



2012-2016

DRAFT

INTEGRATED DEVELOPMENT PLAN

2014-2015

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AMENDMENTS:-

1. Mayors foreword (page 1)
2. Ward Councilors (page 30) Mr Lerumo replaced Mrs mameleloe &Mr Bam for Mrs vos. Mr Kgori Replaced Mrs. Monare)Page 31
3. IDP Process Plan (Page 34)
4. Tswaing Projects and Sector Departments (Page 103-109)
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HON. MAYOR'S FOREWORD

This Draft review 2014/2015 IDP has been prepared in terms of Section 34 of the Municipal System Act 32 of 2000, which enjoins the municipality to review its IDP annually. Therefore

The popular mandate, trust and responsibility bestowed on us by the residents of the greater sub-region within which Tswaing Municipal jurisdiction lies, is yet a constant reminder of where We have come to date as community, and the long and winding road we have to chart to the ideal future We all strive for-A State of prosperity for all in our quest of being a leading municipality in the North West Province in sustainable service delivery by 2020.

In the times of changing fortunes of the political climate we live in, it is this reminder that gives us sleepless nights and undying resolve to remain nothing but humble servants to the masses of our people-young and old, frail and able bodied, black and white alike.

The high calling of selfless service remains the clarion call around which we all rely to progressively realize the ideal of "a better life for all" Integrated Development Planning remains the fundamental tool democratize governance in the Republic, and no doubt in our area of jurisdiction, hence I do not hesitate to present the IDP review for the current fiscus2014/2015.

The devotion and support of my fellow political colleagues in council as well as the tireless efforts and loyalty of the administrative cadres of the local municipality in the compilation of this plan are all immensely appreciated. The same goes to the IDP Representative Forum, which consistently articulates the aspirations of the vast majority of the 15 wards of this municipality.

It is my sincere hope that the development priorities represented in the IDP Review are truly a reflection of the aspirations and developmental objectives as captured throughout the imbizos, Various ward and community level structures and indeed the IDP Representative Forum itself.

I hereby therefore present the 2014/15 Integrated Development Plan for the Tswaing Local municipality jurisdiction area duly examined, for the current financial year.

MESSAGE BY THE MUNICIPAL MANAGER

As rightfully said by the Honorable Mayor in His foreword, and taking cue from the legislative directives, this municipality must undertake the IDP Review process for the 2013/2014 financial year as prescribed. However, the process as prescribed has not been an easy task for this municipality, given the real challenges it is faced with i.e. poor revenue collection, slow delivery of services, instability and low employee morale and the absence of the work ethic.

It has been a daunting task to compile this document, and whilst in the process of doing it, from time to time in the background, one is nagged by the serious challenges mentioned above, on how they will be addressed.

The IDP Review process provided this municipality with an opportunity to perform a self-introspection exercise, aimed at developing better strategies that will assist and support this municipality in addressing the systemic and development challenges it is faced with. However, at the adverse stage of collapse this municipality is at, it cannot do all this by itself. All stakeholders across the three spheres of government be involved and must gear themselves up to pull all efforts to address the challenges mentioned earlier.

This document has been crafted with the view to provide planners with a tool to address the serious challenges of service delivery. It is intended to build on the work done in the previous financial years and ensure that moving forward in the next financial year and the outer five years, the municipality is rescued from the situation it is in. The commitment needed to do this cannot be over-emphasized; all is evident for everyone to see.

It is critical that all stakeholders in the community are pulled together to work for one vision, which is encapsulated in participating in the local IDP planning forum to ensure that better plans are made in realizing the objectives and strategies contained in this document. Amongst the myriad of targets set, it is critical that we restore the culture of payment for services and accountability by both councilors and officials. This will bring back the confidence of the public in the municipality to ensure that impact is made with delivery of services

For ease of reference this document is divided into five sections in terms of the planning methodology of the IDP i.e. Analysis, Strategies, Projects, Integration and Approval. Under each section there is detailed planning data and information which will be used for formulating better plans, programs and projects. The emphasis is more to deal with ensuring that the needs of the communities are met as identified through the last fifteen years since the inception of developmental local government.

This is a draft document, the final document which will include the final version of the Spatial Development Framework and the Budget will be tabled by April 2013 to ensure that the councilors have a working document which they may amend as the circumstance so dictates.

Executive Summary

Tswaing Local Municipality is one of the five local municipalities in the area of jurisdiction of Ngaka Modiri Molema District Municipality. The municipality's head office is located in Delareyville. The population of the municipality was estimated at 130 478 in 2010 with 30 582 households.

Tswaing Local Municipality provides all the basic services in its area of jurisdiction except for water and sanitation, which are provided by the Ngaka Modiri Molema District Municipality. The data from Global Insight Regional Explorer, 593 indicate that there has been tremendous improvement in the allocation of services to communities in Tswaing local municipality, especially housing, water, electricity and sanitation. A brief synopsis of basic service delivery improvements is contained in the table below:

Piped water inside dwelling	3452 households	6 167 households
Flush toilets	6 939 households	10 894 households
Formal Houses	17 961	23 676

Table 1: Basic Service Improvements-2000-2010. (Source: Global Insight Regional Explorer, 2011)

With regard to electricity the figures shows that while 39% of households had access to electricity in 2000, the percentage rose to 77% in 2010.

Despite these positive results, the municipality still faces a challenge with regard to backlogs in the provision of basic services of water, electricity, sanitation, roads and street lighting. The main reason for the increase in service delivery is that the municipality has experienced an increase in the population during the last ten years, partly due to evictions in the surrounding farms and partly because of the natural growth of the population.

The new council that was elected in 2010 adopted a new vision and mission to guide its effort to provide sustainable services to communities. The adopted vision and mission of council are:

VISION

**“To be a leading municipality in the North West Province
in sustainable service delivery by 2020”**

MISSION

**To deliver sustainable municipal services by maximally utilizing our human,
Financial and technical resources through participatory democracy**

municipality to solicit the views of the community on matters that should be prioritized during the term of this council. After listening to communities and analyzing their submissions, the following were selected as the priorities of the municipality: ***Job Creation, Water, sanitation, Housing, Electricity, Roads and Street lighting.***

The municipality has seen an improvement in its relationship with the sector departments which has seen sector departments actively participating in the IDP Process. As a result, projects from the sector departments form part of this IDP.

Project funding remains a challenge as indicated by the amount of R25 0000 which has been allocated by the Municipal Infrastructure Grant. The municipality will implement a revenue enhancement project aimed at raising more funds for infrastructure development and operations and maintenance.

Lastly in order to realize the programmes and projects in this IDP, the targets and key performance indicators will be cascaded into service delivery and budget implementation plans (SDBIPs), which will serve as annual plans and a contract between the municipality and the community. Communities and stakeholders will use the SDBIPs to hold the municipality accountable for the commitments made in this document.

1. INTRODUCTION

The Constitution of the Republic of South Africa obliges a municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the community and participate in national and provincial development programmes.

The Municipal Systems Act, 2000 requires a municipality to create systems that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities. Key to these systems is the process of the development of the IDP and the budget.

In line with these legislative requirements, Tswaing Local Municipality has developed the 2012-2016 Integrated Development Plan as council's strategic document through which it aims to uplift the socio-economic status of its communities.

This document is arranged in terms of the required IDP format as follows:

- Executive Summary
- Situational Analysis
- Vision and Mission
- Strategic Objectives and Development Strategies
- Programmes and Projects
- KPIs and Targets

2. SITUATIONAL ANALYSIS

2.1 Municipal Background

Tswaing Local Municipality is category B municipality situated in Ngaka Modiri Molema District Municipality in the North West Province. The municipality is one of the five local municipalities located in the Ngaka Modiri Molema District. The major towns of the municipality are Delareyville, Sanieshof and Ottosdal. The municipality had an estimated number of 30 582 households in 2010 and is divided into 15 wards. Setswana is the most dominant language in the municipal area with about 81.5% of people speaking Setswana as a first language, followed by Afrikaans with 6.5%.

The section that follows consists of the analysis of the demographic, development and infrastructure profile of the municipality. The Global Insight Regional Explorer version 593, 2011 is the main source of data used here. A comparative analysis is made of the levels and types of services and development for the years 2000 and 2010. This analysis will provide the reader with a picture of the progress made with regard to service delivery and development in general in Tswaing Local Municipality.

2.2 Demographic Profile

2.2.1 Population

According to the Global Insight Regional Explorer, 2011, there were approximately 130 478 people in Tswaing Local Municipality in 2010. This is a growth of about 18 000 people when the total population is compared to the 2000 figure which was 111 712. The population of Tswaing Local Municipality grew by an estimated 2.3% between 2000 and 2010.

The growth in the population is positively linked to the growth in the population density which increased from 18.69 in 2000 to 21.83 in 2010.

2.2.2 Population by Population Group

The graph below outlines population by population group for the period 2000 - 2010

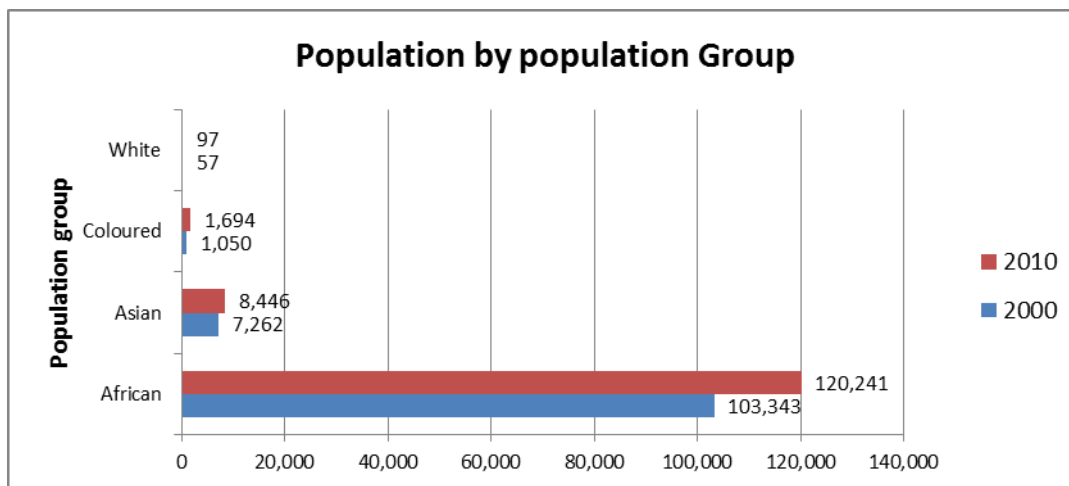


Figure 1: Number of people per population Group (Source: Global Insight Regional Explorer 2011)

The graph above indicates that the Africans accounts for about 92% of the total population of Tswaing Local Municipality. In terms of growth in the population between 2000 and 2010, the African population group grew by 16 898, with the Asian population growing by 1 194, the number of coloureds increased by 644 and whites by 40 in the municipality of Tswaing.

2.2.3 Population by Age

The Graph below, indicate population growth by age between the year 2000 and 2010.

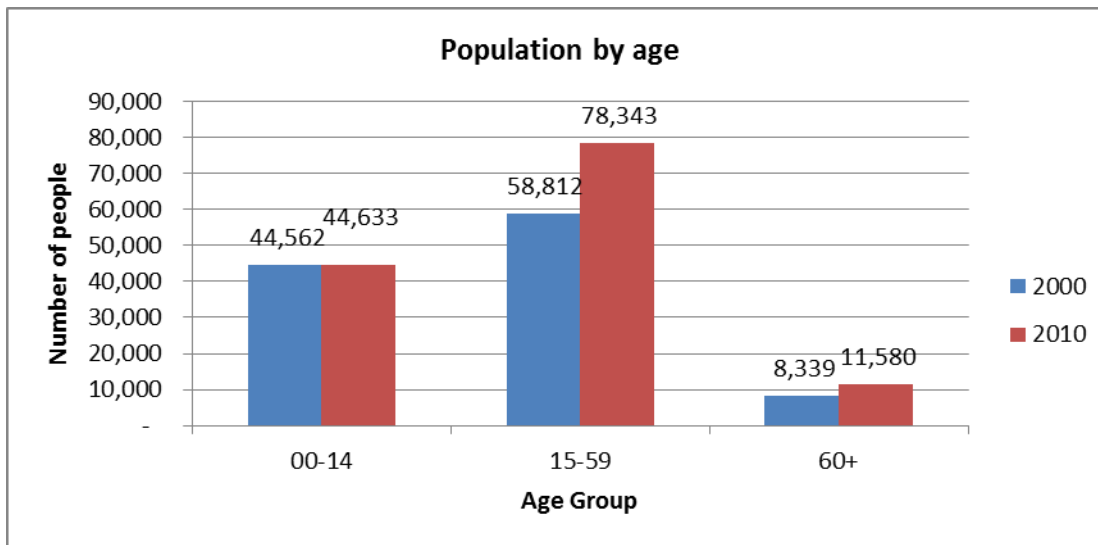


Figure 2: Number of people per Age Group (Source: Global Insight Regional Explorer 2011)

The information in Figure 2 above can best be described as follows; the population aged between 00 – 14 increased by 71, those who are economically active (between 15 – 59) increased by 19531, those who are aged between 60 and above are the constitute the smallest part of the population 2000 and 2010.

Figure 3 below indicates the gender and age distribution of the population of Tswaing Local Municipality in 2010.

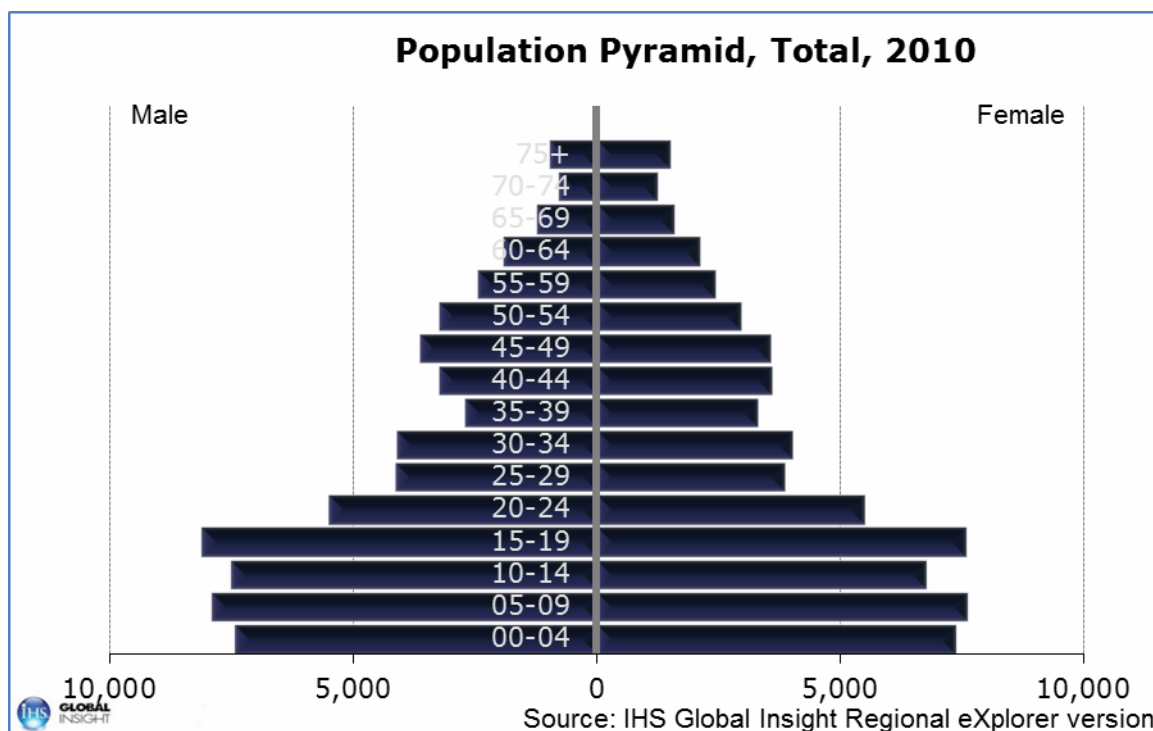


Figure 3: Population Pyramid (source: Global Insight Regional Explorer 2011)

The pyramid above indicates that population number of those aged between 00-29 years were almost the same with males being slightly more, for those aged 30-34, the number of females were slightly more compared to those aged 25-29 whilst the number of males was almost the same as those aged 25-44 years males were slightly less than females. Those aged 45 – 49, the number of males grew slightly compared to those aged 40-44 whilst females were almost the same number as those aged 40 – 44. The number of both males and females was almost 2500 for those aged 50 – 59 the number of males and females were the same but slightly less compared to those aged 50 – 54. For those aged 60 -64 and 65 - 69, the number of both males and females were slightly less than those aged 55 – 59 and 60 – 64 respectively with females being more than males. Compared to those aged 65 – 69, in the population aged 70 – 74, females were more than male and for those aged 75 and above, females were more than males.

2.2.4 Housing

Figure 11 below displays the number of households by type of dwelling in Tswaing Local Municipality in the years 2000 and 2010.

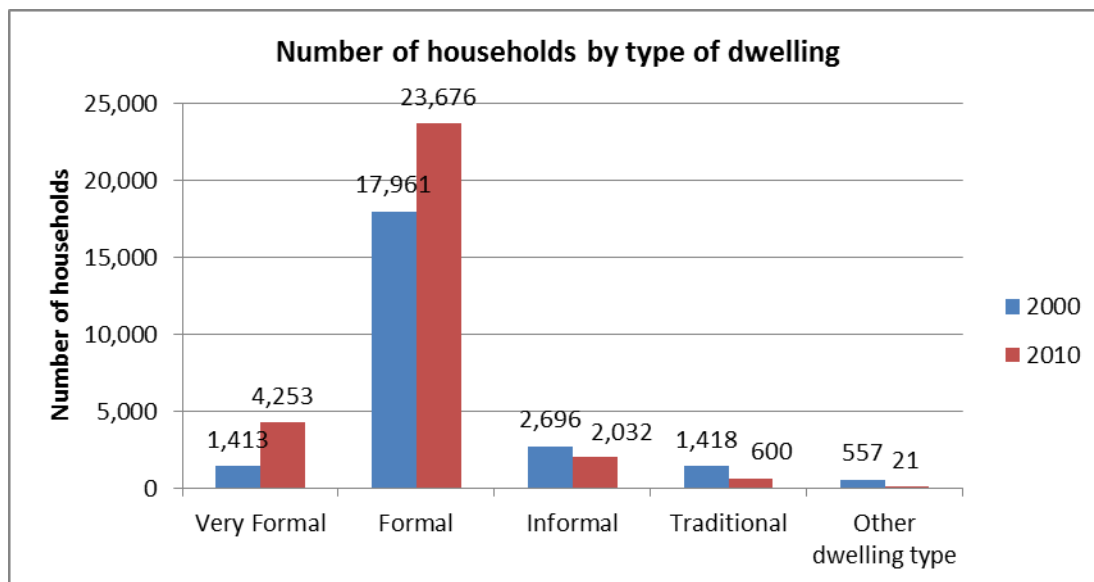


Figure 4: Number of households per type of dwelling (source: Global Insight Regional Explorer 2011)

According to the graph above there was an increase in the number of formal and very formal Dwellings by 8555 and general decrease in the number of informal, traditional and other dwellings between the year 2000 and 2010. The graph indicates that informal settlements were significantly reduced or eliminated in the municipal area.

2.2.5 Sanitation

According to figure 11 below, there has here has been a tremendous improvement in the number of households with access to sanitation in Tswaing local Municipality.

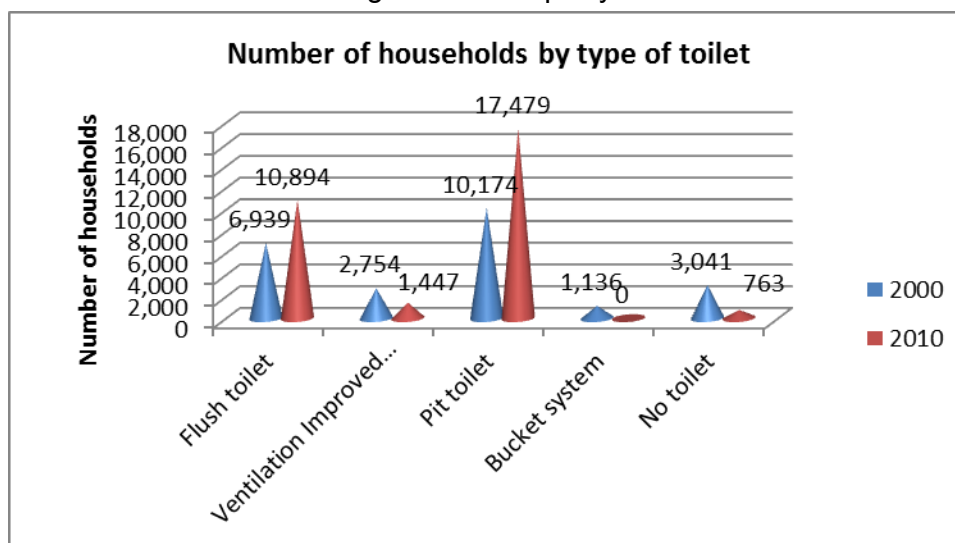


Figure 5: Number of households per type of toilet (source: Global Insight Regional Explorer 2011)

About 3955 more households had access to flush toilets in 2010 as compared to 2000. Another interesting development is that the bucket system was totally eliminated in the municipal area, the 1136 households that were using bucket system in 2000 has been reduced to 0 in 2010. The graph also shows that there were about 763 households without toilet facilities in 2010.

Although the graph above indicate a general improvement in the access to sanitation in the municipal area, overall data from Global Insight also indicate that there was a general increase in the number of household with no access to hygienic toilet system from 14 352 to 18 242. As indicated above, this increase can be attributed to the rural nature of the municipal area and the growth in the population.

2.2.6 Water

The graph below outlines the number of households by level of access to water in the municipal area for the period 2000 to 2010.

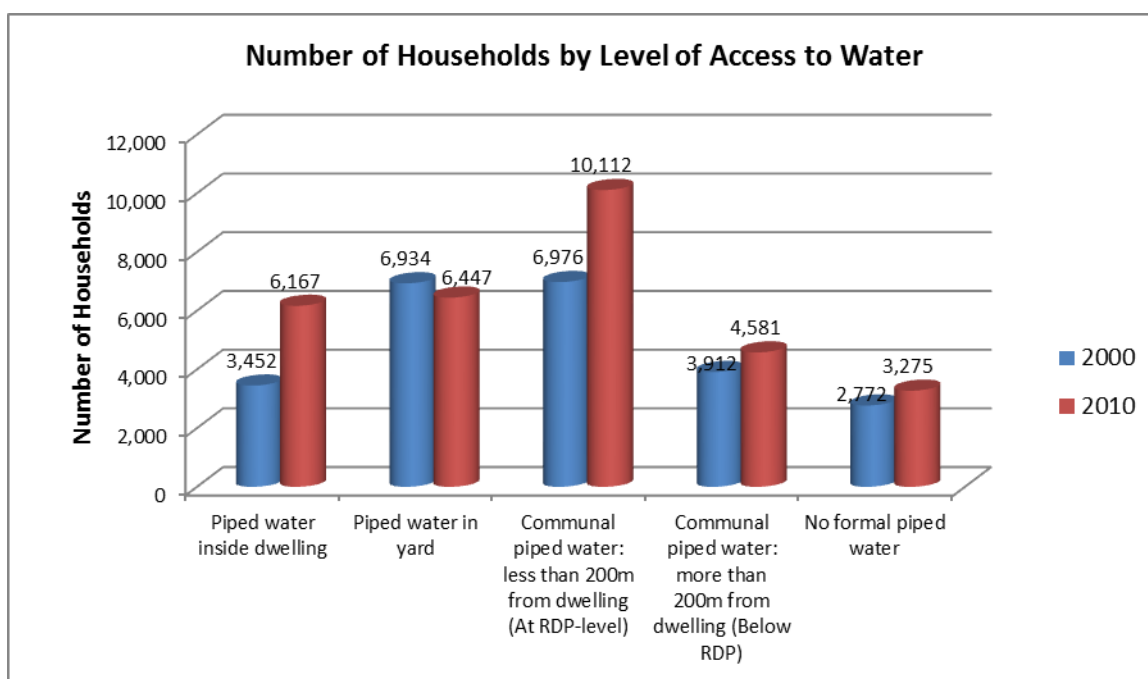


Figure 6: Households by Level of Access to Water (Source: Global Insight Regional Explorer 2011)

Figure 13 above indicate that there has been a general increase in the number of households with access to water since 2000, especially with regard to pipes water inside dwelling and communal piped water, with an average increase of 42%. The increase in the number of households with no formal piped water can be attributed to the increase in the population and the influx of people from the surrounding farm.

