

# **TSWELOPELE LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP)**

## **FINAL REVIEW 2010 - 2011**



## Table of Contents

<b>1</b>	<b>Foreword by Mayor .....</b>	<b>4</b>
<b>2</b>	<b>Executive Summary .....</b>	<b>5</b>
2.1	Introduction .....	5
2.2	IDP formulation process .....	7
2.2.1	Municipal Turnaround Strategy (MTAS) .....	11
<b>3</b>	<b>Highlights of implementation .....</b>	<b>12</b>
3.1	Completed Major Projects for the Last 3 financial years .....	13
3.2	Current year 2009 - 2010 Projects .....	15
<b>4</b>	<b>Situational Analysis .....</b>	<b>15</b>
	Current Reality - Basic facts and figures .....	15
	Economy: .....	22
	Economic Background.....	26
	Infrastructure .....	31
	A summary of Sectoral Plans.....	39
	Municipal wide Analysis .....	40
	Socio Economic Analysis .....	40
	Environmental Analysis .....	57
	Spatial Analysis .....	78
	Institutional Arrangements .....	90
	Corporate Services .....	90
	Community Services.....	92
	Financial Services .....	92
<b>5</b>	<b>Strategic objectives .....</b>	<b>93</b>
<b>6</b>	<b>Vision .....</b>	<b>94</b>
<b>7</b>	<b>Mission.....</b>	<b>94</b>
<b>8</b>	<b>Values.....</b>	<b>94</b>
<b>9</b>	<b>Developmental strategies.....</b>	<b>95</b>
<b>10</b>	<b>Project phase .....</b>	<b>105</b>
<b>10.1</b>	<b>Alignment procedures.....</b>	<b>105</b>

10.2	Annual operational Plan/Implementation Plan .....	106
10.3	The Implementation plan of the MTAS (TAS) .....	125
<b>11</b>	<b>Integration.....</b>	<b>151</b>
<b>12</b>	<b>Monitoring System .....</b>	<b>152</b>

## 1 Foreword by Mayor

Points to be considered for inclusion in the mayor's foreword

- This is the last year of the IDP document
- Role of IDP
- Comments of MEC on IDP
- Successes
- Gaps in performance
- New local elections in 2011
- Compilation of the new IDP
- Focus of the reviewed and last IDP
- Reiterate the mission and vision - how you have lived them as a municipality

## 2 Executive Summary

### 2.1 Introduction

The municipality has a responsibility to ensure that all stakeholder social, economic and material needs are attended. The Integrated Development Plan (IDP) is document that summarises the aspirations of those communities. The responsibility of the municipality to ensure that aspirations realize is delegated through the Constitution of the Republic of South Africa in section 152 and 153.

The IDP and its role are defined in the Municipal Systems Act 32 of 2000, which include integration of all the plans and inputs of the stakeholders. All inputs are required to be matched against the available resources of the municipality.

As this IDP is reviewed, Tswelopele takes cognizance of the new local government turnaround strategy (LGTAS) dated 25<sup>th</sup> November 2009. LGTA (2009: 5) defines an “**ideal municipality** in our system will strive to contribute to building the Developmental State in South Africa and draw from the constitutional and legal framework established. An ideal municipality would:

- i. Provide democratic and accountable government for local communities
- ii. Be responsive to the needs of the local community
- iii. Ensure the provision of services to communities in a sustainable manner
- iv. Promote social and economic development
- v. Promote a safe and healthy environment
- vi. Encourage the involvement of communities and community organizations in the matters of local government

vii. Facilitate a culture of public service and accountability amongst its staff

viii. Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

***The outcomes of meeting these objectives include:***

■ The provision of household infrastructure and services

■ The creation of liveable, integrated and inclusive cities, towns and rural areas

■ Local economic development

■ Community empowerment and distribution”.

This conception of the ideal municipality has been the underlying and guiding principle as Tswelopele executed its functions and mandate.

