

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

COMPONENT A: BASIC SERVICES

3.1 WATER SERVICES

Provision Strategy

The Maletswai Municipality is the WSP (Water Services Provider) and Joe Gqabi District Municipality is WSA (Water Services Authority). The function of the Maletswai Local Municipality is to provide basic water and sanitation services. The key function of Maletswai Municipality is to abstract raw water from Orange River, and treat raw water before distribution (full water purification process is being adhered to). When the potable water quality is satisfactory is then distributed to the consumers for consumption. The distribution of potable water is the complex exercise on its own whereby the Maletswai Municipality has 24 hours shift workers responsible for the distribution

Measures to improve water provision performance

Maintenance of water infrastructure such as pumps, electric motors, bulk pipe bursts and reticulation pipes is done by Maletswai Municipal water section and the replacement of faulty water meters. The role played by Joe Gqabi is to provide infrastructural capital injection where is deemed necessary. The employment of personnel should be authorized by WSA.

The water challenges in Jamestown were alleviated after the functioning of the chemical plant was activated, due to availability of water in the dam. Over and above this the 1mg/l is functioning. The challenge of water is still being experienced in 858 RDP houses. Stand pipes were installed.

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Service delivery Levels and standards:-

The access to water in Maletswai Municipal area is in two fold Jamestown and Aliwal North. Aliwal North water quality and provision can be regarded as high level because all formal dwellings have access to high level water and sanitation. i.e. every formal house has house water connection and full sewer water borne system. The informal settlement is only provided with the basic services such as stand pipes within RDP standards.

Sanitation facilities such as public toilets are provided and maintained by the Municipality to informal settlements. With regard to service level at informal settlement it can be regarded as low standard.

In Jamestown the water and sanitation service level can be regarded as low level standard for the reasons mentioned here above.

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Annual performance as per key performance indicators in water services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	12443	0	0	0	100%
2	Percentage of indigent households with access to free basic potable water = 100%	5610	0	0	0	100%
4	Percentage of clinics with access to potable water = 100%	100%	0	0	0	100%

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	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
5	Percentage of schools with access to potable water = 100 %	12443	0	0	0	100%
6	Percentage of households using buckets 0%	0	0	0	0	0%

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3.2 WASTE WATER (SANITATION) PROVISION

Provision strategy

On sanitation the key role of Maletswai Municipality as WSP is to ensure that every formal house has an approved sewer connection. The sewer is then gravitated to pump station where it being automatically pumped to central pump station called Dukathole pump station. The central pump station then pumps it to sewer treatment plant.

Measures to improve sanitation performance

The key operations on sanitation are done regularly. Since the infrastructural backlog is unimaginably huge the sewer blockages are so severe that sewer teams spend all their valuable time unblocking sewer main lines and house blockages. Repairs on sewer pumps and motor, and construction of sewer manholes and sewer pipe repairs are done where necessary. The complete sanitation service will become the responsibility of the Joe Gqabi District Municipality with effect from 01 July 2012.

Service delivery Level and standards

In Jamestown the sanitation service level can be regarded as low level standard. The conservancy tanks are still being used and the rate of them filling up is high. A contract to install water-borne sewerage system at an estimated cost of R 38 million will start during the 2012/13 financial year..

Annual performance as per key performance indicators in sanitation services

Indicator name	Total number of household/customer expected to benefit	Estimated backlog s (actual number	Target set for the f. year	Number of HH/customer reached	Percentage of achievement during the year
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			s)	unde	r	revie	w
1	Percentage of households with access to sanitation services = 100 %	12443	0	0	0	0	100%
2	Percentage of indigent households with access to free basic sanitation services = 100%	5610	0	0	0	0	100%
4	Percentage of clinics with access to sanitation services = 100%	12443	0	0	0	0	100%
5	Percentage of schools	12443	0	0	0	0	100%

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with access to sanitation services 100 %						
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3.3 ELECTRICITY

Provision strategy

The Municipality should provide electricity to its community for the following consumers as one of the requirements of the Constitution of South Africa to deliver basic services to its Industrial consumers, Commercial consumers and households within the municipal area of jurisdiction. The municipality has a role of maintaining a sustainable supply and quality of electricity for its community in a healthy and safe way without endangering the lives of those who consume it.

As a municipality, we must ensure that requirements for availability of supply based on the individual household load growth, developments around and inside the municipal area are met.

Measures to improve electricity provision performance

We have to do feasibility studies in assessing the electricity needs in our area so that the Electricity Master Plan could be drawn up, this was undertaken by the appointed professional service provider. The consultants had to compile the Master plan to meet the electricity needs of the Maletswai community reflecting the following on their reports:

The municipality has received and connected onto its system a 630 kVA transformer for CPA library, a further 200kVA for Cole Street and Eskom. There are 20 Pole top luminaires and 4 Flood lights installed in Jamestown for public lighting. 3 Flood lights were installed in Joe Gqabi, 3 at Chris Hani section.

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To enhance electricity service delivery, we have changed 199 metres out of the 234 that were audited and found to be faulty, meter audits are carried out on an ongoing process and faulty meters removed. Faulty kiosks and/or distribution boxes that are the main connection between the municipal network and the customer, are repaired and kept locked to prevent vandalism or interruption of supply to consumers. Network maintenance is carried out as per the monthly planners derived and prepared from the inspections carried out on the network.