Figure 14 below also illustrates the level of access to water infrastructure in Tswaing Local Municipality for the period 1996 to 2010.

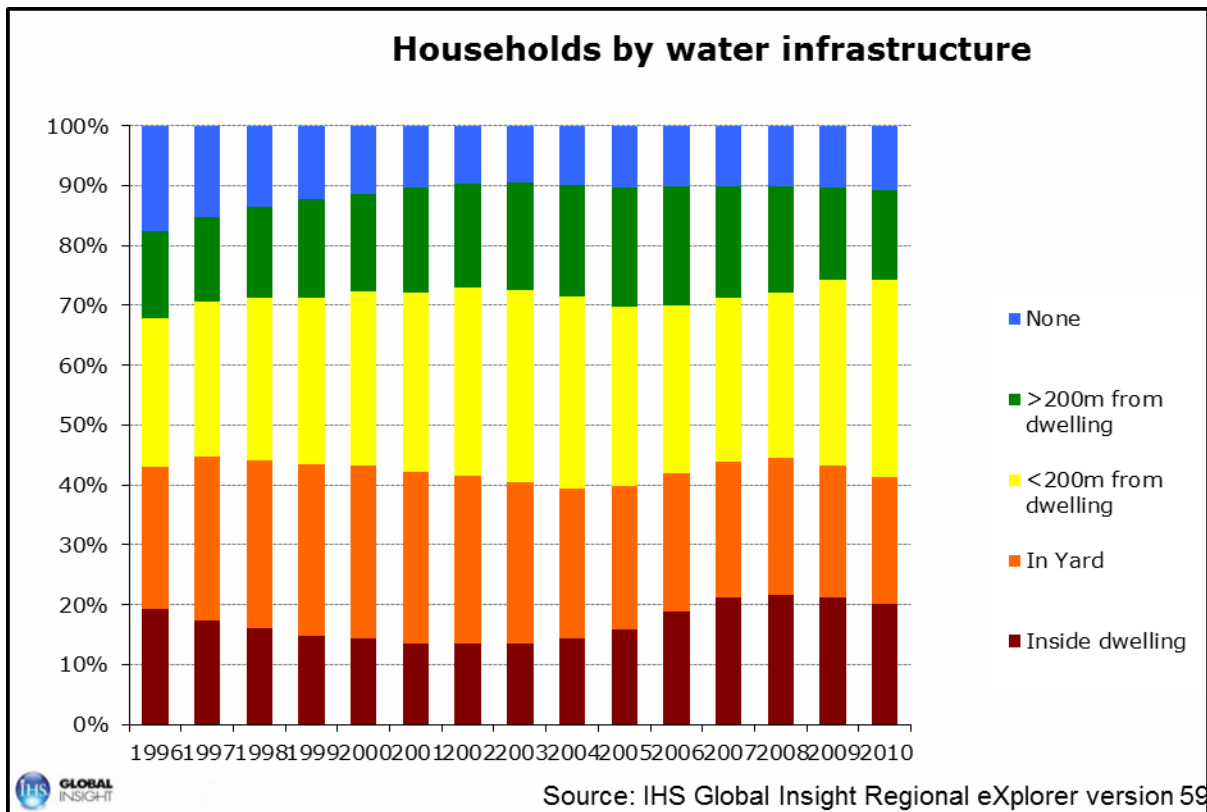


Figure 7: household with access to water infrastructure (source: Global Insight Regional Explorer 2011)

The information in the graph above indicates that in Tswaing Local Municipality, there was an increase in the number of households with access to water infrastructure inside dwelling and in the yard, increase in the number of households with access to water infrastructure in the radius less than 200m from dwelling, a decrease in the number of households with access to water infrastructure in the radius more than 200m from dwelling and in households with no access to water infrastructure between 1996 and 2010.

With regard to the overall water backlog, which is calculated by households with access below RDP level, in 2000, this figure stood at 6 684 while in 2010 the backlog increased to 7 856.

Electricity

The graph below outlines electricity usage by number of households for the years 2000 and 2010.

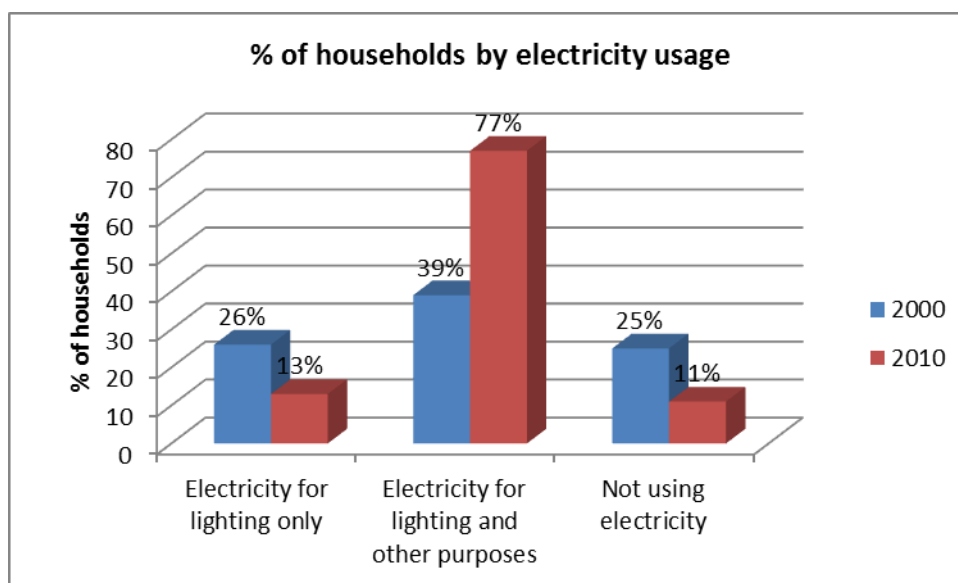


Figure 8: percentage of households by Electricity usage (source: Global Insight Regional Explorer 2011)

With regards to the information in the graph above, there was a general increase in the number of households with access to electricity for lighting and other purposes compared to the number of households using electricity for lighting only and those with no access to electricity between the year 2000 and 2010 in Tswaing Municipality. The percentage of households using electricity for lighting only decreased by half from 26% in 2000 to 13% in 2010. On the other hand the percentage of households using electricity for lighting and other purposes increased from 39% in 2000 to 77% in 2010. These figures indicate that access to electricity increased tremendously in the municipal areas between 2000 and 2010.

2.2.7 Refuse Removal

The Graph below provides insight with regards to the number of households with access to refuse removal services.

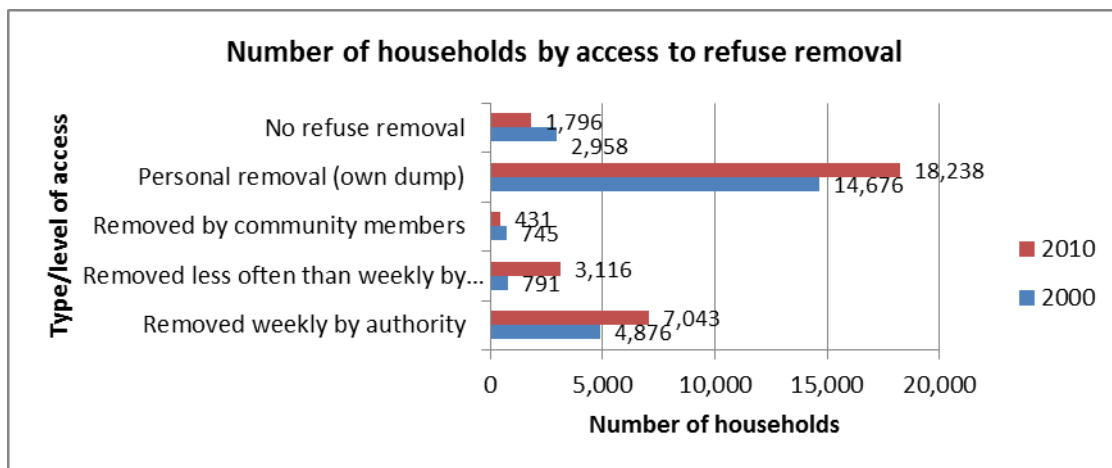


Figure 9: Number of household with access to Refuse Removal (source: Global insight Regional Explorer 2011)

In relation to figure 7 above, a large number of households do not receive refuse removal from the municipality. Figure indicates that the municipality is providing refuse removal to 24% of the households on a weekly basis, while the rest of the households fend for themselves. About 50% of the households resort to dumping as a solution to remove refuse.

2.2.8 Household Infrastructure Overview

The graph below makes a comparison of household infrastructure of the categories mentioned above (water, sanitation, refuse removal and electricity) between the municipality and the national profile.

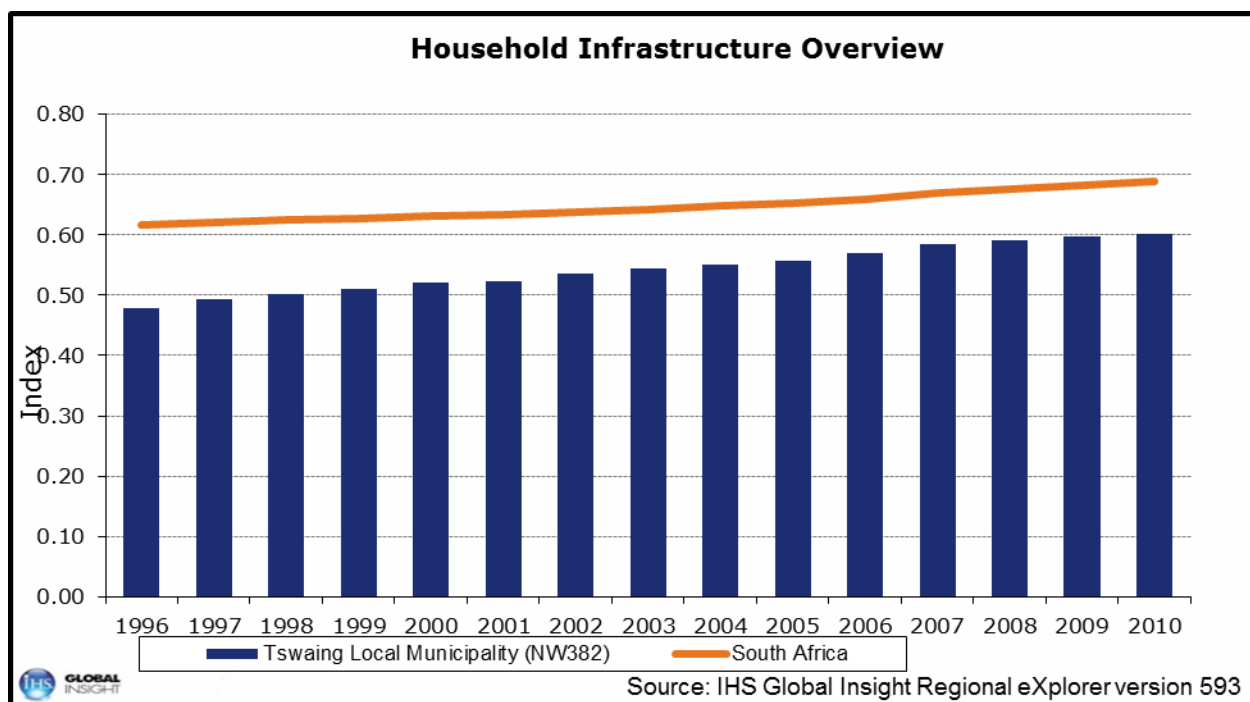


Figure 10: Household Infrastructure Overview (source: Global Insight Regional Explorer 2011)

The information in the graph above indicates that in general, there has been an improvement in the provision of infrastructure for basic services in Tswaing since 1996. The level of development is however lagging behind in comparison with infrastructure development at the national level.

2.3 Human Development

The Global Insight data indicate that the human development index in Tswaing Local Municipality was 0.39 in 2000 and it increased by 0.1 to 0.40 in 2010. The human development index is a measure used to assess the relative level of socio-economic development of an area or country, it measures the population's life expectancy, level of education and per capita income. The 0.40 score of Tswaing indicate that the municipal area is relatively underdeveloped when compared to the national figure of 0.68. This is however understandable due to the rural nature of the municipal area.

2.3.1 Level of Education

The graph below outlines the level of Education for the population aged 15 and above in the Tswaing Municipality for the years 2000 and 2010.

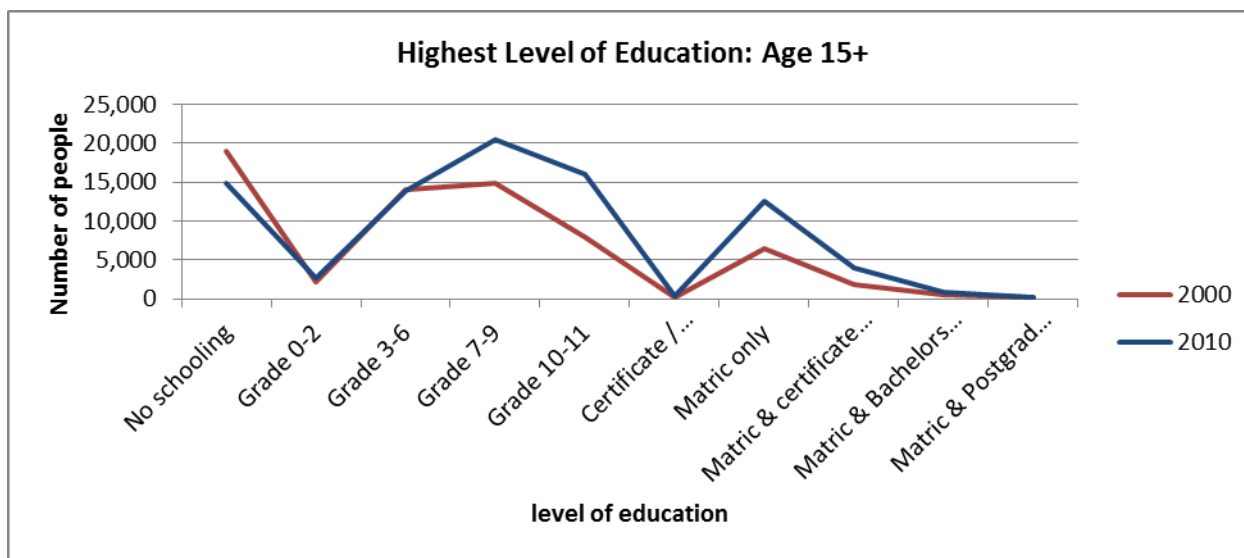


Figure 11: Number of people per Education Level (source: Global Insight Regional Explorer 2011)

According to the figure 4 above, the municipality experienced an increase in the level of education among its population from 2000 to 2010. There were about 15 000 people with grade 7 to 9 in 2000 and in 2010 this number increased to about 20 000. The number of people with matric and post matric qualifications also increased from the 2000 to 2010, for an example there was an increase of about 5 000 in the number of people with matric only during the period under review and an increase of about 1000 in people with matric and certificates.

The information provided here indicates that there was positive development in Tswaing Local Municipality in the level of education of the population, meaning that more and more people are getting educated.

2.3.2 Functional Literacy

The Graph below outlines the Literacy level of the population aged above 20 that has completed Grade 7 and above.

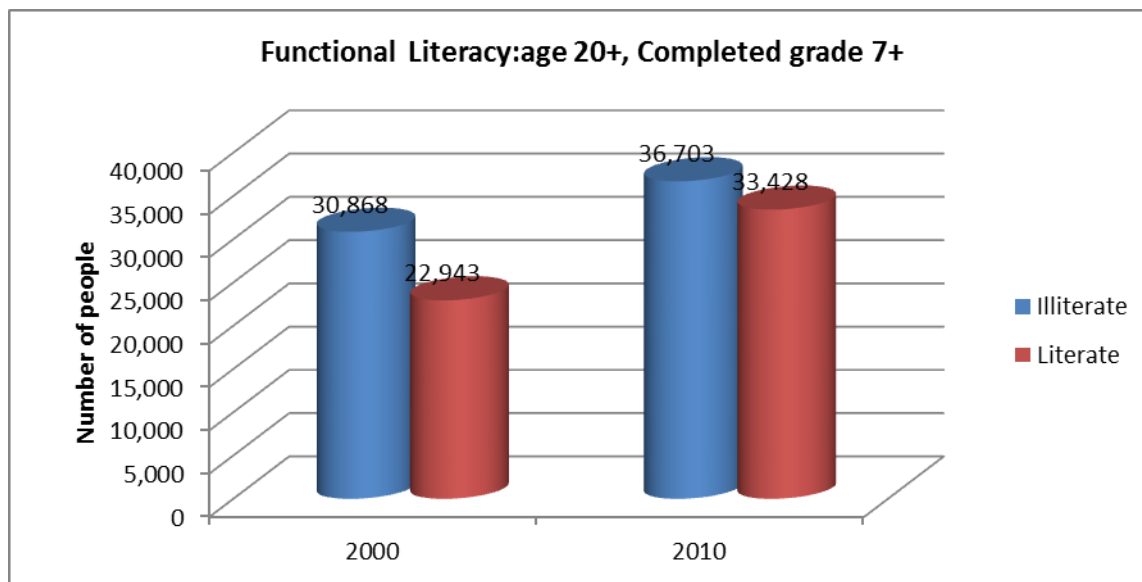


Figure 12: Number of people and the Literacy Levels (source: Global Insight Regional Explorer 2011)

Between the year 2000 and 2010, the number of illiterate people increased by 6017 whilst the number of literate increased by 10485 according to the information as outlined in figure 5 above in the Tswaing Municipality. This once again indicates that the population is getting educated.

2.3.3 HIV Estimates and Profile

The Graph below indicates the increase in the number of HIV infection on the population of Tswaing municipality between the year 2000 and 2010.

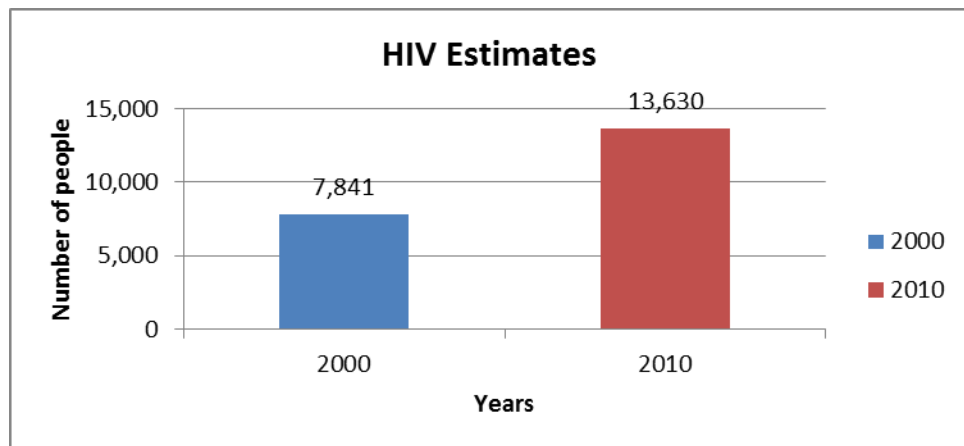


Figure 13: HIV/AIDS Estimates (source: Global Insight Regional Explorer 2011)

According to figure 9, there has been a steady increase in the number of people infected with HIV in Tswaing Local Municipality for the period 2000 to 2010. There were 7 841 estimated cases of HIV in 2000, while in 2010 this figure increased to 13 630, which is an increase of 5789.

2.3.4 Poverty Levels

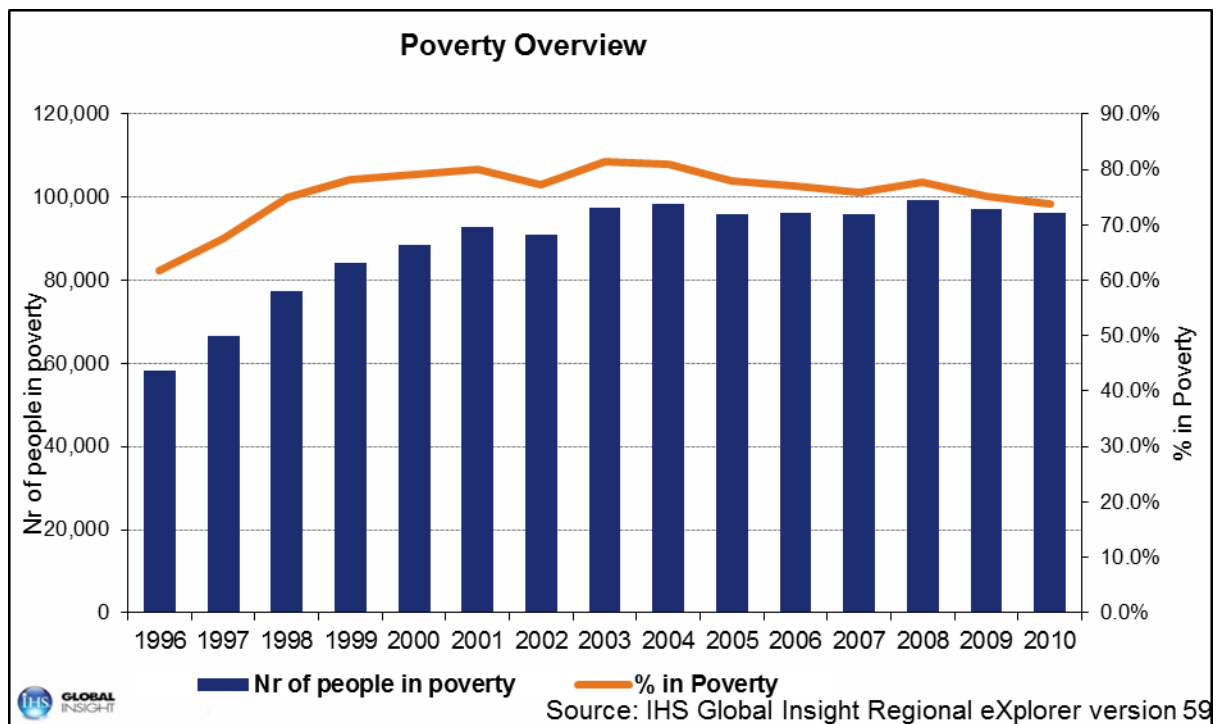
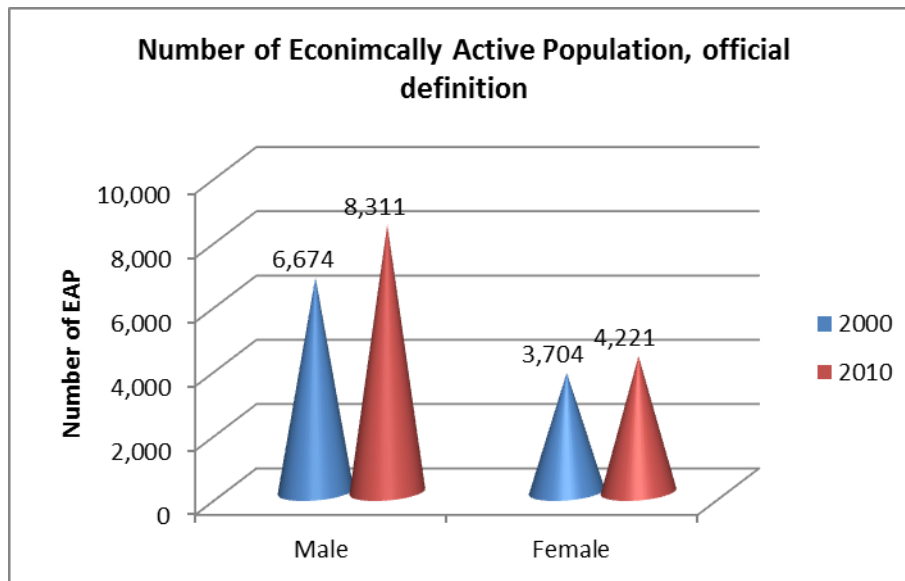


Figure 14: Poverty Level (source: Global Insight 2011)

Data in figure 10 indicates in Tswaing municipality, between 1996 and 2010 the number of people living in poverty has steadily increased with about 35%. The number of people living in poverty grew from just under 60 000 in 1996 to slightly above 90 000 in 2010.