***Location - Tswelopele as a spatial entity***

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

The population of the Tswelopele is summarised in the table below as obtained from the different Stats SA census report:

<b><i>Detail</i></b>	<b><i>1996 - Stats SA</i></b>	<b><i>2001 - Stats SA</i></b>	<b><i>2007 - Community Survey</i></b>
No. of households	12,624	12,987	12,623

<i>Detail</i>	<i>1996 - Stats SA</i>	<i>2001 - Stats SA</i>	<i>2007 - Community Survey</i>
Average people	4.40	4.2	3.2
<b>Total population</b>	<b>55,591</b>	<b>58,858</b>	<b>40,617</b>

The total population of the municipality shows a declining trend as compared to the 2001 Stats SA figures. An analysis of the causes of the decline will be undertaken with a view establish researched reasons as opposed to speculation.

The 2010 - 2011 is the last year of the current 5 year IDP. The new IDP will be formulated when the new Council takes its sitting after the elections proposed to be held sometime in 2011. Whilst the budget will be formulated over the medium term framework it is noted that the IDP will have to reflect that this is its last year in the current form.

Financial viability and viability of the plans has been a challenge that the municipality has managed well under the difficult circumstances. Within the resource constraints, Tswelopele has diligently carried out its mandate. The prudent steering is evidenced by the unqualified audit reports obtained from the Auditor General.

## **2.2 IDP formulation process**

The Council of Tswelopele adopted the IDP and budget process plan for the 2010 - 2011 financial year in August 2009 as required by legislation in the MFMA and MSA. Appendix A below outlines the date deadlines, activities and institutional arrangements.

### **Appendix A: IDP and Budget action plan (Calendar)**

<b>TARGET</b>	<b>ACTIVITIES / TASKS</b>	<b>RESPONSIBILITY</b>
---------------	---------------------------	-----------------------

TARGET	ACTIVITIES / TASKS	RESPONSIBILITY
July - August 2009	Compile IDP & budget process plan including the calendar	IDP office
August 2010	Table the IDP and Budget Process plan 2010/2011	Municipal Manager
August 2010	Preparation of the schedule outlining key deadlines for tabling and approval of the annual budget	Municipal Manager
26 August 2009	Time schedule is tabled in Council in terms of the MSA and MFMA.	Mayor
August 2009 - January 2010	Review of IDP in terms of Sec 34 of the Systems Act:	
	Review the Municipal Demographic Profile	Mayor, IDP Steering committee, IDP office; Municipal Manager and heads of Departments
	Review of the capital projects database	
	Review research on municipal wide analysis	
Jan - May 2010	Public participation meetings	
	Reconciliation of community views and municipality	Municipal Manager and Head of Departments
15 January 2010	Preliminary discussion with Finance Committee.	CFO
22 January 2010	Revision and finalising of draft estimates and calculation of tariffs for	CFO



TARGET	ACTIVITIES / TASKS	RESPONSIBILITY
	consideration by Finance committee.	
29 January 2010	Print and duplication of draft estimates.	Mayor, CFO
29 January 2010	Submission of draft budget to the Mayor and Finance Committee.	Mayor, CFO
05 February 2010	Finalise alteration if applicable.	Mayor, CFO
19 March 2010	Submission of draft budget to the Mayor and Finance Committee.	CFO
31 March 2010	Submission of draft budget to the full Council.	Mayor, CFO
December 2009 - May 2010	Public Consultation for reviewed draft budget and IDP  Consolidate the report on public participation  Review of budget and amendments taking into account submissions from public consultation processes  Submit Reviewed Final IDP to the MEC for commenting purposes  Drafting of SDBIP's and performance agreements	Mayor, Steering Committee, Ward Councillors, Ward Committee & Departmental Heads
April - May 2010	Public Consultation on the draft budget and IDP review	Mayor and Municipal Manager
	Review of the amendments noting the submissions from public	Mayor and Municipal Manager