420 RDP houses were electrified and three High Mast lights erected and installed in Jamestown, Masakhane area. 18 infill sites were electrified. Application for electrification of 323 housing projects has been submitted and will commence upon approval. The municipality has attended to 1385 electricity complaints in the 2011/12 financial year ranging from faulty meters, vandalized meters, tempered meters and households with no supply at all.

To enhance revenue collection 3569 consumers were disconnected for non-payment of Municipal Services. 1998 has been reconnected for services. A total of 626 have not been reconnected. A superficial investigation revealed that most of indigent consumers are prepared to stay without electricity hence the number 626 is not been reduced.

All of the above mentioned houses that are registered on the institutions Indigent register receive the free 50kW of electricity per month and all the repairs and maintenance done on their electricity dispensers or faults are then claimed from the equitable share. There were 100 indigent consumers who were provided with Free Basic Alternative Energy roll out.

Part of our role in electricity service delivery, is to ensure that there is sufficient public lighting to prevent /minimize crime activities in and around our residential and business areas. The municipality has more than 1800 street lights, and we maintain an average of 42 street lights per month; this yield to about 500 street lights maintained per annum. The municipality has embarked on street lighting programmes on the following areas; Area 13 bus route, Van der Host Street, Smith

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Street, an ongoing street light maintenance programme is maintained which includes the Jamestown town and township that are part of the Maletswai municipality.

Service delivery Level and standards

The municipality has built a couple of reticulation network to provide the following; 630kva for department of Sports and Recreation at CPA, 200kVA for Eskom and Cole Street.

The electrical losses in 2011/2012 were recorded at 18.50%. The department has since employed serious measures to ensure substantial reduction. Meter audits are being performed on monthly bases to minimise electrical losses. 16 fines were issued to defaulters for tempering.

Annual performance as per key performance indicators in Electricity services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlog (actual numbers)	Target set for the f. year under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to electricity services = 97%	12443	323	743	420	56.5%

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2	Percentage of indigent households with access to basic electricity services = 92%	4689	420	743	300	40.4%
4	Percentage of indigent households with access to free alternative energy sources = 8.5%	12443	1077	1177	100	8.5%

3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING & RECYCLING)

Maletswai Municipality appreciates the National Waste Act, 56 of 2008 by ensuring that its integrated waste management services does not only provide basic refuse removal, but also augment economic activity and empower communities to understand the value of waste management, and thus minimise the effects of waste on human and environmental health under stringent conditions. The municipality is committed to encourage avoidance, reduction, reuse, recycling and processing or treatment of waste through the public outreaches it conducted during 2011/2012 financial year.

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Provision strategy

Waste management is one of the primary functions of the municipality. The municipality facilitates the reduction, reuse and disposal of waste. The municipality operates two landfill sites (in Aliwal North and Jamestown) and both sites are fenced. The Aliwal North site has a supervisor who supervises seven workers at the site. A private security company ensures access control, recording the vehicles that enter the site and the type of refuse carried by the vehicles. Other role players in waste management are the Maletswai Waste and Recycling Cooperative, Department of Environmental Affairs, Department of Health which disposes the medical waste.

Maletswai Local Municipality being the district's economic powerhouse is the most densely populated area in the district. Due to increased population growth and urban development there is an increase in demand for waste services. This increased population resulted [in] increased domestic waste. The refuse removal is relatively moderate due to continuous breakdown of old refuse vehicles and equipment and shortage of staff.

Measures to improve waste management performance

Refuse Collection:

Includes collection of refuse from households once a week, collections from communal skip bins in informal settlements once a week on Thursdays, collection from businesses takes place once a week except when an arrangement has been made to collect daily at a tariff. Business consumers are billed an additional tariff for additional bins collected. The Municipality has a weekly programme which is communicated to consumers annually, the programme indicated the days and times at which refuse was to be removed at a particular settlement. The household refuse removal included domestic and garden refuse. The domestic refuse was collected using 3 trucks one of which broke down regularly due to its long life of service and the garden refuse was collected using the 2 tractors. When one of the old trucks was broken the tractors were used to remove domestic refuse and a cover net was used to ensure that refuse did not spill out. his service was accessible to all households

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excluding farms and small holding. The refuse collected was partially separated at source as businesses and some households separated recyclable from non recyclable material at source. The recyclable material was collected by recyclers. The recycling companies and organisations collect recycling waste both from source and at the landfill sites municipality did not have a programme of collecting recyclable material. However, it was in a process of establishing a material recovery facility at the Aliwal North landfill site to ensure that separation of waste is fully realised.

Waste Disposal:

The Municipality operated two landfill sites one in Jamestown and the other in Aliwal North.

Both sites had permits. The disposal of waste in the Municipality was done with the aid of Trucks and tractors.

