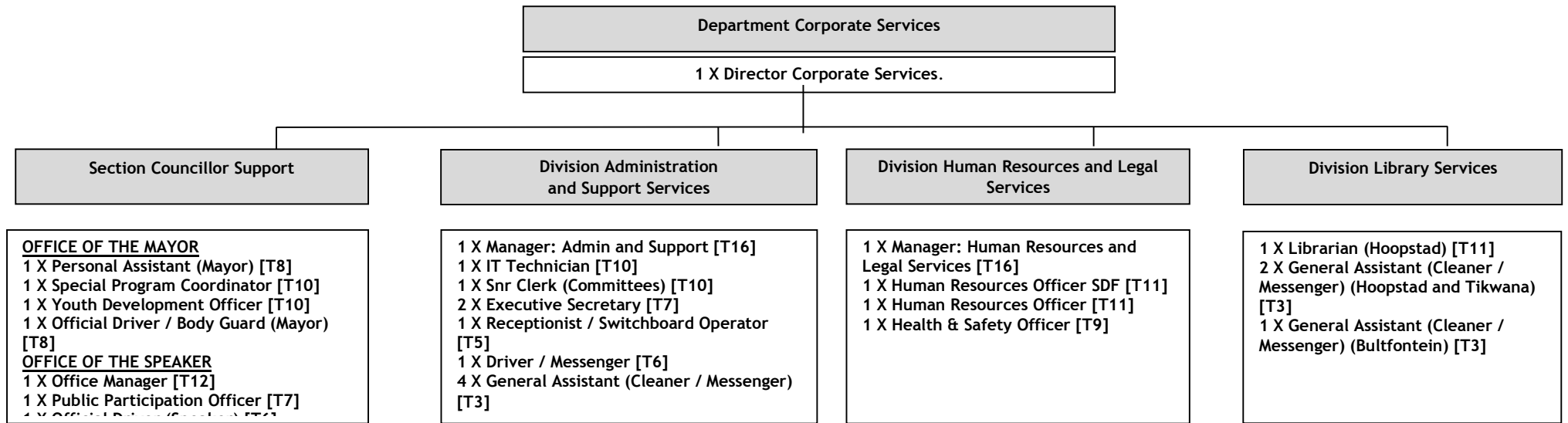
AN OVERVIEW OF CHALLENGES, DEVELOPMENT PRIORITIES, OPPORTUNITIES AND THREATS

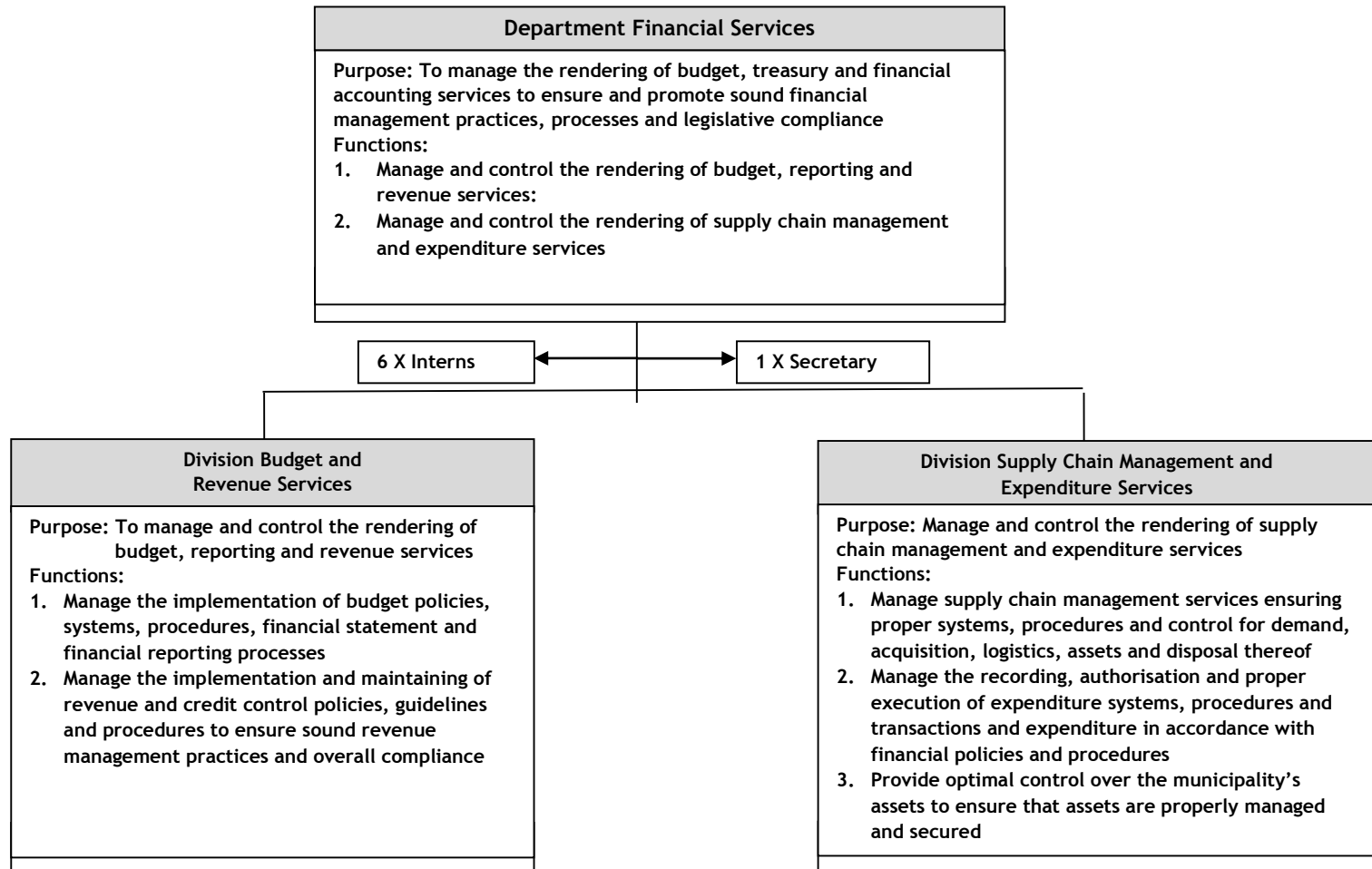
KEY FOCUS AREA	CHALLENGES	PRIORITIES	OPPORTUNITIES	THREATS
Service delivery & basic services	Deteriorating infrastructure, possible shortage of water in the long term	Regular maintenance of infrastructure, develop infrastructure master plan for long term investment	Sustainable infrastructure & economic growth	Natural disasters, violent protests & population growth
Local Economic Development	Fight poverty, inequality & underdevelopment	Develop a clear LED Strategy for medium to long term investment	Sufficient water resources, rich agricultural activities & proximity to mining areas	Inadequate education
Municipal Transformation & organisational development	Skills development, retention of key personnel for institutional memory	Implement the HR Strategy with emphasis on Skills Development, Employee wellness, planning capacity	Political leadership & stability	Poaching of skilled personnel by bigger institutions
Municipal Financial viability & management	Non-payment of services, poverty, financial & records management , revenue injection capacity, internal auditing	Develop & implement a financial plan with emphasis on revenue enhancement & management, obtain clean audit	Political leadership & stability	Planning & budgeting capacity, poaching of skilled personnel

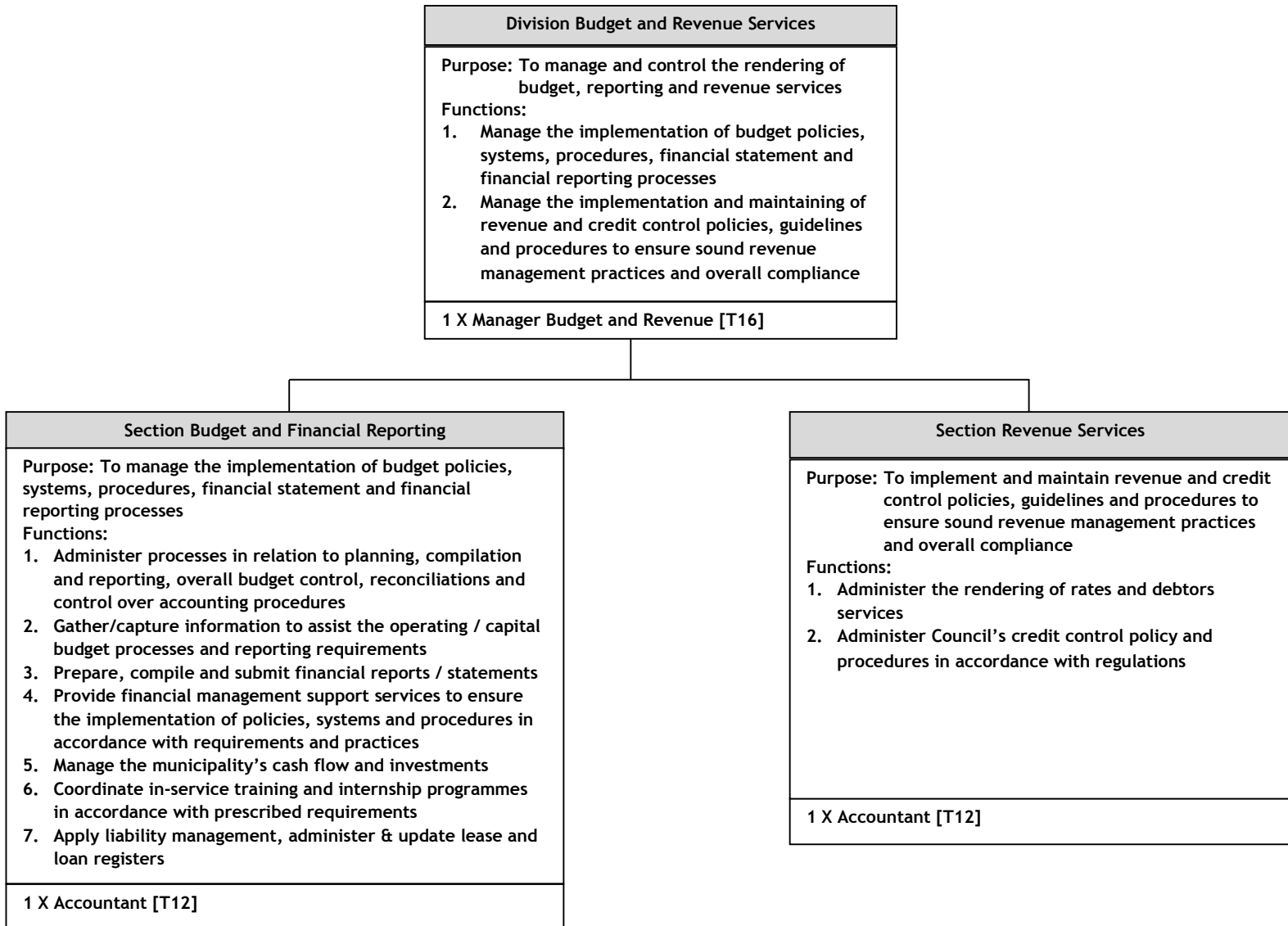
Good governance & public participation	Limited resources, financial support of ward committees vs CDWs	Develop & implement a public participation plan, support the work of ward committees & CDW	Political leadership & stability	Limited resources
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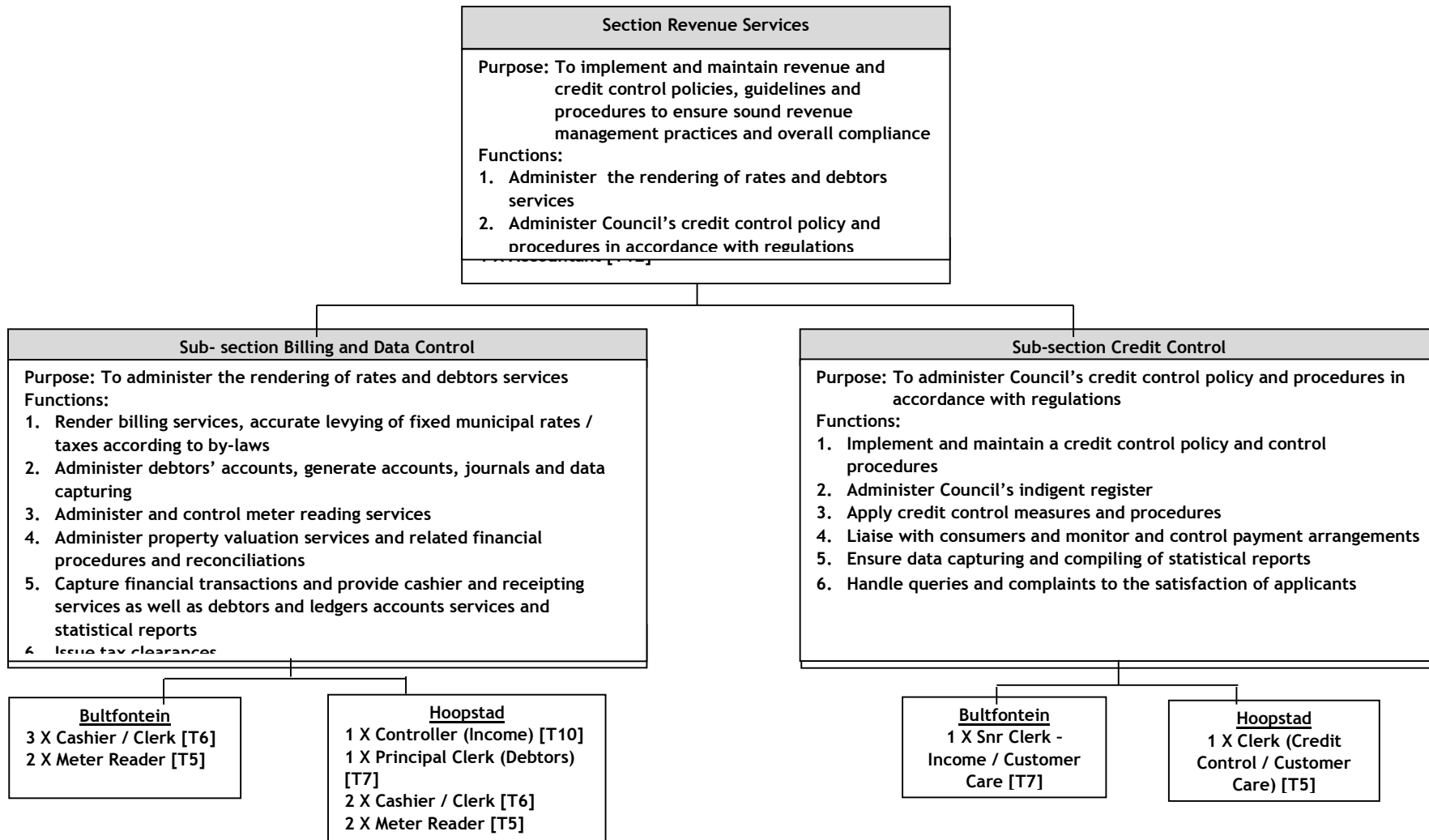
Tswelopele Local Municipality: Organizational Structure

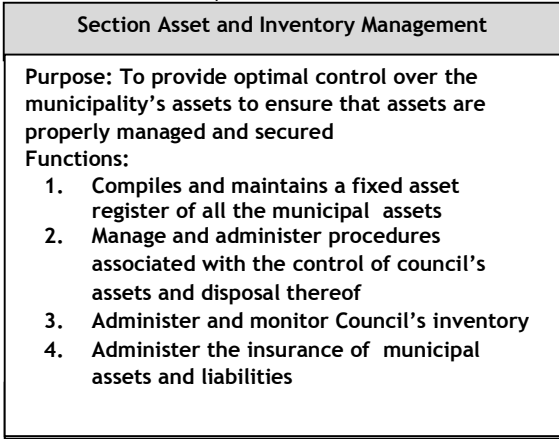
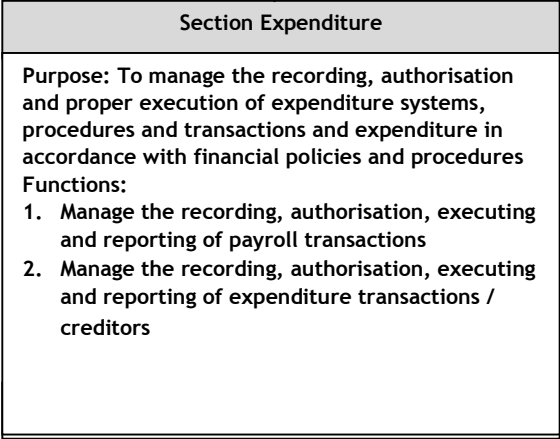
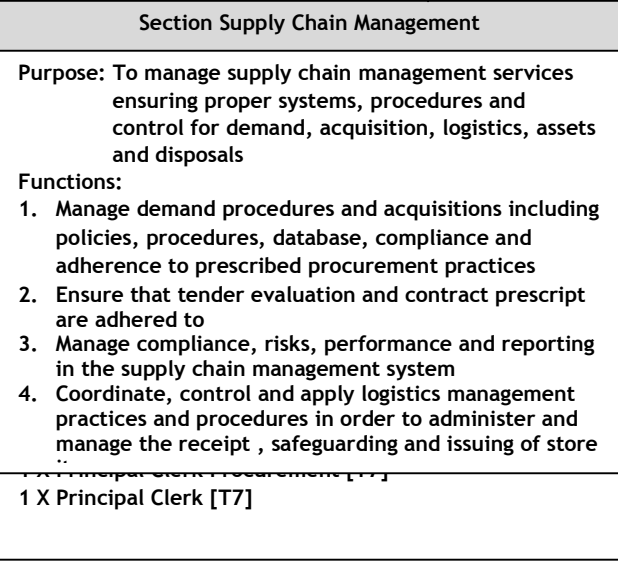
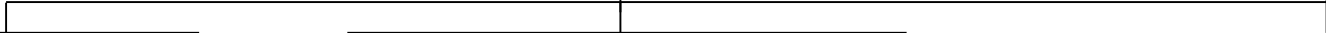
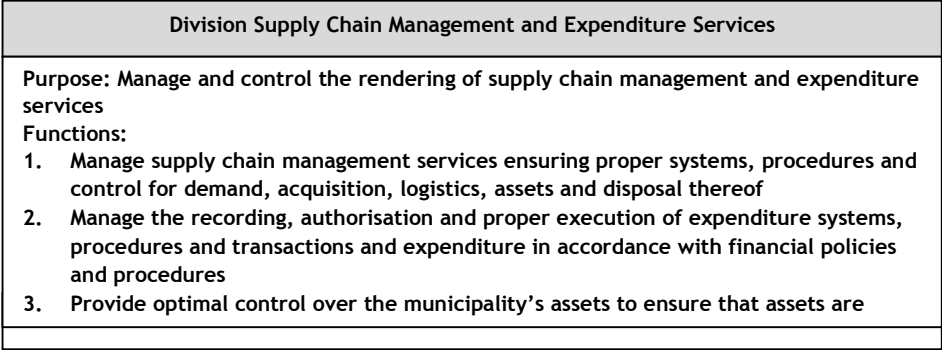