2.4 Labour

2.4.1 Economically Active Population



2.4.2

Figure 15: Number of Economically Active people (source: Global Insight Regional Explorer 2011)

In terms of statistics provided in the graph above, Tswaing Local Municipality experienced increase of 2154 in the number of economically active people (both males and Females) with males being more than the females in that category between the year 2000 and 2010.

2.4.3 Unemployment

The graph below outlines numbers regarding unemployment rate for the years 2000 and 2010

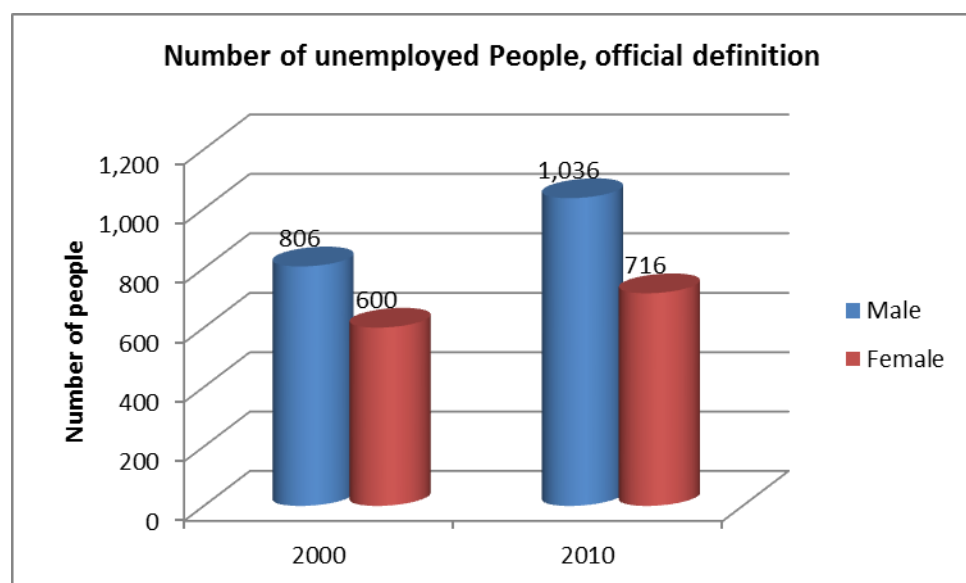


Figure 16: Number of Unemployed people (source: Global Insight Regional Explorer 2011)

The information in the graph above indicates that, Tswaing Municipality experienced increase of 346 between 2000 and 2010 in the number of unemployed people with unemployed males being 320 more than unemployed females in 2010.

2.4.4 Formal Sector employment

The graph below depicts the % of people employed in the formal sector in the municipal area.

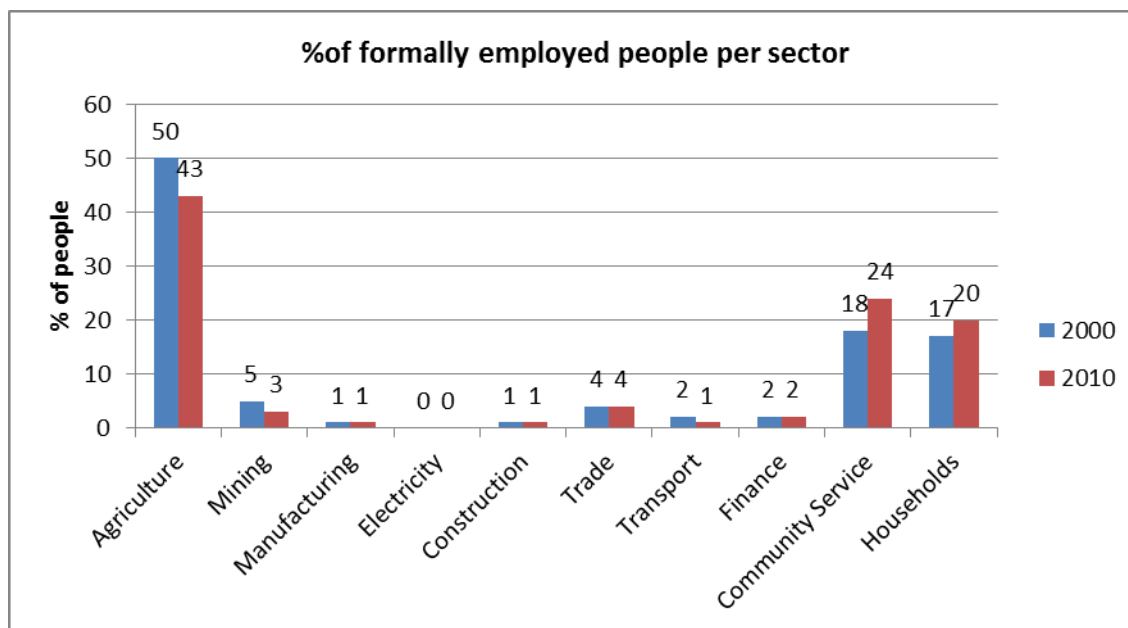


Figure 17: Percentage of formally employed people (source: Global Insight Regional Explorer 2011)

A decrease in the percentage of people formally employed in the Agricultural, mining and transport sectors, an increase in the percentage of people doing community services and households between the year 2000 and 2010 in Tswaing Municipality is outlined in the graph above.

2.4.5 Informal Sector Employment

The graph below provides information with regards to the percentage of informally employed people per sector.

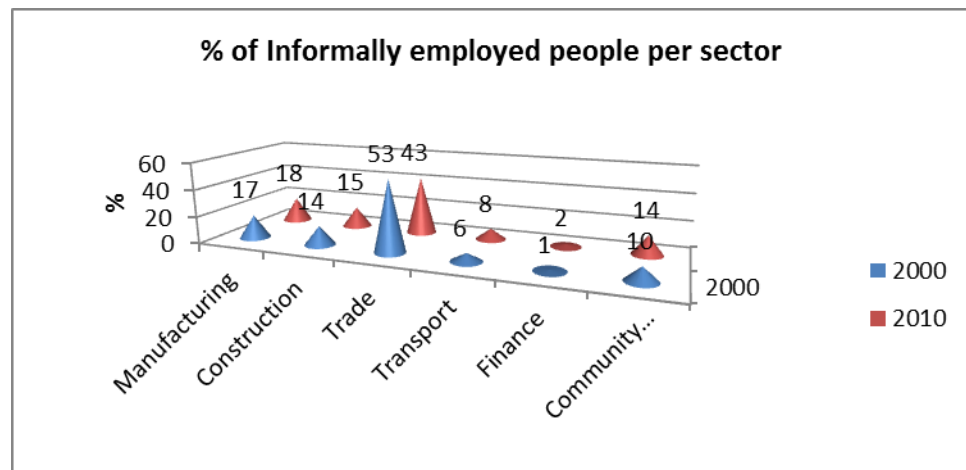


Figure 18: Percentage of informally employed people (source: Global Insight Regional Explorer 2011)

Data in the graph above indicates increase in the percentage of people who are informally employed in the trade sector compared to manufacturing, Construction, Transport, Finance and Community services which experienced no growth in the percentage of the people informally employed in Tswaing Municipality between the year 2000 and 2010.

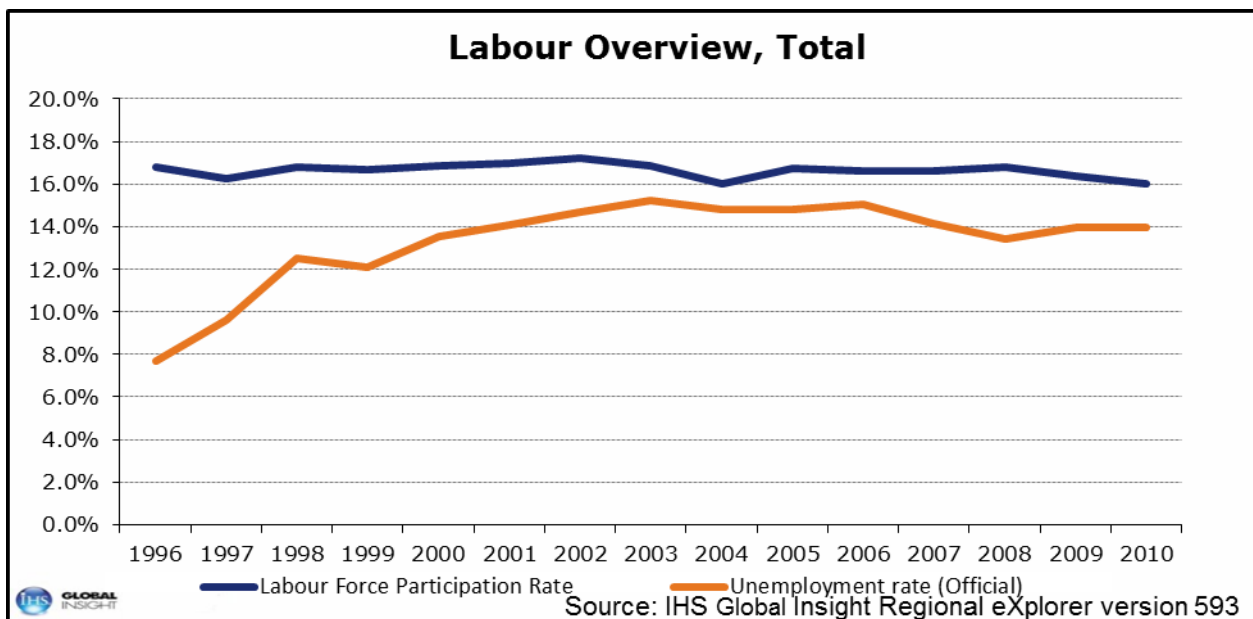


Figure 19: Labour overview (source: Global Insight Regional Explorer 2011)

According to the graph above, Tswaing Municipality experienced increased unemployment rate estimated at 06% and the Labour force participation rate declined by almost 1% (estimate) between the year 1996 and 2010.

2.4.6 Households by Income Category

According to figure 20 below, there has been a general increase in the household income in Tswaing Local Municipality.

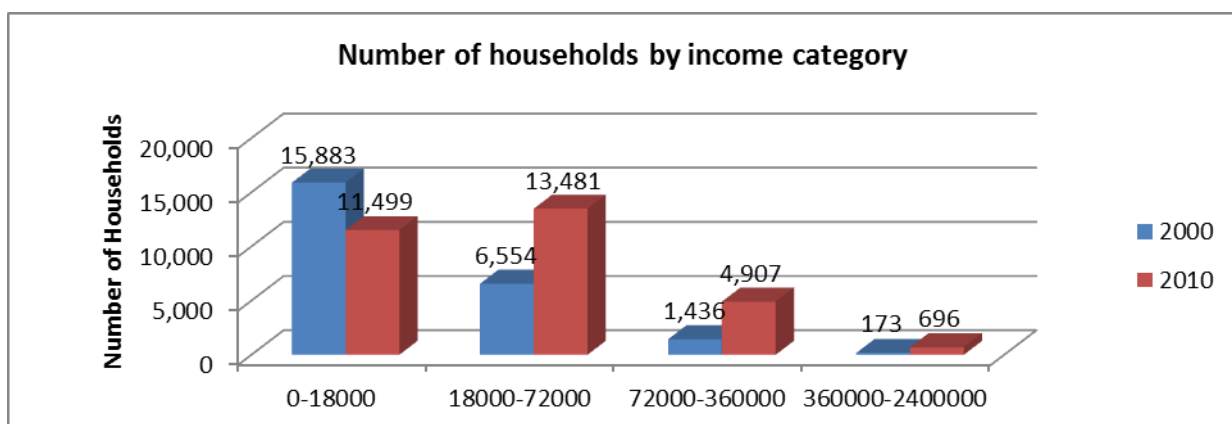


Figure 20: Number of households per income category (source: Global Insight Regional Explorer 2011)

The graph indicates that the number of households earning less than 18 000 has decreased by about 4 000 since 2000. On the other hand there has been a record increase in the number of households

earning more than 18 000 in the municipal area for the years 2000 and 2010. An improvement in the income of household is an indication of an improvement in the lives of the inhabitants of the households and the community in general.

2.4.7 Tourism

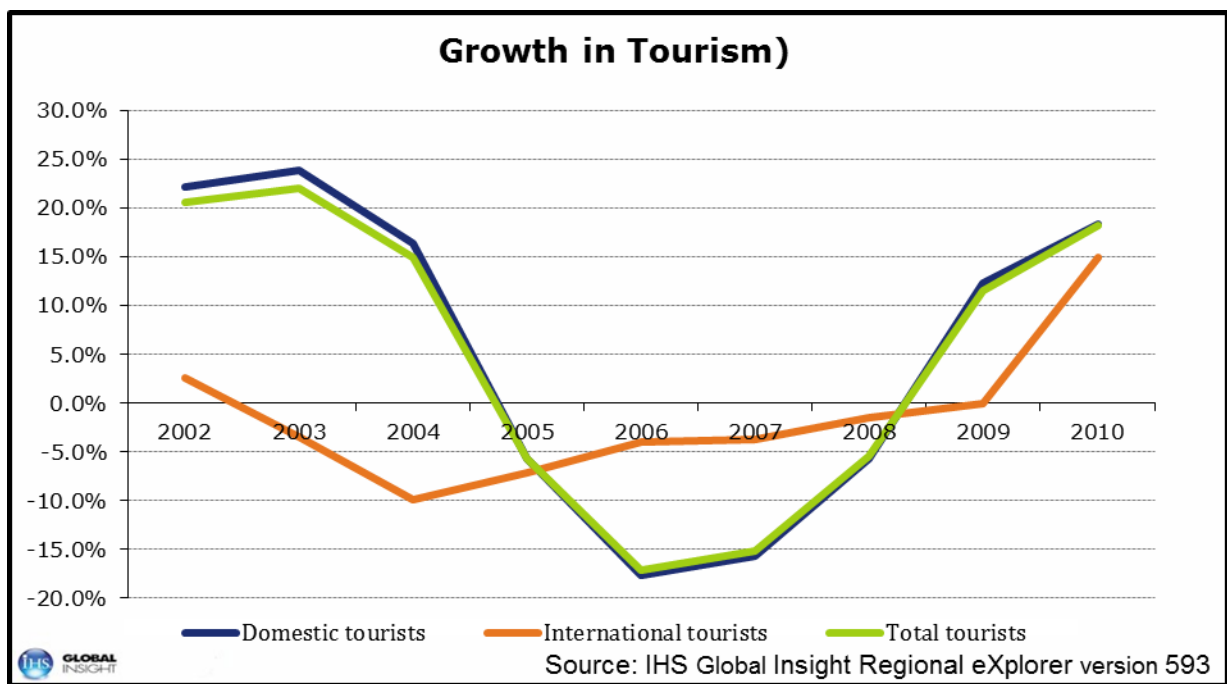


Figure 21: percentage of tourists (source: Global Insight Regional Explorer2011)

In the graph above, the information there indicates that Tswaing Municipality experienced a decline in the number of domestic tourists estimated at 3%, an increase in the number of international tourists estimated at about 12%, however, there was a general decline in the total number of tourists between the year 2002 and 2010.

2.5 Results of Community Consultations: Needs Analysis

A number of consultative meetings were held with communities during the October 2013 and February 2014 in line with the Process Plan with communities and other stakeholders. Communities and stakeholders listed issues contained in the table below as their main challenges that the municipality as government, must focus on.

Ward 1	Ward 2	Ward 3rd 3
<ul style="list-style-type: none"> • Clinic-Deelpa/witpan1 • Early learning center-witpan1 • Early Learning center-Witpan2 • Electricity- The whole Ward • Low cost Housing • Internal roads • Land for Farming-Deelpa/boshe • Allocation of land-witpan 1 (Ga-Setlaboshe) • Water (yards Connections) • Library • High Mass lights • Fencing for cemeteries • Toilets in cemeteries • Community Hall(witpan1) • Sports ground • LED (Job creation) • Hospice • Bursaries • High school 	<ul style="list-style-type: none"> • Water upgrading on stands • Roads bridges • Internal roads • Storm water • Housing • VIP toilets • Electricity internal and external • Community hall • Job creation • Police satellite station • Bursaries for grade 12 • Trauma centre • Fencing of cemeteries • Bursaries for Grade 12 • Ambulance • Incomplete projects • Library • High mass light • School fencing • Extra classroom Ga-khunwana high school 	<ul style="list-style-type: none"> • Clinic • Electrical engine(morena) • Water in all villages • Community hall • Learner Transport • Public Transport • Housing (5 villages) • External roads • Internal roads • Sports ground • Early learning centre (majeng and morena) • Renovation of primary school(sione and majeng) • Post office • Cemetery fencing • Toilets in graveyards • High mass lights • Library • LED Opportunities
Ward 4	Ward 5	Ward 6
<ul style="list-style-type: none"> • Electricity extension • Water • Housing • Clinic • Internal roads • Learner transport 	<ul style="list-style-type: none"> • Clinic and mobile (rakgwedi & konopo) • Multi-Purpose centre • Fencing of cemetery • Electricity (skrilek,Rakgwedi & Mandela park) • Storm water 	<ul style="list-style-type: none"> • Community Hall • Electricity(konopo) • High mass lights • Water(konopo) • Housing • Internal Roads • Learner Transport

<ul style="list-style-type: none"> • Taxi Rank • Library • Youth development 	<ul style="list-style-type: none"> • Waste removal • High mass lights • VIP Toilets • Satellite police station • Taxi rank • Park development • Upgrading and extension of water • Incomplete Housing • Sports ground • Upgrading of windmills • Employment of municipal based workers 	<ul style="list-style-type: none"> • Library • Sports ground • VIP toilets • LED Opportunities • Employment • Land for grazing/cemetery • Building for Old Age Home
Ward 7 <ul style="list-style-type: none"> • Land for RDP Houses • RDP Houses(Middleton A,B,C) • Internal roads • LED Opportunities • Electricity • Incomplete projects(Hall &stadium) • Park at Atamelang • Library (Mokope) • Storm water • Toilets in graveyards • Hall Mokope • Clinic Mokope • Resource centre • OLD Age Housing 	Ward 8 <ul style="list-style-type: none"> • Housing (Ext 3) • Toilets (Ext 3) • Incomplete housing • Sanitation and sewerage • VIP Toilets(informal settlement) • Internal roads • Multipurpose Centre • Incomplete library • Streets lights to be upgraded • Phase 2 for sports ground 	Ward 9 <ul style="list-style-type: none"> • Develop Informal Settlement (Geysdorp,Ext 08,Bredersput) • Health centre (Geysdorp) • Land ownership • Internal roads • House numbering • Water • Sports facilities • Youth development • Electricity • Electricity vendor • Sanitation • Hostel convert to household • Cemetery fencing(Geysdorp and Ext 8) • Refuse removal • Multipurpose centre(Renovation for a bar)
Ward 10 <ul style="list-style-type: none"> Water and sanitation Housing Electricity extension 3 High mast light extension 3 Land ownership – Phola Internal roads – tarred 	Ward 11 <ul style="list-style-type: none"> • High mass lights(Ext 4&6) • Development of informal settlement • Water and sanitation (ext 6) • Internal roads • Electricity (Ext 4 and 6) • Multipurpose Centre (Ext 6) 	Ward 12 <ul style="list-style-type: none"> • Storm water for ext 2 • Street lights • Electricity for Ext 5 • Incomplete RDP Houses(Ext 2,3,5) • Internal Roads

Storm water & drainage system	• Police Station(Ext 6)	• LED (Job creation)
Incomplete RDP houses	• Repairs (houses damaged by disaster) Ext 1,2&3	
Communal clinic		
Upgrading of communal hall	• Sports Ground (Ext 6)	
Recreational centre	• Library	
Primary School	• Bursaries	
LED Projects	• Job creation	
Library	• Clinic (Ext 6)	
	• Cemetery yard (Ext 6)	
	• Renovation of school classes(Naledi and Realeka)	
Ward 13	Ward 14	Ward 15
• Housing	• Housing (Jachthkraal and leeuspruit)	• Poor workmanship on RDP Houses(Majeng Ext 1)
• Internal roads & storm water	• Infrastructure (Jachtkraal and leeuspruit)	• Sanitation (Majeng Ext1)
• Street Lighting	• Primary school	• Streets Lights(ext 1 and Letsopa proper)
• Upgrading of Stadium	• Electricity	• Internal roads(Letsopa proper and Ext 1)
• Hostel convert to households	• Hall (Jachtkraal)	• Land sites (Letsopa proper)
	• External roads	• Clinic (Letsopa proper)
	• High mass lightfor jachtkraal and leeuspruit	
	• Clinic(Jachtkraal and leeuspruit)	
	• Sports ground	
	• Bursaries	
	• Renovation of two public building (crèche and community at Jachtkraal)	

From the table above, it is clear that Tswaing Local Municipality must focus on water, Sanitation, Internal Roads, electricity, Street lighting, and housing in order to improve the lives of the community.

4. Internal Structures of the municipality

2.6 Council

2.6.1 Leadership

Tswaing Local Municipality has 30 elected councillors, made up of 15 ward councillors and 15 proportional representative councillors. The African National Congress has 22 seats while the Democratic Alliance has 7 seats and the United Christian Democratic Party has 1.

Cllr KC Mogatusi serves as the mayor of the municipality and is responsible for the overall leadership of council. The speaker, Cllr MT Mokgethi serves as the chairperson of council. The speaker is responsible for the smooth running of council.

2.6.2 Executive Committee

The Mayor serves as the chairperson of the Executive Committee which is made up of senior councillors who are also chairpersons of portfolio committees. The table below consists of the members of the Executive Committee and their respective portfolio Committees.