Challenges:

- The fleet used in the refuse removal section is old and regular breakages occurred.
- The burner of the Aliwal North landfill site was not operational and thus posed a risk of the site prematurely reaching capacity.
- The absence of a weigh bridge makes it difficult to quantify waste that is disposed at the sites.
- Scavengers are still a nuisance as they cut the fence
- The non-availability of earth moving machinery
- Increased quantities of waste

Cleaning of streets: Street cleaning is done in the Central Business District streets i daily including week ends and in the residential areas streets were cleaned during week day. The key service delivery priorities were public education on Waste Management, Mitigation of illegal dumpings and Training of personnel. Public

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education outreaches were conducted in all wards by the staff in collaboration with the ward councillors and the ward committees, the mitigation of illegal dumping was still a challenge and training of staff took place. The public education outreaches yielded positive results in ward 5

Solid Waste Service Households			
Description	2009/2010	2010/2011	2011/2012
	Actual No	Actual No	Actual No
Solid waste removal (minimum level)	10267	10267	10267
Remove at least once a week	10267	10167	10167
Minimum Service level and above sub- total	100%	100%	100%
Minimum Service Level and above percentage	0	0	0
Solid waste Removal (Below minimum level)	1177	1177	1177
Removed less frequently than once a week	0	0	0
Using communal refuse dump			
Other rubbish disposal			
No rubbish disposal			

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	11444	11444	11444
Total number of households			

Service delivery levels and standards

The majority of citizens have access to refuse removal; this is inclusive of residents who live in informal settlements. The low level waste management services are accessed by informal settlement residents consisting of 1177 households. The municipality provides skip bins as receptacle points for refuse. In all formal settlements, high level waste management service is rendered through refuse removal once a week in residences and per arrangement in businesses with a minimum of once a week refuse removal. Waste is removed once a week from every household as well as from the communal skip bins. The municipality set itself a target of 100% weekly door to door refuses collection. It collected waste from residential, schools and business premises. It is unfortunate that the quantity of waste disposed could not be measured because the municipality has neither the instrument (Weigh Bridge) nor the capacity to use the formula. Peace officers could not exercise their full responsibilities because of the absence of a fine list which is signed by the magistrate.

Annual performance as per key performance indicators in waste management services

Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under	Number of HH/customer reached	Percentage of achievement during the year

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			review		
Percentage of households with access to refuse removal services	12 447		12 447	12 430	

3.5 HOUSING

Provision strategy

The role of Maletswai Municipality with regard to housing delivery is to:

- a) Ensure that inhabitants of its area of jurisdiction have access to adequate housing
- b) Ensure that services in respect of water, sanitation, electricity, roads, storm water drainage and transport are provided in a manner which is economically efficient;
- c) Identify and designate land for housing development
- d) Initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction through:
 - Beneficiary identification
 - Completion of housing application forms
 - Beneficiary verification
 - Sign off happy letters
 - Hand over completed houses to rightful beneficiaries
- e) Provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers
- f) Plans and manage land use and development

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Measures to improve housing provision performance

Civil society organisations such as NGO's, labour unions, employer organisations and business organisations play a prominent role. The Municipality has contracted a Town Planning Consultant and making full use of Housing Development Agencies to assist in determining needs and to provide a plan to meet those needs. The role players are the Council, its officials, Town Planners, Housing Development Agents – these are private developers and the Department of Human Settlement. The Town Planning Consultants provides general plans and layout plans for new residential areas, whilst Development Agencies provide services and housing for the low, middle and high income groups. The civil society combines the financial, labour and other resources among the masses of our people to rebuild our communities and engage people in their own development through sustainable economic activity.

Successes achieved

Completed projects:

- 1218 houses in a Greenfield RDP project, Joe Gqabi.
- 858 houses in a Greenfield RDP project, Masakhane in Jamestown.
- 359 houses in a Greenfield RDP project, Jamestown.
- 89 houses in a Greenfield RDP project, Hilton in Aliwal North
- 100 houses informal Settlement Upgrading RDP project, Dukathole in Aliwal North
- 300 houses in a Greenfield RDP project, Dukathole

Challenges in current housing projects

The 743 houses in Aliwal North, RDP upgrading of informal Settlement and [the] Greenfield combined, started September 2008. This project is at various stages of completion. The status quo is as follows:

- 50 units ---not started
- 37 units----slabs
- 21 units---wall plates
- 232 units----roofs

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- 85---practical complete
- 318----complete

3.6 FREE BASIC SERVICE AND INDIGENT SUPPORT

As part of its overall strategy to alleviate poverty in South Africa the government has put in place a policy for the provision of a free basic level of municipal services. Water and electricity has been prioritized as a free basic service for the poor. In realising this principle, the National Indigent Policy Guidelines determines that municipalities must provide free basic services to the indigent people in a sustainable manner.

The following are classified as free basic services to poor households, per month:-

- Free basic water - 6 kilolitres of water per household;
- Free basic electricity - 50 kilowatts electricity for grid-based h/holds;
- Subsidy amount of R48.00 for non-grid h/h;
- Free basic sanitation - In urban areas where residential density is high, waterborne sanitation is generally most appropriate technical solution and in low density area, on-site technical solutions are an appropriate basic level of service;
- Refuse Removal - DEDEA committed to grant subsidies to all indigent household for refuse removal;

In compliance with the prescribed policy the municipality is providing free or subsidized basic service for many households who would normally struggle to pay their accounts. There is an Indigent Policy where qualifying applicants must register for FBS at the municipality or with their designated councillors (ward councillors). After lodging the application it will be assessed and approved. An income declaration or proof of registration as an unemployed person, support the indigent application.

The table hereunder gives a reflection of the number of qualifying poor households over the past few years and the actual financial implication.

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Description	No H/H 2009/10	Equitable Share R	No H/H 2010/11	Equitable Share R	No H/H 2011/12	Equitable Share R
Water	5609	2 153 197	5861	2 290 053	5610	4 157 368
Sanitation	5609	2067237	5861	3 708 792	5610	4 432 699
Refuse removal	5609	1 690 237	5861	3 426 739	5610	3 698 439
Electricity	3379	4 502 032	5861	4 556 108	5610	5 246 531

A free Basic service in terms of electrical supply is still a challenge to those receiving electricity in the commercial farming and rural areas.