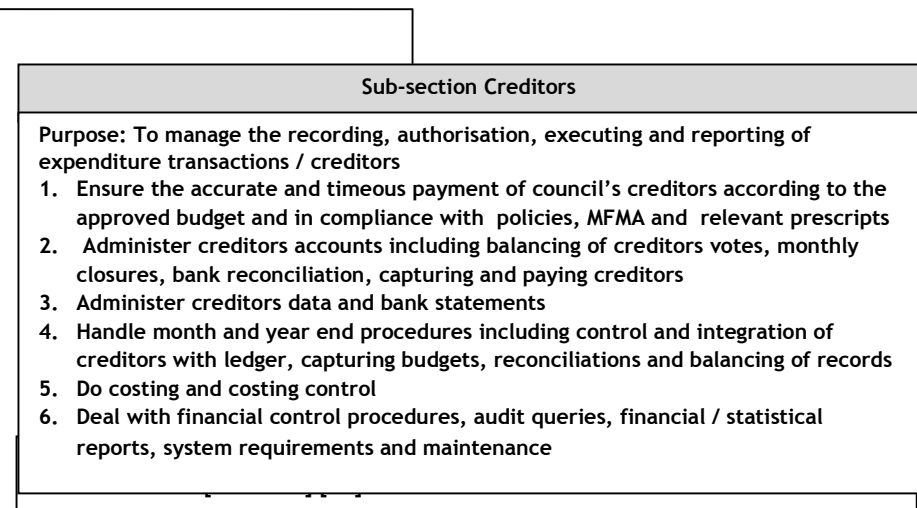
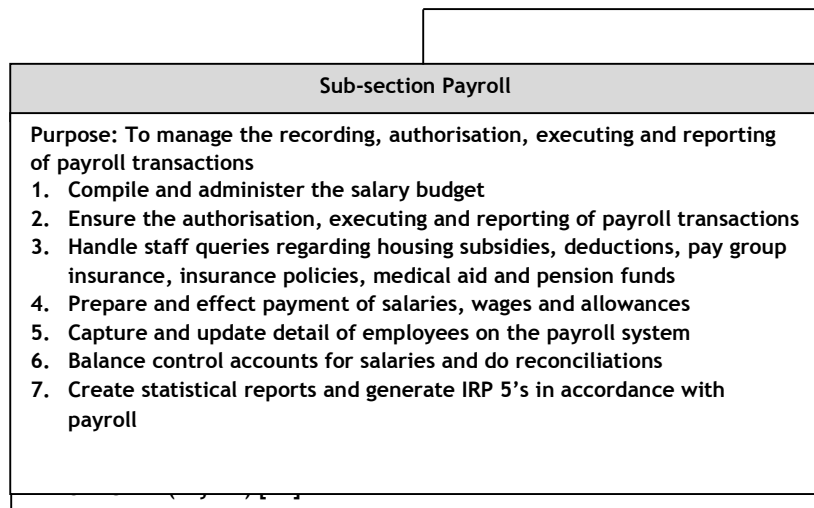
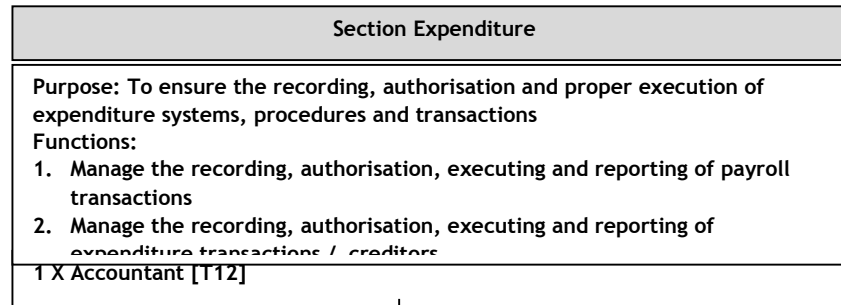


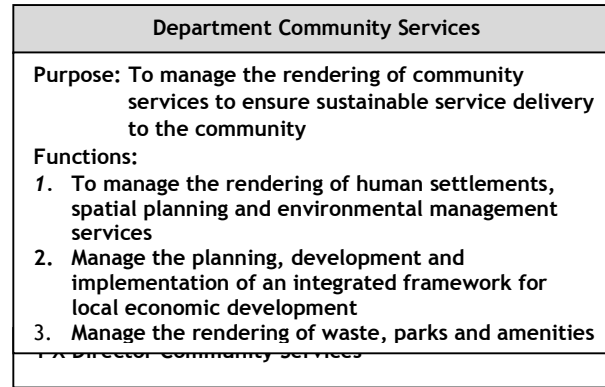




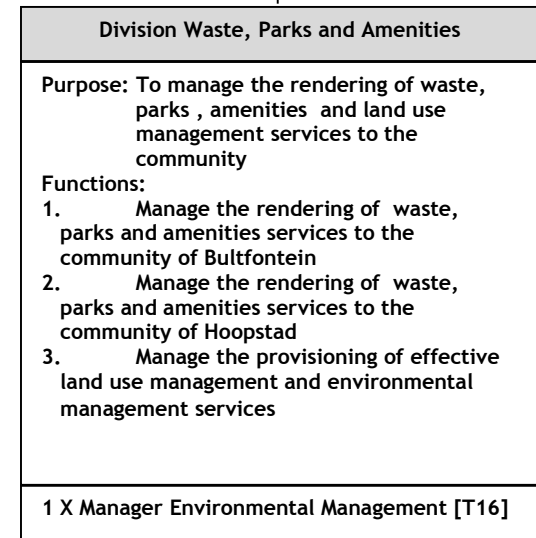
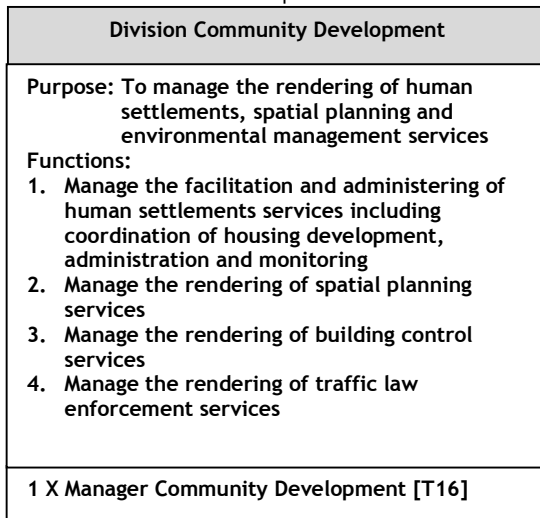


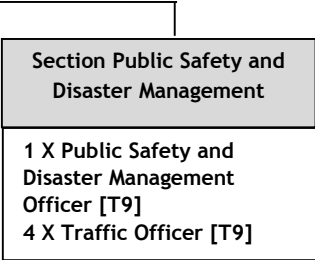
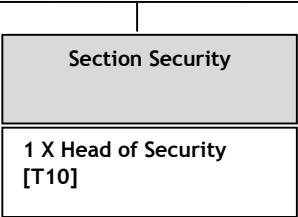
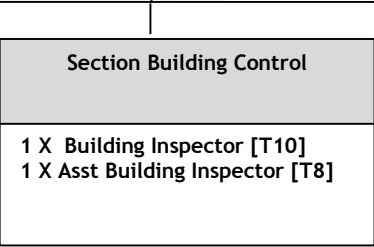
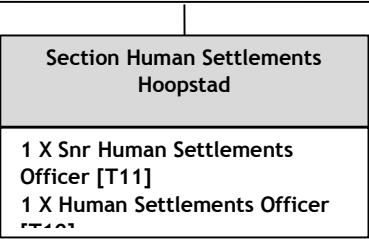
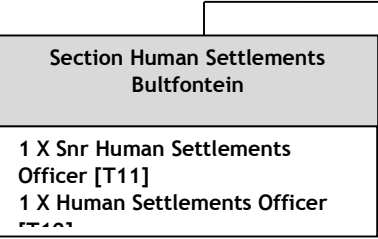
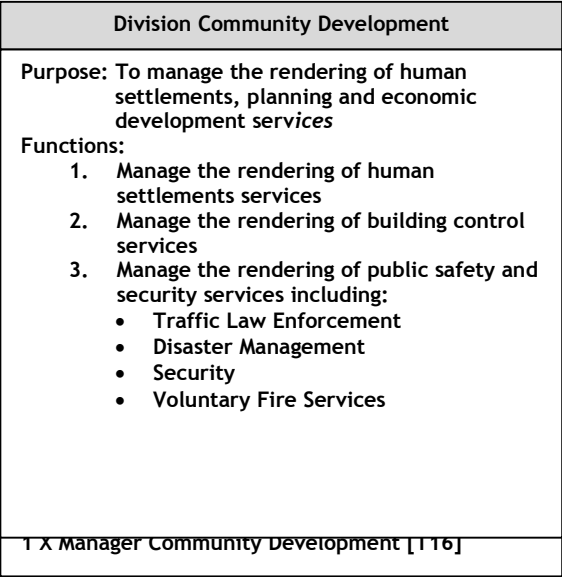


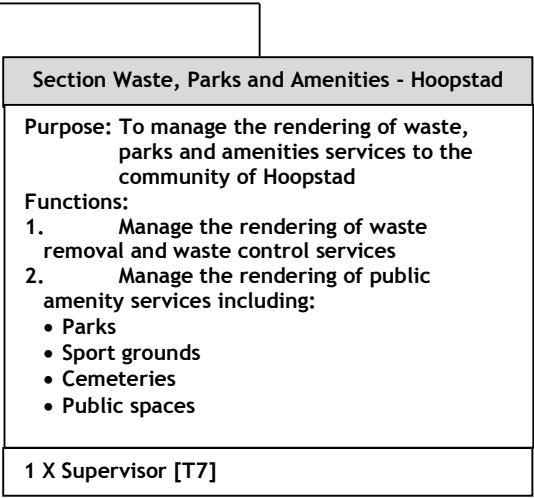
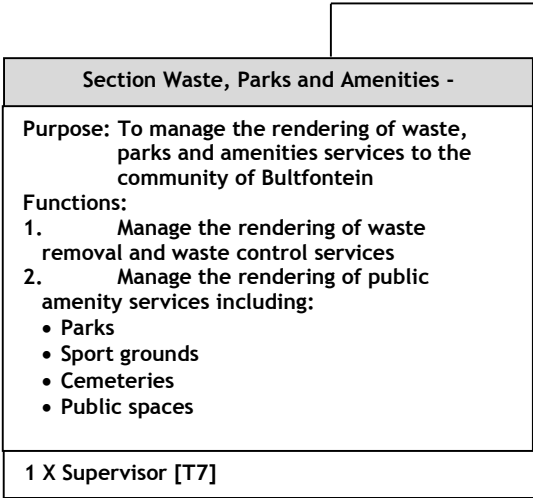
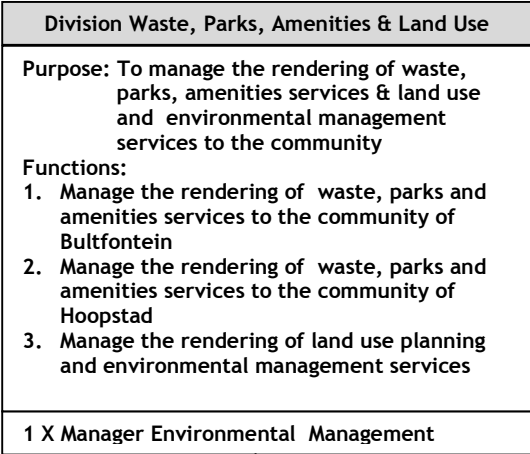


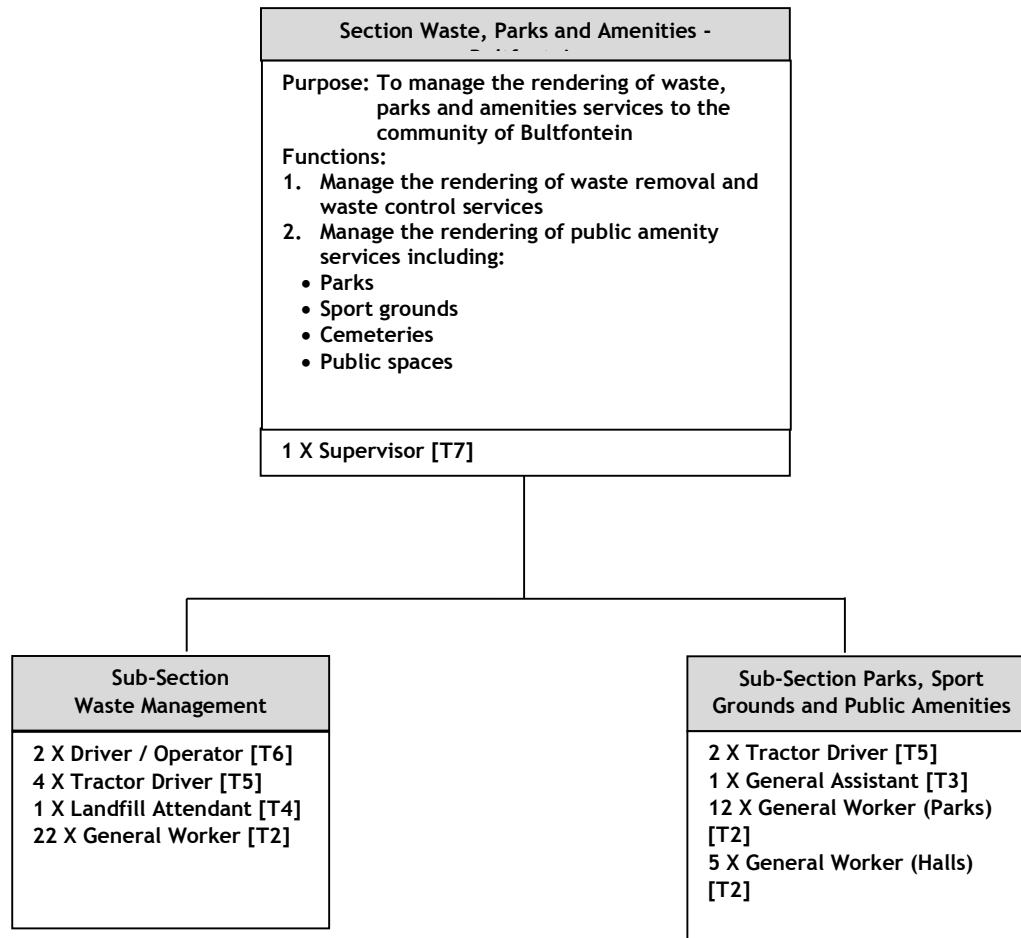


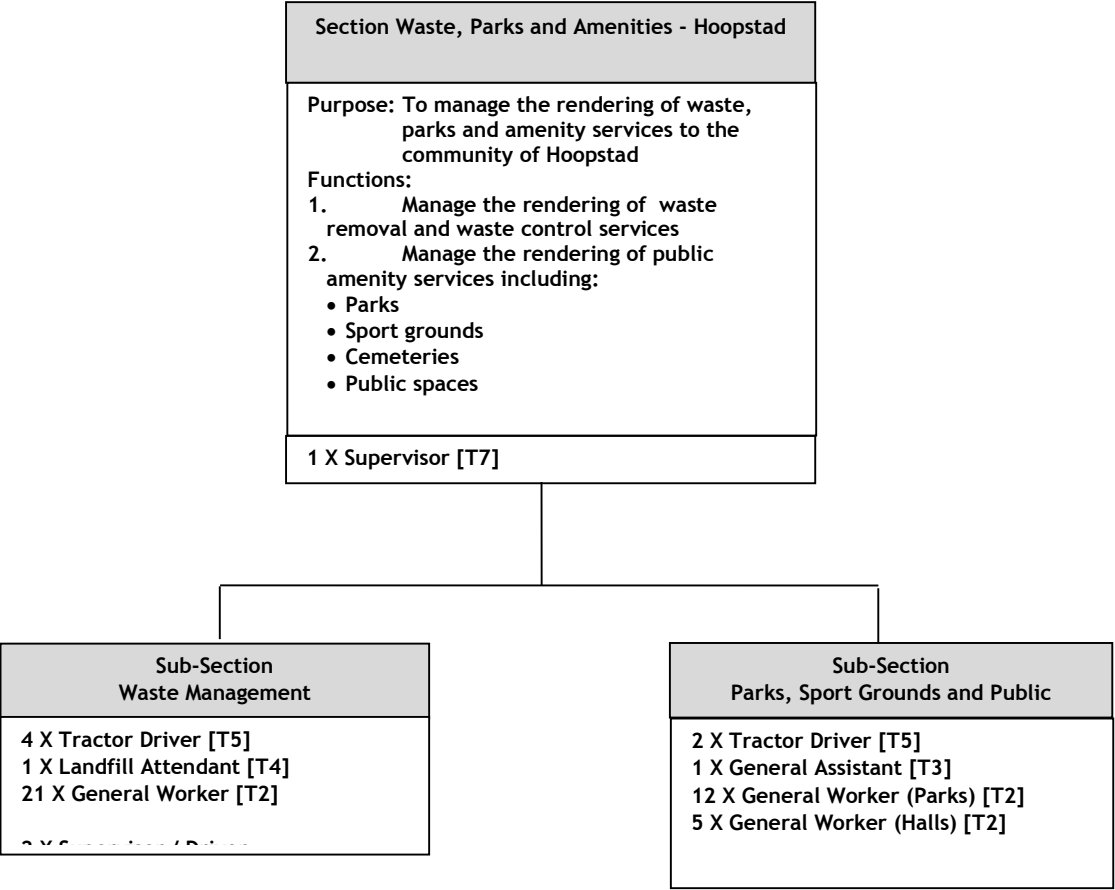
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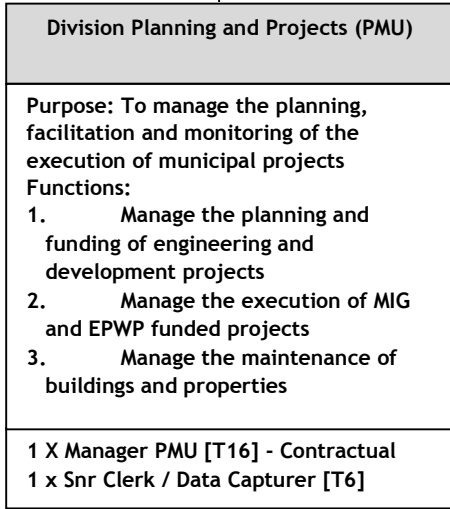
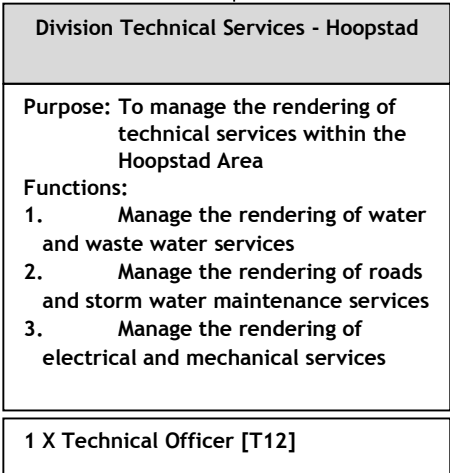
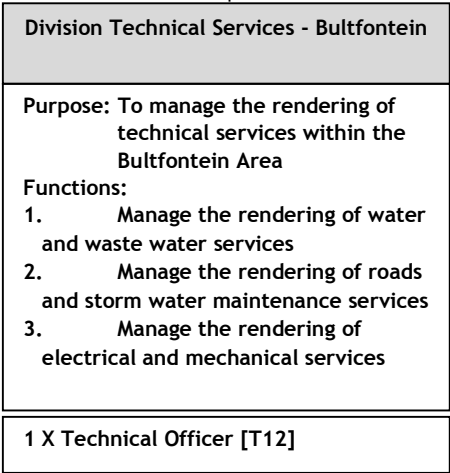
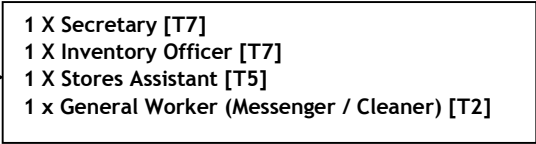
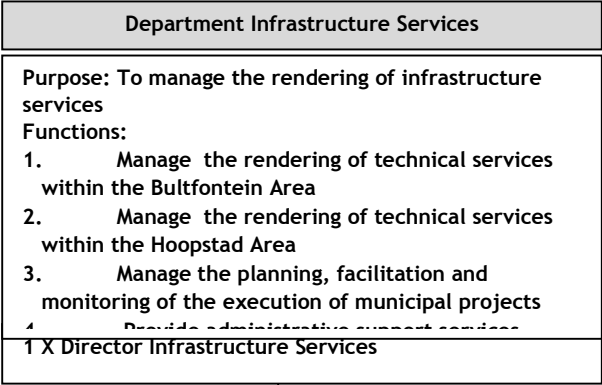