Portfolio Committee	Name of Chairperson
	Cllr Mpate Anna Mokwatsi
	Cllr Pogisho Henneck
	Cllr Malan Motjale
	Cllr Thembinkosi Abram Mabovu
	Cllr Carin Visser

2.6.3 Ward Councillors

The following are the ward councillors of Tswaing Local Municipality

Ward Cllr	Ward No	Party
Morretsi Piet Mphshapudi	1	ANC
Kerileng Merriam Lobelo	2	ANC
Seabelo Dirulelo	3	ANC
Michel Tebogo Seitisho	4	ANC
Lentlhotse Lerumo	5	ANC
David Malo	6	DA
Victor Thimas Mathiba	7	ANC
Anna Mpate Mokoatsi	8	ANC
Morwantwa Gert Dikolomela	9	ANC
Silas Tsholo	10	ANC
Keolebogile Virginia Mohubuke	11	ANC
Modisaotsile sam Letlakane	12	ANC
Abram Thembinkosi Mabovu	13	ANC
Fannie Bam	14	DA
Maggy Gaolatlhwe Malumane	15	ANC

Proportional Representative Councilors

Name of Councilors	Party
Abram Malan Motjale	ANC
Kgakgamatso Merriam Bantsijang	ANC
Dimakatso Lydia Malwane	ANC
Ellen Poifo Tlhotlhomisang	ANC
Elisa Galoitsiwe	ANC
Phemelo Barney Lobelo	ANC
Mr kgori	UCDP
Carin Visser	DA
Marius van der Merwe	DA
Linda Taaljard	DA
Jonas Vis	DA
Bennie Groenewaldt	DA

2.7 Administration

The municipality has 4 main departments and the office of the Municipal Manager, which also serve as a department as depicted in figure 1 below.



Figure 22: Organizational Structure

Department or Office	Functions
Office of the Municipal Manager	<ul style="list-style-type: none"> • Provide Corporate Service to the Municipality • Manage the Financial Services of the municipality in accordance with legislations and Policies • Manage the Technical Services of the Municipality • Manage Community Services of the Municipality • Manage protection Services and transport Planning • Manage Development and Planning • Render a Strategic support function to the Municipal Manager
Corporate Support Services	<ul style="list-style-type: none"> • Manage and operate the Multi-Purpose Community Centre • Render legal services regarding Contracts, Title Deeds, Securities, By- laws • Render Office Auxiliary Services to the Municipality • Render Human Resources Management
Financial Services	<ul style="list-style-type: none"> • Manage Revenue & Collection Policies and procedures • Render Budget and Financial Statements Services • Manage Expenditure and Credit Control Mechanism
Community Services	<ul style="list-style-type: none"> • To manage Environmental and Primary Health services in accordance with legislation, policies & IDP • To manage public safety and transportation services • To manage fire prevention and disaster management services • To manage Library services
Technical Services	<ul style="list-style-type: none"> • Manage the Sanitation, parks and Sewerage division in accordance with the IDP • Manage the Mechanical & Electrical division in accordance with the IDP • Manage the Water, Roads and Storm water division in accordance with the IDP • Render Administrative support to the department

2.8 Management of the IDP Process

2.8.1 District IDP Framework

Section 27 (1) of the Municipal Systems Act requires that each District Municipality, after following a consultative process with local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole. The District IDP Framework binds both the District and Local Municipalities in the area of the District Municipality.

Furthermore the Municipal Systems Act, 2000, the IDP District Framework must contain:

- Plans and planning requirements binding in terms of National and
- Provincial Legislation on the District Municipality, its constituent Local Municipalities or any specific municipality.
- Matters to be included in the integrated development plans of the district municipality and local municipalities that require alignment.
- Principles to be applied and co-ordination approach to be adopted of those matters.
- Procedures for consultation between the district municipality and local municipalities during the drafting of their respective integrated development plans.
- Procedures to effect essential amendments to the framework.

The main purpose of the District Framework is to achieve alignment, integration, coordination and support of all the integrated development plans in the district.

Where the local is not an authority of a power or function in terms of the Minister's or MEC's allocations, it will play a support and facilitation role.

Tswaing Local Municipality has therefore taken the District IDP Framework into consideration when developing this IDP in order to align its programmes and projects with that of Ngaka Modiri Molema District Municipality.

2.8.2 IDP Process Plan

The table below provides in detail a programme of the Budget and IDP process that was followed to develop this Integrated Development Plan.

PHASE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLEPLAYERS
ANALYSIS	Council Meeting	September 2013	-To adopt the IDP/Budget Process Plan	Council Chambers	Council
	IDP Representative Forum	September 2013	-To discuss the MEC'S Assessment Report -Get a progress report on the approved projects by different sectors	Council Chambers	IDP Rep. Forum Members
	Review 2012/2013 Performance	September 2013	-Review of the 2011/12 KPA's, KPI's and Targets	-	Directors and Managers
	Mayoral Imbizo's	September - January	-Community need collected verified and refined. Training on municipal planning process.	All Wards	<ul style="list-style-type: none"> Community Sector Departments Councilors Traditional Leaders
PHASE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLEPLAYERS
STRATEGIES	Initiate the IDP Review Process	October 2013	-Consolidate IDP needs / Budget priorities from the community -Analyze and review the needs and priorities -Integrate information of all the phases of the IDP Process	Boardroom	<ul style="list-style-type: none"> IDP Steering Committee Project Task Teams
	Set Strategic Objectives and Targets	November 2013	-Compile Corporate Plan in line with IDP -Compile and link Departmental Operational Plans with Corporate Plan and the IDP	Boardroom	<ul style="list-style-type: none"> Directors and Managers
	Consider Sector Programmes	November 2013	-Engage with Provincial and National Sector Departments on sector Departments on sector service delivery priorities for alignment with municipality's development plans	-	<ul style="list-style-type: none"> IDP Manager Municipal Manager Office of the Mayor
	Consider Budget priorities	November 2013	-Compile and distribute budget guidelines and formats	-	<ul style="list-style-type: none"> Director – Finance
PHASE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLE PLAYERS
	Finalize Draft IDP	November 2013	-Effect changes to the IDP and finalize the Draft Document	-	<ul style="list-style-type: none"> IDP Manager / Municipal Manager
	Draft Budget	January 2014	-Consolidate and prepare proposed budget	-	<ul style="list-style-type: none"> CFO

PROJECTS			and plans for the next financial year taking into account previous year's performance as per audited financial statements		<ul style="list-style-type: none"> ▪ Municipal Manager and Directors
	Mid Year Budget Review	January 2014	-Review the current 2013/14 Budget and assess Municipality's performance	-	<ul style="list-style-type: none"> ▪ Municipal Manager
PHASE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLE PLAYERS
INTEGRATION	Adjustment Budget and mid-term performance reports	January 2014	Table mid-term performance report and budget adjustment	Council Chambers	<ul style="list-style-type: none"> ▪ Mayor ▪ Council ▪ Municipal Manager
	Strategic Planning Session	March 2014	Development of Draft SDBIP's for proper alignment with Budget and IDP	-	<ul style="list-style-type: none"> ▪ Municipal Manager ▪ Directors/Managers
	IDP Representative Forum	March 2014	Invite different sector departments to make submission into the draft IDP document	Council Chambers	<ul style="list-style-type: none"> ▪ Rep. Forum Members
	IDP/Budget Steering Committee	March 2014	To discuss and make recommendations on the 2013/14 Draft IDP/Budget	Council Chamber	IDP/Budget Steering Committee Members
	Tabling of a Draft Budget/IDP	March 2014	Finalize draft budget/IDP, plans and budget related policies for approval by Council	Council Chambers	<ul style="list-style-type: none"> ▪ Municipal Manager
	Consultation and Public Hearings on the Budget and IDP	April 2014	Conduct public meetings throughout the municipality and invite inputs on the Draft budget and Draft IDP	-All Wards	<ul style="list-style-type: none"> ▪ Community Members
PHASE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLEPLAYERS
APPROVAL	Revise and finalize budget document	May 2014	-Revise budget document in accordance with consultative processes and taking into account results from 3 rd quarterly review -Prepare the final budget/IDP for approval	-Council Chamber	<ul style="list-style-type: none"> ▪ Municipal Manager ▪ IDP Manager ▪ CFO
	IDP Representative Forum	May 2014	-Presenting the final IDP/Budget documents	Municipal Hall	Rep. Forum Members
	IDP/Budget Steering Committee	May 2014	To discuss and make recommendations on the final 2014/2015 IDP/Budget	Council Chamber	IDP/Budget Steering Committee Members
	Approval of budget/ IDP 2014/15	May 2014	Table Annual Budget and Reviewed IDP for approval by Council including budget related policies	Council Chambers	<ul style="list-style-type: none"> ▪ Council

PHASE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLE PLAYERS
PUBLICATION	Publication of the Budget and IDP	June 2014	-Submit Annual Budget /IDP to National and Provincial Treasury and COGTA	-	Municipal Manager
	Finalizing the SBDIP	June 2014	-Approve SDBIP and conclude the signing of Performance Agreements within 28 days -Publicize the SDBIP and Performance Agreement - Submit SDBIP within 14 days	-	Municipal Manager

2.8.3 Roles and Responsibilities for the IDP Process

Municipal Council	<ul style="list-style-type: none"> Consider and adopt a Process Plan Consider and approve the IDP
IDP Management Committee- Chaired by the Municipal Manager	<ul style="list-style-type: none"> Decide on the process plan Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP Decide on the roles and responsibilities of persons involved in the process Link the planning process to their constituencies and/or wards
Ward Councillors	<ul style="list-style-type: none"> Lead consultation meetings at ward level Ensure that ward issues are addressed Facilitates IDP Processes of the municipality Advices the Municipal Manager on IDP Processes and Timeframes
IDP Manager	<ul style="list-style-type: none"> Act as point of contact between the municipality and the sector departments Ensures that the municipality has an IDP Process Plan – communicated internally and externally Provide relevant technical, sector and financial information to be analysed for determining priority issues
IDP Steering Committee	<ul style="list-style-type: none"> Contribute technical expertise in the consideration and finalisation of strategies and identification of projects Take the responsibility for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for alignment
IDP Representative Forum- Chaired by the Mayor	<ul style="list-style-type: none"> Represents the interests of their constituents in the IDP process Provides an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality Ensures communication between all stakeholders' representatives Monitors the performance of the planning and implementation process

2.8.4 Planning and Consultative Structures

Tswaing Local Municipality utilizes the following structures to promote participation and cooperation with stakeholders.

Mayors Forum	Mayors, with municipal Managers providing technical support	Give political directives
Speakers Forum	Speakers of District and local municipalities	Champion public participation
Municipal Managers' Forum	Municipal Managers	Give advises to political structures and take administrative accountability
Technical Cluster Forums	Directors of departments and Directors of sector departments	Advises municipal managers on issues affecting their departments
IDP Forum	Planning Directors of municipalities in the District	Run the processes of IDP Review

Table 2: IGR structures

2.9 IDP Assessment Summary

The table below consists of a summary of the findings of assessment that was conducted by the office of the MEC on the 2012/2013 IDP.

Findings	Action
There are no specific strategies that address environmental issues identified during the analysis	Environmental Issues will be addressed in the new IDP as part of the SDF
No financial plan which includes a budget projection for at least the next three years in line with section 26(h) of MSA	A financial plan will be developed with the IDP
No Disaster Management Plan	NMMD is responsible for disaster management and its plan will be incorporated in the IDP review
No budget for Operations & Maintenance which makes it impossible for the LM to adequately respond to the challenge.	The municipality will allocate funds for operations and maintenance
No Transport Plan	The District Integrated Transport Plan will be adapted to local situation
The LED Strategy is not aligned to National, Provincial and District priorities	The current LED Strategy will be revised and aligned accordingly

3. SPATIAL DEVELOPMENT FRAMEWORK

3.1 Introduction

Municipal Systems Act requires every municipality to prepare and adopt a Spatial Development Framework (SDF) and align it with the framework of the IDP. The Spatial Development Framework is a core component of the IDP process. It identifies spatial issues and trends for which spatial strategies are formulated, such as, for example the integration of previously segregated areas. It also gives the localised spatial dimension to development principles, objectives and projects. It must form the basis for the local government's land use management system. Tswaing Local Municipality developed an SDF in 2010, and below follows a brief overview of the municipality's spatial patterns.

3.2 Land Development¹

3.2.1 Land cover

The land cover was determined for the entire Tswaing Local Municipal area. The data was obtained from the Provincial Spatial Development Framework that was reviewed in 2009. The following table indicates the Land Cover for Tswaing municipal area.

The land cover for Tswaing Local Municipality consists mainly of Cultivated Annual Dry Land (350 374,912 ha) which covers 60, 79% of the total municipal area. The other is grassland that covers an area of 109 401, 03 hectares (20,28%). This indicates that there is a high potential for dry land agriculture. The table below indicates the summary of the land cover. The degraded land is 11 236,912 hectares and should be monitored.

¹ Tswaing Local Municipality, Spatial Development Framework, 2010

4.13%

2.4%

60.79%

20.28%

Table 3: Land Cover Summary (Source: 2011/2012 Tswaing IDP)

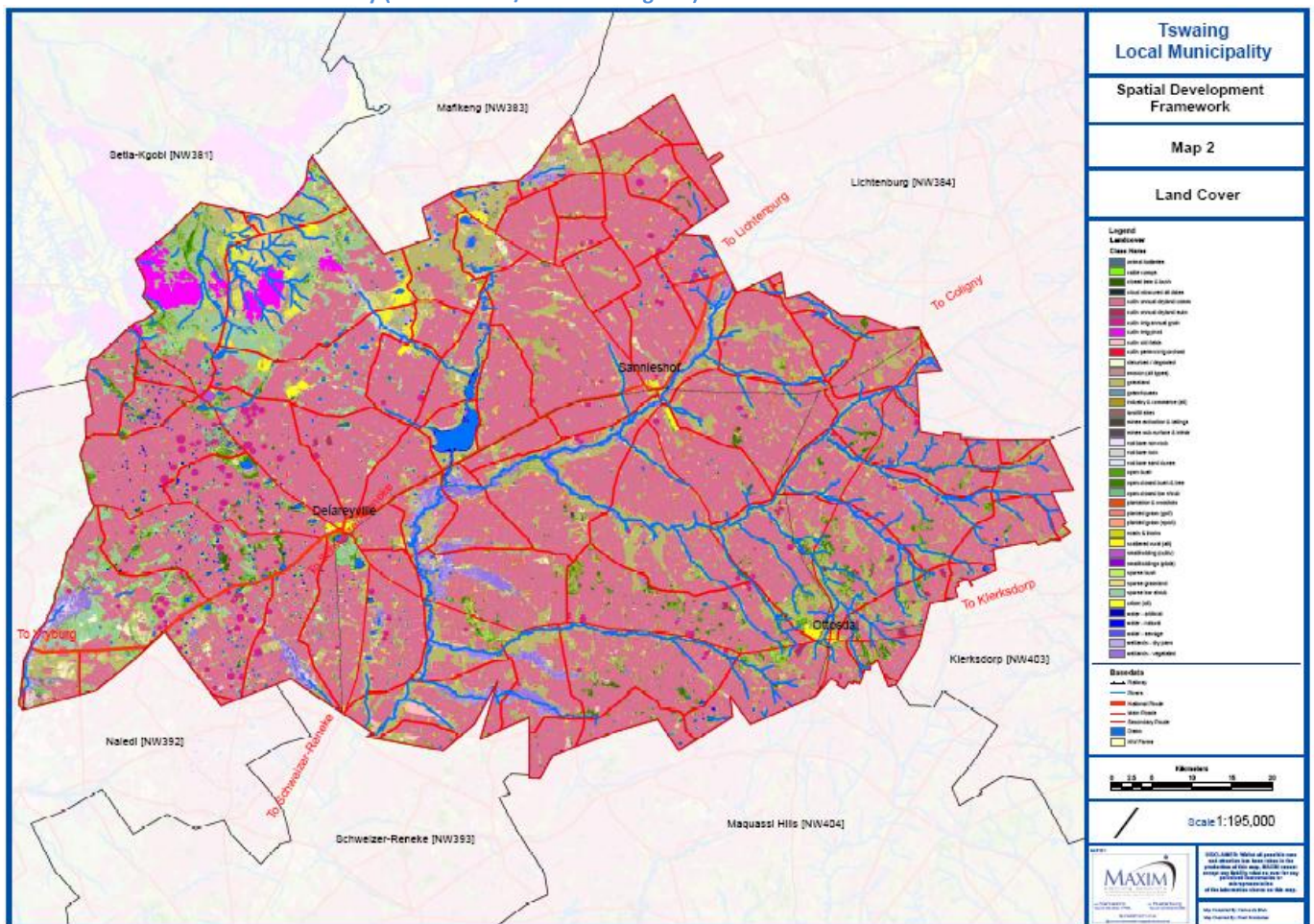


Figure 23: Land Cover Map²

² Tswaing Local Municipality, Spatial Development Framework, 2010

3.2.2 Urban land uses³

The urban land uses were sourced by means of a physical land use survey in all the urban areas during March 2010. The following three tables is a summary of the land uses of the three main urban areas of Tswaing Municipal area⁴.

Delareyville Land Use – Map 3			
Business		Municipal & Government	
Accommodation	1	Cemetery	1
Business	94	Cemetery/Soccer field	1
Day Spa	1	Municipal	7
Filling Station	4	Post Office	1
Tavern	1	Railway	3
Taxi Rank	8	SAPS	1
		Sub Station	2
Residential			
Formal & Business	4	Industrial	
Flats & Business	2	Industrial / Commercial	20
Formal houses	1076		
Formal & Informal	7	Social Facilities	
Formal & Tuck Shop	6	Church	10
Hostel/Tuck Shop/ Crèche	1	Clinic	1
Informal houses	1247	Crèche	2
Flats (units)	26	Primary School	2
Flats & Old Age Home	1	School	1
Squatters (Informals not on stands)	190	Secondary School	1
Sports & Recreation		Agricultural	
Polo Field	1	Agricultural	1
Sports ground	1		
General			
Ruin	3		
Vacant – Residential	1104		
Vacant – Industrial /Not Residential	33		

Table 2: Land Use: (Source: Maxim Planning Solutions – Land Use Survey 2010)⁵

Delareyville town is seen as the main town within Tswaing. It is the largest town taking its size in population as well as the area that it covers. The business area (CBD) of Delareyville needs urgent

³ Tswaing Local Municipality, Spatial Development Framework, 2010

⁴ Tswaing Local Municipality, Spatial Development Framework, 2010

⁵ Maxim Planning Solutions, Tswaing Local Municipality, Spatial Development Framework, 2010

attention and upgrading. The roads within the CBD are not maintained and have a number of potholes in. There is a lack of sufficient parking, and the pavements for pedestrian movement are not users friendly⁶. The industrial area of Delareyville also needs private investment to assist with the employment of the community and to help the economy of the town. There are currently 27 vacant industrial stands.

Ottosdal & Letsopa Land Use – Map 4			
Business		Municipal & Government	
Animal Clinic	1	Cemetery	2
Bar	1	Commando	1
Brick Making	1	Community Hall	2
Business & Nursery	75	Magistrate	1
Filling Station	1	Municipal	2
Nursery	1	Post Office	1
Surgery	1	Reservoir	1
Taxi Rank	1	SAPS	1
Tuck Shop	10	Show Grounds	1
Workshop	3	Telkom	1
Residential		Social Facilities	
Agricultural/Formal/Business	1	Church	22
Flats & Business	1	Clinic	1
Formal houses	2866	Creche	3
Formal & Funeral Parlour	12	Hospital	1
Formal & Informal	2	Old Age Home	1
Formal & Semi-Formal	31	Primary School	4
Formal & Tuck Shop	5	Secondary School	2
Hostel (Units)	8		
Informal houses	1162	Sports & Recreation	
Informal & Tuck Shop	4	Formal Sports field	1
Rental Rooms	29	Sports field	2
Flats (Units)	36		
Squatters (Informals not on stands)	591	Agricultural	
		Agricultural	16
Industrial		General	
Industrial/Tavern / Commercial	11	Ruin	1
Petrol Depot	1	Vacant – Residential	549
Scrap yard	1	Vacant – Industrial / Not Residential	10
Steel Structure	1		

Table 4: Ottosdal & Letsopa Land Use⁷

The business area of Ottosdal is more or less the same as in Delareyville where a CBD Revitalisation strategy is needed to help attract private investment. There is an urgent need for

⁶ Tswaing Local Municipality, Spatial Development Framework, 2010

⁷ Tswaing Local Municipality, Spatial Development Framework, 2010

proper facilities for informal businesses. The industrial area is also very small in comparison with the size of the town and the job creation that can be provided to the local community. A strategy should be compiled to attract private investment to boost the economic situation within the town. There are 10 vacant industrial stands available⁸.

Sannieshof & Agisanang Land Use – Map 5			
Business		Municipal & Government	
Bar	1	Cemetery	2
Building Material	1	Community Hall	1
Business	39	Municipal	3
Filling Station	4	Post Office	1
General Dealer	2	Reservoir	2
Hotel	1	SAPS/Municipal	1
Nursery	1	SAR	1
Taxi Rank	1		
Tuck Shop	5	Social Facilities	
Welder	1	Church	17
Workshop	1	Church/Scrap Metal/ Old Age Home	1
		Primary School	1
Residential		Secondary School	2
Formal houses	1456	Youth Advisory Centre	1
Formal & Hair Salon	2	Youth Centre	1
Formal & Informal	3		
Formal & Semi-Formal	21	Industrial / Commercial	
Formal & Tavern	11	Mechanic	2
Informal	118	Scrap yard	4
Townhouses (Units)	12	Silos	1
Squatters	58	Steel Roof Structure	1
Sports Fields		General	
Formal Sports field	1	Ruin	1
Tennis Courts	1	Vacant – Residential	246
		Vacant – Industrial / Not Residential	0
Agricultural			
Agricultural	4		

Table 5: Sannieshof and Agisanang Land Use⁹

The business area (CBD) in Sannieshof is linear along the railway line. A number of businesses are situated along the road to Geysdorp. These businesses are ideal for the attraction of tourists

⁸ Tswaing Local Municipality, Spatial Development Framework, 2010

⁹ Tswaing Local Municipality, Spatial Development Framework, 2010

and can help with the overall economic upliftment of Sannieshof¹⁰. The industrial area of Sannieshof mainly consists of Silo's.

3.2.3 Rural land uses

All the rural villages of Tswaing Local Municipality were physically surveyed based on new aerial photographs. No cadastral information or maps of any sort existed for the rural villages that could be used for the survey. A total of 25 villages were surveyed during April 2010. Land use maps were compiled that will form the basis for settlement planning¹¹. The detailed tables of the rural land use patterns are available in the main spatial development framework.

3.3 Environmental analysis

The purpose of conducting an environmental analysis is to ensure that the Objectives, Strategies, Projects and Programmes of the Tswaing Local Municipality take existing environmental problems and threats into consideration, as well as environmental assets which require protection or controlled management.

The analysis will be limited to identifying environmental challenges, threats and risks.

The environment is a very important feature that should be protected at all times. Therefore this report has a chapter especially dedicated to inform, educate and help the residents in Tswaing Local

¹⁰ Tswaing Local Municipality, Spatial Development Framework, 2010

¹¹

Municipality in order to protect the environment. This chapter's information was sourced from the PSDF Final Report of September 2008¹².

3.3.1 Environmentally sensitive areas¹³

Development Zone Four will largely concentrate on future sustainable development approaches in terms of sustainable development spending. This will be achieved by focusing on rectifying development imbalances relating to equitable access to basic services, the protection of the natural and cultural resources and spatial form that promotes greater efficiencies in land-use and service provision.

Critical bioregional categories need to be clearly protected and conserved. These categories are outlined in more detail below:

3.3.1.1 Category One: Protected areas

- Areas that have been proclaimed in terms of the Protected Areas Act and are included in the national protected areas register (these include privately owned contract nature reserves)
- Special protected forest areas declared in terms of the National Forest Act; 47
- Areas that are in the process of being proclaimed if there is high certainty that the proclamation will occur
- Note that areas under voluntary conservation agreements for which there is no long-term security, such as conservancies/stewardship agreements, must not be shown as protected areas, but may be shown as context information (see below).