COMPONENT B: ROAD TRANSPORT

3.7 ROADS

Road maintenance services delivery strategy

The Maletswai Municipality road maintenance strategy is improving gradually. Since the Municipality purchased plant (i.e. grader, TLB and tipper truck) the road maintenance programme has improved even though we are still in need of full set of road maintenance plant.

Measures to improve road maintenance

Within the technical services department there is a division called PWD (Public Works Division) solely focusing on roads and storm water maintenance. Key function of this division is continuously patching the potholes from all the tar roads in the Municipal Jurisdiction.

A resealing program on tar roads is in full operation.

The roads maintenance programme is a continuous programme in the Municipality and there are dedicated human and mechanical resources allocated only for road maintenance.

Service delivery Level and standards

The service level standard is regarded as high in Maletswai Municipality; all the communities have access to roads facilities.

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The Maletswai Municipality through MIG funding has embarked on the programme to upgrade all Major routes to surfaced roads as opposed to gravel roads.

Annual performance as per key performance indicators in road maintenance services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlog (actual numbers)	Target set for the f. year under review (Actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households without access to gravel or graded roads = 0%	12443	420	420	420	100%
2	Percentage of road infrastructure requiring upgrade = 60%	7465	7465 (69km tar and 83 gravel) 80%	20.66% 1375 25km	65% 1375 2.5km gravelling. 79.65km (grading)	100%

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	Indicator name	Total number of household/customer expected to benefit	Estimated backlog (actual numbers)	Target set for the f. year under review (Actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
			=121km			
4	Percentage of planned new road infrastructure actually constructed = 100%	1375			1375	100%
5	Percentage of capital budget reserved for road upgrading and maintenance effectively used. = 100%					

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Challenges in road maintenance

- Funding to upgrade from gravel road to surfaced roads
- Limited funding on the maintenance of potholes and crocodile cracking

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

Public Transport Facilities

Taxi facilities have been constructed in the Central Business District (Aliwal North). However, there is a need for the sanitation facilities to be improved at the taxi rank and the municipality is seriously planning to redress that.

Railway Services

The weekly railway transport passenger service between Johannesburg and the Western Cape is accessible in Burgersdorp [60km from Aliwal North]. This by-passing of Aliwal North deters Maletswai Municipality's profound potential as the main commercial and tourism centre in the district. Additionally the high poverty levels in Maletswai, limits the benefits as many residents cannot afford the commuting costs to Burgersdorp. It is believed that if the use of the line between Burgersdorp, Aliwal North through to Barkly East could be reinstated it could boost the tourism trade, by creating a direct transport link between the Western Cape and Johannesburg commuters. If effectively maintained, managed and marketed it will stimulate local economic development, not only in Aliwal North but in the whole district area.

Road Worthiness and Licensing

The municipality has a Vehicle Testing Station in Aliwal North, which provides a road worthy and vehicle licensing service. Furthermore, the municipality has 9 fulltime traffic officers *i.e.* 2 Vehicle examiners, 1 Drivers Licence Examiners, 3 Traffic Officers, 1 Learners Licence Examiner, 1 Management Representative and 1 Chief Traffic Officer. Moves are afoot to enhance the performance levels of the staff as it has demonstrated an ability to augment municipal revenue. This service is done by the municipality on agency basis.

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3.9 WASTE WATER (STORMWATER DRAINAGE)

The Maletswai Municipality road maintenance strategy is improving gradually. Since the Municipality purchased plant (i.e. grader, TLB and tipper truck) the road maintenance programme has improved, the road maintenance programme comprises of storm water maintenance.

Within the technical services department there is a division called PWD (Public Works Division) solely focusing on roads maintenance and storm water maintenance. Key function of this division amongst other function is to ensure that water surface run off is channeled to appropriate storm water so that road surface is not damaged or doesn't deteriorate at an abnormal rate.

Dedicated number of employees within the Public Works division solely focusing on storm water maintenance. Since major storm water problematic area were dealt with under MIG programme three years ago the over flooding or roads an residential houses has been substantially reduced. The intervention is done on an ongoing basis where needs arises.

COMPONENT C: PLANNING AND DEVELOPMENT

3.10 PLANNING

Planning strategies

The Municipality is responsible for the provision of housing and town planning services. It contracts the services of Town Planning Consultants to provide layout plans for new residential areas and for other land use needs such as commercial, industrial, institutional, recreational and tourism.

Measures to improve planning performance

Moreover, the municipality implemented a spatial development framework plan in 2007 and reviews the plan bi-annually to keep in line with changing circumstances. All town planning is done within the confines of the framework plan. The municipality

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implemented a town planning scheme in 2001 through which effective land use is applied. The following applications were processed for land use changes:

- Rezoning 4
- Sub-division 0
- Consent use 1
- Departures 3
- Removal of restrictive conditions 0
- Township establishments 0

Annual performance as per key performance indicators in housing and town planning services

Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (Actual numbers)	Target set for the year under review	Number of HH/customer reached	Percentage of achievement during the year
Percentage of households living in informal settlements	562	3925	550		
Percentage of informal settlements that have been provided with basic	2497	3925	550		

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services					
Percentage of households in formal housing that conforms to the minimum building standards for residential houses	7834	3925	550		

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

BRIEF PRESENTATION OF LED (LOCAL ECONOMIC DEVELOPMENT) STRATEGY/PLAN

Status on developing the LED strategy/plan:

- Maletswai Local Municipality has a comprehensive Local Economic Development Strategy developed in 2009 with financial support from the Eastern Cape Provincial LED Support Programme (Thina Sinako).