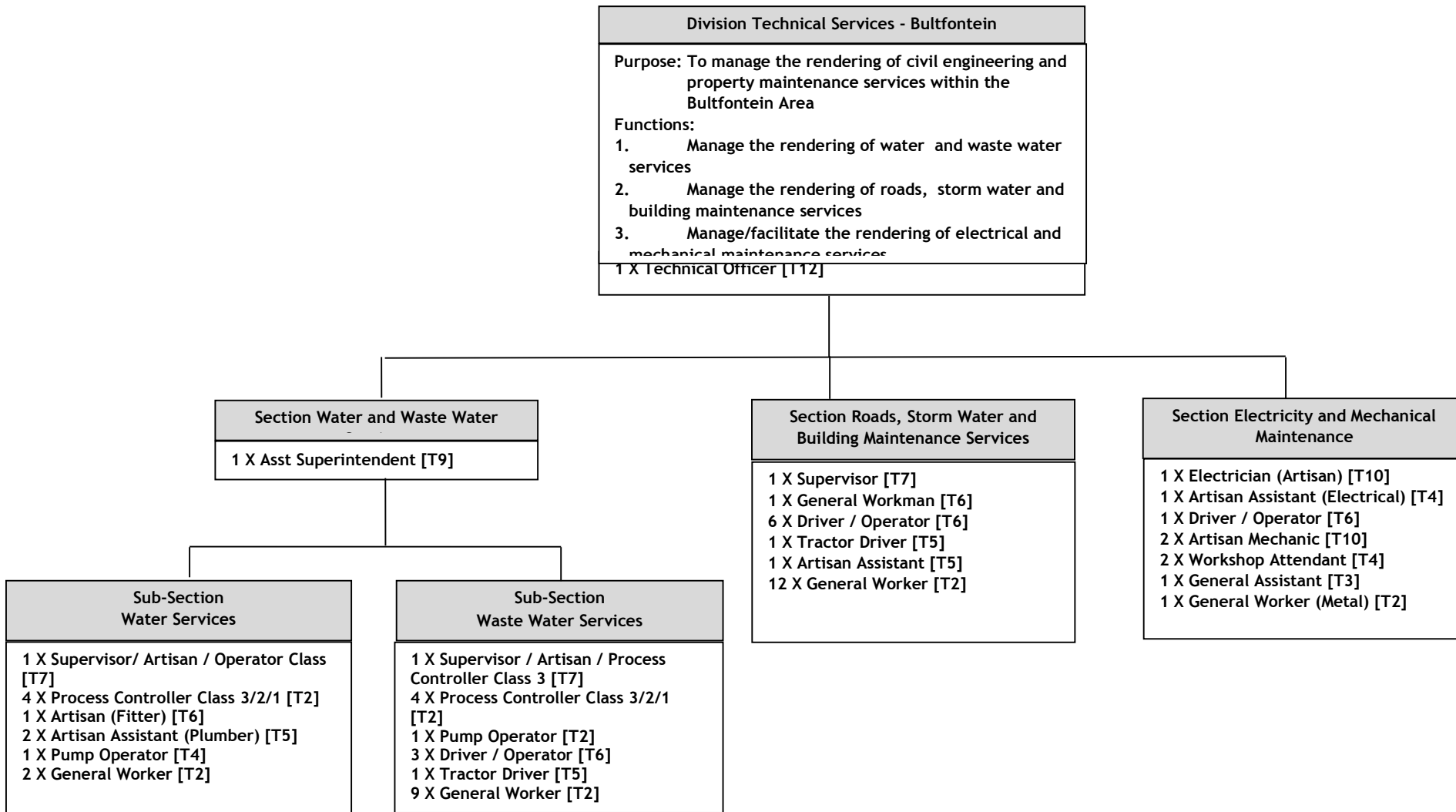


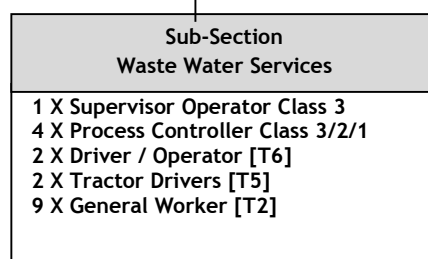
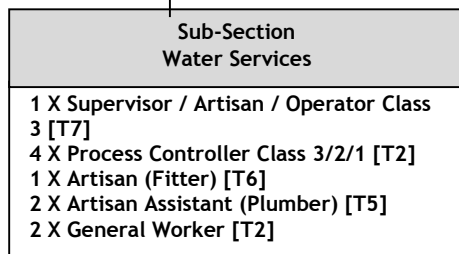
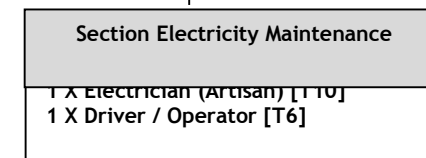
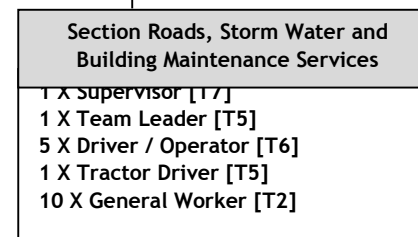
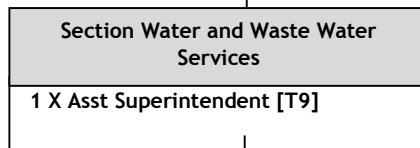
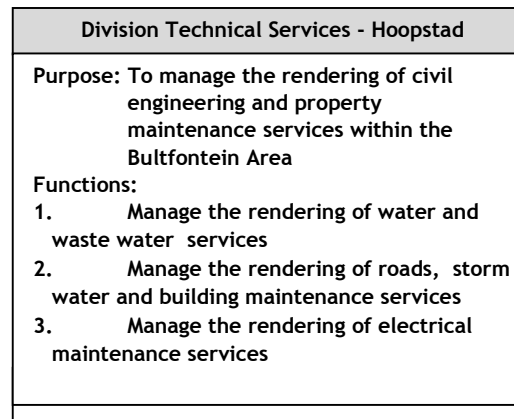












TSWELOPELE MUNICIPAL DEVELOPMENT OBJECTIVES & PRIORITIES

KEY PERFORMANCE AREA	PRIORITY	OBJECTIVES
Basic Services and Service Delivery - Sustainable infrastructure and services	<ul style="list-style-type: none"> • Water (WA) • Sanitation (SAN) • Electricity (ELEC) • Waste management (WM) • Roads, streets, storm water (RSW) • Environmental Management (EM) 	Continue to extend the quality of municipal basic services to water, sanitation, electricity, waste management, roads and disaster management
Local Economic Development	<ul style="list-style-type: none"> • Water (WA) • Sanitation (SAN) • Electricity (ELEC) • Waste management (WM) • Roads, streets, storm water (RSW) • Environmental Management (EM) 	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED)
Basic Services and Service Delivery: Social Development and Community Services	<ul style="list-style-type: none"> • Health services (HE) • Environmental management (EM) • Education and training (EDUC) • Parks; Sports & Recreation and library services (SRC) • Housing (HO) • Cemeteries (SD) • Transport 	Integrated human settlement and municipal services
Good Governance and Public Participation	<ul style="list-style-type: none"> • Good Corporate governance 	Deepen democracy through encouraging participation by the different stakeholders through Ward Committees Strengthen relationship between community and the municipality
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> • Institutional capacitation and transformation 	Undertaking activities whose outcomes assists with achieving institutional excellence
Municipal Financial Viability and Management	<ul style="list-style-type: none"> • Increased revenue base from rates and taxes • Corporate governance 	Build and strengthen institutional, administrative

	<ul style="list-style-type: none"> • Institutional transformation 	and financial capabilities of municipality
Basic Services and Service Delivery: Public safety	<ul style="list-style-type: none"> • Disaster management • Safety and security • Traffic control • Emergency services 	Continue to facilitate and extend quality basic services

The strategic objectives of Tswelopele are listed below and as stated above are informed by the Five Year Local Government Strategic Agenda which outlined the key performance areas for all municipalities:

1. Municipal Transformation and Organizational Development
2. Basic Service Delivery and Infrastructure Development
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation

SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE: Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

INTENDED OUTCOME: Sustainable delivery of improved services to all households

WATER:

The municipality currently has the Water Services Development Plan however it requires to be reviewed and it is still at a draft level. The national target for water provision is that 90% of rural households must have access to safe drinking water by March 2019, as Tswelopele the plan is to provide access for all households. Currently the informal settlements does not have access to water however the municipality ensures that other methods are used to provide water such as water tankers. Areas with unreliable service are at Phahameng section opposite the Bloemfontein road, water supply is insufficient due to water losses. The municipality is a water service authority. All municipal households are provided with water. Currently there are no major challenges except to ensure that water is provided to all households including the informal settlements. The maintenance plan is at a draft stage. The municipal bulk supply and storage needs to be upgraded, replaced and refurbished. Water is available to associated facilities at all the times.

The main water user in the Municipality is intensive agriculture. This includes:

AGRICULTURAL WATER SUPPLY

- (a) Dry land crop farming using the average 400mm summer rainfall;
- (b) Centre pivot and overhead irrigation systems feeding off boreholes;
- (c) An irrigation scheme canalising the Vet River west and east of the Willemsrus silos (Sand-Vet River Irrigation Scheme) with the Allemanskraal and Erfenis dams as storage reservoirs. This appears to have started as an agricultural upliftment scheme in the 1940s.
- (d) Concerns around agricultural water supplies were not raised during the public participation.
- (e) No problems were raised regarding urban water supplies although a R6.7m bulk augmentation project to upgrade Bultfontein water supply is proposed.
- (f) The water supply infrastructure
- (g) Just enough water is released from the upper Vaal WMA to satisfy this need in the Middle Vaal WMA.
- (h) Two of the main users are transfers and irrigation in the Middle Vaal WMA and there is an expectation that mining water use will decline. No meaningful change is seen in irrigation use.
- (i) The Middle Vaal WMA is highly dependent on transfer of water into the system from the Vaal River and its second biggest source is surface water. The latter water is fully utilised – mostly for irrigation use.
- (j) This WMA has 59m³ intra basin transfers with the Orange-Vaal systems.

URBAN WATER SUPPLIES

100% of the ervens in the Municipality has access to water with more than 94% of the households in the towns having access to water in their houses. Hoopstad and Bultfontein are currently in a water deficit.

It is suggested in the Free State Province Water Master Plan that the option of buying out irrigation water rights be considered. With the Bloemhof and Vaal dams as major dams in the area. Both Hoopstad and Bultfontein have surface and ground water sources. Bultfontein obtains its water from the Erfenis dams. The domestic water use is an average of 2,1 – 10ml per day for the two settlements.

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

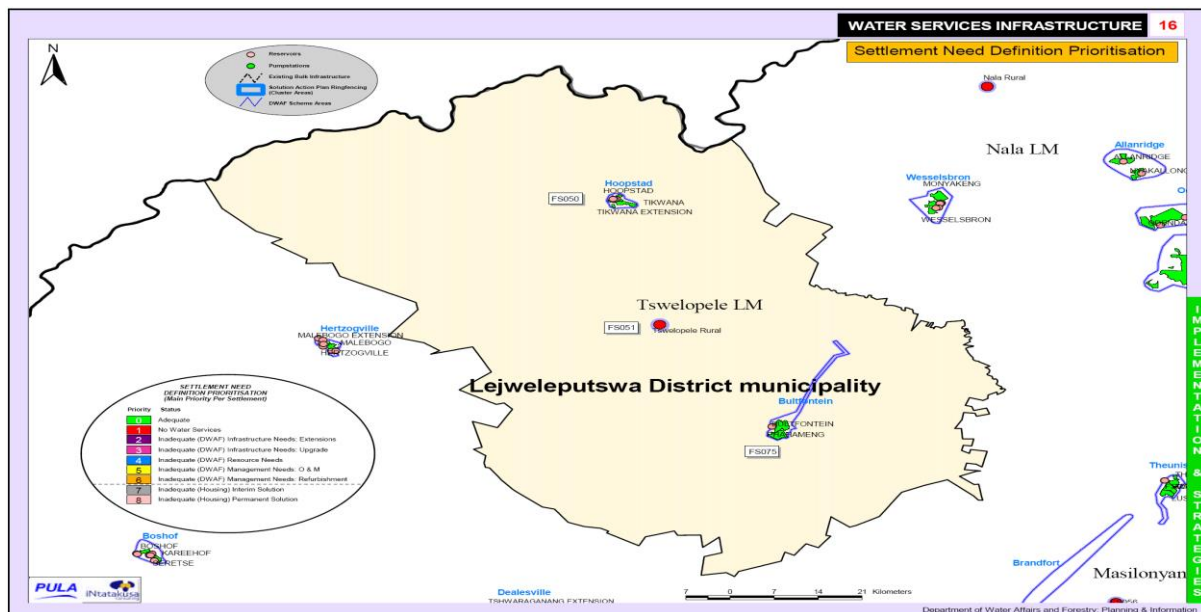
- (a) Water demand management is required in both the agricultural sectors;
- (b) Underground drip irrigation systems consume less water than overhead sprinklers although the infrastructure may be more expensive;
- (c) Rainwater harvesting and grey water recycling should be implemented in all residential properties;
- (d) Ecological corridors in which urban development and intensive agriculture are prohibited should be delineated along the rivers, pans and dams.
- (e) Measures to reduce nutrient loading from agricultural fertilizers and domestic detergents should be taken.

Bulk Water Supply Infrastructure

This section has been lifted from the Water Services Development Plan commissioned by the Department of Water Affairs. The draft discussion document is dated 31st March 2011 and relates to the executive summary of the document.

Tswelopele local Municipality acts as a Water Services Authority and a Bulk Water Services Provider (WSP) for the Town Area.

Figure 1: Outline of Water Infrastructure



Hoopstad Town

Hoopstad Town Area consists of Hoopstad and Tikwana settlements with their associated settlements/townships, and falls under the management of the Tswelopele Local Municipality (LM) located in the Western part of the Free State Province. The Area's main water resource is the Sand-Vet River (Erfernis Dam).

The water is abstracted from the Sand-Vet River by the Tswelopele Local Municipality and purified at their Hoopstad water treatment works, and pumped through bulk supply lines to storage facilities (reservoirs and water towers) at the settlements mentioned. The Tswelopele Local Municipality then distributes the water in their capacity of retail water provider, to the consumers residing in the Town Area.

Hoopstad Town Area's current water use is 1.77 million m³/a (4.84 Ml/d). With the current population of 14 554 people this means that the current per capita unit consumption is at a high 333 ℓ/day against a benchmark, based on the demographic profile, of 98 ℓ/c/d. If this excessive level of water use is allowed to continue, consumption will increase along with population, under high growth scenario, from 1.77 million m³/a (4.84 Ml/d, 333 l/day) to 2.29 million m³/a (6.27 Ml/day, 507 l/day). At benchmark levels of water use these volumes

of water are significantly lower at only 0.523 million m³/a (1.433 Ml/d, 98 ℓ/c/d) in 2008, increasing to 0.679 million m³/a (1.860 Ml/d, 150 ℓ/c/d) in 2030.

A desk top assessment of the water losses and water use efficiency indicated that an average 30.0% of the system input volume is being lost in the water supply system of the Area. The assessment also showed that savings of up to 13.6% can be achieved over 5 years if WC/WDM measures are put in place.

The current high levels of water use need to be understood and addressed and unless circumstances demand otherwise, reduced to within the benchmark range for residential water use. Projections can be made from this level of water use, with any necessary strategies to ensure that the resource supply is developed accordingly.

The current WTW capacity will not be sufficient if the current trend of increasing water use continues.

The key elements of the reconciliation strategy are:

- (a) The confidence rating for the information/ data used in compiling this strategy is medium.
- (b) The confidence rating of the demographic data is medium
- (c) There is sufficient water in the Vaal River to sustain the current and projected future water requirements of Hoopstad, but as things stand these requirements are significantly higher than the water demand figures included in the Vaal River Reconciliation Strategy Study, which are closer to the benchmark projection and are significantly lower than the current and projected future water requirements for Hoopstad.

The water requirements need to be reduced to benchmark levels, as the town cannot justify its current excessive water use. This will require:

1. An immediate analysis of both residential and non-residential water use patterns, and of the water use within the different socio-economic brackets.
2. Ensuring system efficiencies and that as much water as possible reaches consumers with minimum system losses. It is therefore, recommended that the municipality reprioritize the allocation of funds to implement WC/WDM management measures as a priority activity.
3. The current registered water use entitlement is lower than the current water use. Should there be good reasons for the exceptionally high water use, with water paid for by the users, then an application can be made to DWA for an increased allocation, and the Vaal River Recon Strategy data sets should be updated to ensure a reliable future supply to Hoopstad. The increase must be in line with the projected future water requirements once the recommended WC/WDM initiatives have been implemented.
4. Should the high water use be due to “wastage” by suppliers and/or consumers, then it is assumed that this wastage will be eliminated, and that benchmark figures can be used for planning and projections.

5. Having brought the current excessive water requirements down to benchmark levels, the WSA must further plan and implement Water Conservation and Water Demand Management measures to ensure that system losses are minimized throughout the supply chain and that users strive to minimize use and optimize efficiency.
6. More water can be sourced from the Vaal, should town growth and acceptable water use exceed all expectations. This additional water should only be allocated once all recommended WC/WDM measures have been implemented.
7. Investigate the possibility of obtaining financial assistance from other organizations (DWA, DPLG or large industries) to overcome the limitation of funding and institutional capacity in implementing WC/WDM measures.
8. The WTW is currently operating close to its design capacity and will not be sufficient by 2014 if the current trend of increasing water use continues. The WWTW are in a poor condition and currently operating above its design capacity. Both the WTW and the WWTW will need to be upgraded in the future only if the revision of the current and projected future water demand confirms the need for these upgrades.

Bultfontein Town

Bultfontein Town Area consists of Bultfontein and Phahameng settlements with their associated settlements/townships, and falls under the management of the Tswelopele Local Municipality (LM) located in the Western part of the Free State Province. The Tswelopele Local Municipality acts as a Water Services Authority and a Bulk Water Services Provider (WSP) for the Town Area. The Area's main water resource is the Sand-Vet Water Scheme (Erfernis Dam, Vet River).

The water is abstracted from the Vet River by the Tswelopele Local Municipality and purified at their Bultfontein water treatment works, and pumped through bulk supply lines to storage facilities (reservoirs and water towers) at the settlements mentioned. The Tswelopele Local Municipality then distributes the water in their capacity of retail water provider, to the consumers residing in the Town Area.

There are rural, semi-urban, and farming settlements in the Bultfontein Town Area (i.e. Boskop, Brandkop, Kalkoenkop, Wolwerant etc.) which are managed by the Tswelopele Water Services Authority. Although these settlements do not receive water from the same source as Bultfontein Town Area they have been grouped together and included in this strategy, and are referred to as the Bultfontein Non-urban Town Area. Bultfontein Non-urban Town Area is supplied predominantly from Boreholes and no information regarding water use for these areas was made available.