¹² Tswaing Local Municipality, Spatial Development Framework, 2010

¹³ Tswaing Local Municipality, Spatial Development Framework, 2010

3.3.1.2 CATEGORY TWO: CRITICAL BIODIVERSITY AREAS

This category may include several sub-categories, such as:

- irreplaceable sites
- important sites
- terrestrial ecological corridors
- aquatic ecological corridors
- special habitats
- critical wetlands
- critical estuaries
- critical sub-catchments
- critically endangered ecosystems *
- endangered ecosystems *

*(* These terms must be reserved for ecosystems whose status has been assessed using the criteria developed for identifying threatened ecosystems in terms of the Biodiversity Act. Ecological support areas, should also include a number of sub-categories, such as:*

- Primary water production areas
- Groundwater recharge zones
- All wetlands
- All estuaries
- All riparian zones

3.3.1.3 CATEGORY THREE: OTHER NATURAL AREAS

These areas are still subject to the usual authorization procedures e.g. EIA's

3.3.1.4 CATEGORY FOUR: AREAS WHERE NO NATURAL HABITAT REMAINS

These areas include cultivated areas, afforested areas, mined areas, urban areas, and areas under coastal development.

3.3.1.5 Spatial Structuring Elements: Principle Three: The Environment and Space¹⁴

Within the PSDF Final Report (September 2008) there were three principles identified within the spatial structuring elements. They are discussed in detail below.

The term biodiversity refers to genes, species (plants and animals), ecosystems, and landscapes and the ecological and evolutionary processes that allow these elements of biodiversity to persist over time. North West's biodiversity provides an important basis for economic growth and development, in obvious ways such as providing rangelands that support commercial and subsistence farming, horticulture and agriculture industry based on indigenous species, our tourism industry, aspects of our film industry, and commercial and non-commercial medicinal applications of indigenous resources¹⁵.

Keeping the biodiversity intact is also vital for ensuring ongoing provision of ecosystem services such as production of clean water through good catchment management, prevention of erosion, carbon storage (to counteract global warming) and clean air. Loss of biodiversity puts aspects of our

¹⁴ Tswaing Local Municipality, Spatial Development Framework, 2010

¹⁵ Tswaing Local Municipality, Spatial Development Framework, 2010

economy and quality of life at risk and reduces socioeconomic options for future generations. The path towards sustainable development, poverty reduction and enhanced human well-being for all, is therefore dependent on how effectively we conserve biodiversity¹⁶.

The PSDF incorporates the latest CBA map (Desmet et. al, 2008) for the Province. As defined in the National Environmental Management: Biodiversity Act (NEMBA) 10 of 2004, CBA maps must highlight areas important for biodiversity and must be based on systematic biodiversity plans produced at an adequate scale and accuracy. Critical biodiversity areas (CBA's) are terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning and services (SANBI 2007). The use of CBA's here follows the definition laid out in the guideline for publishing bioregional plants (Anon, 2008)¹⁷:

- ***Critical biodiversity areas (CBA's)*** are areas of the landscape that need to be maintained in a natural or near-natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of ecosystem services. Maintaining an area in a natural state can include a variety of biodiversity-compatible land uses and resource uses. Within Tswaing Local Municipality there are a number of areas that falls within the CBA's, especially along the Harts River and the rural villages situated in the north western side of the municipal area¹⁸.
- ***Ecological support areas (ESA's)*** are areas that are not essential for meeting biodiversity representation targets/thresholds but which nevertheless play an important role in supporting the ecological functioning of critical biodiversity areas and/or in delivering ecosystem services

¹⁶ Tswaing Local Municipality, Spatial Development Framework, 2010

¹⁷ Tswaing Local Municipality, Spatial Development Framework, 2010

¹⁸ Tswaing Local Municipality, Spatial Development Framework, 2010

that support socio-economic development, such as water provision, flood mitigation or carbon sequestration. The degree of restriction on land use and resource use in these areas may be lower than that recommended for critical biodiversity areas. The purpose of the critical biodiversity areas (CBA) map and guidelines is to mainstream biodiversity into land-use planning and decision-making by identifying those sites critical for biodiversity conservation. The overall aim is to avoid loss and degradation of natural habitat in critical biodiversity areas (CBAs), whilst managing sustainable development in other natural areas remaining. The CBA map and guidelines are to provide a common reference point for all decision-makers within the land use sector, including all stakeholders involved in land-use planning and decision-making processes¹⁹.

The guidelines for bioregional plans recommend that five major categories need to be clearly identified on the “CBA Map”. These categories are:

3.4 Protected Areas²⁰

The National Environmental Management: Protected Areas Act (57 of 2003) describes a ‘protected area’ (PA) as one of the following types: Special Nature Reserves; National Parks; Nature Reserves; Protected Environments; World Heritage Sites; Marine Protected Areas; Specially Protected Forest Areas; and Mountain catchment areas. Together these PA types constitute South Africa’s ‘formal protected areas’ (i.e. those that are protected by specific ‘legal means’) and exist due to the following specific enabling legislation:

¹⁹ Tswaing Local Municipality, Spatial Development Framework, 2010

²⁰ Tswaing Local Municipality, Spatial Development Framework, 2010

- Protected Areas Act, 57 of 2003.
- World Heritage Convention Act, 49 of 1999.
- Marine Living Resources Act, 18 of 1998.
- National Forests Act, 84 of 1998.
- Mountain Catchment Areas Act, 63 of 1970).

3.4.1 Protected Areas in the PSDF is classified in the following categories:

- Type 1 Protected area
- Type 2 Protected areas
- Type 3 Protected areas

Tswaing Local Municipality hosts a Type 1 Protected area named Baberspan Nature Reserve as well as a Municipal Nature Reserve at Delareyville that is a Local Authority Reserve.

3.5 Critical Biodiversity Areas (CBA)²¹

The purpose of CBA's is simply to indicate spatially the location of critical or important areas for Biodiversity in the landscape. The CBA through the underlying land management objectives that define the CBA prescribes the desired ecological state in which we would like to keep this biodiversity. Forty-four terrestrial habitat types and three aquatic habitat types were identified through field surveys and with the aid of the unpublished VEGMAP (National Botanical Institute) data. These areas were mapped at a 1:50000 scale within the province. The corridors network link core conservation areas through a Province

²¹ Tswaing Local Municipality, Spatial Development Framework, 2010

wide network that covers the complete range of altitudinal and latitudinal zones. These corridors incorporate the most terrestrial and freshwater priority areas.

3.6 Support Areas (ESA)²²

Highest conservation importance is allocated to individual wetlands or clusters of wetlands. Ecological buffers (500m) are included as an ecological support area. Possible threats have been identified for the Barberspan Nature Reserve:²³

Water quality deterioration through development pressures within the catchment. According to the PSDF the Tswaing Municipality have a Biodiversity Node on the north western side of the municipal area where most of the rural villages are situated.

Tswaing Local Municipality has a large number of environmental features within the municipal boundary. There are wetland areas which include all the dams, pans, rivers and streams including Baberspan Nature Reserve. There are also hills and ridges that can be found within the north-western and eastern areas of the municipality.

Figure 2 (Map 39)²⁴ illustrates the *Vegetation* that exists within the municipal area. The classification of the CBA's and ESA's was discussed in detail earlier in the chapter.

Within the north-western area of the municipality a *biodiversity node* exists due to all the dams and pans in the area (Figure 3 (Map 40) refers).

²² Tswaing Local Municipality, Spatial Development Framework, 2010

²³ Tswaing Local Municipality, Spatial Development Framework, 2010

²⁴ Tswaing Local Municipality, Spatial Development Framework, 2010

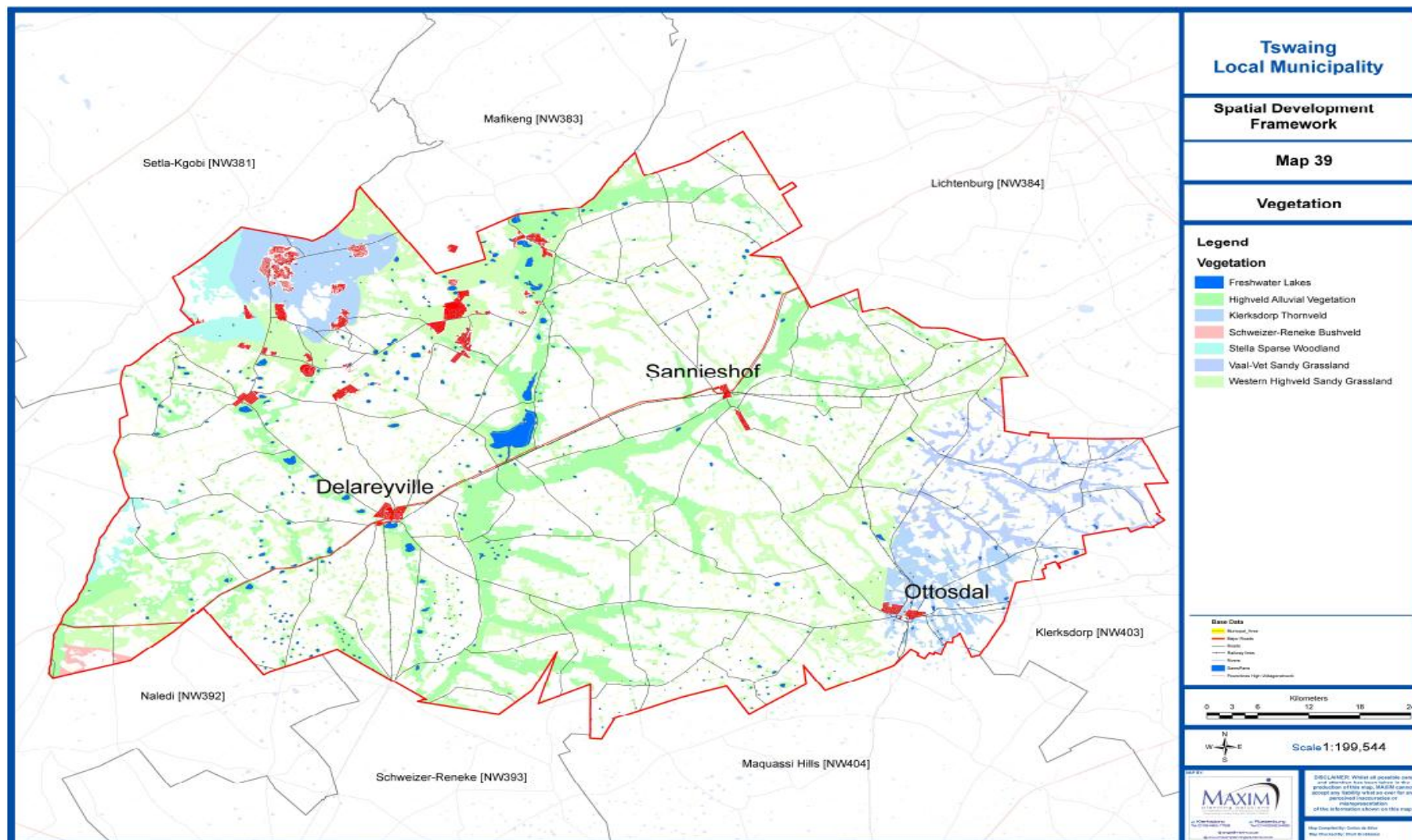


Figure 24: Vegetation Map

This particular biodiversity node is also housing a large number of villages which is a issue that needs to be addressed. Along the Harts River, Klein Harts River as well as the Groot Harts River the most critical areas named Critical Biodiversity Zones exists. These rivers and streams also form *Biodiversity Corridors* that needs to be protected. These rivers, pans and wetlands have buffer areas of 500m around them and the Type 1 protected buffer areas have a 1km radius buffer.

4. PERFORMANCE MANAGEMENT SYSTEM

5.1 Introduction

The policy exist as a response to the requirements of Chapter *6 section 38(a) of the Municipal Systems Act, 2000*, which requires a municipality to establish a *performance management system* that is: Commensurate with its resources, best suited to its circumstances and in line with the priorities, indicators and targets contained in its integrated development plan.

The municipality is also required by the Act to promote a culture of performance management among its political structures, political office bearers and councillors and in its administration and administer its affairs in an economical, effective, efficient and accountable manner.

The Municipal Planning and Performance Management Regulations, 2001, further instruct a municipality to ensure that its performance management system is compliant with legislation and clear. The Regulations also deals with performance agreements and how performance is planned and evaluated in terms of the 5 key performance areas .

5.2 Alignment of Planning Process

The Tswaing Local Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

At the beginning of the term of council, the municipal council and the Mayor will, in consultation with the public and key stakeholders produce an Integrated Development Plan. This outlines the key priorities and objectives for the Municipality for the next 5 years together with the concrete actions and targets for measuring achievement. The plan is reviewed on an annual basis.

The priorities and objectives in the IDP are cascaded into the Top Layer Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP outlines High-level municipal plan for 1 year with organizational Key Performance Indicators (KPIs) and Quarterly Targets.

The organizational KPIs and quarterly targets are cascaded into Technical SDBIPs which serves as high-level plans for individual departments. Once organisational objectives and targets have been set it is possible to cascade these down to the relevant departments and individuals. Individuals and departments by achieving their objectives and targets contribute towards the council achieving the objectives and targets in the IDP.

The Technical SDBIPs are further cascaded into Performance Agreements to be signed by each head of department which serves as tools to assess the individual performance.

The municipality will ensure that the current performance management system is increasingly cascaded to all the employees.

5.3 Management and Operation of the System

The Mayor manages the development of the performance management system. The system is submitted to the municipal council for adoption and the Mayor assigns the management responsibility for the system to the Municipal Manager in terms of section 39 of the Municipal Systems Act, 2000.

Planning occurs towards the end each financial year following the review of the IDP. Key Performance Indicators and Targets are set at this stage.

The municipality must involve the community in the development of the performance management system, setting of KPIs and performance targets in accordance with the regulations. Performance is then measured against key performance indicators and performance targets set for departments in the SDBIP.

Municipalities are also expected to set objectives to respond to the **7 National General Key Performance Indicators**. In order to determine the overall outcome of municipal performance, an **annual community satisfaction survey** should be conducted and its results be used to measure the satisfaction level of the

municipality's main customers. The municipality also conduct an **employee satisfaction** survey on an annual basis in order to test the satisfaction level of employees as the municipality's internal customers.

The municipality has adopted the **balanced score card** as a model to implement its performance management System.

Perspective	Definition	Leading Question
Customer	The municipality must focus on how to meet service needs in an efficient manner.	Is the organization delivering the services communities or its customers want?
Financial	The municipality must focus on how to meet service needs in an efficient manner.	Is the service delivered at a good price?
Internal Business	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	Can the organisation improve upon a service by changing the way a service is delivered?
Innovation, Learning and Growth	The organization's ability to improve and meet citizen demands ties directly to the employees' ability to meet those demands	Is the organisation maintaining technology and employee training for continuous improvement?

Table 6: Balanced Score Card Perspectives

The Regulations and MFMA requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct through the internal audit function.

The internal audit will produce an audit report on a quality basis to be submitted to the municipal manager and the Performance Audit Committee.

The municipality will ensure that the internal audit unit fully capacitated. A recent innovation has been the establishment of the **Municipal Public Accounts Committees**. This is an oversight Committee of Council but will be administratively supported by the internal audit unit.

Reporting Lines and Frequency of Reports

Heads of Departments report to the Municipal Manager on a quarterly basis. The reports must reflect whether key performance indicators and performance targets of the Service Delivery and Budget Implementation Plans are achieved. The results of the review process will be used to develop corrective measures to improve performance and inform the subsequent stages of planning. The reasons for underperformance must be clearly spelt out, as well as measures to address under performance.

Mid-term assessment of the institutional performance occurs in January of every year. This review also identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting targets set in the Service Delivery and Budget Implementation Plan. A comprehensive report indicating the performance of the municipality for the 1st six months of the financial year will be prepared for council approval.

The Audit Committee receives reports from the internal audit unit through the Municipal Manager and makes recommendations to Council quarterly.

Council receives performance reports from the Mayor, accompanied by the Audit committee report at the end of every quarter. Council reports twice per annum to the community through mechanisms determined by it through its community participation and communication policy.

Council also reports annually to the Office of the Auditor General and the MEC responsible for local government in the province.

5.4 Performance Assessment and Rewards

A thorough assessment of performance of managers is conducted at the end of the financial year by a panel as prescribed in the regulations. Managers are assessed (80%) on their core functions in line with the five Key Performance Areas and 20% on the Core Managerial and Occupational Competencies. A performance bonus ranging from 5% to 14% of a manager's total inclusive package may be paid for outstanding performance as per the table below:

Final Score	Bonus %
130%-134%	5%
135%-139%	7%
140%-144%	8%
145%-149%	9%
150%-154%	10%
155%-159%	11%
160%-164%	12%
165%+	14%

Table 7: Performance Bonus %

The results of the assessment for Section 57 Managers must be verified by the PAC and submitted to the Mayor and Council for approval at the council meeting approving the Annual Performance Report.

5.5 Communicating the System

The achievement of the municipal strategy is reliant on the alignment of the IDP, Budget and SDBIPs and the performance management system. The municipality will ensure that there is effective communication, organisation wide decision making and buy-in from all levels.

The cascading of PMS to all employees, coupled by recognition and reward measures will strengthen the alignment of the municipal systems and processes to the municipality's vision of providing effective and efficient services. The Service delivery and Budget Implementation Plan has been adopted and it is reviewed on an annual basis.

4.6 Roles And Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

- Municipal Council's political oversight roles and responsibilities

Planning	Monitoring		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Adopts priorities and objectives of the Integrated Development Plan. 2. Adopts the PMS framework. 3. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 4. Assigns the responsibility for the management of the PMS to the Mayor. 5. Establish an over-sight committee for the purpose of the annual report. 	<ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP. 2. Approves the Top level SDBIP. 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 5. Consider the oversight report from the oversight committee. 	<ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor twice a year. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 	<ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations.

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Roles and responsibilities of the Mayor

Planning	Monitoring		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Submits priorities and objectives of the Integrated Development Plan to Council for approval. 2. Submits the PMS framework for approval. 3. Submits the municipal strategic scorecard to Council for approval. 4. Approves the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with the Municipal manager on behalf of Council. 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the budget and Top-Level SDBIP to Council for approval. 	<ol style="list-style-type: none"> 1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the 	<ol style="list-style-type: none"> 1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit Committee. 4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Directors and the rest of the staff. 5. Report to council on the mid-term review and the annual report on the performance of the municipality. 6. Reports to Council on the recommendations for the improvement of the performance management system. 	<ol style="list-style-type: none"> 1. Submits the municipal annual audit plan and any substantial changes to council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and makes recommendations to Council.

	municipality. 6. Quarterly and annually evaluates the performance of the Municipal Manager.		
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• **Roles and responsibilities of the Municipal Manager**

Planning	Implementation	Monitoring		
		Review	Reporting	Performance Audit
1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. 2. Coordinates the formulation and revision of the PMS framework. 3. Coordinates the formulation and revision of the municipal strategic scorecard. 4. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with Directors on	1. Manages the overall implementation of the IDP. 2. Ensures that all role players implement the provisions of the PMS framework. 3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. 4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 5. Implements performance	1. Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor. 2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.	1. Receives performance reports quarterly from the internal auditor. 2. Receives performance reports twice a year from the Performance Audit Committee. 3. Receives monthly departmental performance reports. 4. Reports once in two months to council committees and the Mayor on the performance of Departments. 5. Reports on the implementation of	1. Formulates the municipal annual audit plan. 2. Formulates a response to the recommendations of the internal auditor and the Audit Committee. 3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor

behalf of Council.	improvement measures approved by the Mayor and the Council. 6. Ensures that performance objectives in the Directors' performance agreements are achieved.	4. Quarterly and annually evaluates the performance of Directors.	improvement measures adopted by the Mayor and Council. 6. Annually reports on the performance of Directors. 7. Submit the municipal annual report to the Mayor.	
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• Roles and responsibilities of Council Committees

Planning	Monitoring		
	Review	Reporting	Performance Audit
1. Advice the Mayor on priorities and objectives of the Integrated Development Plan. 2. Deliberates and advice on the municipal strategic scorecard. 3. Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan. 4. Ensures that concerns of community	1. Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly evaluates the performance of their portfolios against adopted KPIs and targets.	1. Receives Audit Committee performance reports from the municipal manager and make recommendations to the Mayor. 2. Receives quarterly reports from the Directors responsible for their portfolios before they are tabled at Exco. 3. Reports to the Mayor on the recommendations for the improvement of the performance management system.	1. Receives and note the annual audit plan. 2. Advices the Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.

structures are taken into account in discharging their responsibilities.	4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality.	4. Council adopts the over-sight report.	
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• **Roles and responsibilities of Heads of Departments**

Planning	Implementation	Monitoring		
		Review	Reporting	Performance Audit
1. Participates in the identification of IDP priorities and the whole IDP process. 2. Participates in the formulation and revision of the municipal strategic scorecard. 3. Participates in the formulation of the Top level SDBIP. 4. Develop Technical SDBIP. 5. Manages subordinates' performance measurement system. 6. Regularly reports to the Municipal manager. 7. Enters into a performance agreement with the Municipal Manager.	1. Manages the implementation of the Departmental SDBIP. 2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 3. Implements performance improvement measures approved by the Mayor and the Council. 4. Manages the implementation of subordinates' performance measurement system. 5. Ensures that performance	1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor. 2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 3. Quarterly and annually evaluates the performance of the department.	1. Submit monthly and quarterly departmental performance reports. 2. Comments on the monthly reports in terms of any material variance. 3. Reports on the implementation of improvement measures adopted by the Mayor and Council. 4. Annually reports on the performance of the department.	1. Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager.

	objectives in the performance agreements are achieved.	4. Participates in Mid-Term Review.		
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• Roles and responsibilities of staff

Planning	Implementation	Review	Reporting
1. Participates in the development of the Technical SDBIP. 2. Participates in the development of their own performance measurement.	1. Executes individual work plans.	1. Participates in the review of departmental plans. 2. Participates in the review of own performance.	1. Reports to line manager.

• Roles and responsibilities of the Internal Audit Unit

Planning	Monitoring		
	Review	Reporting	
1. Develop a risk and compliance based audit plan.	1. Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental scorecards. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance based audit.	1. Submit quarterly reports to the Municipal Manager. 2. Submit quarterly reports to the Performance Audit Committee.	

• **Roles and Responsibilities of the Audit Committee**

Planning	Monitoring	
	Review	Reporting
1. Receives and approves the annual audit plan.	1.Review quarterly reports from the internal audit committee.	1. Reports quarterly to the municipal Council.

• **Roles and Responsibilities of the Municipal Public Accounts Committee**

Planning	Monitoring	
	Review	Reporting
1.Check if Objectives, Targets and KPIs of the IDP and SDBIP are consistent and SMART	1.Receive and play oversight role on the quarterly, mid-term and annual reports	1.Reports quarterly to the municipal Council after obtaining community input

Roles and Responsibility of the Community

Planning	Monitoring	
	Review	Reporting
1. Participate in the drafting and implementation of the municipality's IDP through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget	Participate in the annual review of performance through their involvement in the development of the Oversight Report.	1. Receive annual performance and budget reports from council 2. Participate in the development of the Oversight report

5. ALIGNMENT WITH GOVERNMENT WIDE PLANNING

Tswaing local municipality recognizes the importance of coordinated and integrated planning within the different spheres of government by aligning its plans with the planning processes and systems of national, provincial and district governments, including international bodies such as the United Nations.