Setting up a LED unit:

- Maletswai has a Local Economic Development Unit based in the Office of the Municipal Manager. The unit is designed to have 4 members; however it currently has 2 members – a Coordinator and an LED Assistant.

The availability of a LED expertise:

- The unit has expertise (70%) in local economic development practises due to a challenge in human resource.

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LED stakeholder forum functionality (number of meetings held):

- An Interim Local Action Team (LAT) for LED (in terms of the new guideline on Local Economic Development in the Eastern Cape) has been established comprising of members from Maletswai Local Municipality, Joe Gqabi District Municipality, Department of Economic Development and Environmental Affairs and Tourism, ECDC, SEDA, Department of Rural Development and Agrarian Reform, Department of Social Development and Special Programmes - Maletswai plays a coordinating and secretariat services.
- The team is working towards the established of a fully fledged Maletswai Local Action Team which will later facilitate a periodic meeting of stakeholders relevant to local economic development (Local Economic Development Roundtable or Forum).

Funding opportunities of LED activities (indicative figures on Donors/funders and types of program)

Programme	Donor	Funding
Tourism	National Department of Tourism DEDEAT Thina Sinako (JGDM)	R20-million R4.9-million R237 274.00
Waste Management	DEDEAT Thina Sinako	R4.7-million R680 0000
Public Infrastructure	MIG (National Treasury)	R9.1-million
EPWP (Household Contractors)	Department of Public Works	R2.1-million
Cleaning Campaign	Maletswai Local Municipality	R1.5-million

PROGRESS TOWARDS ACHIEVING THE LED KEY OBJECTIVES

Improve public and market confidence

Spatial development framework (SDF)/Land Use Management System (LUMS)

The formulation of the Spatial Development Framework is a legal requirement, in which, every municipality must adhere to as part of the integrated development processes (refer to section 26 Municipal Systems Act). The Maletswai Local Municipality's Spatial Development Framework was developed in 2005 as an overriding statutory spatial plan for the Maletswai Local Municipality. It is the

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principal instrument for forward planning and decision making on land development in the entire municipal area. This framework was then reviewed and adopted by the Council in 2008, and it identifies certain structuring elements, such as nodal points, corridors to guide and inform future planning in Maletswai. However, the current SDF is obsolete and the municipality is in the process of revising it to meet its current developmental obligation

Red tape reduction: Turn-around time for licensing and other business related applications

Maletswai Local Municipality is participating in a SALGA pilot project called P3 and one (1) of deliverables of this project is Red Tape Reduction. Out of this deliverables municipalities are expected to develop and streamline their service delivery mechanisms in order to improve services they provide to their customers. Maletswai is to start with this process in the second quarter of 2011/2012 FY.

Investments and trading by-laws

Maletswai has no investment policy or by-laws; however plans are underway to have the policy in place by the fourth quarter of 2011/2012 FY. There is a Street Trading By-Law; however it makes it difficult for the informal traders or sector to operate in order to maximise their income. SALGA Eastern Cape has started a project to assist municipalities to review their street trading by-laws and to engage with relevant stakeholders to make it possible for the informal economic sector to survive and to assist municipalities in their endeavours to grow their local economies and create jobs.

Exploit comparative and competitive advantage for industrial activities

Agriculture

The main type of farming in Maletswai is stock farming namely, sheep, goat and cattle farming and there is limited crop farming (potatoes, maize, cabbage, onion, etc.). This sector is very labour intensive and thus has created about 1300 jobs opportunities (through commercial farmers) and there are about 55 small scale farmers operating from four (4) communal farms.

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Tunnel farming has been identified as an opportunity for growth in the agricultural sector and it is being piloted in Maletswai and is being practised at a small scale and also the game farming is also seen to have greater opportunities of growth for the area. The sector is facing a number of challenges that hampers effort for development, namely: water shortage, poor infrastructure, stock theft, high costs of productions, lack of start-up capitals and human capacity building.

Manufacturing

Production is mostly agro-processing such as maize meal, dairy products and juices with the key manufacturing/processing companies in Maletswai being Sasko Milling, (with 150 permanent employees, 30 contracts workers and 20 casual workers), Dairy Belle (with 44 permanent employees and 10 casual workers) and Brakfontein (with 10 employees from Maletswai). There is a Soya Processing project in Jamestown funded by Social Development that will be producing soya processed products.

Construction

The construction sector in Maletswai is currently being driven by the demand for housing and office or business space. The largest government projects in construction include the construction of RDP housing and infrastructure such as the roads upgrades and maintenance. Here are the following major projects taking place:

- The Aliwal Spa Revitalisation Phase 2 Project
- The Area 13 Access Road
- Sauer Park

Trade

There are approximately 220 small and medium enterprises operating in Maletswai and majority are retail business operation. The local trade sector has about 15% categorised as formal businesses namely national chain/franchise businesses such as Pick 'n Pay, Jet, Shoprite, Friendly Grocer, Lewis Store, Fruit & Veg, Wimpy, Steers, Spur, Omega Funeral Parlour and other businesses, this therefore means

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the local economy is driven by the small business enterprises. A number of locally owned enterprises have expanded, local people invested in new ventures and thus creating a number of job opportunities.