The current water use for Bultfontein Town Area's is estimated at 2.31 million m³/a (6.33 ML/d). With the current population of 20 845 people this means that the current per capita unit consumption of water is at a high 303 l/day against a benchmark, based on the demographic profile, 104 l/c/d. if this excessive level of water use is allowed to continue,

consumption will increase along with the population, under a high growth scenario, from 2.31 million m³/a (6.33 ML/d, 303 ℓ/c/d) to 3.53 million m³/a (9.67 ML/d, 447 ℓ/c/d) by 2030.

At benchmark levels of water use these volumes of water are significantly lower at only 0.793 million m³/a (2.173 ML/d, 104 ℓ/c/d) in 2008, increasing to 1.210 million m³/a (3.408 ML/d, 152 ℓ/c/d).

A desk top assessment of the water losses and water use efficiency indicated that an average 24.0% of the system input volume is being lost in the water supply system of the Area. The assessment also showed that savings of up to 12.9% can be achieved over 5 years if WC/WDM measures are put in place.

The current high levels of water use need to be understood and addressed and unless circumstances demand otherwise, reduced to within the benchmark range for residential water use. Projections can be made from this level of water use, with any necessary strategies to ensure that the resource supply is developed accordingly.

It is important to ensure that an adequate network of water meters exists within the water supply system and that those accurate readings are recorded on a regular basis. Without good measurement of water use and return flows it is not possible to do proper planning for current and future water supply purposes.

The key elements of the reconciliation strategy are:

- (a) The confidence rating for the information/ data used in compiling this strategy is **medium**.
- (b) The confidence rating of the demographic data is **high**.
- (c) There is sufficient water in the Vaal River to sustain the current and projected future water requirements of Bultfontein, but as things stand these requirements are significantly higher than the water demand figures included in the Vaal River Reconciliation Strategy Study, which are closer to the benchmark projection and are significantly lower than the current and projected future water requirements for Bultfontein. The water requirements need to be reduced to benchmark levels, as the town cannot justify its current excessive water use.

This will require:

An immediate analysis of both residential and non-residential water use patterns, and of the water use within the different socio-economic brackets.

- (a) Ensuring system efficiencies and that as much water as possible reaches consumers with minimum system losses.
- (b) The current registered water use entitlement is lower than the current water use. Should there be good reasons for the exceptionally high water use, with water paid for by the users, then an application can be made to DWA for an increased allocation, and the Vaal River Recon Strategy data sets should be updated to ensure a reliable future supply to Bultfontein. The increase must be in line with the

projected future water requirements once the recommended WC/WDM initiatives have been implemented.

- (c) Should the high water use be due to “wastage” by suppliers and/or consumers, then it is assumed that this wastage will be eliminated, and that benchmark figures can be used for planning and projections.
- (d) Having brought the current excessive water requirements down to benchmark levels, the WSA must further plan and implement Water Conservation and Water Demand Management measures to ensure that system losses are minimized throughout the supply chain and that users strive to minimize use and optimize efficiency.
- (e) More water can be sourced from the Vaal, should town growth and acceptable water use exceed all expectations. This additional water should only be allocated once all recommended WC/WDM measures have been implemented. It is therefore, recommended that the municipality re-prioritize the allocation of funds to implement WC/WDM management measures as a priority activity.
- (f) The WTW will be operating above its design capacity by 2012 and WWTW is currently in a poor condition and also operating above its design capacity. However, the upgrading of the WTW and WWTW must be implemented only if the revision of the current and projected future water demand confirms the need for these upgrades.
- (g) Investigate the possibility of obtaining financial assistance from other organizations (DWA, COGTA or large industries) to overcome the limitation of funding and institutional capacity in implementing WC/WDM measures.

The permit (8/113/91) to draw water was issued by the former Department of Water Affairs and Forestry (DWA). However both towns are vulnerable to drought situations as alternate water resources is based on boreholes (Bultfontein) and no alternatives (Hoopstad). An Integrated Water Use Plan, addressing the long term sustainability of water resources and use over the whole of the Sand – Vet river catchments area, has already started and would clarify the long-term availability of this bulk service.

A number of factors have resulted in the shortage of the water supply in Tswelopele area and the factors include increase in population due to movement of people from the farms, economic factors like retrenchments from the mines, improvement in the quality of life in the townships (people reducing peak consumption periods, receiving RDP houses, eradication of buckets).

The increased water demand has exceeded the delivery capacity of all components of the bulk water supply system, that is from raw water pumps to clear water storage especially extent of the water supply problem

Most households in Tswelopele have on site water connections with only a few still dependants on communal taps. Most of the rural areas have been provided with water and it is estimated that 80% of farm workers are provided with clean, running water.

Water Treatment Works

The water treatment works is situated between Hoopstad and Tikwana. The works consists of flocculation channels, setting tanks, rapid sand filters and chlorine disinfection. The current works have design capacity of 45 litres per second – implying a total capacity of over a 20 hour working day of 3,240 kl per day.

Water Demand

The categories of water consumption include domestic; schools and hospital; Businesses, Departments and Churches/Old age homes /Sports grounds. In general, with the exception of domestic usage, the consumption in the other categories is fairly constant (source: Tswelopele internal statistics on water demand).

Bultfontein

Tswelopele commissioned a study of future pattern of water consumption and demand for the next 20 years (updated in 2007). The study assumed full waterborne system; 1,5% growth in demand for water consumption, conveyance losses of 10% and purification losses of 10%. The report projected that any design and upgrade of infrastructure must bear in mind the future project growth of demand (which is 101,7 litres per second over a 20 hour period per day). The current capacity of the pumps is 80 litres per second.

The commissioned report also indicated that the capacity of the pump stations for raw water supply from canal to purification works was sufficient for the next 20 years from the year 2007. In respect of the water purification works, an upgrading has taken place to increase capacity to 101,7 litres per second to accommodate the projected increased demand by the year 2017.

The report noted that the current storage capacity of 6 179 kilolitres provided nearly 39 hours storage at average annual daily demand and by the year 2017 the reservoirs will provide nearly 36,7 hours storage at average annual daily demand.

The clear water supply lines are determined to be sufficient at the present moment and for future demand up to the year 2017 (Bultfontein – 350mm and 200mm; Phahameng – 400mm). As for bulk meters and valves have to be regularly inspected for efficiency and usage in enabling the municipality to manage the water losses in the system

Hoopstad/Tikwana

The council commissioned report updated in November 2011 noted that Tikwana has expanded to nearly 4 011 stands and still growing (additional 499 stands approved; additional 600 stands in process of planning). This expansion, bucket eradication programme and

installation of the waterborne system have all contributed to place pressure on the current waste water treatment works (WWTW).

As a result its maximum capacity of 1 177 m³ per day has been reached. Alternative storage capacity for effluent have also matured, there has been overflows into neighbouring properties, effluent discharging into the Vet River – which is Hoopstad/Tikwana source of raw water for human consumption. The conditions of permit awarded as part of being WSA is not being adhered.

Based on the current (2 159 COD kg per day) and future projected growth (2 753 COD kg per day); the hydraulic demand and COD capacity had to be increased as a matter of urgency. Tswelopele has accepted in solving this problem the future must be planned for now. In the planning, capacity has been designed to last up to the year 2027 (3,1 mega litres per day; 3,5 tons COD per day).

Challenges

- (a) Responsibility, continuity of service and capacity to operate and maintain the works
- (b) Ability to budget annually for the maintenance and operational costs

Blue Drop Status

The intention of the Blue drop status is to improve the quality of drinking by putting in place processes that will monitor and manage performance in Tswelopele. As a Water Service Authority, Tswelopele is constitutional obligated to provide water that is wholesome and meet the required standards for human consumption. There are number of potential health risks associated with poor quality drinking water reflected by microbiological and chemical failures. Risks may include diarrhea outbreaks and cancers from extended exposure

The feedback from Department of Water Affairs in their Blue Drop report published on 30th June 2011 noted weaknesses that need attention of the municipality. They required immediate action of commencement with continued verification of the Drinking Water Quality through monitoring. In this regard there must be compliance with South African National Standard for Drinking Water (SANS 241).

An action plan must be implemented to address the identified weaknesses and include the following:

- (a) Operation and maintenance must take place in all the Water Treatment Works (WTW) with records of monitoring being kept
- (b) Operation manual and flow logbooks must be available as all WTW
- (c) Process controllers must be available on site at all times
- (d) Implementation of a credible monitoring program at all WTW and compliance with SANS 241
- (e) Open communication with the communities regarding the quality of drinking water.

It was announced during the Blue Drop Awards Ceremony held by the Department of Water Affairs on the 08 May 2012, which Tswelopele Local Municipality received an overall Blue Drop Score of 92, 42%. This score is less than 3% from a Blue Drop Status. However, Tswelopele has taken the lead in the Free State Province in the Green Drop Status.

Projects to be undertaken (WSA status)

- (a) Public Participation – Public awareness campaigns
- (b) Governance and administration – Councilor development workshops and Ward Committee/CSO/CDW workshops (councilors need to be familiarized with the water business to enhance their water related decision making)
- (c) Governance and administration – Assessment and support with regards to Water Services Bylaws e.g. Free Basic Water

Personnel capacity at the WTW

In order to operate the WTW at the required level in line with the DWA permit you need to employ supervisors and process controllers' operators. Human resources at the level of superintendent and senior manager must also be engaged in order to ensure that the obligations of the municipality are covered to the satisfaction of the permit requirements.

SANITATION:

The national target is 90% of rural households must have access to sanitation services by March 2019, however the municipality envisages a situation whereby all households have access to sanitation. 837 Houses have access below standard. The municipality uses the waterborne sanitation system. Informal settlement without access to sanitation is Extension 7 and 8 at Phahameng, the project has been approved and funded by the Department of Human Settlement and the project will commence soon. All settlements are having good levels of service except ext 7 and 8. There are resources to render services such as equipment, machinery, labour force and vehicles. The current status of sewer treatment plants is that the municipality is upgrading Hoopstad Waste Water Treatment works. The maintenance and operations plan is still at the draft stage. Sewer blockages is the general challenge in all our areas.

WASTE WATER TREATMENT (Sanitation)

1. Both Hoopstad and Bultfontein rely on conventional waterborne sanitation schemes which are extremely costly to build and maintain.
2. Bultfontein requires a R60m augmentation of its WWTW to be implemented over the next three years.
3. The Municipality has successfully eradicated the bucket system from its formal housing areas and there are now only informal dwellings requiring sanitation.

4. Odour problems are experienced from time to time in Tikwana some of which houses are closer than the recommended 500m buffer. Odour can also be minimized if the plant is managed optimally.
5. The Municipality forms part of the Middle Vaal Water Management Area (WMA).

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

(a) Large conventional WWTW systems dependent on imported chemicals and high levels of management may over burden the Municipality's operating budget and lead to water quality problems in Bultfontein pan and river systems.

(b) Bultfontein WWTW should be designed so that it also functions as a bird habitat using extensive maturation ponds to improve water quality rather than mechanical or chemical methods.

Tswelopele Local Municipality is committed to provide the highest level of sanitation services to its residents. The highest level of sanitation services provided by the municipality is a flush toilet connected to the sewerage system and the basic level of service includes flush toilet with septic tank and a PIT latrine with ventilation. Buckets as a form of sanitation has been eradicated.

WASTE MANAGEMENT:

The IWMP is due for review. The document will be updated in the 2015/16 financial year. About 78 -80 % of formalised household receive the service. Currently the municipality relies on organised and individual recyclers for reduction and recycling of waste. The municipality will erect a structure for storing separated waste in Hoopstad through a DEA funded project. Waste management is solely provided by the TLM. The municipality has developed by-laws but these are still a draft.

Both Hoopstad and Bultfontein have their own local landfill sites. The airspace available needs to be determined. The municipality makes effort to ensure that refuse removal is done at least once a week at every house-hold, to ensure the efficient management of the solid waste disposal sites, to prevent littering and to ensure that the street and pavements are regularly cleaned.

WASTE REMOVAL:

Government has put a target of 80% coverage, in terms of waste removal by the year 2019. According to the SDF, the municipality should provide % waste removal. There are areas which do not receive the service and these include farms and informal settlements. The reason for this is that the farms are too far from the municipality and the quantities of waste produced are not substantial enough to warrant regular removal (cost - benefit analysis). Movement in informal settlements poses a challenge also, plant and machinery cannot move freely between the dwellings. All formalised residential areas, including the two towns receive waste removal at least once a week.

The service is often hampered by mechanical breakdowns as the municipality is using aged tractors.

WASTE DISPOSAL:

The municipality owns two landfill sites that are situated in the two towns. These are not licensed as yet but they will be licensed through two DEA funded projects that are currently running in the municipality. Waste is not compacted and covered on a daily basis due to lack of proper machinery. The site in Hoopstad is not yet fenced. There is a plan to fence the site in the 105/16 financial year. Recyclers/re-claimers collect waste at the site. The Bultfontein landfill site is fenced and there is access control. Quantities that enter the site are recorded daily from Monday to Friday. This is done using estimates as the municipality has not installed the weigh pad. There are individual and organised recyclers on site. A waste storage facility or structure will be built at the Hoopstad landfill site. This will enable the recyclers to store the recyclable materials in separate compartments. Waste management is managed by the Environmental Manager. There are two Supervisors, one in each town, who coordinate daily activities and report to the Environmental Manager. There is a team of drivers and general workers who conduct the daily ground work. Lack of yellow fleet is a major challenge for the management of the two landfill sites. The aged tractors are no longer effective and efficient to manage waste in the municipality.

ELECTRICITY AND ENERGY:

Energy supply problems are experienced in the farming areas and especially in Bultfontein where the expansion of the town is limited due to this problem. The electricity national targets are 1.4 million additional households connected to grid by March 2019 and 105 000 additional households connected on non-grid by March 2019. There are no areas without access to electricity. All areas have access to electricity and the reliability thereof. The following challenges have been noted: Demand issued by Eskom is insufficient during winter season, Penalties issued by Eskom for over-extracting. Plans are underway to increase the electricity demand.

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

- (a) Irrigation farming in particular has high energy demands and the current Eskom tariff increases represent a considerable cost burden for commercial and emerging farmers unless they use alternative irrigation methods, or energy sources.
- (b) Solar hot water cylinders and photo-voltaic cells should be installed on all residential properties, as well as industrial and commercial buildings.

Electricity

The energy master plan is in place and relevant to the course of the municipality.

The basic level of access to electricity is defined as including connection of the household to the grid and basic level of service includes 10 Amp connections. Tswelopele Municipality is only responsible for the distribution of electricity as licenced by the National Energy Regulator (NERSA) and does not provide any generation or transmission services.

Tswelopele Local Municipality provides municipal services directly to some of the community of Tswelopele with others being supplied by Eskom. It is mainly Bultfontein and Hoopstad that are supplied directly by the municipality. Excluding the informal settlements there is 100% electricity coverage in the entire Tswelopele municipal area. There is no electricity coverage in informal settlements.

Currently 50kWh/month free basic electricity (FBE) is being provided approximately 4606 households. The breakdown of households receiving FBE is as follows: 106 – Tswelopele municipality and 4 500 – Eskom. The FBE provided is provided to registered indigents. FBE is funded through the equitable share allocation received from National Treasury and agreed with Eskom.

There is a backlog in the provision of electricity service connections as evidence by Tikwana Extension (499 units), Industrial sites (65) and Phahameng Extension (837 units). The connections are however depended on the declaration and development of the new township establishment.

The other category of connections is driven by demand by individual customers who are prepared to carry the cost of this new network connection request. The connections are dependent on annual budget allocation received from the Department of Energy (DoE).

Increasing of the network capacity is also one of the challenges the municipality has to address. This demand is due to the increase in the number of informal house in place with essential services being installed by Tswelopele.

Challenges

- (a) Low % occupation
- (b) Incorrect house numbering
- (c) Inadequate infrastructure to support electrification (roads, sewer and water)
- (d) Street lighting
- (e) Department of Energy budget allocation
- (f) Informal versus Formal houses
- (g) Availability of capacity on lines
- (h) Application letters from municipalities
- (i) Identification of future developments

Auditing of electricity meters has also led to the correction of a number of bypassed and/or faulty meters. The project is however still in its infancy stage and no noticeable improvement in the income can be reported at this stage.

Average yearly electricity Sales for the year

Summary of Average Distribution of Electricity Sales for the year detailed by area:

	Hoopstad	Bultfontein	Total
Domestic (kwh)	3 409 905	4 282 417	7 692 322
Business (kwh)	4 768 279	6 273 010	11 041 289
(kva)	10 094 587	9	19 681
Departmental (kwh)	1 175 859	305 390	1 481 248
Old aged home (kwh)	272 004	219 840	491 844

Electricity losses present a challenge in that they have to be addressed and represent a financial loss to the municipality. In the losses however we need to separate the technical losses which are inevitable. It must be noted that non-technical losses refers to theft of electricity.

Lack of accuracy in data collection is also one of the challenges - which can be addressed by audit of meters. Theft of electricity infrastructure (cables) has not exceeded levels where resources of the municipality have to be reprioritized.

Level of Services

All electricity customers receive a full service but it is differentiated in terms of connection size in relation to connection fees paid. A large percentage of customers are metered via prepaid meters, which facilitates the management of usage by customers.

Maintenance, Refurbishment and Upgrading Backlog

The lack of budget allocation over the past number of years has resulted in a backlog in repair and maintenance as well as refurbishment and network expansion has built up. This backlog can only be addressed by sufficient capital investment into the electricity infrastructure. Due to the lack of funds there is no master plan document has been completed to determine the extent of investment required.

Services rendered

Between Eskom and the Municipality there is 100% coverage of the area as far as the provision of electricity is concerned. There is however some informal settlements where no services are provided as these dwellings are placed on un-proclaimed land.

There is still a backlog in the provision of public lighting on some roads and in some of the previously disadvantaged areas. This also includes the some of the farming areas that have to be brought to the attention of Eskom by the municipality.

Infrastructure

Some of the Electricity Infrastructure is detailed below in table 18 and consists mainly of the following:

Details of some of electricity infrastructure

Description	Hoopstad	Bultfontein
High voltage substation (Number)	-	-
Medium Voltage substation (Number)	9	28
Low Voltage Substation (Number)	8	12
TOTAL	17	40
High Voltage Cables (Metres)	7,689.07m	48,595.35m
Low Voltage Cables (Metres)	27,724.70m	133,415.10m

The Public Lighting infrastructure consists mainly of the following:

Number of Street lights:

Bultfontein - 460
Phahameng - 360
Hoopstad - 364
Tikwana - 78

Number of High mast lights:

Phahameng - 49
Tikwana - 36

Potential future developments by area

There have been a number of developments/investments which has a potential to require expansion of electricity capacity. The developments are detailed below:

Hoopstad:

- (a) Vetrivier Boeredinste - Building of a new factory
- (b) Tikwana Solar Farm - Phase 1 on a +- 20 hectars

Bultfontein:

- (a) Extension of South African Police Services Offices
- (b) Grilco factory extension

Problems with ESKOM NMD (Maximum demand)

Due to households increase in Bultfontein, it has been noted that during the winter months the area exceed their 3,752.30 NMD for June and July.

Current Plans (Maintenance and Capital)

The Service Delivery Implementation Plan contains the details of the current plans for maintenance and capital expenditure.