TARGET	ACTIVITIES / TASKS	RESPONSIBILITY
	participation in respect of the Budget and IDP.	
26 May 2010	Approval of budget by Council.	Mayor and Council
4 June 2010	Tariff & extracts of budget announcements and other statutory directives.	Managers - Finance & Admin
25 June 2010	Submission of Draft SDBIP by Accounting Officer to the Mayor	Accounting Officer
28 - 30 June 2010	Load accounting system with new budget's data.	CFO
28 days after approval of the annual budget  June - July 2010 or 14 days after approval of SDBIP	Approval of SDBIP  Make public the performance agreements of the municipal manager and other section 56 managers	Mayor
July 2010 to June 2011	Budget Control	Accounting Officer, CFO & Managers of all departments.

This process plan is guided by the IDP guide pack issued by the then Department of Provincial and Local Government supported by the German Technical Co-operation and the MFMA. As required by law the review of the IDP has been led by the Mayor with her steering committee.

### ***2.2.1 Municipal Turnaround Strategy (MTAS)***

The IDP formulation process has had to take into consideration the MTAS. The detailed strategy is formulated in a separate document to be attached to the IDP. The paragraphs below will state the process roll out of the MTAS, assessment outcomes, key focus areas and the implementation plan as captured in the document.

#### ***2.2.1.1 The process roll out of the MTAS***

The roll out of the Municipal Turn Around Strategy to Tswelopele Municipality was preceded by a number of planning meetings attended by different Sector Department both Provincial and National; Trade Unions operating at Municipalities and Public entities.

Teams were constituted comprising all stakeholders to visit the three identified Municipalities. During March 10<sup>th</sup> and 11<sup>th</sup> 2010 the team responsible for Tswelopele Municipality visited the Municipality and undertook the following:

- [a] Meeting with Senior Managers of the Municipality to brief them of the process of MTAS.
- [b] Explain the implementation plan, guidelines and information around structural arrangements for Turn Around Implementation Plan with COGTA within the Municipality.
- [c] Request the senior managers to provide all necessary supporting documents in order to draft MTAS.
- [d] The Provincial team also met Troika to outline the MTAS process of the Municipality.
- [e] The draft MTAS was presented for adoption before the Council meeting.

#### ***2.2.1.2 Tswelopele assessment outcomes***

The Assessment of Tswelopele revealed amongst others the following shortcomings in the political and administrative processes:

- ❖ The need to review Council delegations. As these were last approved in February 2006.

- ❖ The municipality has to rationalise old by-laws of Hoopstad and Bultfontein
- ❖ Limited financial capacity to do additional pressing infrastructure projects based on MIG allocation to the municipality
- ❖ Limited capacity in Supply Chain Management with only 1 official appointed in the unit.

#### *2.2.1.3 Key Focal Areas of this Turn Around Strategy*

**Focal Area 1:** To build and enhance the governance system in order to enable improved service delivery.

**Focal Area 2:** To strengthen the financial management system that will enhance the institutional capacity of the municipality.

**Focal Area 3:** To ensure access to services delivery across the municipal area.

**Focal Area 4:** To ensure functionality of the Labour Relations Forum.

**Focal Area 5:** To improve Local Economic Development of the Municipality.

The MTAS will be implemented through its ring fenced projects.

In conclusion, this IDP is reviewed within the context of a slowly recovering economy, limited financial resources, backlogs in infrastructure, challenging social issues which inter alia include the youth and women, need to address local economic development and the push to improve the quality of life of our people in Tswelopele. It is clear that together, more can, must and will be done.

### **3 Highlights of implementation**

Tswelopele has established a history of implementation of the projects contained in the IDP. The biggest impediment has been lack of adequate funding for all the projects contained in the IDP. Listed below is the progress on the implementation of the current year projects and update on the major projects implemented in the last 3 financial years.