One of big chain wholesalers in the country, Metro Cash & Carry closed down its operation locally due to their national rationalisation processes, 15 full time and 10 part time job opportunities were lost and that has negatively affected the local small general dealers (convenience stores) who were depending on the wholesaler for quality and cheap commodities.

Maletswai (Aliwal North) is the regional trade and business service centre (district economic hub) and it also services small towns in Free State (Rouxville, Bethulie, Zastron, Smithfield, Goedemoed and nearby farming communities).

Transportation and Communication

The most commonly used mode of transport in Maletswai is taxis and it is estimated that 70% of the total population uses taxis particularly between Dukathole, Aliwal North and Jamestown. The local taxi association (Aliwal North Taxi Association) is an affiliate of UNCEDO Taxi Alliance, has 22 members who are registered operators and there are 23 vehicles registered. There are approximately 12 'illegal' and unregistered taxi operators. There are about 50 job opportunities created by this industry.

There are eight (8) fuel service stations in Maletswai, six (6) of which are located in Aliwal North and two (2) in Jamestown – servicing the local and transient market. One (1) service station has since closed down in Aliwal North.

Finance and Banking Services

There are 4 main banks in Maletswai namely, ABSA, First National Bank, Standard Bank, Capitec Bank, a NEDBANK service unit inside Pick 'n Pay and four micro-lenders registered with the Micro-lender Regulatory Council. The key market

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segments that the financial and business services in the area target are farmers and agricultural workers, low income earners, elderly, local businesses and the youth/student market.

Tourism

There are approximately 50 tourism products operating in Maletswai (Aliwal North: 47 and Jamestown: 3) and can be categorised as follows: self-catering chalets, guest farms, guest houses, bed & breakfast and hotels, supported by restaurants, foods outlets and tea & gift shops.

The local industry can cater for approximately 550 'quality' beds and services (the highest in the district) and accounts for about 160 permanent job opportunities. Not all establishments are graded and not all are graded under the South African Tourism Grading Council.

The Joe Gqabi District Municipality received funding from the Eastern Cape Provincial Local Economic Development Programme (Thina Sinako) to implement a 'Stimulation of the local economy through the marketing and promotion of tourism in the area (Eastern Cape Highlands) Project.

The project deliverables are namely, a fully equipped Tourist Information Centre for each of the local municipalities in the district, a tourism map, a road map, local tourism website, a district tourism website (Eastern Cape Highlands), rebranding of the local tourism areas, development tourism promotional material, tourism signs manual and capacity building opportunities for tourism products owners. This project will come to an end in December 2011.

Intensify enterprise support and business development

The municipality is providing the following support services to small and medium enterprise:

- Business Idea Generation (feasibility)

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- Business Plan Evaluation
- Development of pre-business plan
- Business Advice (financial management, administration, business administration, legalities, etc.)
- Business entity registration (advice on options)
- Tender advice
- Business profiling
- Referrals to SEDA and ECDC

Public and private partnerships established:

- None.

Number of new formal SMME established within the municipality:

- There are approximately 15 services and trade small enterprise established locally (both locally owned and franchise enterprises).

Number of new employment opportunities through Expanded Public Works Programs and Public and Private Partnerships: Total is 544

- EPWP: Household Contractors = 345
- Aliwal Spa = 121
- Cleaning Campaign = 78

Support Social Investment Program

- Number of active cooperatives in Maletswai = 16
- Non-governmental Organisations = 7
- Community based organisations = 5
- Small Business Associations = 3
- Women Associations = 1
- Youth Associations = 2
- Unemployment database: It is difficult to keep an up-to-date data base of the unemployed, for when they are employed (in Maletswai or outside) they don't report. We rely on the database of the Department of Labour and a list of unemployed people in each of the 6 wards of which they are not a true

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- picture; however the StatsSA Community Survey of 2007 estimates in 2007 unemployment rate was at 25% and we estimate that in the year under review unemployment has risen to 29%.

ANNUAL PERFORMANCE AS PER KEY PERFORMANCE INDICATORS IN LED

Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
Percentage of LED Budget spent on LED related activities.	100%	?	?
Number of LED stakeholder forum held	4	2	50%
Percentage of SMME that have benefited from a SMME support program	100%	25	83%
Number of job opportunities created through EPWP	577	544	94%
Number of job opportunities created through PPP	0	0	0%

CHALLENGES REGARDING LED STRATEGY IMPLEMENTATION

CHALLENGES:

- Funding
- Additional capacity (HR)
- Additional expertise (skills development and/or human resources)
- Technology (software to collate and analyse LED data)
- Understanding of Local Economic Development

WHAT NEEDS TO BE DONE?

- Availability of dedicated funding to support LED specific initiatives
- Access to grant funding for employing additional staff
- Funding to acquire tools useful for collating and analysing data relevant to LED

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- Training of communities, Councillors and officials on LED to increase their understanding

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.52 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES; ZOOS; ETC)

LIBRARIES

This service largely remains a competency of province and the municipality performs agency function. In Maletswai Municipality, there are two libraries, one in Aliwal North and the other in Jamestown. Internet connection was installed in Jamestown and this brought the two libraries on par – however there was a consistent outcry from community members to have more libraries in the townships. Library Campaigns were conducted during the period under review.