Challenges

1. Provision of sufficient capital for network and public lighting maintenance, upgrading and expansions.
2. The improvement/expansion of preventative maintenance programs
3. The electricity distribution system be augmented timeously to meet the demand for electricity by developers.
4. The maintenance of vehicles must be improved to increase the availability to the department.
5. Vacancies be filled without delay
6. The assessment of the electricity function in terms of section 78(3) of the Municipal Systems act must be finalized.
7. The implementation of the financial ring-fencing of the Electricity Function in terms of Council resolutions and NERSA requirements.
8. The curbing of infrastructure theft which leads to huge financial losses and power failures.

ROADS:

The status of the Integrated Transport Plan is at the development stage (draft). All internal roads needs to be paved using interlocking paving bricks with regard to the road classification. Most of municipal roads leading public facilities are paved. For the internal roads the municipality has about 55km roads that must be paved. The areas without access (backlog) to the service is in Phahameng and Tikwana. The municipality is grant dependent and roads projects are grant dependent. Currently MIG funded although it is not sufficient. The operations and maintenance plan is at the draft plan. There are no significant challenges except the lack of funding.

The majority of Tswelopele roads are dominated by dirt and gravel roads (especially in the former black townships) and few tarred roads. Our strategies include, budget allowing, the tarring or paving of current dirt roads; filling of pot-holes as well as the rehabilitation of the current tarred roads. Because of the financial constraints and our inability to generate enough (own) funds, this municipality largely depends on grants

and allocations from both the District Municipality and the Provincial and National spheres of government.

STORM-WATER:

In terms of the approved service level the municipality ensure that there should be no water ponding areas. The following areas are without the services Phahameng and Tikwana. The following areas have access to the services Hoopstad and Bultfontein. The municipality conducts maintenance by cleaning storm water channels on a regular basis. The storm water management plan is currently at the draft stage.

SOCIAL SERVICES:

Human Settlements

The housing sector plan has been advertised for the development. Housing backlogs for ervens – Bultfontein (2968) and Hoopstad (3440). Identified housing needs information is 1095.

Housing challenges

400 Individuals including the Disabled, Elderly, PHP and Child-headed have been approved by the Department of Human Settlement however the houses haven't yet been built. The last housing allocation for Tswelopele was in 2010 for 250 (BNG) Breaking new ground. Currently there are no identified projects.

SPLUMA

SPLUMA will be effected as from the 01 July 2015. The municipality is currently busy with the by-laws and regulations. Council has approved the MPT (Municipal Planning Tribunal).

OTHER DEVELOPMENTS

1. No development of flats and townhouses in the area occurred in the 2005 to 2007 period.
2. Demand for office and space for financial services is low due to limited opportunity and demand for further expansion.
3. No new schools were completed over the period 2005 to 2007.
4. Completion of buildings for special uses, i.e. for churches and sport and recreation clubs, has been reported over the period and has increased.

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

Both Hoopstad and Bultfontein have sufficient serviced vacant industrial land to accommodate further manufacturing should the need arise.

(a) Hoopstad has recently seen the development of a new grain mill.

- (b) Both settlements suffer from their economically peripheral location and lack of the necessary forward and backward linkages and economies of agglomeration to make manufacturing viable.
- (c) Hoopstad's closer proximity to the N12 and main national rail link may make it more desirable for industry than Bultfontein, approximately 100kms from Bultfontein although it is at the terminal of a branching.

In order to prevent the fragmentation of social, retail and recreational facilities within the rural environment, it is proposed that a system of rural service centres are established which would provide:

- (a) Higher order residential development;
- (b) Social services;
- (c) Recreational facilities;
- (d) Service industries;
- (e) Transport facilities; and
- (f) Informal markets.

The advantages of Rural Service Centres are:

- (a) To minimize the establishment of conflicting land uses in the rural environment;
- (b) Provide focused job opportunities; and
- (c) Minimize the impact of pollution on the environment.

The following are of importance with reference to the development/establishment of Rural Service Centres: South Africa is characterized by high levels of poverty, especially in rural areas. Approximately 70% of South Africa's poor people live in rural areas, and about 70% of the rural residents are poor. Their incomes are constrained because the rural economy is not sufficiently vibrant to provide them with remunerative jobs or self-employment opportunities. Their cost of living is high because they spend relatively more on basic social services such as food and water, shelter, energy, health and education, transport and communication services. Rural people generally do not have access to natural resources to support their subsistence.

More than 85% of the countryside is settled by commercial farmers and the population pressure in the former homeland areas has depleted the natural resource base to an extent that only a few communities can provide for their subsistence needs in this way (Integrated Sustainable Rural Development Strategy, 2001).

It is further estimated that 22% of the rural population lives in abject poverty (ISRDS, 2001). In essence the array and complexity of problems facing rural areas include, inter alia, the following:

- (a) Apart from former homelands, agricultural land in South Africa is largely utilised for capital intensive commercial farming purposes;
- (b) The rural poor are still affected by pre-1994 land ownership and settlement legislation, with specific reference to its impact on geographic settlement patterns and land ownership;

- (c) The sustainability of rural communities is increasingly compromised by rapidly depleting natural resources. This trend is not unique to South Africa. The world is currently experiencing un-scaled population migrations. Millions of people are migrating from the once fertile planes of Asia and Africa to Europe. Poor Mexicans are migrating across the border from Mexico into the USA. The central reason behind these massive migrations: the soil on which they have traditionally made a living has been exhausted and is no longer able to sustain an ever-increasing population. The implications of these trends are two-fold: firstly, agricultural production is decreasing and secondly, the nutritional value of agricultural products is decreasing.
- (d) Farm labourers, in particular, suffer from lack of opportunities and access to some of the most basic services. Activities (social, recreational, economic and transport) are fragmented throughout the area with the result that the rural poor need to travel long distances to reach social and economic facilities, with financial resources, which they do not often have. It is from the conditions outlined above that the need was born to identify means by which the livelihood of South Africa's rural communities can be restored.

Core issues in this dynamic challenge include the following:

- (a) Land ownership in rural areas;
- (b) Dispersed nature of rural settlement patterns;
- (c) Inherent differences between rural communities and the existence of a typology of settlements;
- (d) The need for an interventionist approach to diversify the rural economy and to introduce measures that will improve community's access to economic opportunities and services.
- (e) The solution to these problems lie within the consolidation of different land uses to form a concentration of economic activities in regionally accessible, multi-functional economic nodes in the form of rural service centres. This will provide rural areas with integrated economic centres.

Rural Service Centre's as Economic Catalyst

As in any business opportunity, the principles amongst others, of economy of scale and competitive advantages will form the basis for the development of the rural service centres. Consumer behaviour, whether in urban or rural areas follow similar patterns where potential clients prefer focused / concentrated service delivery, as opposed to fragmented service delivery. Where rural areas are characterised by intensive farming and tourism activities, smaller fragmented developments along transport corridors, complemented by focused rural service centres will provide sufficient economic activities at different levels (low, medium and higher order).

Within extensive rural areas the primary development focus should be located at rural service centres. The economic advantages of rural service centres are as follows:

- (a) Economy of scale advantages will be established;
- (b) Higher order catalyst retail and social activities will be established which will promote the establishment of smaller complimentary land uses;
- (c) Integrated land use activities in support of each other will be established;
- (d) Job opportunities will be created;

- (e) The pricing structure of goods will be reduced in view of healthy competition;
- (f) The poor rural occupant will save transportation costs as the majority of goods will be available at rural service centres, thus saving on additional urban destined trips; and
- (g) Poverty levels could be reduced, as beneficiaries will have the opportunity to market and sell their goods at the rural service centre.

Configuration of Rural Service Centres

An optimum network of rural service centres can be developed to generate evenly spread of economic benefits in rural areas. Through this duplicating and over development of rural areas can be controlled and the sustainability and effectiveness of rural service centres can be optimised. The rural service centre consists of activities and facilities, which need to be analysed in terms of nature, ideal size and demand drivers.

As opposed to urban areas where facilities are provided based on households and population thresholds, these standards can't be applied within the rural context. Based on various needs assessments that have been conducted within rural areas, the following activities need to be provided in rural service centre

(a) Residential

Security of tenure within rural areas is a highly contentious issue where farm labourers are more than often the victims of evictions, unfair settlement practices on farms and the lack of settlement options within rural environments.

The above, together with the housing need necessitates that a residential component be included which will be affordable and provide security of tenure. The demand for housing is related to the population size and economic performance of an area. The demand for housing is complex and differs for each of the different levels of the rural typology. For example, the housing demand in former homelands can be expected to be much higher than in commercial farming areas.

The above-mentioned accentuates the necessity of the housing component to be flexible and comfortable to apply to the context of each different rural area. The nature and the extent of the residential component will differ at every level of the rural typology and will be subject to the availability and nature of natural resources.

Although it is difficult to determine the exact number of stands to be provided per rural service centre, the guideline should not be more than 250 stands. The total residential extent will be subject to the characteristics of the rural area (intensive vs. extensive), soil conditions, the housing need and the availability of water sources. The intention is not to create large townships in the rural environment, but to provide an option to farm labourers and rural dwellers to obtain security of tenure in the vicinity of the areas where they work. In providing a housing component within the rural service centre, the following principles should be adhered to:

- (a) The housing projects need to be financed by the Department of Housing and does not replace the initiatives of the Department of Land Affairs;
- (b) The housing areas should exclusively be made available to rural tenants who are presently living and working in the area or who have been displaced actions; and

- (c) The housing component must not be viewed as an opportunity for employers to dispose of their housing responsibilities.

There are advantages and disadvantages related to the inclusion of a residential component in the rural service centre complex.

The **advantages** are the following: Alternative settlement options are provided to farm workers, informal dwellers and displaced rural families;

- (d) Security of tenure is provided within rural areas;
- (e) It provides access to facilities and services;
- (f) It promotes lower transport costs to reach facilities and services; and
- (g) A linkage between the residential component and the market is provided, providing employment opportunities from home or nearby facilities.
- (h) It provides access to facilities and services;
- (i) It promotes lower transport costs to reach facilities and services; and
- (j) A linkage between the residential component and the market is provided, providing employment opportunities from home or nearby facilities.

The **disadvantages** are the following:

- (k) Farm workers could be separated from farms and other areas of employment;
- (l) Promotes 'ruralization' versus the process of refocusing the housing policy to deliver affordable housing in the inner cities. The distance from the cities increases transport costs and decreases the efficiency of service delivery. All of these affect the sustainability of the housing component. More valuable agricultural land is used for residential purposes;
- (m) An induced demand for housing will be created in rural areas and can lead to an infiltration of people beyond the catchments area; and
- (n) The reliance on public transport increases to reach employment opportunities on farms. The sufficiency of the rural transport system can create a barrier.

(c) Retail

The proposed retail component will be in the form of a small local shopping centre. The product mix of such facilities will focus primarily on convenience goods. A typical anchor tenant is an independent superette or café-greengrocer type of business.

The demand for retail facilities is directly related to disposable household income, indicating that if population income increases, the demand for retail floor space will increase. Population income is related to the population size of an area. This indicates that there is a relationship between retail demand, population size and disposable household income.

(d) Social Services

The provision of higher order social services within rural environments does not exist. Rural residents must more often be satisfied with mobile social services, lower educational facilities, informal recreational facilities and unstructured cemetery sites.

The provision of public facilities such as health and education is determined by specific standards specified by government departments, which is often linked to population thresholds. Should one apply the quantitative criteria for service provision in the rural areas, it is understandable that higher order facilities can't be provided throughout. However, in

view of the number and existing fragmented nature of lower order social facilities, which warrant some higher order facilities, limited higher order facilities are provided, for example, one will find a number of primary schools in an area without the provision of a secondary school.

With the identification of rural service centres, the rural areas will be more defined in terms of potential development areas, which will create the opportunity for higher social services to be provided in a focused manner. The following social facilities are envisaged at the rural service centres, namely:

- (a) **Clinic** – in addition to the quantitative standards, other demand drivers, which have an impact on the provision of clinics, include the Department of Health's regulations, the medical expenditure of households and existing clinics in the area. The facility at the rural service centre should be a Primary Health Care Centre. A mobile health service could be operated from this clinic to outlying areas.
- (b) **Pension and Child support payment point** – Pension payment points are typically provided within Post Offices. They operate at normal working hours from eight to four on a daily basis. A variety of pension funds and other associated welfare grants exist and each fund has certain dates set for collection.

There are a variety of factors that determine the development of a welfare payment point. A process is followed to determine if the payment point can be provided. In this process several factors are taken into account, including:

- (a) Welfare payment points must be located at accessible points within rural areas;
- (b) Security must be provided at these points;
- (c) The type of payment point influences the size of the facility. The larger the payment points the higher the security required.
- (d) Surveys are undertaken to determine whether there is a demand among the population for a welfare payment point. Based on the results of the surveys the Department of Welfare decides if such a payment point will be effective within an area.
- (e) It is generally accepted that eight officials are allocated to a welfare point, where three of them work in the field. Although, in areas where there are a limited number of welfare recipients, the post office clerk pays out the funds.

1. **Secondary school** – Notwithstanding the large number of primary schools in the rural environment very few secondary schools exist in rural areas. The implication of this is that scholars are forced to attend schools in urban areas, sometimes to the disadvantage of the scholar (cost- and time implication and unreliable scholar transport).

The aforementioned, together with some unlawful employment practices on farms force the student to leave the school at an early age. This statement correlates with the level of education in rural areas.

Based on the above, it will be imperative to provide a Secondary School at each of the identified rural service centres. The facilities must also be flexible to provide ABET training, skills transfer courses and launching of awareness programmes.

- 2. Sport and recreation** – Formalized recreational facilities do not exist in rural areas. With the development of rural service centres, provision will be made for formalized sport areas, which could include as a point of departure, soccer fields and netball courts.

Provision may also be made for the establishment of multi-purpose community centres that could be used for community meetings, church services and smaller indoor sport facilities.

3. Light service industries

In general, manufacturing can be subdivided into three categories, heavy noxious industries, light service industries and high-tech clean industries. Light service industries could be included in the rural service centre development concept. These new industrial developments should not compete with existing industrial nodes. As such, they should focus predominantly on providing a service function. Industrial demand is a function of; inter alia, population size, market demand and an area's economic base.

The following location criteria should be acknowledged prior to the establishment of light service industrial activities in a specific area:

- (a) Labour – industries must be located in close proximity to a sufficient labour force with the necessary skills and training;
- (b) Accessibility – this refers to forward and backward linkages and the transportation of raw, intermediate and final products, as well as the accessibility of the labour force to the industry. Accessibility also incorporates visibility;
- (c) Location – this refers to the availability and location of the input suppliers as well as the availability and location of the market for the final product; and
- (d) Agglomeration advantages – this refers to the advantages experienced by economic activities within a geographical area. Linkages refer to the contacts and flows between at least two agents, of various commodities, including products, services, information and goods

Agriculture

As part of the process of land redistribution, the principle of municipal commonage needs to be considered in areas in close proximity to the subsidized housing areas. The objective of the grant for the acquisition of municipal commonage area is to enable municipalities to acquire land.

The land so acquired is used to create or extend commonage to establish agricultural or other productive lease schemes, which will involve use of the natural resources by poor and disadvantaged individuals. The grant will not cover the development of the land acquired.

The reasons why municipal commonage areas are proposed are as follows:

- (a) The land is purchased by the Department of Land Affairs and transferred to the municipality;

- (b) These commonage areas should be located adjacent or in walking distance from the housing developments; and
- (c) Unemployed beneficiaries could obtain (rent) portions of the commonage area, which could be cultivated for subsistence farming. The local municipality will manage the allocation of areas within the municipal commonage.

The development of rural service centres and areas adjacent to transport corridors must act as markets where beneficiaries could sell their produce.

A large variety of produce is cultivated on an annual basis within rural areas, but the major portion of produce is exported out of the area for processing. Where processing factories are small in extent, these could be accommodated within the rural service centres.

CEMETERIES

There are cemeteries located in Hoopstad and Bultfontein. In Bultfontein one of the cemeteries is located on one of the prime locations in town. This is at the intersection of the R700 and the R708 - the gateway into town. Bultfontein has an additional cemetery in Phahameng which is full.

An EIA process is currently underway for a position on the commonage to be used as another cemetery. The HIV/Aids pandemic coupled with the preferences for full burials has put great pressure on land for cemeteries.

In view of the lack of formalized cemeteries in rural areas, the deceased's family members are often dependent on the 'mercy' of landowners to allow burials on farms. In addition to the aforementioned, the burial costs within formal cemeteries can more often not be afforded by rural families. For this reason we believe that cemetery sites should be provided within close proximity to rural service centres. Depending on the proximity of the proposed rural service centres centralised cemeteries in order to serve more than one rural service centre could also be investigated.

ENVIRONMENTAL MANAGEMENT

It is accepted that environmental management is part of the human rights. Evidence is noted through United Nations (UN) Human Rights Council determination that people are entitled to healthy environment; South Africa (SA) signed many international treaties, introduced local laws and regulations on environmental protection; introduced environmental rights in the in constitution of the country in 1996 (Chapter 2 Bill of Rights, Section 24); the National Environmental Management Act was also adopted in 1998 to give effect to environmental rights enshrined in the constitution and finally environmental management is identified as one of twelve 2010-14 national government outcomes (10).

The current draft SDF and WSDP have provided information that addresses environmental issues. The documents directly raise issues around what are key environmental assets in the municipality, and how do they support local development? In this respect river/dams,

Wetlands, Indigenous Plants/ Heritage Sites, Nature Reserves- promotion of tourism and Local Economic Development; what is the state of the biodiversity resources and what are the current trends/ threats? River/Dams- threats by pollution/alien plants; impact of mining closures; pollution by usage of plant pesticides by the farming community; increase in water use etc.

Other than the intervention by the Lejweleputswa District Municipality adequate evidence is still to be gathered as to the range of environmental interests' representation in the all activities of the municipality. This process would include the identification and listing of sector community based organisations (CBO)/non- governmental organisations (NGO) with interest on environmental affairs.

It is important for Tswelopele to have as an objective the ensuring that pollution (air, water, and soil) are minimized to acceptable national standards in order to preserve the environment and natural resources. To this end identify strategies to implement measures to reduce existing air, water, soil and noise pollution incidents; engage in discussions with major stakeholders who are culprits to reduce pollution incidents and monitor the levels of pollution as agreed with those stakeholders.

Whilst there is information on environmental management, it is clear that it would be helpful to allocate a resource that monitors the state of environmental management in the municipality in an organised, focused way and provide relevant information for decision making to Tswelopele. The resource would liaise with the District, Province and National departments. Tswelopele is required to have in place a number of master plans, for example relating to infrastructure development and roll out, and a resource would assist to evaluate compliance with environmental management standards that need to be adhered to.

The current situation is that there are mechanisms to capacitate local communities on environmental issues awareness campaign, access to environmental information and celebration of environment days. It is the intention of the Municipality to devise specific awareness campaigns aimed at educating the community. The process will include addressing environmental policy or by-law, capacity to deal with environment policies, related organizational structure and mechanisms to ensure environmental accountability and reporting. It is also noted that there is no evidence of that the strategic environmental assessment (SEA) was conducted and environmental management framework (EMF) developed to contribute to the development of the SDF.

The municipality has appointed the Environmental Manager to address the environmental issues facing the municipality.

With all the challenges stated it is clear that creative ways have to be identified to secure funding for projects related to environmental management. To date, over 400 million rand

investments in green economy projects has already been approved for municipalities, other organs of state, community organisations and the private sector across all provinces.

Health Services:

The distribution of health facilities within the Tswelopele Municipality shows that Hoopstad has a number of community health centres as well as a hospital. Bultfontein only has a community health centre, although it has a larger population.

IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY

1. The public participation process revealed that Tikwana residents require a clinic as the nearest one at the hospital is too far away from the furthest and latest extensions to the township.
2. Bultfontein has no hospital although with bigger population
3. The presence of a hospital and doctors is an important factor in a retirees' decision to move to a small town.