In this section the municipality will provide a glimpse on how it plans to integrate and aligns its plans with the national planning and policy imperatives.

5.1 Millennium Development Goals

The municipality supports the millennium development goals as adopted by the United Nations and will support government's initiatives towards the attainment of these goals.

Goals	Goals and Targets
	Eradicate extreme poverty and hunger
Goal 1	Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day and suffer from hunger
	Achieve universal primary education
Goal 2	Ensure that, by 2015 children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
	Promote gender equality and empower women
Goal 3	Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015
Goal 4	Reduce child mortality Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate

Goal 5	<p>Improve maternal health</p> <p>Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio</p>
Goal 6	<p>Combat HIV/Aids, malaria and other diseases</p> <p>Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases</p>
Goal 7	<p>Ensure environmental sustainability</p> <p>Integrate the principles of sustainable development into country policies and programmes and reserve the loss of environmental resources</p> <p>Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation</p> <p>Have achieved, by 2020, a significant improvement in the lives of at least 100 million slum dwellers</p>
Goal 8	<p>Develop a global partnership for development</p> <p>Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes a commitment to Good Governance, development, and poverty reduction-both nationally and internationally)</p>

These Development Goals have critical implications for the overall development in the Municipality. They dictate that the Municipality must give priority to the identified goals and to observe the set targets.

5.2 National Government priorities

Tswaing Local Municipality as the sphere of government closest to the people, wholly adopts the following priorities of the South African Government, namely *Decent Jobs and sustainable livelihoods, Education and Training, Health Care, Fight against Crime and corruption and Rural Development*.

As a rural municipality, Tswaing has also adopted a rural biased strategy, with basic service delivery and job creation as some of its priorities.

The programmes and projects contained in the last section of this document fully supports the attainment of these priorities.

5.3 The New Growth Path

The New Growth Path (NGP) is aimed at enhancing growth, employment creation and equity in the country. Among others the New Growth Path aims to create 5 million jobs in 10 years as a result of massive infrastructure investment. Although council supports all the priorities of the National Growth Path, the following will be prioritized in line with the current plans and available resources:

- Green Economy
- Agriculture
- Tourism
- High Level Service

5.4 National Outcomes of Government

The 12 national outcomes approved by cabinet in 2010 to improve the performance of government serve as key drivers of development for all spheres of government. Although municipalities are not directly responsible for all the 12 outcomes, Tswaing Local Municipality's programmes and projects will in all likelihood contribute to the attainment of the 12 outcomes. Below follows the municipality's initiatives to achieving the 12 outcomes:

No	Outcome	
1	Improve the quality of basic education	The municipality will from time to time support schools and other learning institutions with learning and other resources
2	Improve health and life expectancy	The municipality will support initiative by the health department on several programmes including HIV and AIDS
3	All people in South Africa protected and feel safe	The municipality will strengthen the Local Community Policing Forum and will also support all public safety initiatives. High mast light will be used as crime deterrents in informal areas
4	Decent employment through inclusive economic growth	The expanded public works programme will be implemented as a contribution towards job creation. Other sectors will also be engaged to optimise job creation
5	A skilled and capable workforce to support inclusive growth	The work place skills plan will be developed and implemented to provide employees with the necessary training to improve service delivery
6	An efficient, competitive and responsive economic infrastructure Network	More investment will be channeled to the repairs and development of economic infrastructure which are key to a competitive local economy
7	Vibrant, equitable and sustainable rural communities and food security	Sustainable LED projects will be implemented in cooperation with the public and private sectors
8	Sustainable human settlements and	All housing developments will be done in line with the aim of

	improved quality of household life	creating integrated sustainable settlements where communities will work, stay and play.
9	A responsive and accountable, effective and efficient local government System	The municipality will adopt a new way of doing business in order to be more responsive and accountable to the community
10	Protection and enhancement of environmental assets and natural resources	The Cop 17 resolutions will be localised in partnership with the district municipality and other stakeholders
11	A better South Africa, a better and safer Africa and world	The municipality will pursue beneficial partnerships with municipalities in Africa and beyond
12	A development-orientated public service and inclusive citizenship	The involvement of communities in service delivery matters will be enhanced by strengthening community consultative structures.

5.5 Outcome 9: A Responsive and Accountable, Effective and Efficient Local Government System

The local municipality will work towards the attainment of outcome 9 by including the following 7 outputs in its plans. The table below indicates how the municipality will contribute towards the attainment of the 7 outputs of outcome 9.

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

The municipality will continue to participate in the local government legislation review process to influence policy towards giving local municipalities more powers to provide basic services.

Output 2: Improving Access to Basic Services

Access to sustainable provision of basic services will be improved through cooperation with sector departments and other role players

Output 3: Implementation of the Community Work Programme

The coordination and support of the Community Works Programmes will be improved

Output 4: Actions supportive of the human settlement outcomes

The municipality will work with the department of Human Settlement to ensure that people get access to decent and integrated housing

Output 5: Deepen democracy through a refined Ward Committee model

Ward committees will receive the necessary support and council will establish a complaints handling system to improve the turnaround time in addressing community complaints

Output 6: Administrative and financial capability

A programme will be developed to address administrative weaknesses and thereby increase the municipality's ability to raise and manage revenue

Output 7: Single Window of Coordination

A better coordination of service delivery efforts will be provided through the strengthening of intergovernmental structures in the municipal area.

5.6 National Development Plan – Vision 2030

This IDP represents the contribution of Tswaing Local Municipality towards the attainment of the government's vision 2030 of eliminating poverty and reducing inequality. In line with this vision the municipality will increase investment in infrastructure, create opportunities for investment, prioritise rural development and improve the skills of the employees, councilors and communities.

In the end the municipality wants to create its fair share of the targeted five million jobs by 2030.

6. ANALYSIS, OBJECTIVES, STRATEGIES AND PROGRAMMES AND PROJECTS

6.1 Vision of the Municipality

**“To be a leading municipality in the North West Province
in sustainable service delivery by 2020”**

6.2 Mission of the Municipality

To deliver sustainable municipal services by maximally utilizing
our human, financial and technical resources through participatory democracy

7.3 Core Values of the Municipality

Accountability, Commitment, Competency, Discipline, Transparency and Loyalty

7.4 Objectives And Strategies

The local government agenda and subsequently the turnaround strategy, has determined the following Key Performance Areas as guiding development areas for purposed of creating a uniform yet differentiated approach to assessing the performance of municipalities including support, monitoring and evaluation.

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

The above mentioned KPAs will be used therefore to shape the IDP of Tswaing Local municipality. Due to the magnitude of the challenges facing the municipality, it is important that the IDP be mapped out in different phases that will be aimed at addressing the present situation (crisis), stabilization of the municipality and consolidation as the last phase. The following time periods will be used to determine the different phases

Turn Around Phase	Stabilization Phase	Consolidation Phase
2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
Identify and address the immediate crisis afflicting the municipality	Ensure the municipality is properly managed and win the confidence of the citizens	Continuous improvement and integration of all interventions towards full realization of the Vision

The Local Government Strategic Agenda 2006-2011, sets a benchmarks for an ideal functional municipality whereas the Local Government Strategic Agenda envision a ten point plan both seeking to establish a developmental state.

LG Agenda	Ten Point Plans
<ul style="list-style-type: none"> ▪ An IDP that is an expression of state-wide planning as a whole; ▪ A balanced infrastructure investment and sustainable economic development programme that is part of the IDP; ▪ Functional core municipal policies and systems; ▪ Continuous management reform and improvement; ▪ Empowering employees through focused and continuous professional skills development; ▪ Effective accountability and performance management mechanisms for councillors and officials; ▪ Sound human resources management; ▪ Increased and appropriate utilisation of technology. 	<ol style="list-style-type: none"> 1. Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management. 2. Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED). 3. Ensure the development & adoption of reliable and credible Integrated Development Plans (IDPs). 4. Deepen democracy through a refined Ward Committee model. 5. Build and strengthen the administrative, institutional and financial capabilities of municipalities. 6. Create a single window of coordination for the support, monitoring and intervention in municipalities. 7. Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government. 8. Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system. 9. Develop and strengthen a politically and administratively stable system of municipalities. 10. Restore the institutional integrity of municipalities.

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There is also a deliberate intension to build on the previous invaluable work of the IDP that was adopted by the previous administration since the community needs remained unchanged. Part of the latter situation persisting into the new era, is due to lack of resources to rapidly change the development land scape as such the needs keep on recurring. It does therefore make perfect sense not just to discard the strategies and previous plans but to assess their weaknesses and built on what existed and improve were it is needed and overhaul what could not work completely.

7.4 Municipal Transformation and Institutional Development

The municipality faces several institutional and transformational issues. It is also common knowledge that the municipality was previously put under provincial administration in terms of Section 139 (1) (b) of the Constitution of the Republic, resulting in a situation where council was was stripped off most of its powers. The political and administrative instability has led to the municipality drifting backwards on a number of institutional issues. The municipality has also been unstable as most of the senior managers were appointed in an acting capacity including a high turnover of senior managers. In the past five years there have been five (5) substantive and acting Municipal Managers and several Chief Financial Officers for the municipality.

The organisational structure remains a risk as it has not been adopted for a while despite the fact that the municipality has been appointing new staff including in acting capacities and as temporary workers. Some of the temporary workers do not have employment contracts, job descriptions, there is salary disparity, some have been temporary for more than five years, and all of the above is compounded by lack of organisation discipline and values. Most of the policies are out-dated and there is also low skills base in the municipality. The administrative centres are poorly managed, under staffed and resourced.

OBJECTIVE: PROMOTE ACCOUNTABLE , EFFICIENT AND TRANSPARENT ADMINISTRATION

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of organisational structure • Lack of appropriate skills • No human resource development strategy • No job descriptions and employment contracts • Temporary contracts • Out-dated administrative policies • Poor record keeping and 	<ul style="list-style-type: none"> • Develop organisational structure • Develop job descriptions for every one • Review council committees (composition) to support the strategy • Review all employment contracts • Develop Performance Agreements for all Section 57 Manager • Review of the PMS Framework • Develop performance reporting templates 	<ul style="list-style-type: none"> • Develop human resource strategy • Conduct internal business re-engineering processes • Develop the performance management policy • Rapporteurs to section 57 Managers sign performance score cards • Review of policies • Develop a fully fletched archive system 	<ul style="list-style-type: none"> • Maintain highly competent staff • Maintain highly effective systems and policies • Fully operational performance management system cascaded to lower reporting levels

document management system	HIGH LEVEL SUPPORTING ACTIVITIES		
<ul style="list-style-type: none"> • PMS not implemented • Managers have no performance agreements 	<ul style="list-style-type: none"> • Personnel audit • Conduct skills audit • Competency assessment and gap analysis • Review the structure • Review employment contracts • Audit of existing policies 	<ul style="list-style-type: none"> • Consultation with employees and unions on the HR strategy and policies • Development and work-shopping of score cards • Recruitment and training on document management 	<ul style="list-style-type: none"> • Continued staff development • Effective performance rewarding system • Systems management

OBJECTIVE: RECRUITMENT AND RETENTION OF SKILLED STAFF			
KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of middle 	<ul style="list-style-type: none"> • Review the recruitment policy 	<ul style="list-style-type: none"> • Recruitment of local students to study 	<ul style="list-style-type: none"> • Continue to train staff

<p>management and supervisors under technical services and finance</p> <ul style="list-style-type: none"> • Lack of service unit managers at satellite offices • High turnover of senior managers • Salaries not competitive • Lack of other commodities and services (good schools, crèches, recreational facilities, gyms to retain professionals) 	<ul style="list-style-type: none"> • Develop and adopt retention strategy • Fill-in vacant and critical positions • Restructuring of satellite offices and decentralise services • Implement relevant leanerships with a retention plan 	<p>along critical skills requirements in the municipal area</p> <ul style="list-style-type: none"> • Taking managers for relevant management training competencies • Develop and adopt a comprehensive work place skills plan • Up-skilling staff across the board 	<ul style="list-style-type: none"> • Incentives for scarce skills implemented • Implement exchange programmes with neighbouring institutions • Continued learning and growth
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Identify high impact and critical posts • Appoint unit managers and adopt appropriate delegation systems • Maximise participation in the development of policies 	<ul style="list-style-type: none"> • Career guidance exhibitions • Identify relevant institutions for training of managers • Determine learning requirements and gaps of managers and develop 	<ul style="list-style-type: none"> • Review incentives for staff • Head hunting of scarce skills

	<ul style="list-style-type: none"> Identify scarce skills and retain it Conduct exit interviews Recruit learners related to finance and municipal services 	institutional and individual learning plans	
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OBJECTIVE: ACHIEVE EMPLOYMENT EQUITY			
KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> Out-dated Employment Equity Plan Disproportionate Senior Management Team Lack of designated groups in the staff(Disabled) Buildings not user friendly 	<ul style="list-style-type: none"> Develop and adopt Employment Equity Plan Submit the plan to the relevant authorities 	<ul style="list-style-type: none"> Amend the recruitment policy to implement the EEP Targeted recruitment strategy Targeted internal development plan Ensure development of user friendly buildings 	<ul style="list-style-type: none"> 100 % compliance with EEP Retention plan implemented to maintain the team
	HIGH LEVEL SUPPORTING ACTIVITIES		

	<ul style="list-style-type: none"> • Conduct and confirm demographic profile • Develop realistic empowerment targets in consultation with staff and unions 	<ul style="list-style-type: none"> • Consult staff to review the policy • Review shortlisting criteria and other supporting recruitment measures • Engage recruitment agencies and institutions 	Develop a plan to address the social needs of the designated groups
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OBJECTIVE: IMPROVE TECHNOLOGY EFFECIENCY			
KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of ITC equipment • Low ITC skill (typing and other uses) • Systems incompatibility • Record management is poor • No asset policy in place 	<ul style="list-style-type: none"> • Conduct IT skills audit • Develop ITC internal training plan (officials and councillors) • Audit current systems in place 	<ul style="list-style-type: none"> • Develop master system plan • Equipping Thusong Centres with basic ITC equipment for community use • Support Youth to establish internet cafes in rural areas(service areas) 	<ul style="list-style-type: none"> • Fully automated internal business processes • Systems link across the service points • Paperless council and more use of ITC

<ul style="list-style-type: none"> • No basic ITC services at different wards (rural areas) for basic services like printing, faxing, emails etc • Unreliable billing system • No automated HR Systems • Poor customer service and communication • Poor management of customer queries 	<ul style="list-style-type: none"> • Develop assets management policy and reporting systems(insurances etc) • Include ITC as part of the learning outcomes on the WSP • Develop ITC maintenance strategy 	<ul style="list-style-type: none"> • Integrate different ITC systems • Automate record management systems • Automate HR systems • Automated council agendas and systems • Establish customer services centres 	<ul style="list-style-type: none"> • Bills send through emails and SMS • Community feedback through communication technology • Operational customer service centre across all service stations
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Conduct stock inventory • Identify accredited institutions for training • Determine ITC needs at ward level 	<ul style="list-style-type: none"> • Engage other donors to assist the youth to establish internet cafes and services • Engage schools to influence early child learning on ITC • Support ABET programmes to have ITC as one of the learning outcomes 	<ul style="list-style-type: none"> • Receive feedback from customers • Rate performance and levels of customer satisfaction

OBJECTIVE: PROMOTE INNOVATION, LEARNING AND GROWTH

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Poor organisational moral • Lack of strategic and organisational buy-in and ownership • WSP not adopted and in line with the IDP • Low community skills base 	<ul style="list-style-type: none"> • Review the existing WSP for adoption • Revive partnership with the University of the North West on vocational guidance and support • Intensify ABET Training • Develop Mayor's bursary policy • Conduct employee satisfaction survey 	<ul style="list-style-type: none"> • Conduct team building exercises • Create platform for dialogue and information sharing • Support establishment of FET College • Develop and support the skills centre/s • Increase intake of students in the area into universities and other institutions of high learning • Establish Tswaing Education Trust • Support poor and vulnerable groups • Implement the outcomes of the employee satisfaction survey 	<ul style="list-style-type: none"> • Improve ownership of the learning strategies by community • Improve municipal ownership by communities and stakeholders • Utilise skills existing in the municipality

HIGH LEVEL SUPPORTING ACTIVITIES			
	<ul style="list-style-type: none"> • Skills audit • Training needs analysis • Conduct ward based skills profile needs 	<ul style="list-style-type: none"> • Engage the department of education and avail buildings or land for FET colleges • Rebate skills centres (services) and champion its establishment • Identify poor and vulnerable groups for support • Champion the establishment of a trust 	<ul style="list-style-type: none"> • Stakeholder database and engagement plan • Implement learnerships

STRATEGIES

SHORT TERM

2011/12-2012/13

- Resolve the issue of temporary workers
- Resolve all outstanding labour matters
- Train managers and staff on issues of discipline
- Develop a dressing code policy
- Develop occupational safety policy

MEDIUM TERM

2013/14-2014/15

- Ensure functional LLF
- Depoliticise the administration
- Maintain discipline
- Involve staff and unions on certain key decisions
- Recognise good performance
- Democratise the work environment

LONG TERM

2015/16 and beyond

- Establish relationships protocols
- Maintain discipline and order
- Infuse new organisational culture

HIGH LEVEL SUPPORTING ACTIVITIES

- Establish OHS committees
- Walk the talk with unions
- Engage political parties to leave administration alone
- Enforce discipline
- Schedule of LLF meetings
- Train managers to handle disciplinary issues
- Give unions observers status in interviews and engage them during strategic planning sessions and other platforms
- Brief Unions regularly
- Hold staff meetings
- Team building exercises
- Avert ill-discipline

Key Performance Indicators and Targets

Objective: Promote Accountable Efficient and Transparent Administration					
Key performance Indicator	Targets				
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Completed Organizational restructuring	-	100%	review	review	review
Job descriptions completed	-	100%	-	-	-
Employment contracts reviewed(temporary workers)	-	100%	-	-	-

No of workshops on council policies	4	4	4	4	4
No of policies reviewed	16	16		16	5
Policies implemented	100%	100%	100%	100%	100%
Internal Control systems developed and implemented	-	100%	-	-	-
Automated personnel management system installed	-	100%	-	-	
Record keeping system installed	-	100%	-	-	-
Council policies reviewed	100%	100%	100%	100%	100%
Conduct assessment of impact of policies			100%		-

Objective: Improve Technology Efficiency					
Key performance Indicator	Targets				
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
IT Master Plan Developed	100%	-	-	-	-
IT Master plan reviewed	-	100%	100%	100%	100%
Municipal Website regularly updated	100%	100%	100%	100%	100%

% of Staff Trained on basic IT		20%	30	30	20%
Software and Hardware regularly updated	100%	100%	100%	100%	100%
Operational Disaster and Business Continuity Plan	-	100%	-	-	-
Internal Business Processes automated	-	100%	-	-	-
No of ICT learnerships implemented	-	1	1	1	1
Radio link established with all satellite offices	-	-	100%	-	-
Municipal system integrated with district network	-	-	100%		
ICT administration and Maintenance	-	-	100%	100%	100%

Objective: Achieve Employment Equity					
Key performance Indicator	Targets				
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Employment Equity Plan Developed	100%	100%	100%	100%	100%
Employment Equity targets achieved	-	100%	100%	100%	100%

Objective: Promote Innovation Learning and Growth					
Key performance Indicator	Targets				
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Skills Audit Conducted	100%	-	-	-	-
Workplace Skills Development Plan developed	100%	100%	100%	100%	100%
Workplace Skills Development Plan targets achieved	100%	100%	100%	100%	100%
Number of learnerships implemented	-	3	3	3	3
Community skills development initiated	-	20%	30%	50%	-

Objective: Recruitment and Retention of Skilled Employees					
Key performance Indicator	Targets				
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Human Resource Development Strategy Developed	20%	80%	-	-	-
Review recruitment policy	-	100%	-	-	-

Develop Retention Policy	-	100%	-	-	-
Review Remuneration Policy	-	100%	-	-	-
Implement retention Policy	-	-	100%	100%	100%

Objective: Achieve Positive Employee Climate					
Key performance Indicator	Targets				
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Number of LLF Meetings held	6	6	6	6	6
Code of conduct observed	100%	100%	100%	100%	100%
Change management implemented	-	100%			
Employee Satisfaction Survey conducted	-	100%	100%	100%	100%
Employee satisfaction survey recommendations implemented	-	100%	100%	100%	100%
Training of managers on core-competencies	-	100%	-	-	-

7.5 Financial Viability

The Local Government Strategic Agenda recognizes that the financial viability and management of municipalities is central to building sustainable and effective municipalities. The municipality will have to strive for the following benchmarks over the short, medium and long term period.

- Sound financial management systems
- Development of annual and medium term outlook on revenue and expenditure plans and targets
- Reduced dependency on grant transfers
- Timely and accurate accounting of public resources and effective ant-corruption measures
- Clean audit

The revenue management and cost recovery measures in the municipality are at very low levels. The rate payers have decided to withhold their payments due to poor service delivery. The billing system is corrupt as such many enjoy free services. There are areas under Eskom and some under the municipality and in both instances the indigent policy is not properly managed resulting in the equitable share not been properly used.

The municipality has received negative audit opinions over years and its assets are not properly accounted for. The previous financial statements have not been audited. The fact that the municipality does not have internal and external audit capacity is a setback as that breeds a litany of non-compliances with regulations. The MPAC is in place although it still needs support.