Museums:

The two museums were privately run by volunteers. The Municipality contributed by leasing out buildings at a nominal rate and regularly cut the grass.

COMMUNITY HALLS

Community halls contributed in encouraging community participation and played an important role in the development of sustainable human settlements.

The community halls in Maletswai Municipality area are listed below:-

Ward no	Area based current status	Need identified
Ward 2	Hilton	Was in good condition with regular maintenance
Ward 2	Joe Gqabi	Was in good condition and needed fencing
Ward 5	Greenslade	Was in good condition with regular maintenance
Ward 6	Mzingisi Bhilisho (Chris Hani Section)	Was in good condition and needed fencing

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Ward 1	Masakhane	Was in good condition with regular maintenance
Ward 3	Joe Slovo	Was in good condition and needed fencing

ARCHIVES

The municipality has complied with archives legislation. However, we have not appointed the Archive Officer. Council has seconded a staff member to perform this function.

COMMUNITY HALLS

Community halls contribute in encouraging community participation and play an important role in the development of sustainable human settlements.

The community halls in Maletswai Municipality area are listed below:-

Ward no	Area based current status	Need identified
Ward 2	Hilton	Has been renovated
Ward 2	Joe Gqabi	Newly built
Ward 5	Greenslade	Has been renovated
Ward 6	Mzingisi Bhiliso (Chris Hani Section)	Newly built
Ward 1	Masakhane	Has been renovated
Ward 3	Joe Slovo	Newly built

Some halls need furniture and fencing. The paving of community halls will be considered in the 2012/13 budget as well as budget for the ensuing years.

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3.55 CEMETORIES AND CREMATORIUMS

The Municipality has a total of 13 cemeteries and 8 of these cemeteries were full and were closed. The Municipality had a functional Electronic Cemetery Management System. The Municipality has one Crematorium which is within a cemetery in Smith Street, Aliwal North.

The challenge during the year under review was the fencing of the cemeteries and theft of fence from the fenced cemeteries. The illegal burials and absence of staff designated for cemeteries were the challenges.

3.56 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

The Department of Social Development is energetic in the municipal area. They provide the following services:

- Treatment and prevention of substance abuse through educational programmes, rehabilitation and home based interventions
- Care of older persons within residential care-Old Age Homes.
- Crime prevention and support to children and youth at risk /in trouble with the law and adult offenders.
- Promote socio –economic empowerment and integration programmes of people with disabilities.
- Child care and protective services
- Pre school
- Victim empowerment that facilitate reduction of gender disparities and incidents of domestic violence.
- HIV and AIDS programmes to care and support infected and affected individuals, groups and families.
- Sustainable livelihood programmes looking at poverty reduction among poor households through food security, income generation and women and youth. Programmes
- Community capacity building through capacitating NPO's.

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COMPONENT E: ENVIRONMENTAL PROTECTION

3.59 POLLUTION CONTROL

The Municipality collects refuse once a week from households and businesses and upon special arrangements additional refuse collection was done when payment for such service was made. There was a tariff for additional refuse bins collected from businesses. This encouraged businesses to go green and had reduced refuse quantities.

The Municipality had an EPWP programme for removal of illegal dumpings, where a group of unemployed individuals were employed on contract to remove illegal dumpings. Public education outreaches were conducted to educate communities on waste management. The appointed and trained Municipal Peace Officers enforced the bylaws, warnings were issued to individuals who dumped illegally. The District Municipality monitored illegal dumpings as well as dilapidated buildings and submitted weekly reports to the Municipality.

3.60 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

Areas of biodiversity conservation are indicated on the illustration (below), including natural landscape, cultivated lands and plantations. A large portion of Maletswai Municipality has near natural landscape.

The municipality has the following environmental opportunities:

- Scenic beauty of the area;
- Areas for prioritized intervention;
- Increased land care;
- Increased awareness around better land management practices (especially in agriculture and urban management);
- Reduction in the number of sewerage spills;

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- Reduction in the number of uncontrolled waste management sites;
- Improved disaster management systems;
- Increased investment in environmental protection and conservation; and
- Infrastructure maintenance especially roads should correlate to the climatic and topographic conditions of the area.

COMPONENT F: HEALTH

3.62 CLINICS

There are [also] four clinics in Aliwal North and one in Jamestown. In addition, there is one Home Base Care Centre in Aliwal North and one in Jamestown.

The priority health programmes are HIV and AIDS, TB and mother and child services. There are community based initiatives aimed at prevention of disease and promotion of healthy lifestyles. The district area is implementing the 5 priority health promotion campaigns of nutrition, substance abuse, tobacco, use of healthy environments and risks.

In view of the above, primary health care service is no longer a function of the municipality. From January 2011, in Maletswai Municipality this service was returned to the Provincial Department of Health. This has then resulted in all clinics in Maletswai being taken over by the provincial department.

3.63 AMBULANCE SERVICES

The ambulance services were available within the District and were under the jurisdiction of the Eastern Cape Department of Health. The Municipality had as and when necessary invited the leadership of the emergency services to make presentations on services offered and mode of operation

3.64 INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION

The inspection of food and abattoirs is the competency of the District Municipality because it had Environmental Health Practitioners and no negative reports were submitted concerning the functioning of the abattoir.