HIV STATISTICS

These figures have implications for productivity, mortality rates, land for cemeteries, and financial burdens on the public health care system and individual households.

Safety and security:

CRIME

The police station precincts in Tswelopele are: Bultfontein and Hoopstad.

The contact related crimes show decline, property related also showed an increase, Crime dependant on police action for detection showed a decrease and sexual offences have increased.

With the extensive nature of rural areas, the reaction time of the SA Police Service to attend to crime scenes is often very long. Based on the population thresholds and the extensive nature of the rural areas, the establishment of satellite police stations need to be promoted in rural service centres.

The advantage of the satellite police stations within the rural service centre will be to:

- (a) Increase police visibility within the area;
- (b) Reach time scenes sooner; and
- (c) Attend to even minor cases.

PUBLIC PARTICIPATION AND GOOD GOVERNANCE

STRATEGIC OBJECTIVE: Promote a culture of participatory and good governance

INTENDED OUTCOME: Entrenched culture of accountability and clean governance.

GOVERNANCE STRUCTURES

Internal audit function:

Section 62(1)(c) of the MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management, as a result, the municipality has:

- (a) Developed and approved the Anti-Fraud and Corruption Policy;
- (b) Audit Committee in place that meets once per quarter

The Internal Audit function must be established in terms of Section 165 of the Municipal Finance Management Act, Act No. 56 of 2003 and operates under the cluster of the Municipal Manager.

It reports administratively to the Municipal Manager and functionally to the Audit Committee in terms of its Charter as approved by Council. The Municipal Finance Management Act, under Section 165 (2) (b) prescribes that the internal audit unit must advise the Accounting Officer and report to the Audit Committee on the implementation of the internal audit plan and matters relating to:

- (i) Internal audit;
- (ii) Internal controls;
- (iii) Accounting procedures and practices;
- (iv) Risk and risk management;
- (v) Performance management;
- (vi) Loss control; and
- (vii) Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation.

Furthermore, the Municipal Finance Management Act section 62 (1) (c) prescribes that the Accounting Officer is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure - that the municipality has and maintains effective, efficient and transparent systems of internal audit operating in accordance with any prescribed norms and standards.

Audit committee:

The Tswelopele Local Municipality has established an Audit Committee in terms of section 166 of the MFMA, which is made up of three external members. The Audit Committee is an independent body that advises the Mayor, other office bearers and

the Municipal Manager. The Audit Committee through its chairperson reports to Council.

Oversight committee:

The Municipal Finance Management Act (MFMA), Circular No 32, stipulate clearly the way the overall financial activities of the council should be handled and more emphasis is on the functionality of the oversight committee. Also the report ensures the executive and the administration account on the work of a municipality.

In accordance with the provisions of Section 79 (1) (a) (b) and (c) of the Municipal Structures Act 1998 a municipality may establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers and appoint the members of such committee from among its members. Furthermore Section 79 (2) of the Municipal Structures Act, 1998 provides the framework and guidelines within which such committees of council shall operate.

An MPAC Committee was established by Council in terms of section 79 of the Municipal Structures Act, 117 of 1998. The Committee is functional as it convenes on a monthly basis to execute their oversight role and also reporting to Council

Ward committees

Ward Committees are functional and they report to the office of the Speaker regularly.

Council committees

They play an oversight role and consider reports from the EXCO on its functions on different portfolios, and how this impacts on the overall objectives and performance of the Municipality. The committees are available and functional however meetings are not taking place as per the approved schedule.

Supply Chain Committees (SCM)

The SCM Committees are existing and functional. The municipality consists of the following bid committee structures; Bid Specification, Evaluation and Adjudication. The Accounting Officer has appointed members for each committee. None of the councillors serve in the SCM Committee.

MANAGEMENT AND OPERATIONAL SYSTEMS

Complaint management system:

Municipality's complaint managements system is not adequate as the municipality only has the complaints and compliments register box. Assistance to establish a comprehensive complaints management system for the municipality has been sought at Provincial COGTA.

Fraud prevention plan:

Section 83 (c) of the Systems Act, 2000 requires providers to be chosen through a process which minimizes the possibility of fraud and corruption, as a result the municipality has adopted a Supply Chain Management Policy and an Internal Audit Charter. Furthermore the municipality has developed the fraud and corruption plan as well as the policy.

The objective of this policy is to develop and foster a climate within the Tswelopele Local Municipality where all staff strives for the ultimate eradication of fraud, corruption, theft and maladministration by means of the application of the full spectrum of both pro-active and re-active measures at their disposals.

It is the intent of Tswelopele Local Municipality to promote consistent organizational behavior by providing guidelines and assigning responsibilities for the development of controls and conduct of investigations.

This policy also sets down the stance of the Tswelopele Local Municipality to fraud and corruption as well as re-enforcing existing regulations aimed at preventing, reacting to, and reducing the impact of fraud, corruption, theft and maladministration where these dishonest acts subsist.

The Protected Disclosures Act came into effect on 16 February 2001. In order to remain in compliance with the Act, Tswelopele Municipality will: -

- Strive to create a culture which will facilitate the disclosure of information by staff relating to criminal and other irregular conduct in the workplace in a responsible manner by providing clear guidelines for the disclosure of such information and protection against reprisals as a result of such disclosure; and
- Promote the eradication of criminal and other irregular conduct within Tswelopele Local Municipality.

The Policy is intended to encourage and enable staff to raise concerns within Tswelopele Local Municipality rather than overlooking a problem or blowing the whistle to inappropriate channels.

Furthermore the policy aims to: -

- Provide avenues for staff to raise concerns and receive feedback on any action taken;
- Inform staff on how to take the matter further if they are dissatisfied with the response; and
- Reassure staff that they will be protected from reprisals or victimization for whistle blowing in good faith.

Communication strategy

The municipality has the communication policy and it is implemented.

Stakeholder mobilisation strategy or public participation strategy

The municipality communicate through loud-hailing and issuing of invitations to stakeholders. The municipality further established the Stakeholder's Forum. All stakeholders are fairly represented in the forum and the main objective of the forum is to ensure that whenever the municipality requires to meet with the community, then the forum will assists.

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC OBJECTIVE: Improve organisational cohesion and effectiveness.

INTENDED OUTCOME: Improved organisational stability and sustainability.

INFORMATION TECHNOLOGY

The municipality has a functional ICT Division which provides services for all ICT related functions to the municipality. A number of activities are executed in order to ensure that the municipality meets the requirements as stated by the SCOA. Budget provision is made however it is not sufficient to address all challenges faced within the ICT environment. The division ensured that internal controls are in place such as relevant policies have been developed. Currently there is no proper server room in place and no backup servers are in place, this has been rated as a high risk.

AVAILABILITY OF SKILLED STAFF

The municipality has skilled workforce in that, positions are advertised and out of the list of applications, suitable candidates are selected and shortlisted for the interviews and after the interviews were held, suitable and qualified personnel are appointed for the position advertised. Hence it can be said that the municipality do have skilled, competent and qualified personnel. The municipality has also ensured that key personnel attends the Municipal Finance Management Programme as required by National Treasury.

ORGANISATIONAL STRUCTURE

The municipal organogram is reviewed on an annual basis in order to cater for the changing circumstances of municipal operations. The organogram has been reviewed for the 2014/15 financial year.

VACANCY RATE

The vacancy rate of municipality has since 2013/2014 decreased to the advantage of the productivity towards the municipal objectives and obligations. However, the human resource management strategy is still to be developed. Furthermore the organizational structure of the municipality is now in line with the requirements of DWA in order to operate the WTW at the required level.

SKILLS DEVELOPMENT PLAN

The municipality has a skills development plan which is the Work Skills Plan (WSP), the plan is developed every year and employees are trained according to what is contained in the WSP. This document is informed by the Skills Audit that is also conducted before the Work Skills Plan, to get the training needs of individuals and departments. Employees are often sent to training to develop them and capacitate them so that they can be effective in their daily performance of their duties.

HUMAN RESOURCE MANAGEMENT STRATEGY OR PLAN

The municipality is yet to develop the human resource management strategy.

INDIVIDUAL PERFORMANCE & ORGANISATIONAL MANAGEMENT SYSTEMS

Tswelopele Local Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of the IDP, and to gauge the progress made in achieving the objectives set out in the IDP. It links the municipality-wide to individual level of performance management. Furthermore, the IDP informs the development of key areas of performance and targets across all performance levels. This ensures the appropriate alignment between organisational and individual performance.

Performance management forms part of a strategic management approach to ensure integration with the municipal strategy, planning and budgeting. This process enables the Municipality to improve planning and budgeting, effectively monitor and measure performance, and transparently and convincingly report on achievements.

Legislation that governs performance management in local government includes the Municipal Systems Act, 32 of 2000 (MSA); the Municipal Planning and Performance Management Regulations, 2001 (MPPMR); the Municipal Finance Management Act, 53 of 2003 (MFMA); the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

7.2 The Municipal Systems Act, (Act 32 of 2000)

The Municipal Systems Act requires all municipalities to promote a culture of performance review through the establishment of a PMS. The PMS must set out key performance indicators (KPI) and targets, as well as monitor, review and report on municipal performance, based on indicators linked to the IDP, including the national indicators prescribed by the Minister responsible for Local Government.

7.3 The Municipal Finance Management Act, (Act 53 of 2003)

The MFMA requires the Mayor to ensure that the performance agreements of the section 56 employees comply with the requirements of the MSA to promote sound financial management and linked to measurable performance objectives approved with the budget and included in the SDBIP, which outlines the strategic scorecard of the municipality. Additionally, the Act sets out reporting obligations of the municipality on the budget and IDP implementation.

The Municipal Planning and Performance Management Regulations, 2001.

The Municipal Planning and Performance Management Regulations require that a municipality ensures that the PMS complies with the requirements of the MSA, demonstrates the operation and management of the PMS, clarifies roles and responsibilities, as well as ensures alignment of employee performance management and the IDP processes.

7.3.1 The Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers, 2006.

In August 2006, the Department of Provincial and Local Government (DPLG) promulgated regulations for Section 56 employees, setting out how the performance of municipal managers and their Heads of Department must be planned, reviewed, improved and rewarded. The regulations make provision for the conclusion of written employment contracts, performance agreements and personal development plans.

The Municipality's process of establishing and developing the PMS ensures integration between strategic planning and performance management, by linking the planned IDP priorities and objectives to the indicators and targets used to measure performance. In addition, the process promotes alignment between planned organizational performance, as reflected in the IDP and organisational scorecard and individual performance as contained in the individual performance agreements.

Implementation of the PMS in Tswelopele Local Municipality

The PMS in the Municipality is implemented in a manner that reflects the relationship of organisational to individual performance. At the municipal level, the PMS incorporates the IDP and Sector Plans, and these are translated into the SDBIP which is the municipal scorecard. In terms of legislative prescripts the Municipal Manager is the custodian of the municipal scorecard and agrees with the Mayor on the delivery aspects of the scorecard.

The Audit Committee reviews the performance of the Municipal Manager in implementing the organisational or municipal scorecard. Organisational performance is monitored through assessment of progress on the implementation of the SDBIP (the municipal scorecard) and reported on SDBIP through quarterly reports. The quarterly SDBIP reports are consolidated to inform the municipality's annual performance report and ultimately the Annual Report for

submission to the Auditor-General, the MEC for Local Government and other relevant stakeholders as legislated by the MSA.

At the departmental level, departmental plans serve as a linkage between organisational and individual performance. Effectively, the sector plans form the foundation for the development of business plans which in turn informs the development of the individual Head of Departments' (Section 56 Employees') scorecards, which are an endorsement of the Municipal Manager's scorecard. All the Section 56 employees sign performance agreements for the financial year as required by the MSA. The signing of performance agreements and the development of scorecards is an element of performance planning, which is part of the Municipality's PMS cycle that covers performance planning, coaching, reviewing and rewarding stages.

Managing PMS in Tswelopele Local Municipality

Audit Committee

The Tswelopele Local Municipality has established an Audit Committee in terms of section 166 of the MFMA, which is made up of three external members. The Audit Committee is an independent body that advises the Mayor, other office bearers and the Municipal Manager. The Audit Committee through its chairperson reports to Council.

Internal audit

The Internal Audit plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. The internal audit role also involves assistance in validating the evidence provided by Heads of Departments in support of their performance achievements.

Mayor and EXCO

They manage the development of the municipal PMS and oversee the performance of the Municipal Manager and Heads of Department.

Council Committees

They play an oversight role and consider reports from the EXCO on its functions on different portfolios, and how this impacts on the overall objectives and performance of the Municipality.

Community

Community members play a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close conjunction with the IDP & PMS Office. The municipality further encourages communities to comment on draft Annual Reports.

The municipality has not yet cascaded PMS downwards throughout the municipality and will endeavour to do so in the current financial year.

The Municipality will continuously review its PMS to keep-up with the evolving nature of performance management. The municipality undertook to review the current performance management policy and framework in order to comply with the legislative requirements and the alignment across the entire Municipality.

FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.

INTENDED OUTCOME: Improved financial management and accountability.

TARIFF POLICY

- The municipality has the policy dealing with tariffs and it requires a review.

RATES POLICY

- The municipality has the policy dealing with rates and does not require any review.

SCM POLICY

- The municipality has the policy dealing with Supply Chain Management and the municipality adheres to it. The policy provides a guide on all procurement matters. It consists of the bid committees and their administration. A review is necessary.

STAFFING OF THE FINANCE AND SCM UNITS

- The finance organogram requires a review

PAYMENT OF CREDITORS

- Municipal creditors with valid documentation are paid within 30 days period.

AUDITOR-GENERAL FINDINGS (ISSUES RAISED IN THE REPORT)

- Issues raised by the AG related to financial management have been dealt with in the Audit Recovery Plan. The plan is monitored internally by the internal audit division and quarterly to the MPAC.

FINANCIAL MANAGEMENT SYSTEMS

- The municipality uses SEBATA system for financial system and it is functional. The system does not have asset management module and as a result the municipality plans to purchase a standalone asset management module.
- CASEWARE system is used for the preparation of the Annual Financial System as provided by COGTA

LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE: Create an environment that promotes development of the local economy and facilitate job creation.

INTENDED OUTCOME: Improved municipality economic viability.

LOCAL ECONOMIC DEVELOPMENT STRATEGY

Tswelopele Local Municipality has developed LED Strategy document through the assistance and support of Lejweleputswa District Municipality. It can be safely said that the municipality is in the position of a draft document which will be finalised in due course after the necessary funding has been acquired.

UNEMPLOYMENT RATE

The statistical information below as obtained from the FS Provincial Treasury indicate the level of unemployment in the municipality in terms of race starting from 1996 to 2013 which shows a significant increase from 1996 to 2013.

Unemployment rate, official definition (%)						
Total		African	White	Coloured	Asian	Total
	1996	17,0%	2,9%	24,3%	4,8%	15,7%
	1997	17,9%	3,0%	23,5%	13,7%	16,7%
	1998	18,8%	3,3%	23,4%	25,4%	17,7%
	1999	20,7%	3,9%	25,0%	39,9%	19,7%
	2000	22,6%	4,5%	26,9%	51,6%	21,7%
	2001	24,0%	4,6%	28,5%	57,3%	23,1%
	2002	25,7%	4,7%	28,8%	54,4%	24,7%
	2003	26,9%	4,6%	27,3%	46,0%	25,9%
	2004	28,3%	4,7%	26,4%	36,7%	27,1%
	2005	29,5%	4,8%	26,7%	28,5%	28,3%
	2006	29,4%	4,7%	25,7%	21,1%	28,0%
	2007	28,6%	4,3%	23,6%	15,8%	27,0%
	2008	28,6%	4,2%	22,8%	12,7%	26,7%
	2009	29,9%	4,3%	23,9%	10,2%	27,6%
	2010	31,5%	4,5%	25,9%	8,4%	28,9%
	2011	33,7%	4,9%	29,0%	7,2%	30,7%
	2012	35,8%	5,9%	32,8%	8,9%	32,7%
	2013	37,5%	7,0%	36,4%	10,7%	34,4%

Source: FS Provincial Treasury

LEVEL OF CURRENT ECONOMIC ACTIVITY (DOMINANT POTENTIAL SECTORS)

The statistical information below indicate the economic sectors that are found within the municipality and the region is well known due to its potential to produce high volume of maize and it can be safely confirmed that more than 300 000tons of maize was produced last year (2014) which makes it to be the second largest region in terms of production of maize.

It can be seen from the information below that all sectors including agriculture in terms of contribution to the local economy has gradually decreased except Community Services that has been increasing and that shows that more people are now depending on governments grants.

Economic											
Gross Value Added by Region (GVA-R)											
Broad Economic Sectors (9 sectors)											
Sector's share of regional total (%)											
		1 Agriculture	2 Mining	3 Manufacturing	4 Electricity	5 Construction	6 Trade	7 Transport	8 Finance	9 Community services	Total Industries
1996		61,1%	0,0%	2,6%	0,9%	0,6%	7,0%	4,8%	6,8%	16,2%	100,0%
1997		60,0%	0,0%	2,5%	0,9%	0,6%	6,7%	4,9%	7,4%	17,1%	100,0%
1998		48,1%	0,0%	2,9%	1,0%	0,6%	8,1%	6,3%	10,0%	22,9%	100,0%
1999		54,3%	0,0%	2,5%	0,8%	0,5%	7,1%	5,2%	9,1%	20,5%	100,0%
2000		53,1%	0,0%	2,3%	0,8%	0,4%	7,7%	5,7%	9,3%	20,7%	100,0%
2001		55,3%	0,0%	2,7%	0,7%	0,4%	6,4%	5,3%	9,3%	19,8%	100,0%
2002		62,3%	0,0%	2,1%	0,6%	0,3%	5,4%	3,5%	8,6%	17,1%	100,0%
2003		57,5%	0,0%	2,1%	0,5%	0,3%	6,2%	4,2%	9,1%	20,0%	100,0%
2004		51,7%	0,0%	2,2%	0,6%	0,4%	7,4%	5,0%	9,5%	23,2%	100,0%
2005		45,1%	0,0%	2,6%	0,6%	0,4%	8,1%	6,5%	10,3%	26,4%	100,0%
2006		48,3%	0,0%	2,2%	0,5%	0,5%	9,0%	6,7%	10,2%	22,6%	100,0%
2007		52,4%	0,0%	2,2%	0,4%	0,6%	7,8%	6,0%	10,1%	20,5%	100,0%
2008		59,3%	0,0%	1,6%	0,4%	0,6%	7,8%	4,9%	8,6%	16,9%	100,0%
2009		57,2%	0,0%	1,4%	0,5%	0,7%	8,6%	4,6%	8,9%	18,2%	100,0%
2010		51,7%	0,0%	1,4%	0,6%	0,6%	10,9%	4,7%	9,5%	20,6%	100,0%
2011		50,4%	0,0%	1,3%	0,5%	0,7%	10,6%	4,8%	9,5%	22,3%	100,0%
2012		49,4%	0,0%	1,2%	0,5%	0,6%	10,5%	5,0%	9,4%	23,4%	100,0%
2013		49,6%	0,0%	1,1%	0,5%	0,6%	9,7%	4,8%	9,4%	24,2%	100,0%
2014		49,8%	0,0%	1,1%	0,5%	0,6%	9,7%	4,7%	9,3%	24,3%	100,0%
2015		48,5%	0,0%	1,1%	0,4%	0,7%	10,0%	4,8%	9,6%	24,9%	100,0%
2016		48,4%	0,0%	1,1%	0,4%	0,7%	10,0%	4,9%	9,6%	24,9%	100,0%
2017		48,1%	0,0%	1,1%	0,4%	0,7%	10,1%	4,9%	9,8%	24,9%	100,0%
2018		47,6%	0,0%	1,1%	0,4%	0,7%	10,1%	4,9%	9,9%	25,2%	100,0%

Source: FS Provincial Treasury

JOB CREATION INITIATIVES BY THE MUNICIPALITY

For the past five (5) years, Tswelopele Local Municipality has embarked on infrastructure development projects which employed labour intensive methods through EPWP and CWP. The following projects managed to create massive temporary jobs and some of them are still in an existence currently;

- Hoopstad Upgrading of Landfill Site
- Tswelopele Municipality Community Parks
- Upgrading of Hoopstad Nature Reserve
- Upgrading existing infrastructure

TOURISM

The Municipality has a number of attractions:

- (a) Boertjiefees
- (b) Rivers
- (c) Carp Festival
- (d) Nature Reserves
- (e) Game Farms
- (f) Fly in show - Wheels and winds

IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

Tourism should be promoted as follows:

1. Infrastructural support for festivals;
2. Marketing support for festivals;
3. Landscaping and building improvement of the towns;
4. Promotion of outdoor attractions; river, hunting, game viewing;
5. Maintenance and cleansing appears to be already well addressed.