### 3.1 Completed Major Projects for the Last 3 financial years

Project Description	Funding Source
Eradication of Bucket System : Phahameng	MIG
Eradication of Bucket System : Tikwana	MIG
<b>Water</b>	
Bultfontein : Upgrading of Bulk Water Supply	MIG
Bultfontein : Installation of Water network for 837 new erven	MIG
Tikwana : Installation of Water network for 499 new erven	MIG
<b>Electricity</b>	
Upgrading of existing Electrical Network in Hoopstad/Bultfontein	Internal Funding
Installation of Highmast lights in Phahameng / Tikwana	MIG & Internal Funds
Installation of Streetlights in Phahameng/ Tikwana/ Hoopstad/ Bultfontein	Internal Funds
<b>Roads and Stormwater</b>	
Building of new roads and resealing of existing roads in Hoopstad/ Tikwana /Phahameng/ Bultfontein	MIG
Place/Instal new roads signs/nameboards Tikwana/ Hoopstad /Phahameng/ Bultfontein	Internal funding
<b>Council Buildings</b>	
Building new & renovation of existing offices	Internal Funds

in Phahameng/ Bultfontein

#### Housing/ Erven

Building of ±500 RDP houses in Phahameng

Depart of Housing

Building of ±500 RDP houses in Tikwana

Depart of Housing

Planning of 837 new erven in Phahameng

Depart of Housing

Planning of 499 new erven in Tikwana

Depart of Housing

#### ***Vehicles***

Purchasing of new tractor, JCB's, Bakkies in Technical Department

Internal Funding

Purchasing of “ Bossie Kappers” lawn mower in Parks Department

Internal Funding

#### ***Sport Facilities***

Upgrading of existing facilities/building new multi tennis courts/

Lotto Funding

Cricket pitches/planting of grass and installation of irrigation system

in Phahameng and Tikwana

#### ***Cemeteries***

Erection of new wall at Bultfontein Cemetery

Internal Funding

#### ***Administration***

Upgrading of GIS System

Internal Funding

Installation of new telephone system

Internal Funding

Replacement of photo copy machine and faxes  
 Installation of Air Conditions  
 Purchasing of new furniture for several offices

Internal Funding  
 Internal Funding  
 Internal Funding

### 3.2 Current year 2009 - 2010 Projects

Description	Funding Source	Status
Bultfontein/Phahameng Construction of new sewer works	MIG	Under Construction
Phahameng / Tikwana Installation of highmast lights	MIG	Under construction
Building of Administration offices	VUNA AWARDS	Completed
Tikwana : Building of 200 RDP houses	Department of COGTA	Completed
Phahameng : Building of 200 RDP houses	Department of COGTA	Completed
Phahameng : Building of New Clinic	Department of Health	95% Completed

## 4 Situational Analysis

### Current Reality - Basic facts and figures

#### *Composition and size*

The composition and size of the five Municipalities comprising Lejweleputswa District Municipality are as follows:

The table below gives an indication:

LOCAL MUNICIPALITY	NUMBER OF FARMS	NUMBER OF ERVEN	AREA IN KM <sup>2</sup>
Masilonyana	2828	16273	6 775,97
Tokoloko	1966	6000	9 298,32
<b>Tswelopele</b>	<b>2148</b>	<b>12299</b>	<b>6 506,68</b>
Matjhabeng	2723	98855	5 142,40
Nala	1594	19676	3 963,01
Total	11259	153103	31 686,38

(Source: Free State Development Plan: Draft Framework, 2001)

#### *Tswelopele spatial dimension*

Tswelopele consists of two urban nodes surrounded by the rural farmland.



### Demographic profile

#### Population group

Persons	1996	2001	% change
African	49837	55570	11.50
Coloured	534	774	44.94
Indian	5	10	100.00
White	5215	2504	-51.98
<b>Total population</b>	<b>55591</b>	<b>58858</b>	<b>5.88</b>

Source: Stats SA Census 2001

The table above summarises the composition of the population of Tswelopele. The above table is significant in the sense that population figures impact on all aspects of service delivery and development and is therefore an important planning basis. In this regard it is also important to monitor change.