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3.64 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

In terms of the powers and functions set out, Environmental Health Services is a function of the District Municipality. The focus is on issuing business licences, overgrown erven, enforcement of the national legislation regarding smoking in public places and any environmental health projects.

COMPONENT G: SECURITY AND SAFETY

3.65 POLICE

There are three fully staffed and capacitated police stations in Jamestown and Aliwal North. The crime rate is relatively low especially in contrast to other places in the province. This in part is contributed by the efficient enforcement of municipal by-laws by SAPS and municipal Peace Officers. The working relations between the SAPS and municipality is very sound. The provincial Department of Safety and Liason plays an active role in assessing the effectiveness of Policing in the Maletswai municipal area. The municipality is also an active member of that drives the Community Safety Forum which plays oversight over the SAPS members.

3.66 FIRE

The Joe Gqabi District Municipality operates a fire control unit in Maletswai Municipality. Maletswai Municipality work together with the District Municipality whenever fire occurs.

3.67 OTHER (DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)

There were no disasters that were declared during ths period. The control of public nuisance was implemented in line with the Bylaw.

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COMPONENT H: SPORT AND RECREATION

3.68 SPORT AND RECREATION

[MIG funding 2011/2012]. Sarah Moorosi sports field is located in Jamestown, Dukathole sports fields and Hilton were maintained regularly.

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.69 EXECUTIVE AND COUNCIL

Subsequent to its election in May 2011, the Council established its 79 Committees including the Municipal Public Accounts Committee with a view to strengthening its oversight role over the performance of the Administration. It further reviewed the rules of order of Council, human resource policies, delegation framework for the public office bearers, committees and administration in order to promote effectiveness, efficiency and economy in the decision making processes of the Council and its Administrative arm. The 5-year IDP that had been developed and adopted by the preceding Council was subsequently adopted by the new Council as a strategic document that will guide the resource allocation and developmental objectives for the duration of the tenure of the current council. The IDP and Budget process plan for 2012/13 financial year was approved and its implementation is being monitored and report thereon discussed by the budget steering committee chaired by the Mayor.

Monitoring of capital projects was improved by ensuring that councillors formed part of the project steering committees and that MPAC pays site visits to the projects and compile report on the findings. An exceptional attention was paid to the upgrading of the Sauer Park Stadium as the municipality had not appointed a consultant to oversee its implementation. The findings made by the MPAC on the implementation of the projects were communicated to the appropriate senior manager and Municipal Manager for attention. Minutes of the steering committees and reports presented thereat were submitted to Council via the relevant standing committee.

The council received monthly budget statements, implementation of the Supply Chain Management Reports, debt collection, implementation of council's resolution

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and SDBIP reports at the ordinary council meetings. These reports were interrogated and appropriate recommendations made to the relevant standing committee and or administration for implementation.

As a way of improving public participation in the affairs of the municipality, the council facilitated the election of the ward committees by various ward-based stakeholders, developed a policy to regulate their functioning and appointed ward co-ordinators to assist the ward councillor in ensuring effective functioning of the ward committees. A stipend of R1 000 was approved and implemented for the ward committees.

It is worth reporting that the efforts to enforce by-laws were strengthened by not only re-appointing but also resourcing the peace officers which recorded remarkable successes in certain by-laws.

The draft and final IDPs and Budgets for 2012/13 financial year were adopted within the prescribed statutory time frame after consultation with communities through public participation programmes and issuance of public invitation through the print media. This was followed by the approval of the SDIP and signing of the performance agreements of the section 56 Managers and Municipal Manager.

The Annual report and MPAC reports on the Annual report were adopted and made public in accordance with the relevant statutory prescripts.

3.70 FINANCIAL SERVICES

The financial services department has a mandate of improving the financial viability of the municipality by ensuring that all services rendered are accurately billed and collected timely. One of its main objectives is to ensure that expenditure incurred is within the budget and all suppliers are paid within the prescribed timeframe. Its overall responsibility is to ensure that all internal controls are operating effectively throughout the year and ultimately enable a proper recording system that will result in a clean audit report.

Top three service delivery priorities are as follows:

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- Expand and protect municipal revenue base;
- Compliance with prescribed legislative framework and accounting standards;
- Ensure efficient, effective and economical monetary management for a healthy financial position;
- Manage, control and maintain all municipal assets;
- Reduce red-tape;
- Maintain and update the current financial management system;
- Provide effective and efficient ICT services

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FINANCIAL PERFORMANCE 2011/12: FINANCIAL SERVICES

Please refer to Appendix T for details of all departmental performances including the expenditure breakdown.

3.71 HUMAN RESOURCE SERVICES

The human resource policies provide the municipality with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation. The policies are framed in a manner that the municipality's vision and the human resource helping the municipality to achieve it or work towards it are at all levels benefited and at the same time not deviated from their main objective.

Please refer to chapter 4.2 for details of the policies.

3.72 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

According to the 2001 census more than 50% of the population have access either to a private telephone or one nearby but there is still a section of the population that has no access to a telephone. Urban areas receive the best service. Parts of the commercial farming areas and rural areas are provided with telephone services based on radio linkages to towers, driven by solar panel technology. The reliability of this service is sometimes a problem as spares are not always available, there is market for the solar panels resulting in theft, the service cannot effectively cope with Internet, and it is affected by weather conditions (especially cold). It must be noted that most communities (99%) have access to telecommunication either in the form of land lines, public phones or cell phones.