OBJECTIVE: ENHANCE REVENUE COLLECTION

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<p>Poor credit control measures</p> <ul style="list-style-type: none"> • Spiralling debt • Poor implementation of the MPRA • Over dependence on grants and misuse • Poor implementation of the indigent policy 	<ul style="list-style-type: none"> • Develop the revenue enhancement strategy • Develop writing-off of arrears policy • Review the indigent policy and develop an implementation plan • Repair and install new meters • Implement prepaid meters • Reinforce grants • Appoint CFO and senior 	<ul style="list-style-type: none"> • Implement new tariffs • Implement an integrated billing system • Collect outstanding debts • Update the valuation roll • Develop incentive schemes for payment of services • Recruit qualified staff and interns • Implement automated metering system 	<ul style="list-style-type: none"> • Obtain soft loans for improved revenue and service delivery • Invest surpluses • Improve credit rating

<ul style="list-style-type: none"> • Water and electricity losses • Incorrect and inadequate billing system • Inadequate finance skills • Poor administrative leadership • Impasse with rate payers • Poor implementation of the indigent policy 	<ul style="list-style-type: none"> managers • Review the tariffs 	<ul style="list-style-type: none"> • Increase revenue collection points and easy pay system • Improve ICT systems to render accounts and attend to queries • Resolve the impasse with rate payers 	
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Assess the efficacy of policies • Conduct meter audits • Appoint service providers to repair and install new meters • Identify old debts and write them off • Support the water conservation 	<ul style="list-style-type: none"> • Appoint service provider for debt collection or do it in-house • Install automated metering system • Appoint service provider for management of 	<ul style="list-style-type: none"> Identify partners for revenue maximisation

	and management systems <ul style="list-style-type: none"> • Revamp the billing systems (consumer audits) 	accounts (billing)	
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OBJECTIVE: PROMOTE FINANCIAL ACCOUNTABILITY			
KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Reporting is erratic • Lack of internal controls • Lack of internal and external audit capacity 	<ul style="list-style-type: none"> • Ensure all reports are submitted on time(monthly budget statement, quarterly reports, AFS, mid-term performance reviews and annual reports) 	<ul style="list-style-type: none"> • Overhaul internal controls • Train councillors and officials on audit requirements • Improve reporting 	Maintain good internal control systems

<ul style="list-style-type: none"> • Poor DORA reporting and other conditional grants • Poor supply chain implementation and monitoring 	<ul style="list-style-type: none"> • Adopt an annual reporting calendar • Establish the budget committee for monitoring purposes • Review the supply chain policy • Appoint an internal auditor • Establish audit committee or use the district's audit committee 		
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • MM to receive monthly and quarterly reports from CFO and Managers • Internal and external audit advertised 	<ul style="list-style-type: none"> • Skills audit and gap analysis 	Regular reporting

KEY ISSUES	STRATEGIES

	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> Received negative audit report Outstanding audit of the previous AFS Poor record management Poor asset management and non-compliance with GRAP No internal and external audit 	<ul style="list-style-type: none"> Develop audit management plan Develop a plan to address AG's queries Include AG matters on the performance score card Review asset policy Update asset register Do GRAP compliance Support the finalisation of the audit Prepare AFS for current financial year(2011/12) 	<ul style="list-style-type: none"> GRAP Compliance continues Overhaul record management systems Appoint Audit Committee Review supporting policies Dispose obsolete assets 	<ul style="list-style-type: none"> Maintain clean audit Regular reporting on assets Full compliance with GRAP
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> Workshop managers and develop audit plan Establish asset committees Procure a service provider to assist the municipality and train staff Establish internal and external audit capacity 	<ul style="list-style-type: none"> Training of staff on GRAP compliances Train MPAC and audit committee 	<ul style="list-style-type: none"> Continuous training and development

	<ul style="list-style-type: none"> Conduct asset verification 		
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7.5.1 Key Performance Indicators and Targets

Objective:	Key performance Indicator	Targets				
		2011/2012	2012/201	2013/201	2014/201	2015/2016
			3	4	5	
Improve Asset Management	Asset register updated	100%	100%	100%	100%	100%
	Electronic Asset Management System installed	-	100%	-	-	-
	Number of reports on the status of assets	4	4	4	4	4
	Asset committee established	-	100%	-	-	-
	Number of meetings of the asset committee	-	4	4	4	4
Achieve Clean Audit	Plan to address Auditor General Queries developed	100%	100%	100%	100%	100%
	Key plans revised in line with Auditor General's directives	100%	100%	-	-	-
	Auditor General's recommendations implemented	100%	100%	100%	100%	100%
	Auditor General's Report included as standing item on	100%	100%	100%	100%	100%

	Management meetings					
Promote Financial Accountability	Number of budget statements submitted	12	12	12	12	12
	Number of quarterly reports submitted	4	4	4	4	4
	Number of Supply Management reports submitted to council	2	4	4	4	4
	Financial Statement submitted to Auditor General	100%	100%	100%	100%	100%
	Budget process adopted	100%	100%	100%	100%	100%
	Budget approved	100%	100%	100%	100%	100%
Enhance Revenue Collection	Credit Control Policy Reviewed	100%	-	-	-	-
	Credit control implemented	100%	100%	100%	100%	100%
	Indigent Policy Reviewed	-	-	-	-	
	Indigent Policy implemented	-	100%	100%	100%	100%
	% reduction of bad debts	30%	30%	40%	50%	60%
	Review financial investment and policy and plan	-	100%	-	-	-

	Data Cleansing conducted	-	100%	100%	100%	100%
	Bad Debt written off	-	100%	100%	100%	100%
	Billing system automated	-	50%	50%	-	-
	Number of Awareness programmes on Revenue Enhancement	1	2	2	2	2
	Number of workshop on property Act for consumers conducted	-	1	1	1	1
	All ratable properties registered	-	100%	100%	100%	100%

7.6 Good Governance and Community Participation

Chapter Four of the Municipal systems act provides for mechanisms for public participation. The municipality is enjoined by legislation to promote developmental ethos thereby involving communities and stakeholders in the affairs of the municipality. These needs have been further amplified in the government strategic objectives including the ten point plan.

Key issues pertinent to this area includes, the operation of ward committees, communication between council and the community, relationship between the political and administrative structures of council, inter-governmental relations i.e. between council and other spheres of government including parastatals (where applicable) and key stakeholders as well as measures to deal with corruption and special projects.

The municipality will therefore strive to achieve the following :

- Functional and efficient community participation mechanisms and ward committees
- Effective Community Based Planning System
- Establish feedback mechanisms in order to ensure responsiveness to communities
- Continuous and special focus to historically disadvantaged communities
- Equal and convenient access to municipal services by its communities
- Effective intergovernmental relations
- Corruption free environment

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of resources for ward committees • Lack of functional skills for some of the ward committee members • Poor participation by Dikgosi and other stakeholders • Poor participation by sector departments on ward matters and IDP in general 	<ul style="list-style-type: none"> • Train Ward Committees • Improve functioning of ward committees • Resource Community Based Planning • Improve Mayoral outreach programme • Improve reporting of ward issues in council agendas • Establish stakeholder consultative forum • Involvement of dikgosi (MoU) 	<ul style="list-style-type: none"> • Resourcing ward committees • Increase participation in IGR Forums and enhance participation of sector departments • Review reporting and feedback mechanisms for ward committees • Sharing of programmes with CDWs and National Rural Youth Service Corps (NARYSC) • Intergovernmental monitoring and evaluation of projects • Increase imbizos with other sector 	<ul style="list-style-type: none"> • Delegation of certain functions to ward committees

<ul style="list-style-type: none"> Poor link between ward committees, CDWs and National Rural Youth Service Corps (NARYSC) Poor relations between the municipality and Rate Payers A 	<ul style="list-style-type: none"> MOU with Rate Payers Association 	<ul style="list-style-type: none"> departments involved Community satisfaction survey 	
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> Ward committee training needs Budget for CBPs Quarterly Rep Forum meetings Audit of stakeholders interests Identify stakeholders specific issues and address them 	<ul style="list-style-type: none"> Form municipal inter-governmental management committee to involve sector departments 	<ul style="list-style-type: none"> Continues training of ward committees Sharing of programmes

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> Poor communication Poor feedback to communities 	<ul style="list-style-type: none"> Develop communication policy and strategy Organise internal newsletter 	<ul style="list-style-type: none"> Establish customer service unit Develop a news letter 	<ul style="list-style-type: none"> Establish cross sectional communication

<ul style="list-style-type: none">Management by rumour	<ul style="list-style-type: none">Hold staff meetings	forum
	HIGH LEVEL SUPPORTING ACTIVITIES	
	<ul style="list-style-type: none">Audit stakeholder communication needsDevelop targeted media instruments and messages	<ul style="list-style-type: none">Registration of queriesManagement of queries and feedback

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> Lack of internal and external audit capacity Anti-Corruption issues not attended to 	<ul style="list-style-type: none"> Establish Internal Audit Function Establish Audit Committee Appoint internal auditor Compile Audit Charter and 	<ul style="list-style-type: none"> Develop a comprehensive audit plan Strengthen internal Audit Function Develop comprehensive risk management and fraud prevention policies and implementation strategies 	Management of risks

	Plan <ul style="list-style-type: none"> • Anti-Corruption Strategy Adopted 	<ul style="list-style-type: none"> ○ Risk management policy ○ Risk management strategy ○ Risk management implementation plan ○ Fraud and corruption strategy • Train MPAC • Submit Audit Reports 	
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Recruitments processes • Strategy development • Work shopping councillors and employees 	<ul style="list-style-type: none"> • Develop and work shop plans 	Maintain the risk register

<i>Promote Community Participation</i>	Key performance Indicator	Targets				
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	Report on functionality of ward committees	100%	100%	100%	100%	100%
	Report format for Ward Committees revised	-	100%	-	-	-
	Resources secured for Ward Committees	100%	100%	100%	100%	100%
	Number of capacity building programmes for Ward Committees	2	4	4	6	6
	Number of support initiatives for Traditional Leaders implemented	2	3	4	4	4
	Resolution register developed	-	100%	-	-	-
	Number of reports on implementation of council resolutions	1	4	4	4	4
	Number of Imbizos held	4	6	6	6	8
	Community Satisfaction survey conducted	-	100%	100%	100%	100%

<i>Improve Communication</i>	Communication Strategy Developed	100%	-	-	-	-
	Community Participation Policy adopted	100%	-	-	-	-
	Number of Newsletters published	1	4	4	4	4
	Translator appointed to translate municipal documents to Setswana	-	100%	-	-	-

<i>Promote accountable Efficient and Transparent Administration</i>	Internal Audit function established	100%	-	-	-	-
	Audit Committee Established	-	100%	-	-	-
	Audit Charter and Plan Developed and reviewed	100%	100%	100%	100%	100%
	Anti-Corruption Strategy Adopted	-	1005	-	-	-
	Number of Anti-Corruption campaigns implemented	1	2	2	2	2
	Annual Report adopted	100%	100%	100%	100%	100%

7.7 Local Economic Development

It has been established that the economy of the area is highly dependent on agriculture.

Other opportunities can be explored along the service sector and manufacturing in the medium to short term periods.

The 5 Year Local Government Implementation Plan expects the following to be key outcomes of local economic development as pursued by municipalities.

According to the North West Spatial development framework, Tswaing Local Municipality falls within an area that has a medium economic potential but a high socio economic need. The economy has not been improving over years, including the decline in the agricultural sector, which is worrisome. The LED seeks to achieve the following:

- conducive environment for a thriving and vibrant economy and neighborhoods;
- development of an employable, educated and skilled citizenry;
- job creation and access to job opportunities;
- continuous and positive interactions with all key economic anchors and actors;

KEY ISSUES	STRATEGIES			
	SHORT TERM	MEDIUM TERM	LONG TERM	
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond	
<ul style="list-style-type: none">• Poor support by government and the municipality• Low economic activity• Shortage of infrastructure (roads) and low water table• Lack of skills to develop business	<ul style="list-style-type: none">• Establish the new agriculture and land development directorate• Implement economic infrastructure projects through MIG• Develop LED and Tourism Strategy adopted• Conduct land audit• Identify retail and other shopping needs	<ul style="list-style-type: none">• Host LED Summit• Support SMMEs, cooperatives and other LED initiatives• Job creation through infrastructure investment (EPWP)• Capacity development on LED matters(FET College)• Support agricultural initiatives• Support CPAs• Implement land use management system to stimulate and attract investments	<ul style="list-style-type: none">• Develop a strong market for products• Market tourism destinations• Collaboration with neighbouring areas for production• Establish manufacturing centres	

<div>plans</div> <div>• Poor monitoring of LED projects</div> <div>• Marketing of products</div> <div>• No LED and Tourism plan</div>	<div>• Facilitate construction of a mall</div>		
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<div>• Restructure the LED Unit</div> <div>• Recruit and appoint staff</div> <div>• Identify labour intensive projects for EPWP</div> <div>• Prepare for the Led Summit</div> <div>• Identify LED needs across the municipality</div> <div>• Identify land reform needs</div>	<div>• Support CPAs with development of business plans</div> <div>• Upscale project monitoring and mentoring</div> <div>• Support cooperatives and CPAs</div> <div>• Apply for the job fund</div> <div>• Develop SMME Support Strategy</div> <div>• Create jobs through capital projects and other municipal initiatives, EPWP</div>	<div>• Group different and segment producers</div> <div>• Mentoring and development</div> <div>• Participate in different forums</div>

7.7.1 Key Performance Indicators and Targets

OBJECTIVES	Key performance Indicator	Targets				
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Promote and Support Local Economic Development and Agriculture	Number of Jobs created through LED and capital projects	50	150	200	250	2500
	Agriculture and Land Development Directorate Established		100%	-	-	-
	LED and Tourism Strategy Adopted	100%	-	-	-	-
	Municipal Tourism profile developed	100%	-	-	-	-
	Develop Projects Monitoring and Evaluation System	-	100%	-	-	-
	Cooperatives database developed	-		100%	-	-
	Cooperatives support strategy developed	-	100%	-	-	-
	SMMEs support strategies developed	-	100%	-	-	-
	Number of support initiatives for SMMEs/Cooperatives	2	6	6	8	8
	Number of training programmes provided to SMMEs	2	4	4	4	4
	Report on LED needs		100%			
	Impact assessment study of SMME and Cooperatives support Strategies	-		-	100%	100%
	Application sent to Job Fund	-		100%	-	-

7.8 Spatial rationale

The added Key Performance Area since the local government strategic agenda, migrating towards the local government turnaround strategy relates to spatial rationale. In short this relates to issues of land use and space management. Tswaing Local municipality experience huge spatial dysfunctionality due to lack of proper by-laws related amongst other to land use management, building regulations, environmental by-laws, waste management etc. The SDF is under review at the moment and together with the housing sector plan, they will provide spatial guidance for the municipality.

The town planning and building regulation's functions are performed on an adhoc basis through external service providers at times, based on old and outdated by-laws. The land management schemes for different amalgamated towns are still area-based and need to be reviewed. Urban sprawl continues unabated resulting in fragmentation of services and rising service installation and maintenance costs.

Nodal development areas and natural areas of growth do not always have the required services (water, sanitation and electricity) due to poor planning and often dilapidated and over stretched services.

In terms of development, other areas like Atamelang are surrounded by Trust Land whilst Agisanang is private land which makes it difficult for expansion. There is general lack of cadastral and detailed land use information in the rural villages and proper

settlement patterns. Some of the current houses are incomplete, yet the needs continue to escalate. This is compounded by a poor housing register that needs to be updated.

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Consultation on the reviewed SDF • Consultation on the reviewed Housing Sector Plan • Fragmented land use schemes • Lack of town planning and related capacity • No building regulations and enforcement capacity • No land alienation policy 	<ul style="list-style-type: none"> • Review the structure of Town Planning and Building Sections (Units) • Roll out consultations on key plans/policies/strategies • Adopt the Spatial Development framework • Adopt the Housing Sector Plan • Declare a moratorium on land alienation or implement appropriate contingency measures 	<ul style="list-style-type: none"> • Conduct land audit • Develop and adopt land alienation policy • Review land use schemes/policy • Review building regulations • Establish land committees • Develop heritage development plans 	<ul style="list-style-type: none"> • Adopt amalgamated land use management schemes • Review other plans • Accelerate land alienation to promote economic development
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • New unit established and recruitment starts 	<ul style="list-style-type: none"> • Identify different land parcels and their current and future use 	<ul style="list-style-type: none"> • Workshop communities • Attract and promote

<ul style="list-style-type: none"> • No heritage management policy, plan and programmes 	<ul style="list-style-type: none"> • Identify existing policies and develop roll out plan for consultation • Take item to council on land alienation matters 	<ul style="list-style-type: none"> • Appoint service providers for assistance and support • Train land committees • Identify heritage sites and have site development plans 	<ul style="list-style-type: none"> investments • Collaborate with other sectors to stimulate development (roads, water, eskom etc)
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KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Poor service planning • Inadequate IDP functioning capacity(one IDP Officer and under 	<ul style="list-style-type: none"> • Resource the IDP Unit(IDP, Monitoring and Evaluation Unit) • Review the Rep Forum • Quarterly IDP Rep Forum Meetings and Reporting • Capacitate the MPAC • PMS Policy Implementation and reporting 	<ul style="list-style-type: none"> • IDP Review • Quarterly IDP Review meetings • Mid Term and Annual Reporting • MPAC monitor steering committees 	<ul style="list-style-type: none"> • Impact analysis of the IDP • Continues community engagement

<p>resourced)</p> <ul style="list-style-type: none"> • Poor link between IDP and budget • Poor integration with sector departments • Poor monitoring and evaluation 	<ul style="list-style-type: none"> • Establish Joint Budget and IDP Steering Committees • IDP process plan review 	<ul style="list-style-type: none"> • Monitoring of MIG projects and other sector projects 	
HIGH LEVEL SUPPORTING ACTIVITIES			
	<ul style="list-style-type: none"> • Allocate staff to IDP and Monitoring Unit • Allocate offices and resources • Calendar for Rep Forum and follow-ups • Review and adopt PMS Framework and SDBIPs • Evaluate committees and recommend realignment 	<ul style="list-style-type: none"> • Ensure review meetings sit and feedback is provided • Prepare in time for mid-term and annual reports engagements • MIG and project reporting templates and reports to council • Internal audit audits projects 	<ul style="list-style-type: none"> • Conduct community satisfaction surveys • Service steering committees

7.8.1 Key Performance Indicators and Targets

OBJECTIVE	Key performance Indicator	Targets				
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
PROMOTE SPATIAL INTEGRATION	Reviewed structure of Town Planning and Building Sections (Units)	-	1	-	1	-
	Number of consultations on key plans/policies/strategies	-	3	1	1	2
	Adopted the Spatial Development framework	-	1	Review	review	Review
	Adopted the Housing Sector Plan	-	1	Review	review	Review
	Report on land audit					
	Land alienation policy developed	-	1	Review	review	Review
	land use schemes amalgamated			100%	-	Review
	Adopted building regulation			100%	-	Review
	Functional land committees		100%	100%	100%	100%
	Heritage site development plans Developed			100%	-	Reviewed
	Number of MPAC oversight reports on steering committees	2	2	2	2	2
	Number Reports on MIG and other sector projects	4	4	4	4	4
RT AN	IDP Process Plan adopted by council	1	1	1	1	1

	IDP Review	1	1	1	1	1
	Number of Internal IDP Review meetings	4	4	4	4	4
	Number of IDP Rep Forum Meeting	4	4	4	4	4
	Mid Term performance assessment report adopted	1	1	1	1	1
	Annual Report Adopted	1	1	1	1	1
	Number of Joint Budget and IDP Steering Committees	4	4	4	4	4

7.9 Basic Services and Infrastructure Investment

The basic services and infrastructure key performance area forms the core of the municipality's Integrated Development Plan because it demonstrate the municipality's plan in responding to its primary responsibility of providing basic municipal services. The general state of services in the municipality is currently in a crisis situation. Most of the services are not adequately provided due to lack of resources, inadequate staff, institutional misalignment, lack of tools of trait, poor maintenance of services, aged infrastructure, poor cost recovery and credit control measures etc. Only 89 of 159 posts are filled in the Technical department and technical post are not filled with the relevant skilled employees.

Water Services

Ngaka Modiri Molema District Municipality is the Water Services Authority (WSA) and Tswaing Local Municipality a Water Service Provider(WSP).

Tswaing has vast areas of supply schemes making it difficult to have proper maintenance. The water supply areas includes: Atamelang Cluster, Delareyville Town, Mofufutso Cluster, Ottosdal Town, Sannieshof A Town and Sannieshof B Cluster (Source: Feasibility Study Draft Report, NMMDM).

Most rural water supply schemes were constructed through the Community Water Supply and Sanitation Programme through the Department of Water Affairs and Forestry as the funding agent and the District Municipality as the implementing agent. These schemes consist of equipped boreholes, transmission mains, storage tanks and distribution mains. Most of these schemes are currently failing to meet demands at basic level of service for the following reasons: dwindling water tables, failing infrastructure and growing demands.

For examples it has about 4 pump stations, some constructed as late as 1995 and their physical conditions are described as poor. There are more than about 265 boreholes and the highest proportion of boreholes with yields above 0.5 l/s, in the whole district are found in the Tswaing Local Municipality (69.37%). The information available indicates that the majority of existing boreholes are equipped with windmills, followed by diesel pumps, hand pumps and electrical pumps, making maintenance costs higher and unsustainable. Consideration could be made for the use of solar energy to run the boreholes. The same obtains in respect of pipelines and reservoirs. **(Source: WSDP, NMMDM).**

Tswaing Local Municipality is currently experiencing water shortages. The LM is short supplied and additional water sources need to be implemented as a matter of priority. The Municipality is currently short supplied of approximately 13Mℓ/d. According to the study (All Towns Study) the Delareyville Town is sufficiently supplied with water and

should have however water management needs to be implemented in the area. (**Source: Feasibility Study Draft Report, NMMDM**).

The technical department recommends that a 10 km bulk pipe be installed as a matter of extreme urgency to supply Delareyville. It is about 10kms from Delareyville along the Geysdorp road, which is said to have sufficient yield, which is currently experiencing rapid growth.

Some of the short to long terms strategies should include:

- Develop the water conservation and Demand management plan.
- Develop an acute set of baseline data against which any progress can be measured.
- Carry out a borehole census to validate and revise the current groundwater use estimates.
- Monitoring and registering boreholes that are used for supply and irrigation
- Bulk pipeline to augment water in Delareyville
- Develop and implement preventative maintenance plan
- Identify potential groundwater sources
- Purchase irrigation farms with potential water supply,
- Importing water from the Vaal River.

Sanitation Services

The use of sanitation services stands at :

Type of sanitation	Percentages
Flush Toilet	26.1
Flush Septic Tank	4.9
Chemical Toilet	0.7
VIP	6.5
Pit Latrine	43.1
Bucket Latrine	4.4
None	14.3

Source: Tswaing Housing Sector Plan

There are new waste water treatment works in Delareyville and Ottosdal. Other rural areas use VIPs and maintenance remains a huge challenge because of the conditions of roads and insufficient vehicles to maintain the area.

Roads and Storm Water

In general the vast majority of internal roads are in a bad state and require constant maintenance. There is no equipment to maintain roads including financial and human resources. Some of the roads are national and provincial roads which have also over time been badly maintained until recently when SANRAL has decided to intervene. A list of projects supported by the district municipality is also attached under projects.

Electricity

Electricity is provided both by the municipality in some of the areas and Eskom in mainly rural and peri-urban areas. The following is electricity backlog situation in Tswaing as indicated by Eskom.

PROJECT NAME	TOTAL PLANNED CONNECTIONS
Deelpan Ext (Ward 4)	100
Delarayville - Kopela build 37 km of 132 kV Chikadee Line	0
Delarayville Munic - Rooiwal new 22kV Feeder	0
Delareyville Munic - Install additional 22kV feeder bay	0
Delareyville Munic - Rooiwal 22kV feeder bay	0
Delareyville Munic new 88kV line bay	0
Delareyville Munic-Rooiwal New 22kV Feeder	0
Delareyville-Kopela 132kV line and substation servitude	0
Delareyville-Kopela build 37km of 132kV Chickadee line	0
Direetsane (ward 4)	100
Geysdorp Ext (Ward 7)	226
Kopela - Direetsane New 22kV feeder	0
Kopela - New 88/22kv 20MVA Substation	0
Kopela - Phahameng built 37km of 132kV Chikadee line	0
Kopela Ext (Ward 6)	150
Kopela New 88/22kV, 20MVA Substation	0
Kopela-Direetsane New 22kV feeder	0

Kopela-Phahameng 132kV line and substation servitude	0
Kopela-Phahameng build 37km of 132kV Chickadee line	0
Letsopa Ext 5 (Ward 12)	583
Phahameng - Khunwane New 22kV feeder	0
Phahameng - Majeng New 22kV feeder	0
Phahameng - Motlakane New 22kV feeder	0
Phahameng New 88/22kv, 2 x 20 MVA Substation	0
Phahameng - Tlapeng New 22kV feeder	0
Phahameng New 88/22kV, 2 x 20MVA Substation	0
Phahaneng-Motlakane New 22kV feeder	0

Street Lighting

Due to lack of resources the street light and high mast lights are also poorly maintained.

Housing

The municipality has a Housing Sector Plan, which is currently under review. The main purpose of the Housing Sector Plan amongst others is to:

- To ensure *effective allocation* of limited resources, financial and human, to wide variety of potential development initiatives
- To provide *guidance in prioritizing* housing projects in order to obtain consensus for the timing and order to their implementation;
- To ensure more *integrated development* through coordinating cross-sector role players to aligning their development interventions in one plan;
- To provide *effective linkages* between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;

- To ensure there is a *definite housing focus* in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality.
- Ensuring that the *contents and process* requirements of planning for housing are adequately catered for in the IDP process

10 Housing Projects were approved in the past for Tswaing Local Municipality of which 4 projects were completed; the remaining 6 projects are still under construction. In April 2009, Tswaing Local Municipality was allocated 1500 housing units by the Department of Local Government and Housing in Mmabatho.