The official figures stated below are based on the Stats SA 1996, 2001 and 2007 Census and are quoted as follows:

Detail	1996 - Stats SA	2001 - Stats SA	2007 - Community Survey
No. of households	12,624	12,987	12,623
Average people	4.40		
<b>Total population</b>	<b>55,591</b>	<b>58,858</b>	<b>40,617</b>

<b>Age</b>				<b>% of population</b>	
Persons	1996	2001	% change	1996	2001
0 to 4	6270	7416	18.28	11.3	12.6
5 to 14	14182	13722	-3.24	25.5	23.3
15 to 34	19882	21444	7.86	35.8	36.4
35 to 64	12872	13878	7.82	23.2	23.6
Over 65	2345	2385	1.71	4.2	4.1

*Source: Stats SA Census 2001*

### **Population group**

Persons	1996	2001	% change
African	49837	55570	11.50
Coloured	534	774	44.94
Indian	5	10	100.00
White	5215	2504	-51.98
<b>Total population</b>	<b>55591</b>	<b>58858</b>	<b>5.88</b>

Gender by age				% of population	
Persons	1996	2001	% change	1996	2001
Males - 0 to 4	3104	3717	19.75	5.7	6.5
Males - 5 to 14	7098	6873	-3.17	13.1	12.0
Males - 15 to 34	9590	10314	7.55	17.7	18.0
Males - 35 to 64	6283	6828	8.67	11.6	11.9
Males - Over 65	990	978	-1.21	1.8	1.7
Females - 0 to 4	3167	3693	16.61	5.8	6.4
Females - 5 to 14	7066	6852	-3.03	13.0	11.9
Females - 15 to 34	10307	11130	7.98	19.0	19.4
Females - 35 to 64	6579	7047	7.11	12.1	12.3
Females - Over 65	1343	1410	4.99	2.5	2.5
<b>Males - Total</b>	<b>27065</b>	<b>28710</b>	<b>6.08</b>	<b>49.9</b>	<b>50.0</b>
<b>Females - Total</b>	<b>27128</b>	<b>28686</b>	<b>5.74</b>	<b>50.1</b>	<b>50.0</b>

Source: Stats SA Census 2001

From the above statistics it is also important to note the large number of people below the age of 19 as they will need the necessary education, sport and care facilities.

Community Survey 2007: By population group, gender and social grants						
	Old age pension	Disability grant	Child support grant	Care dependency grant	Foster care grant	Grant in aid
<b>Black</b>						
Male	491 435	476 893	3 399 966	82 596	7 510	32 080
Female	1 430 666	463 209	3 436 715	74 220	12 127	54 077
<b>Coloured</b>						
Male	57 080	74 796	161 050	9 061	974	2 972
Female	145 892	69 532	165 973	8 705	1 629	3 515

Indian or Asian						
Male	18 082	19 857	10 061	973	0	546
Female	47 122	21 379	8 589	1 546	87	877
White						
Male	62 392	34 690	5 446	3 364	494	3 572
Female	114 647	26 126	5 110	1 910	362	4 691

The above table shows the state's contribution to the economy of Tswelopele through the social grants systems.

Community Survey 2007: Tenure status by population group					
<b>FS183: Tswelopele Local Municipality</b>	<b>Black</b>	<b>Coloured</b>	<b>Indian or Asian</b>	<b>White</b>	<b>Total</b>
Owned and fully paid off	6 565	0	0	685	7 250
Owned but not yet paid off	310	0	0	156	466
Rented	1 139	63	0	261	1 463
Occupied rent-free	3 187	115	0	67	3 369
Other	77	0	0	0	77
	<b>11 278</b>	<b>178</b>	<b>0</b>	<b>1 169</b>	

The above table shows tenure status of the different population groups in Tswelopele. Ownership and occupation rent free are important for the municipality in relation to collection of current and outstanding debt. It would be interesting to analyse who constitute this groups of residents of the municipality.