There is no evidence that the number of attractions have been positively used to address social integration issues.

G: OBJECTIVES

KEY PERFORMANCE AREA	PRIORITY	OBJECTIVES
Basic Services and Service Delivery - Sustainable infrastructure and services	<ul style="list-style-type: none"> • Water (WA) • Sanitation (SAN) • Electricity (ELEC) • Waste management (WM) • Roads, streets, storm water (RSW) • Environmental Management (EM) 	Continue to extend the quality of municipal basic services to water, sanitation, electricity, waste management, roads and disaster management
Local Economic Development	<ul style="list-style-type: none"> • Water (WA) • Sanitation (SAN) • Electricity (ELEC) • Waste management (WM) • Roads, streets, storm water (RSW) • Environmental Management (EM) 	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED)
Basic Services and Service Delivery: Social Development and Community Services	<ul style="list-style-type: none"> • Health services (HE) • Environmental management (EM) • Education and training (EDUC) • Parks; Sports & Recreation and library services (SRC) • Housing (HO) • Cemeteries (SD) • Transport 	Integrated human settlement and municipal services
Good Governance and Public Participation	<ul style="list-style-type: none"> • Good Corporate governance 	Deepen democracy through encouraging participation by the different stakeholders through Ward Committees Strengthen relationship between community and the municipality
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> • Institutional capacitation and transformation 	Undertaking activities whose outcomes assists with achieving institutional excellence
Municipal Financial Viability and Management	<ul style="list-style-type: none"> • Increased revenue base from rates and taxes • Corporate governance • Institutional transformation 	Build and strengthen institutional, administrative and financial capabilities of municipality
Basic Services and Service Delivery: Public safety	<ul style="list-style-type: none"> • Disaster management • Safety and security • Traffic control • Emergency services 	Continue to facilitate and extend quality basic services

H: SECTOR PLANS

Section 26 of the Local Government Municipal System Act on Core components of the Integrated Development Plan provides for the development of a suite of sectoral plans to enhance the IDP. At a minimum the municipality is expected to develop the following sectoral plans as core components of the IDP. Additionally, the municipality during the IDP COGTA support meeting highlighted the need for sector plans and due to budgetary constraints, it has been advised that a letter indicating sector plans support be written to COGTA which would be forwarded to all relevant sector Departments.

Summary Status of Sector Plans

Sector Plan Detail	In Place (Yes / No)	Comments
Environmental Management Plan/Framework	Y	The plan/framework requires a review
Integrated Transport Plan	N	Needs to be developed
Human Settlement sector Plan	N	Needs to be developed
Energy Master Plan	N	Needs to be developed
LED Strategy/Plan	Y	The plan/strategy requires a review
Infrastructure Investment Plan	N	Needs to be developed
Disaster Management Plan/Strategy	Y	The plan/strategy requires a review
Spatial Development Framework	Y	The framework requires a review
Integrated Waste Management Plan	N	Needs to be developed
Water Services Development Plan	Y	The plan requires a review
Workplace Skills Plan	Y	None
Road maintenance plan	N	Needs to be developed
Road infrastructure policy	N	Needs to be developed
Road Asset Management System	N	Needs to be developed
Tourism Sector Plan	N	Needs to be developed

SECTOR PLANS INTEGRATION

DEVELOPMENT OUTCOMES	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
	Spatial Vision	Social, Economic & Environmental Vision	Input Sector Plans	Strategy Support Plans	Implementation Support Plans
	Spatial Development Framework	Human Settlement sector Plan	Integrated Transport Plan	Disaster Management Plan/Strategy	Workplace Skills Plan
		LED Strategy/Plan	Water Services Development Plan	Road maintenance plan	Financial Plan
		Tourism Sector Plan	Energy Master Plan	Road infrastructure policy	Infrastructure Investment Plan
			Integrated Waste Management Plan		Road Asset Management System
			Environmental Management Plan/Framework		

I: DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

CAPITAL PROJECTS ON A 3 YEAR PLAN

LOCATION	PROJECT NAME	PROJECT VALUE	FINANCIAL YEAR
Hoopstad	Hoopstad Waste Water Treatment Works	R19m	2014/15
Phahameng	Phahameng Sports Facilities (Phase 2)	R929 000,00	2014/15
Tikwana	Tikwana Sports Facilities (Phase 1)	R2.3m	2014/15

LOCATION	PROJECT NAME	PROJECT VALUE	FINANCIAL YEAR
Hoopstad	Hoopstad Waste Water Treatment Works	R4.8m	2015/16
Phahameng	Phahameng Sports Facilities (Phase 3)	R122 000,00	2015/16
Tikwana	Tikwana Sports Facilities (Phase 2)	R1.3m	2015/16
Phahameng	Phahameng 2km Paved Road	R7.8m	2015/16
Phahameng	Phahameng Sports Facilities (Phase 4)	R508 000,00	2015/16
Tikwana	Tikwana Sports Facilities (Phase 3)	R680 000,00	2015/16

LOCATION	PROJECT NAME	PROJECT VALUE	FINANCIAL YEAR
Hoopstad	Hoopstad Waste Water Treatment Works	R5.1m	2016/17
Phahameng	Phahameng Sports Facilities (Phase 4)	R1.7m	2016/17
Tikwana	Tikwana Sports Facilities (Phase 3)	R1.7m	2016/17
Phahameng	Phahameng 1.3km Access Road	R8.1m	2016/17

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

STATUS QUO	OBJECTIVE	PERFORMANCE INDICATOR	BASELINE	5 YEAR TARGETS				
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	Undertaking activities whose outcomes assists with achieving institutional excellence							

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STATUS QUO	OBJECTIVE	PERFORMANCE INDICATOR	BASELINE	5 YEAR TARGETS				
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	Continue to extend the quality of municipal basic services to water, sanitation, electricity, waste management, roads and disaster management							
	Integrated human settlement and municipal services							

LOCAL ECONOMIC DEVELOPMENT

STATUS QUO	OBJECTIVE	PERFORMANCE INDICATOR	BASELINE	5 YEAR TARGETS				
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5

Declining economy in the area	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED)	Number of LED projects initiated to stimulate the economy						
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MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

STATUS QUO	OBJECTIVE	PERFORMANCE INDICATOR	BASELINE	5 YEAR TARGETS				
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	Build and strengthen institutional, administrative and financial capabilities of municipality							

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STATUS QUO	OBJECTIVE	PERFORMANCE INDICATOR	BASELINE	5 YEAR TARGETS				
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Lack of feedback to the community	Deepen democracy through encouraging participation by the different stakeholders through Ward Committees Strengthen relationship between community and the municipality	Number of public participation engagements conducted						

J: ALIGNMENT WITH NATIONAL & PROVINCIAL OBJECTIVES

1. GOVERNMENT TARGETS

NO	NATIONAL GOVERNMENT TARGETS	TSWELOPELE MUNICIPAL COUNCIL RESPONSE
1	Reduce unemployment and poverty by half	Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development: <ul style="list-style-type: none"> (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
2	Grow the economy and balance increased social spending with higher public spending on economic infrastructure and services	Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development: <ul style="list-style-type: none"> (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
3	Ensure integrated sustainable human settlements and resilient and vibrant municipal economies are at the centre of governments objectives	Integrated Human Settlement: <ul style="list-style-type: none"> (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
4	Promote gender equality and empower women	Promote equity in the workplace through applicable policy and legal framework
5	Good Governance	Good Governance <ol style="list-style-type: none"> 1. Provide political, executive leadership and planning with well-defined targets aligned to the budget 2. Improve and continuously work on the performance management system 3. Precise performance, operational and financial record 4. Combat fraud, corruption & maladministration Financial Sustainability: <ol style="list-style-type: none"> 1. Improve customer satisfaction mechanisms 2. Prudent fiscal management 3. Revenue Enhancement 4. Develop an effective asset management programme 5. Reduction of overtime & temporary workers in compliance to legislation

2. IDP ALIGNMENT WITH THE NSDP

NO	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (PRINCIPLES)	TSWELOPELE LOCAL MUNICIPALITY'S RESPONSE
1	<p>Constitutional obligation to provide basic services to all citizens</p>	<p>Improve and maintain infrastructure</p> <ol style="list-style-type: none"> 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation <p>Integrated Human Settlement:</p> <p>(a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs;</p> <p>(b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required</p>
2	<p>Rapid economic growth that is sustained and inclusive FOCUS ON PEOPLE NOT PLACES</p> <ol style="list-style-type: none"> 1. Places with high levels of poverty and development potential should include fixed capital investment beyond basic services to exploit the potential of these places 2. Places with low development potential government spending should focus on social transfers, human resource development and labour market intelligence which would enable people to become more mobile and migrate to places with sustainable employment 	<p>Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development:</p> <ol style="list-style-type: none"> (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction

3. IDP Alignment – Local Government Turnaround Strategy (10 Point Plan)

NO	LOCAL GOVERNMENT TURNAROUND STRATEGY (10 Point Plan)	TSWELOPELE MUNICIPAL COUNCIL RESPONSE
1	<p>The provision of household infrastructure and services:</p> <ul style="list-style-type: none"> - All households to have access to at least clean piped water 200m from household - All households to have access to at least ventilated pit latrine on site - All households to be connected to national electricity grid - All households to have access to at least once-a-week refuse removal services - All existing informal settlements to be formalized with land-use plans for economic and social facilities and with provision of permanent basic services 	<p>Improve and maintain infrastructure</p> <ol style="list-style-type: none"> 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation <p>Integrated Human Settlement:</p> <ul style="list-style-type: none"> (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
2	Local economic development	<p>Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development:</p> <ul style="list-style-type: none"> (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
3	The creation of liveable, integrated and inclusive cities, towns and rural areas	<p>Integrated Human Settlement:</p> <ul style="list-style-type: none"> (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required (c) Spatial integration & town planning
4	<ol style="list-style-type: none"> 1. Build clean, effective, efficient, responsive and accountable local government 2. Improve performance and professionalism in municipalities 	<p>Good Governance</p> <ol style="list-style-type: none"> 1. Provide political, executive leadership and planning with well-defined targets aligned to the budget 2. Improve and continuously work on the performance management system 3. Precise performance, operational and financial record 4. Combat fraud, corruption & maladministration
5	Community empowerment and distribution	<p>Good Governance:</p> <p>Strengthen community involvement to participate in the affairs of the municipality and influence resource allocation</p>

4. IDP ALIGNMENT: 12 GOVERNMENT OUTCOMES

NO	OUTCOME	TSWELOPELE MUNICIPAL COUNCIL RESPONSE
8	OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE	
	Output 1: Accelerated delivery of housing opportunities	Integrated Human Settlement: (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
	Output 2: Improve access to basic services	Improve and maintain infrastructure 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation
	Output 3: Mobilisation of well-located public land for low income and affordable housing	Integrated Human Settlement: (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Spatial integration
9	OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM	
	Output 1: Improving access to basic services	Improve and maintain infrastructure 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation
	Output 2: Implementation of the Community Work Programme	Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development: (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
	Output 3: Single window of coordination	Internal controls, reporting systems and processes in place
	Output 4: Administrative and financial capability	Good Governance 1. Provide political, executive leadership and planning with well-defined targets aligned to the budget 2. Improve and continuously work on the performance management system

		<ul style="list-style-type: none"> 3. Precise performance, operational and financial record 4. Combat fraud, corruption & maladministration <p>Financial Sustainability:</p> <ul style="list-style-type: none"> 1. Improve customer satisfaction mechanisms 2. Prudent fiscal management 3. Revenue Enhancement 4. Develop an effective asset management programme 5. Reduction of overtime & temporary workers in compliance to legislation
<p>OUTCOME 10: ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED</p>		
		<p>INTEGRATED ENVIRONMENTAL MANAGEMENT & CLIMATE CHANGE</p> <ul style="list-style-type: none"> 1. Increase the environmental literacy level of stakeholders 2. Reduce the major sources of greenhouse gas emissions and digesting the large-scale supply of clean energy 3. Energy saving

5. IDP ALIGNMENT: NATIONAL DEVELOPMENT PLAN

N O	NATIONAL DEVELOPMENT PLAN (VISION 2030)	TSWELOPELE MUNICIPAL COUNCIL RESPONSE
	Expand infrastructure	Improve and maintain infrastructure <ol style="list-style-type: none"> 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation Integrated Human Settlement: (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
	CREATE 11 MILION JOBS BY 2030: Expand the public works programme	Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development: <ol style="list-style-type: none"> (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
	Transition to a low-carbon economy: <ul style="list-style-type: none"> - Speed up and expand renewable energy, waste recycling, ensure buildings meet energy efficient standards - Set a target of 5 m solar water heaters by 2029 	INTEGRATED ENVIRONMENTAL MANAGEMENT & CLIMATE CHANGE <ol style="list-style-type: none"> 1. Increase the environmental literacy level of stakeholders 2. Reduce the major sources of greenhouse gas emissions and digesting the large-scale supply of clean energy 3. Energy saving
	Transform urban and rural spaces: <ul style="list-style-type: none"> - Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided 	Improve and maintain infrastructure <ol style="list-style-type: none"> 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal

	<p>that they are in areas close to jobs</p> <ul style="list-style-type: none"> - Fix the gap in the housing market by combining what banks have to offer with subsidies and employer housing schemes 	<p>5. Continue to provide high level sanitation</p> <p>Integrated Human Settlement:</p> <ul style="list-style-type: none"> (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
	<p>FIGHT CORRUPTION:</p> <ul style="list-style-type: none"> - Make it illegal for civil servants to run or benefit directly from certain types of business activities 	<p>Good Governance</p> <ol style="list-style-type: none"> 1. Precise performance, operational and financial record 2. Combat fraud, corruption & maladministration

6. IDP ALIGNMENT: FREE STATE GROWTH & DEVELOPMENT STRATEGY

NO	FREE STATE GROWTH & DEVELOPMENT STRATEGY	TSWELOPELE LOCAL MUNICIPAL COUNCIL RESPONSE
	Inclusive economic growth and sustainable job creation	Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development: (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
	Improved quality of life	Improve and maintain infrastructure 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation Integrated Human Settlement: (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
	Sustainable rural development	Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development: (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction Spatial integration & Integrated environmental management planning
	Build social cohesion	Community services
	Good Governance	Good Governance 1. Provide political, executive leadership and planning with well-defined targets aligned to the budget 2. Improve and continuously work on the performance management system 3. Precise performance, operational and financial record 4. Combat fraud, corruption & maladministration

7. LEJWELEPUTSWA DISTRICT MUNICIPALITY'S INTEGRATED DEVELOPMENT PLAN

LEJWELEPUTSWA'S INTEGRATED DEVELOPMENT PLAN	TSWELOPELE LOCAL MUNICIPAL COUNCIL RESPONSE
Facilitate and support the provision of basic to high level of infrastructural services	<p>Improve and maintain infrastructure</p> <ol style="list-style-type: none"> 1. Address roads conditions 2. Eradicate water backlog 3. Eradicate electricity backlog in new areas 4. Accelerate waste removal 5. Continue to provide high level sanitation <p>Integrated Human Settlement:</p> <ol style="list-style-type: none"> (a) Implement the Integrated Housing Sector Plan by eradicating housing backlogs; (b) Provide bulk infrastructure at Ext 7,8, Ext 4 & other areas as an when required
To develop and maintain a comprehensive disaster awareness campaign	Implement the Municipal Disaster Management Plan
To create an enabling environment for job opportunities	<p>Fighting poverty, inequality, creating sustainable jobs, inequality, rural & economic development:</p> <ol style="list-style-type: none"> (a) Economic development (b) Implement BEE & other empowerment policies (c) Jobs creation (d) Rural development (e) Poverty reduction
To target and improve the needed skills of identified stakeholders in the district for improved service delivery within the municipal jurisdiction	<p>Good Governance</p> <p>Provide political, executive leadership and planning with well-defined targets aligned to the budget</p> <p>Improve and continuously work on the performance management system</p> <p>Precise performance, operational and financial record</p> <p>Combat fraud, corruption & maladministration</p>
To promote tourism development in the district	Implement Tourism development strategy
To monitor incidences of non-compliance with environmental health policies and regulations	<p>INTEGRATED ENVIRONMENTAL MANAGEMENT & CLIMATE CHANGE</p> <ul style="list-style-type: none"> • Increase the environmental literacy level of stakeholders • Reduce the major sources of greenhouse gas emissions and digesting the large-scale supply of clean energy • Energy saving

NDP priorities to achieve the Vision

The sub-outcomes spread across the different chapters of the National Development Plan that are particularly important to addressing the constraints. Improving local government performance, ensuring quality service delivery and ultimately putting the local government sector on a positive path to achieving the vision are as follows:

- a) Members of society have sustainable and reliable access to basic services.
- b) Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened.
- c) Sound financial and administrative management.
- d) Promotion of social and economic development.
- e) Local public employment programmes expanded through the Community Work Programme (CWP).

The specific actions and targets for the 2014-2019 period are provided for each of these priorities in the tables below.

Management of implementation

Implementation of the five sub-outcomes above will require committed involvement and collaboration by various stakeholders and entities. The following national and provincial departments and entities will need to cooperate closely with one another to monitor and support the implementation of the MTSF actions:

Department of Cooperative Governance	Department of Water and Sanitation	National Treasury
Department of Environmental Affairs	Department of Human Settlements	Department of Energy
Department of Economic Development	Department of Trade and Industry	Department of Agriculture, Forestry and Fisheries
Department of Public Works	Department of Rural Development and Land Reform	Office of the Auditor General
Department of Mineral Resources	Offices of the Premiers	Provincial departments of local government
Provincial Treasuries	Municipalities.	