The current waiting list stands at 6497 and the following areas top the list :

Area	Waiting
Khunwana	900
Ganalaagte	681
Vrishgevagt	673
Delareyville 7	615
Deelpan	500
Geysdorp	500

Source: Tswaing Housing Sector Plan

The Housing Sector Plan will determine the future infrastructure needs and community services including, water, sanitation, hospitals, clinics, schools etc. Read with the Spatial development framework, it will assist the municipality to plan better in-terms addressing the current backlogs, maintaining the existing infrastructure and plan for growth and future development.

This IDP is intended mainly to cause these developmental linkages and assist to change the development land scape of the municipality from Apartheid and Bantustan planning to a more comprehensive and integrated community.

The situation of informal settlement and land grab, is of serious concern because it compromises proper planning and breeds all forms of crime and societal ills. Reports from the local hospitals and clinics indicates that most of fatalities and weekend crimes (assaults, rapes etc) are experienced in informal settlements e.g Geysdorp. This is also due to the fact that the area is dark and there are inadequate crime prevention strategies.

Community Infrastructure

The municipality has about 8 Halls under its management. The need for the development of more halls especially in the rural areas is acute judging from the wards need profile. Other infrastructure falls under the district and provincial and national government. There is however a growing need for a Regional Hospital catering for Tswaing and neighboring municipal areas, judging by the high population growth and the distance between existing hospitals and the municipal area. The development and maintenance of sports centers is also a challenge due to vandalism.

Other Municipal Services

The municipality has 4 landfill sites which are all in a process of been registered. Plans are afoot to register the sites. About 10 632 households have access to waste removal services. The municipality manages the cemeteries in the urban areas whereas in the rural areas it is managed by the community and tribal councils. There is a concern of sports facilities that are vandalized including community halls that are over utilized due to general shortage of halls and churches.

7.9.1 Key Objectives, Issues, Strategies and Programmes and Projects

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of staff • No PMU in place • Lack of vehicles and other tools of trait • Lack of preventative maintenance • Water shortage • Lack of resources 	<ul style="list-style-type: none"> • Review the technical departments structure • Appoint managers per service area and other critical staff • Submit water and sanitation needs to the district(WSA) • Purchase necessary equipment • Develop business plans to access donor funding 	<ul style="list-style-type: none"> • Carry out a borehole census to validate and revise the current groundwater use estimates. • Develop the water conservation and demand management plan • Monitoring and registering boreholes that are used for supply and irrigation • Bulk pipeline to augment water in Delareyville • Develop and implement preventative maintenance plan 	<ul style="list-style-type: none"> • Identify potential groundwater sources • Facilitate the purchase irrigation farms with potential water supply, Importing water from the Vaal River
	HIGH LEVEL SUPPORTING ACTIVITIES		

<ul style="list-style-type: none"> • Growing demand 	<ul style="list-style-type: none"> • Determine staff requirements • Recruit qualified staff • Submit other resource needs to the district for support • Order and purchase vehicles • Resource service units 	<ul style="list-style-type: none"> • Submit projects to the district related to all the above plans • Implement the maintenance plan • Train staff 	<p>Support the district with the above</p>
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KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of staff • Lack of vehicles and other tools of trait • Lack of preventative maintenance • Lack of resources • Growing demand • No di-slugging ponds • Service backlogs 	<ul style="list-style-type: none"> • Review the technical departments structure • Appoint managers per service area and other critical staff • Submit water and sanitation needs to the district(WSA) • Purchase necessary equipment 	<ul style="list-style-type: none"> • Facilitate the construction of more waste water treatment plants • Refurbish and augment existing plans • Develop and implement preventative maintenance plan • Agree with farmers to di-slugge at farms • Build more VIP toilets • Develop business plans to access donor funding 	Find alternative technology to handle the sludge
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Determine staff requirements • Recruit qualified staff • Submit other resource needs to the district for support • Order and purchase vehicles • Resource service units 	<ul style="list-style-type: none"> • Negotiations with farmers • Submit projects to the district related to all the above plans • Implement the maintenance plan • Train staff 	Support the district with the above

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of staff • Lack of vehicles and other tools of trait • Lack of preventative maintenance • Electricity backlogs • Upgrading power stations • Lack of resources • Poor collection 	<ul style="list-style-type: none"> • Review the technical departments structure • Appoint managers per service area and other critical staff • Purchase necessary equipment • Develop credit control measures • Submit needs to Eskom • Audit maintenance needs for street lights and highmast lights 	<ul style="list-style-type: none"> • Develop electricity master plan • Develop preventative maintenance plans • Submit reviewed needs to Eskom • Develop business plans to access donor funding • Maintain streets and high mast lights • Determine new needs • Explore the use of solar energy systems for street lights, bore holes, pump stations, home use etc. 	<ul style="list-style-type: none"> • Take over the electricity function in all the areas(license areas)
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Determine staff requirements • Recruit qualified staff • Order and purchase vehicles • Resource service units 	<ul style="list-style-type: none"> • Implement the maintenance plan • Train staff 	Engage relevant authorities to obtain the license

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of staff • Lack of vehicles and other tools of trait • Lack of preventative maintenance • Roads backlogs • Lack of resources • 	<ul style="list-style-type: none"> • Review the technical departments structure • Appoint managers per service area and other critical staff • Purchase necessary equipment • Develop credit control measures • Submit needs to the district municipality • Audit maintenance needs 	<ul style="list-style-type: none"> • Develop roads and storm water master plan • Develop preventative maintenance plans • Develop business plans to access donor funding • Engage province and national for joint maintenance programmes • Approach the district and province to improve roads in rural areas 	<ul style="list-style-type: none"> • Re-classify some of the roads as regional and provincial roads
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Determine staff requirements • Recruit qualified staff • Order and purchase vehicles • Resource service units 	<ul style="list-style-type: none"> • Implement the maintenance plan • Train staff 	Engage relevant authorities

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> Housing backlogs Poor monitoring of projects Allegations of mis-allocations and corruption Building regulations not enforced 	<ul style="list-style-type: none"> Support the review of the housing sector plans Support the review of the SDF 	<ul style="list-style-type: none"> Facilitate the provision of water ,sanitation and electricity Update the housing needs register Support functional land use schemes Enforce building regulations 	<ul style="list-style-type: none"> Housing accreditation
	HIGH LEVEL SUPPORTING ACTIVITIES		
	Workshops on both sector plans	<ul style="list-style-type: none"> Link the water and sanitation plans to housing Sector and SDF plans 	Engage relevant authorities

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2011/12-2012/13	2013/14-2014/15	2015/16 and beyond
<ul style="list-style-type: none"> • Lack of staff • Lack of vehicles and other tools of trait • Lack of preventative maintenance • Lack of resources • Expansion of services to rural areas • Lack of sports facilities • Il-equipped libraries • Poor access to other services 	<ul style="list-style-type: none"> • Review the relevant departments structure • Appoint managers per service area and other critical staff • Purchase necessary equipment • Develop credit control measures • Functional licencing and testing stations 	<ul style="list-style-type: none"> • Develop preventative maintenance plans • Review tariffs for some of the services • Develop business plans to access donor funding • Submit MIG plans • Registration of landfill site • Provide full licensing and testing functions • Extend access to provision of health services • Improve service at existing libraries • Support establishment of centers to take care of the needs of the aged and terminally ill • Device initiatives to support youth programmes • Promote community safety (revive CPF) • Upgrade and maintain sporting grounds 	<ul style="list-style-type: none"> • Outsource some of the services (landfill sites) • Increase the licensing and testing stations • Facilitate the building of hospital
	HIGH LEVEL SUPPORTING ACTIVITIES		
	<ul style="list-style-type: none"> • Determine staff requirements • Recruit qualified staff • Order and purchase vehicles • Resource service units 	<ul style="list-style-type: none"> • Implement the maintenance plan • Train staff • Registration of more traffic officials • Submit MIG business plans • Facilitate building of Thusong centres 	Engage relevant authorities

Key Performance Indicators and Targets

KPI/Performance Area	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Total Households	24181	24544	24912	25285	25664	26049
Number of households with access to basic level of water (under basic)	18006 (6175)	19002 (5542)	19325 (5587)	19700 (5585)	20000 (5664)	20320 (5729)
Number of households with access to basic level of sanitation(under basic)	8309 (15872)	9309 (9309)	10309 (10309)	10809 (10809)	11309 (11309)	11809 (11809)
Number of boreholes drilled	25	10	10	10	10	10
Length of roads maintained	5	10	14	20	25	30
Length of roads improved from gravel to tar	1.2 Km	36 Km	2	3	1.5	2.5
% of municipal budget spent on capital projects	14.2%	15.3%	15.5%	15.8%	16.0%	16.2%

Objective	Key performance Indicator	Targets				
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
<i>Provide Street lighting</i>	Preventative maintenance plan adopted	-	100%	Review	review	review
	Number of High Mast Lights installed	-	2	2	1	-
	Regular maintenance of high Mast lights	100%	100%	100%	100%	100%
<i>Provide Storm Water Management</i>	Number of storm water management projects completed	-	3	3	5	3
<i>Facilitate the provision of housing</i>	Housing needs register updated		100%			
	Town Planning Function established		100%			
	Town Planning Scheme Developed (reviewed)			100%		
<i>Provide and Maintain cemeteries</i>	Number of Cemeteries upgraded	1	2	2	2	2
<i>Facilitate the provision of Community Infrastructure</i>	Number of sports ground built and upgraded	2	-	-	-	-
	Number of community Halls constructed	2	1	-	3	1
	Number of youth centers constructed	-	2	-	-	5
	Number of community Libraries constructed	-	1	1		-
	Number of taxi ranks upgraded	-	-	1	4	-
	Number of community Thusong centers upgraded	-	1	1	-	-
	Number of Community Parks developed	-	-	-	1	2
<i>Promote Greening and environmental sustainability</i>	Number of trees planted	50	100	200	300	400
	Number of environmental campaigns implemented	2	2	3	3	3

8. PROJECTS

8.1 INTERNAL PROJECTS

The following is a list of projects related to the Municipal Infrastructure Programme (MIG), that are proposed for implementation in the different wards. The technical department or Project Management Unit, will ensure that all these projects are registered for MIG funding and approval as part of pre-planning and report to council from time to time in order to make a determination for any possible amendments and re-adjustments based on which project gets approved quicker than the rest , and in line with community needs.

Ward	2012/13	2013/14	2014/15	2015/16
1	<ul style="list-style-type: none"> Gravelling of Roads Electricity (House connections) High Mast Lights Housing (Deelpa) 	<ul style="list-style-type: none"> Water (yard connections) Land for LED (Deelpa & Witpan 1&2) Sports Ground (Deelpa) Municipal Satellite Office 	Community Hall (Witpan 1 & 2)	<ul style="list-style-type: none"> Library Sports Facility
2	<ul style="list-style-type: none"> Renovations and upgrading of a Hall Renovations and upgrading of a stadium Palisade fencing (Hall) Internal roads gravel Water extension (Phase 1) 	<ul style="list-style-type: none"> Highmast lights Thusong Centre Internal roads gravel Phase 2 Water extension (Phase 2) Rural sanitation phase 2 	<ul style="list-style-type: none"> Fencing Commuter shelter Internal roads gravel Water extension (Phase 1) Rural sanitation phase 1 	<ul style="list-style-type: none"> Taxi rank Refuse removal

	<ul style="list-style-type: none"> Rural sanitation phase 1 Electricity (Eskom) infill extensions 			
3	<ul style="list-style-type: none"> Community hall Shaleng Electricity Phase I Water Extension Phase I Gravel Road Rural Sanitation 	<ul style="list-style-type: none"> High Mast Light (Morena, Majeng Shaleng) Electricity Phase II Water Extension Phase II Gravel Roads Sports Ground (Mofufutso I) 	<ul style="list-style-type: none"> Cemetery Fencing (Mofufutso 1&2, Sione) Electricity Phase III Water Extension Phase III Gravel Roads 	<ul style="list-style-type: none"> Community Center (Mofufutso) Thusong Centre
4	<ul style="list-style-type: none"> Sanitation Electricity of the extensions Community hall(Doornlaagte Community Hall(Diretsane) Library 	<ul style="list-style-type: none"> Sanitation Electricity of the extensions Fencing of the grave Yard (Kopela Block A) Highmast Lights 	<ul style="list-style-type: none"> Sanitation Electricity of the extensions Fencing of the grave Yard (Kopela Block B) Cover ground Taxi rank 	<ul style="list-style-type: none"> Sanitation Electricity of the extensions Land for LED Projects Complete the fencing Thusong Centre/Municipal Offices
5	<ul style="list-style-type: none"> Internal Roads Mandela Park Development Cemetery (rakgwedi) 	<ul style="list-style-type: none"> Highmast lights Stadium Thusong Centre Electricity HT 	<ul style="list-style-type: none"> Taxi rank Water connection Yard connection 	VIP Toilets

6	<ul style="list-style-type: none">Community hallHighmast lightsElectricity extensionInternal roadsUpgrade water supplyUpgrading sports ground		<ul style="list-style-type: none">Upgrade centryVIP ToiletsComplete tarred road		<ul style="list-style-type: none">Community shelterSanitationLibrary		Taxi rank
7	<ul style="list-style-type: none">StadiumCommunity hall (Middleton)Internal RoadsVIP ToiletsOperationalise High Mast LightsMaintain StreetlightsUpgrade Drainage systemCleaning of landfill sides		<ul style="list-style-type: none">Parks renovationRefuse removal binsTarred road (Middleton A&B & to AtamelangWater connections (Middleton)Fencing of graveyardSolar Geysers		<ul style="list-style-type: none">Upgrade water pumpstationHT Electricity substationGraveyard new		<ul style="list-style-type: none">Household connections waterSide roads (Middleton)Graveyard Fencing (middleton A&BUpgrade Sewerage system Atamelang
8	<ul style="list-style-type: none">Phase 2 pavingLandfill site/cleaningCemetery sideWater Problems		<ul style="list-style-type: none">NonePothole patchingStreet vegetation and treamingStreet cleaning		<ul style="list-style-type: none">None		<ul style="list-style-type: none">none
9	Ext 7 and 8	Thusong Centre	<ul style="list-style-type: none">Clinic(Ext &7)High mast Lights		<ul style="list-style-type: none">Internal Roads and Storm waterElectricity		Solar geysers
	Broedersport	<ul style="list-style-type: none">Community HallWater	<ul style="list-style-type: none">ClinicElectricity		<ul style="list-style-type: none">Road and storm waterSports facilities		Solar geysers

		• Sanitation	• HML		
	Geysdorp	• Cemetery	• Health Centre • Sports facility • Toilets	• Roads and Storm Water • Gravel roads	Solar gyssers
10	<ul style="list-style-type: none"> Electricity phase II Land-Fill Site /cleaning Street cleaning Street vegetation and treaming 		<ul style="list-style-type: none"> Storm Water Extension 3 Upgrading of Roads/Paving Pothole patching 	<ul style="list-style-type: none"> Upgrade Hall New Cemetery 	Taxi Commuters Shelter
11	<ul style="list-style-type: none"> High mast lights Internal roads Electricity Refuse bins and trailers 		<ul style="list-style-type: none"> Thusong Centre Stadium(multi purpose recreational center) Street Lights New Cemetery 	<ul style="list-style-type: none"> Street name Street cleaning Pothole patching 	None
12	<ul style="list-style-type: none"> Water Ottosdal HT Electrification Ext 5 Street Lights Cleaning of landfill sides 		<ul style="list-style-type: none"> Internal Roads Parks and Facilities Farming support 	<ul style="list-style-type: none"> Sports Stadium Thusong Centre 	Community Hall
13	<ul style="list-style-type: none"> High mast lights phase two upgrades Stadium Internal roads Storm water 		<ul style="list-style-type: none"> Community library Internal roads Refuse bins and trailers Water 	<ul style="list-style-type: none"> Park facilities Street vegetation and treaming Street cleaning Pothole patching 	None
14	<ul style="list-style-type: none"> Upgrading electricity Network Internal Roads 		<ul style="list-style-type: none"> Upgrade community hall (Mullti Purpose Center) Bulk Water System 	Side walks	

	<ul style="list-style-type: none"> • Street Lights • Cleaning of landfill sides • Pothole patching • Street vegetation and cleaning 	<ul style="list-style-type: none"> • Side walks • Sports Grounds • Swimming pool • Taxi Rank Jachtkraal (Gen Infrastructure) 		
15	<ul style="list-style-type: none"> • High mast lights • Water • Thusong centre • Internal roads • Stadium 	<ul style="list-style-type: none"> • Community library • New sites • Refuse bins and trailers 	Community hall Street lights	Street names

PRIORITIES

- Water
- Sanitation
- Storm water and roads
- Electricity
- Community facilities
- Housing
- Job creation

TSWAING PLANNED PROJECTS (2013/2014)

PROJECT NAME	STATUS	VALUE	AREA/LOCATION
PMU Administration fee	PMU	R 1 ,200,000.00	Delareyville
Khunwana Internal Roads and Bridge	Still under Construction	R6 , 002,333,33	Khunwana
Shaleng Community Call	Still under Construction	R 6, 800,000.00	Shaleng
Letsopa Access and Internal Roads	Under site establishment	R 6 ,002,333.33	Letsopa Ward 11
Atamelang Internal Streets	Under site establishment	R 6 ,002,333.33	Atamelang Ward 7
Electrification of Delareyville Ext 8 phase 3	Under Procurement Tenders due for Adjudication process	R7 300 000.00	Delareyville Ext 8
Upgrading of Delareyville Intake Substation	Under Procurement Tenders due for adjudication processes	R10 000 000.00	Delareyville

Proposed Projects:MIG,DoE for 2014/15 Financial Year

Project Description	STATUS /FUNDER	VALUE	AREA/LOCATION
Letsopa Internal Roads and Storm Water Phase 1	Project Registration	No allocation yet	Letsopa ward 15
Letsopa Roads and Storm Water Phase 2	Project Registration	No allocation yet	Letsopa Ward 12
Agisanang internal Roads and Storm Water phase 1	Project Registration	No allocation yet	Agisanang Ward 8/10
Tswaing villages High mast lights phase 2	Project Registration	No Allocation yet	Across villages Ward 1-15
Delareyville Cemetry	Project Registration	No allocation yet	Delareyville Ward 9
Sannieshof Landfill site	Project Registration	No allocation yet	Sannieshof Ward 8

2014/15 financial year projects: HIGH MAST LIGHT PHASE 2

ITEM	VILLAGE NAME	WARD	NO OF LIGHTS	ALLOCATION	FUNDER
1	Deelpan rooidak Witpan 1,2,3,4	1	2	R6000 000.00	MIG
2	Khunwana	2	0		MIG
3	Mofufutso 1,2 ,Thabasione,Shaleng,Morena	3	0		MIG
4	Geluk,Kopela,Ntuwane,Thawane Doornlaagte	4	2		MIG
5	Ganalaagte,Konopo,Rakgwedi	5	2		MIG
6	Manamolela,manonyane,mokope ,vrishgewagte	6	2		MIG
7	Atamelang,geysdorp	7	2		MIG
8	Sannieshof,Agisanang	8	0		MIG
9	Delareyville	9	2		MIG
10	Gerdau,Vermaas	10	2		MIG
11	Ottosdal,Letsopa Iraq	11	2		MIG
13	Ottosdal	13	1		MIG
14	Broedersput	14	0		MIG
15	Jachtkraal	15	2		MIG

Status Quo: Eskom Projects for 2013/14 Financial Year

Project Description	Status Quo	Value	Area/Location
Electrification of Kopela Extention (153 connections)	Project Under Construction	R 4 678 560.00	Ward 4
Electrification of Letsopa Ext 5 (400 connections)	Project Under Construction	R 132 638 002.40	Letsopa Ward 12
Infiall in all villages(60 Connections)	On going Completed as requested are received	R 974 700.00	All villages
Electrification of geysdorp Ext(226 connections)	Project deferred to 2014/15 financial year	R 4 678 560.00	Geysdorp War 9
Electrification of Deelpan Ext(40 connectios)	Project on hold as the network is having capacity constraints	R 2 526 422.40	Deelpan Ward 1

Proposed Eskom Projects for 2014/15 Financial Year

Project Description	Status Quo	Value	Area/Location
Electrification of Mandela Park (500 Connections)	Project under Planning	No allocation yet	Ward 5 Mandela Park
Electrification of Extentions of all villages in Tswaing under a three year rolling plan	Project under planning (Eskom busy with capacity verifications)	No allocation yet	All Wards
Electrification of Geysdorp Ext 226 connections	Project on hold	R 4 678 560.00	Geysdorp

NGAKA MODIRI MOLEMA DISTRICT PROJECTS FOR 2014/15/16 Financial Year

Project Description	Status Quo	Value	Area/Alocation
Delareyville Ext 8 water reticulation	Planning phase	No allocation yet	Ward 9 (Delareyville Ext 8)
Ottosdal Bulk Water and Reticulation Phase 2	Planning phase	R 2 000 000.00	Ward 12 (Ottosdal)
Middleton A B C and Sione Water supply	Planning Phase	No allocation	Ward 7,3
Khunwana water supply	Planning Phase	No allocation	Ward 2

AGRICULTURE

Number of Projects	Project Name	Estimated Cost	Possible Source of Funding	location
1	Mamamolela Farming	1,500,000.00	Agriculture	Ward 6
2	Gannalaagte Konopo	800,000.00	Agriculture	Ward 5,6
3	Dooringlaagte farming,deelpa, geluk,	1,500,000.00	Agriculture	Ward 5,4,1
4	Sebowana Agric.Service,cor sica farming	2,176,080.00	Agriculture	Ward 9

9. CONCLUSION

The municipality clearly finds itself in a very difficult situation both in terms of internal restructuring and service delivery in general. Much as the status quo indicate some pockets of success and improvement of the socio-economic aspects, a lot still needs to be done in order to completely turn the tide against poverty and joblessness.

This IDP is an honest acknowledgement of the shortcomings and now matched with concomitant strategies and high level activities to ameliorate the challenges. The community needs have been prioritized and the proposed programmes and projects have been identified to systematically address them. A short to long term strategy has been crafted notwithstanding the shortage of resources. The municipality will have to find ingenious ways to mobilise the resources including accessing donor funding to address mostly its current challenges related to internal transformation and setting up systems for long term prosperity.

Most of the projects that form part of the community needs are implemented through other agencies or by other Sector Departments. The most pressing need is water and sanitation, and together with the Ngaka Modiri Molema District Municipality, a fair attempt has

been made to identify projects and develop a multi-year implementation programme. The same has been done in respect of MIG projects to ensure that the programme indeed respond to community needs.

It is also very important that whilst this IDP is rural bias and seeks mainly to address the service backlogs, investments should also be made in the refurbishment and upgrading of the existing infrastructure mainly found in the urban centers and townships in order to stimulate economic growth and keep up with urbanization. Such infrastructure investment will be mainly in the refurbishment and upgrading of water and sewer plants, electrical power stations, roads and storm water etc.

Interaction with other departments in order to promote intergovernmental planning and execution is one of the glaring weaknesses. It is for this very reason why the IDP is found wanting in respect of departmental plans and projects. During the consultation process, stakeholders including sector departments will be invited for further inputs. This interaction has to be sustained beyond just project identification, but should include co-monitoring and evaluation of the implementation of the IDP on a frequent basis.

The IDP and Budget will later be integrated into an annual Service Delivery and Budget Implementation Plan (SDBIP). The plan will be adopted after council has approved the IDP and later form the basis of the performance agreements for senior managers.

....End ...