Sub-outcome 1: Members of society have sustainable and reliable access to basic services

Actions	Minister responsible	Indicators	Targets
1. Joint initiative for each service (water, sanitation, electricity, refuse removal and roads) by relevant sector in conjunction with COGTA and provincial departments of local government launched, and functional coordinating arrangements in place to undertake the following in each local municipality in the 27 districts:	Sectoral Ministers and COGTA Provincial, COGTA	<ul style="list-style-type: none"> • Programme management and coordinating structure established • Implementation protocols defining roles and responsibilities of sector departments developed and signed 	August 2014 End December 2014
i. Confirm service delivery norms and standards for basic services and determine and quantify households without services that meet minimum standards per municipality.	Sectoral Ministers and COGTA	<ul style="list-style-type: none"> • Develop and confirm norms and standards. • Number of households without services that meet minimum norms and standards established and confirmed at municipal level. 	End December 2014
ii. Prepare a schedule and pipeline of costed projects to address maintenance, upgrading, refurbishment and new infrastructure requirements in each municipality (i.e. prepare an infrastructure capital and maintenance plan for each municipality).	Sectoral Ministers and COGTA	<ol style="list-style-type: none"> 1. Projects to address service demands identified. 2. Pipe line of costed new projects per municipality developed. 3. Maintenance and upgrading demands costed. 4. Infrastructure capital and maintenance plans, as part of IDP, developed and implemented. 	Steps 1 – 3 to be progressively implemented by March 2017 Step 4 progressively by December 2019
iii. Support municipalities to plan, implement, operate and maintain infrastructure projects or implement alternative delivery mechanisms where local municipalities and or districts lack technical capacity.	Sectoral Ministers and COGTA	<ul style="list-style-type: none"> • Institutional support plans for municipalities developed or alternative delivery mechanisms utilized 	Dec 2017

Actions	Minister responsible	Indicators	Targets
iv. Establish integrated monitoring system for tracking the implementation of the pipeline of projects.	Sectoral Ministers and COGTA	<ul style="list-style-type: none"> • Information Management System developed. • Monitoring system established. 	<p>End March 2015</p> <p>End March 2015</p>
2. Audit the water and sanitation challenges among Water Services Authorities and develop a strategy to remedy the challenges.	Water and Sanitation and COGTA	<ul style="list-style-type: none"> • Assessment of the WSAs • Strategy and remedies per WSA 	<p>September 2014</p> <p>October 2015</p>
<p>3. Strengthen and support the planning and delivery of services by municipalities (beyond the 27 targeted districts) within the regulatory framework of integrated development planning by:</p> <ul style="list-style-type: none"> • Developing, monitoring and implementing a Development Planning Strategy to guide sector support to municipalities; • Monitoring and reporting on the SDBIPs that are submitted in line with the prescribed framework. 	<p>CoGTA Provincial CoGTA Offices of the Premiers Sectoral Ministers Finance</p>	<ul style="list-style-type: none"> • Development Planning Strategy to guide sector department's support to municipalities developed. • Development Planning Strategy implemented and monitored. • Number of SDBIPs monitored and tracked. 	<p>April 2015 – March 2016</p> <p>April 2016 – March 2019</p> <p>Metro's by 2014/15 Secondary cities by 2015/16 Remainder of municipalities by 2016/17</p>
4. Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs.	<p>CoGTA Finance Premiers Provincial MECs of LG and Finance</p>	<ul style="list-style-type: none"> • Number of SMIPs developed in consultation with Provinces, municipalities and sector departments. • SMIPs approved by Premiers and MEC. 	<p>Completion of pilots and full implementation by March 2015</p>

Actions	Minister responsible	Indicators	Targets
		<ul style="list-style-type: none"> Terms of Reference for National Municipal Capacity Coordination and Monitoring Committee (NMCCMC) reviewed to ensure joint decision-making on support and intervention. 	Review NMCCMC ToR by March 2015.
5. Strengthen collaboration with sector departments and provinces to support municipalities to develop mechanisms to provide free basic services to indigent households.	COGTA Finance supported by sector depts. and Provinces	<ul style="list-style-type: none"> Number of municipalities in the 27 priority districts supported to apply mechanisms to provide FBS to indigent households. Standardised indigent register for provision of free basic services developed 	All municipalities in the 27 priority districts by 2019 September 2016
6. Evaluate and monitor Free Basic Services Programme and make implementable recommendations to accelerate the roll-out of Free Basic Service to indigent households.	CoGTA Finance Supported by sector departments	<ul style="list-style-type: none"> Free Basic Services Programme evaluated. Recommendations of Free Basic Services Programme evaluation implemented. Implementation of recommendations on Free Basic Services monitored. 	March 2016 April 2016 – March 2018 April 2016 – March 2019

Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened.

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
1. Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and collaboration. .	CoGTA Sectors Premiers MECs	<ul style="list-style-type: none"> • Performance of IGR structures at national, provincial and district levels assessed. • Recommendations for strengthening performance of IGR structures developed and implemented. 	March 2015 March 2016 until March 2019
2. Implement proposed policy reforms for management of assignment of powers and functions, including a review of the district system.	COGTA Finance Sector Ministers MEC's responsible for LG	<ul style="list-style-type: none"> • Policy reforms for key assignment areas proposed. • Framework for Powers and Functions developed. • Adjustments of powers and functions implemented and monitored. 	March 2016 March 2016 March 2016 – March 2019
3. Review the financial sustainability of municipalities with no or extremely weak revenue bases and develop proposals on what needs to be done.	COGTA MECs for LG Finance	<ul style="list-style-type: none"> • Review and develop proposals on financially unsustainable municipalities 	Dec 2014
4. Establish a response team to investigate root causes of protests in hotspots and introduce remedial measures to stabilise council-community relations.	COGTA MECs responsible for LG	<ul style="list-style-type: none"> • Response team established • Remedial measures introduced in hotspot municipalities 	June 2014 Dec 2014

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
5. Ward committees to identify a set of basic concerns (potholes, non-functioning traffic lights, service interruptions, billing queries, etc.) of citizens in their wards for attention.	COGTA Provincial COGTA	<ul style="list-style-type: none"> • Number of Ward level improvement plans that include basic ward level issues (potholes, non-functioning traffic lights, service interruptions, billing queries, etc) to be addressed 	1777 by March 2015 Post 2016 LG elections all wards by March 2019
6. Ensure an effective ward committee system to deepen participatory democracy by facilitating the establishment of ward committees and strengthening their oversight function in terms of monitoring and reporting to community progress against the IDP and SDBIP and ward service improvement plans/ward operational plans	CoGTA Premiers MEC's responsible for LG	<ul style="list-style-type: none"> • Number of municipalities with established ward committees post 2016 local government elections. • Number of ward committees supported to play an oversight function i.t.o. delivery per ward against the SDBIP and the ward level service improvement plans/ward operational plans. 	All municipalities by Nov 2017 All wards by Nov 2018
7. Strengthen the implementation of Schedule 5 of the Local Government Municipal Structures Act (quarterly report back by Councillors) to ensure and encourage formal community involvement in matters of local government.	CoGTA Provincial CoGTA	<ul style="list-style-type: none"> • Monitoring report on the number of community report back meetings convened by Councillors for improved communication on service delivery including IDPs, SDBIP, etc. 	March 2015 (ongoing until March 2019)

Sub-Outcome 3: Sound financial and administrative management

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
1. Monitor, assess and guide municipalities to comply with all the legislative requirements relating to municipal revenue, financial management and sustainability.	Finance CoGTA Provincial CoGTA Provincial Treasuries DWA / Energy /DEA DME / Nersa	<ul style="list-style-type: none"> Number of municipalities monitored, assessed and guided to comply with the MPRA. 	All in the period 2014 – 2019
		<ul style="list-style-type: none"> Municipal financial recovery plans developed within 90 days of request. 	2014 – 2019 (reports submitted quarterly and annually)
		<ul style="list-style-type: none"> In-year financial management reports analysed. 	Analysis of reports done bi-annually and annually
		<ul style="list-style-type: none"> Municipalities guided to implement corrective actions. 	17 non-delegated municipalities supported through mid-year visits and benchmarking exercises
		<ul style="list-style-type: none"> Municipal costing and pricing reviewed and proposals submitted to Cabinet. 	Costing and pricing assessed annually
		<ul style="list-style-type: none"> Consideration of all recommendations by Finance and CoGTA MinMecs in reviewing the local government fiscal framework with regard to municipal financial sustainability implemented. 	2014 - 2019
		<ul style="list-style-type: none"> Financial reporting for all municipalities through implementation of SCOA standardised. 	July 2017 for financial reporting through SCOA

<u>Actions</u>	<u>Ministers</u> <u>responsible</u>	<u>Indicators</u>	<u>Targets</u>
2. Support measures for sustainable municipal infrastructure spending in 17 non-delegated municipalities.	Finance CoGTA Provincial MECs for LG and Finance Sector departments	<ul style="list-style-type: none"> • 17 non-delegated municipalities supported. 	Bi-annual through mid-year visits
3. Review and reform the system of infrastructure grants to local government.	Finance CoGTA Sector departments	<ul style="list-style-type: none"> • Review completed • Reforms implemented to improve functionality of infrastructure transfers to local government 	March 2015 April 2015 – March 2019
4. Support measures that address the financial management and governance of municipalities.	CoGTA Finance Provincial MEC's for LG and Finance	<ul style="list-style-type: none"> • Nr of municipalities with Audit Action Plans that have been assessed to adequately address the AG findings. • A coordinating structure per province that monitors the implementation of municipal audit action plans on a quarterly basis. 	All 278 municipalities annually March 2015
5. In conjunction with provinces develop an in-depth understanding of the operating environment and quality of management practices of municipalities using the Local Government Management Improvement and FMCMM Models.	PME with support from DCoG, NT and provinces Finance - FMCMM	<ul style="list-style-type: none"> • LGMIM and FMCMM scorecards completed. • Improvement plans in municipalities supported and implementation monitored by province. • Improvement plans incorporated in provincial SMIPs. 	20 LGMIM scorecards by end March 2015 100 municipalities go through at least one cycle from assessment to implementing an improvement plan by 2019

<u>Actions</u>	<u>Ministers</u> <u>responsible</u>	<u>Indicators</u>	<u>Targets</u>
6. Monitor and guide municipalities in the appointments of competent and suitably qualified senior managers in line with the Municipal Systems Act and the MFMA.	COGTA Finance Sector Ministers	<ul style="list-style-type: none"> • Number of municipalities monitored and guided to comply with MSA regulations for appointment and conditions of employment for Senior Managers. • Number of municipalities monitored and guided to comply with minimum competency regulations for financial management • Appointment of competent and suitably qualified senior managers. 	<p>100% of all new senior management appointments by March 2019</p> <p>100% by March 2019</p> <p>100% of all new senior management appointments by March 2019</p>
7. Institutionalise capacity building for local government so that officials meet the prescribed minimum competency requirements and councillors are able to fulfill their governance obligations.	CoGTA Finance Provincial CoGTA Sector Ministers	<ul style="list-style-type: none"> • Draft Capacity Building Strategy for councillors developed. • Capacity building strategy for officials reviewed and implemented. 	<p>Dec 2015</p> <p>March 2015</p>
8. Corruption within local government is tackled more effectively and consistently by identifying key risks and development of appropriate responses to address the risks.	COGTA Finance Provincial MECs for LG Finance Sector Ministers	<ul style="list-style-type: none"> • Identify key risk areas, including political interference, associated with corruption. • Risks addressed and reported on. 	<p>Sept 2014</p> <p>Quarterly</p>

Sub-outcome 4: Promotion of social and economic development

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
1. Initiate and coordinate support for the urban development agenda.	CoGTA Finance Sector Departments Provinces	<ul style="list-style-type: none"> Integrated Urban Development Framework (IUDF) approved; Implementation Plan for IUDF monitored. 	March 2015 April 2015 – March 2019
2. Position local government to create an enabling environment for economic development to stimulate competitive, inclusive and sustainable local economies.	COGTA Finance DTI EDD DRDLR Provinces Premiers Offices	<ul style="list-style-type: none"> Catalytic economic development programmes facilitated in 27 Rural Districts to create jobs and sustain livelihoods Cost of doing business lowered by reducing Red Tape in municipalities Support provided by national and provincial departments to municipalities to implement the National Framework for Local Economic Development 	2015- 2019

Sub-Outcome 5: Local public employment programmes expanded through the Community Work Programme

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
1. Effective and efficient programme management and administration.	CoGTA	<ul style="list-style-type: none"> Functional CWP unit and systems established within DCoG. 	New institutional arrangements implemented by March 2015
2. Proactively build capacity of non-profit implementing agencies and participants through skills development at site level.	CoGTA Provincial CoGTA	<ul style="list-style-type: none"> Capacity building strategy and programme developed. Number of participants trained to enhance ability for self-help. Capacity building initiatives for Non-Profit Organisations functioning as implementing agents developed. 	<p>March 2015</p> <p>At least 50000 participants trained annually</p> <p>Capacity of 8 NPO's strengthened by March 2015</p>
3. Establish 15 new sites in identified municipalities.	COGTA, Sector Departments Provincial CoGTA	<ul style="list-style-type: none"> 15 additional sites established with a minimum of 1000 participants per site. 	15 000 new work opportunities by March 2015, giving a cumulative total of 187000 participants
4. Establish and maintain strategic partners to enhance and sustain quality programme outputs.	COGTA Sector departments	<ul style="list-style-type: none"> Partnership Strategy developed. MOUs with sector departments, state owned enterprises and private sector to contribute resources and technical expertise concluded. 	March 2015 (ongoing guided by strategy)
5. Expand CWP sites in 234 municipalities.	CoGTA Provincial Departments of Local Government	<ul style="list-style-type: none"> Sites established in 234 municipalities. Minimum of 1000 participants enrolled per site. 	1 million participants reached by 2019 (depending on funding)

1. Impact indicators

The table of impact indicators below will serve as the basis for monitoring the extent to which government is making an impact on the long-term vision for local government, as outlined in the NDP.

Sub-Outcome	Indicator(s)	Ministers responsible	Baseline(s) (2013/14) ¹	2019 Target
Members of society have sustainable and reliable access to basic services	Number or percentage of hhs with access to a functional service at acceptable levels as per norms and standards	Water and Sanitation	Water: 85% (Number of HHs to be determined)	90% functional
		Water and Sanitation	Sanitation: 84% (Number of HHs to be determined)	90%
		Water and Sanitation; COGTA	HHs using bucket sanitation 88127 in formal areas	0% households in formal areas with a bucket sanitation service
		Energy	Electricity 12,8 million hhs connected to grid	1.4 million additional HHs connected
		Energy	Electricity: 75000 hhs on non-grid	105 000 additional HHs connected
		Environment	Refuse: 72%	80%
Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened	Public trust and confidence in local government	COGTA	51% (Ipsos 2012)	65%

¹The baselines for audit outcomes are based on the interim audit outcomes as released by the Auditor-General during May 2014.

Sub-Outcome	Indicator(s)	Ministers responsible	Baseline(s) (2013/14) ¹	2019 Target
Sound financial and administrative management	Number of municipalities that improve their audit outcomes	COGTA Finance	20% adverse and disclaimers 25% qualified audits 50% unqualified audits	No municipalities with disclaimers and adverse opinions Maximum of 25% municipalities with Qualified audits At least 75% of municipalities with unqualified audit opinions
Local public employment programmes expanded through the Community Work Programme	Number of participants reached	COGTA	174725 (actual participation rate end March 2014)	1 million

K: PROJECTS AND PROGRAMMES OF OTHER SPHERES

SUMMARY OF PROJECTS BY SECTOR DEPARTMENTS

The following projects have been identified by the sector departments and are to be implemented during the 2015/16 financial year at the municipality, other projects are continuing. Commitment letters of the projects have been signed and submitted to the municipality for certain projects.

LOCAL MUNICIPALITY	PROJECT NAME	SECTOR DEPARTMENT	PROJECT BUDGET
COMMITMENT LETTERS SIGNED AND SUBMITTED			
Tswelopele	Hoopstad upgrading of Landfill Site (Working on Waste)	Department of Environmental Affairs	R7 000 000,00
Tswelopele	Tswelopele Municipality Community Parks (Greening and Open Spaces Management)	Department of Environmental Affairs	R8 000 000,00
Tswelopele	Upgrading of Hoopstad Nature Reserve (People and Parks)	Department of Environmental Affairs	R15 000 000,00
Tswelopele	Upgrading of existing Infrastructure (People and Parks)	Department of Environmental Affairs	R15 000 000,00
COMMITMENT LETTERS NOT YET SUBMITTED			
Tswelopele	Youth Jobs in Waste	Department of Environmental Affairs	-
Tswelopele	Alien Invasive Plants Eradication-EPWP	Department of Economic, Small Business Development, Tourism and Environmental Affairs	R2 400 000,00
Tswelopele	Upgrade of day visitor and pick-nick facilities	Department of Environmental Affairs	R15 000 000,00
Tswelopele	Tswelopele Bulk Water Supply	Department of Water and Sanitation	R10 000 000,00
Tswelopele	Water conservation and Demand Management	Department of Water and Sanitation	R5 000 000,00
Tswelopele	Electricity Connections (500 Connections)	ESKOM	-
Tswelopele	Tswelopele (Phahameng) Blocked project cont.	Free State Department of Human Settlements	R172 042,00
Tswelopele	Tswelopele (Tikwana) Blocked project cont.	Free State Department of Human Settlements	R142 013,00
Tswelopele	IRDP, P1 Informal Settlements (New projects) Phahameng W/S Retic (837 erven)	Free State Department of Human Settlements	R20 900 000,00
Tswelopele	IRDP P4 Informal Settlements Bultfontein 100	Free State Department of Human Settlements	R1 100 000,00

Tswelopele	Alien Vegetation Control (01 April 2014 to 31 March 2015)	Free State Economic Development, Tourism and Environmental Affairs	R1,553,480.00
Tswelopele	Soil Erosion Control & Clearing of Invasive plants (01 July 2014 to 31 March 2015)	Free State Economic Development, Tourism and Environmental Affairs	R4,6m

List of Abbreviations

ABET	Adult Based Education and Training
ABSA	Amalgamated Banks of South Africa
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative of South Africa
CBO	Community Based Organization
CRDP	Comprehensive Rural Development Programme
CMIP	Consolidated Municipal Infrastructure Programme
CPF	Community Policing Forum
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act No 67 of 1995
DHS	District Health System
DLA	Department of Land Affairs
DM	District Municipality
DMEA	Department of Mineral and Energy Affairs
DRD & LR	Department of Rural development & Land Reform
DWA	Department of Water Affairs
DCoGTA	Department of Cooperative Governance and Traditional Affairs
DoE	Department of Energy
DEA	Department of Environmental Affairs
DoH	Department of Health
DoT	Department of Transport
DPLG	Department of Provincial and Local Government (National)
DPSS	Department of Public Safety and Security
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EPWP	Extended Public Works Programme
FET	Further Education and Training
FDC	Free State Development Corporation
FS-PGDS	Free State Provincial Growth & Development Strategy
GGP	Gross Geographic Product

GIS	Geographical Information System
GTZ	German Technical Cooperation
HIV	Human Immune Deficiency Virus
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IT	Information Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
IWUP	Integrated Water Use Plan
JIPSA	Joint Initiative on Prioritised Skills Acquisition
JOC	Joint Operational Centre
LDO	Land Development Objectives
LED	Local Economic Development
LUMS	Land Use Management System
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MTEF	Medium Term Expenditure Framework
NYDA	National Youth Development Agency
NDC	National Development Corporation
NEMA	National Environmental Management Act
NERSA	National Electrification Regulator of South Africa
NGO	Non-Governmental Organizations
NSDP	National Spatial Development Perspective
PIMSS	Planning and Implementation Management Support System
PMS	Performance Management System
PSNA	Presidential State of the Nation Address
PPP	Public Private Partnership
PTP	Public Transport Plan
RED	Restructuring of Electricity Distribution
RDP	Reconstruction and Development Programme
SACST	Department of Sports, Art, Culture, Science and Technology

SADC	Southern African Development Community
SALGA	South African Local Government Association
SANDF	South African National Defence Force
SAPS	South African Police Service
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SGB	School Governing Body
SMME	Small, Medium and Micro Enterprises
STD	Sexual Transmitted Disease
TB	Tuberculosis
USAID	United States Agency for International Development
VAT	Value Added Tax
VIP	Ventilated Improved Pit Toilet System
WSDP	Water Services Development Plan