Community Survey 2007: Toilet facilities									
	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Pit toilet with ventilatio n (VIP)	Pit toilet without ventilatio n	Chemica l toilet	Bucket toilet system	Non e	Total
FS183: Tswelopele Local Municipality	7 469	111	476	377	1 002	52	2 838	299	12 624
	59.2%	0.9%	3.8%	3.0%	7.9%	0.4%	22.5%	2.4%	

The above table shows access and backlogs in respect of toilet facilities.

The standards of what constitutes acceptable level of service have been determined and Tswelopele has made progress in the provision of this basic service.

Community Survey 2007: Type of main dwelling by population group					
FS183: Tswelopele Local Municipality	Black	Coloured	Indian or Asian	White	Total
House or brick structure on a separate stand or yard	7 381	177	0	1 047	8 605
Traditional dwelling/hut/structure made of traditional materials	160	0	0	0	160
Flat in block of flats	0	0	0	102	102
Town/cluster/semi-detached house (simplex: duplex: triplex)	37	0	0	20	57
House/flat/room in back yard	307	0	0	0	307
Informal dwelling/shack in back yard	1 867	0	0	0	1 867

Community Survey 2007: Type of main dwelling by population group					
FS183: Tswelopele Local Municipality	Black	Coloured	Indian or Asian	White	Total
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	1 487	0	0	0	1 487
Room/flat let not in back yard but on a shared property	0	0	0	0	0
Caravan or tent	0	0	0	0	0
Private ship/boat	0	0	0	0	0
Workers' hostel (bed/room)	39	0	0	0	39
	11 278	177	0	1 169	

The above table shows the type of main dwelling by population group.

The above table reflects the backlog in housing demand and provision.

### ***Economy:***

The contribution of the Tswelopele is captured in the Lejweleputswa District Municipality IDP for 2009 - 2010. The contribution in percentage is summarized below:

	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Services
Tswelopele	39,9%	0,0%	3,7%	4,6%	1,4%	3,7%	3,7%	4,2%	5,2%

(Source: Lejweleputswa District Municipality Final IDP 2009-10; page 9)

<b>Community Survey 2007: by industry and gender</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>
Agriculture; hunting; forestry and fishing	513 863	316 328	830 191
Mining and quarrying	415 181	34 536	449 717
Manufacturing	1 182 292	555 864	1 738 156
Electricity; gas and water supply	75 658	24 277	99 935
Construction	640 756	93 322	734 078
Wholesale and retail trade	876 585	804 138	1 680 723
Transport; storage and communication	351 964	125 961	477 925
Financial; insurance; real estate and business services	784 798	553 530	1 338 328
Community; social and personal services	838 670	1 106 469	1 945 139
Other and not adequately defined	351 386	827 881	1 179 267
Unspecified/Not applicable/Institutions	8 983 774	11 578 944	20 562 718
	15 014 927	16 021 250	31 036 177

The above table shows the contribution by industry of the different genders.

<b>Community Survey 2007: Population group, gender and employment - official definition</b>					
<b>FS183: Tswelopele Local Municipality</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Not economically active</b>	<b>Unspecified</b>	<b>Total</b>
	<b>Black</b>				
Male	3 825	2 977	3 374	205	10 381
Female	2 435	4 151	4 385	128	11 099
	<b>Coloured</b>				

<b>Community Survey 2007: Population group, gender and employment - official definition</b>					
<b>FS183: Tswelopele Local Municipality</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Not economically active</b>	<b>Unspecified</b>	<b>Total</b>
Male	80	40	0	0	120
Female	52	0	26	0	78
	<b>Indian or Asian</b>				
Male	0	0	0	0	0
Female	0	0	0	0	0
	<b>White</b>				
Male	1 021	128	265	0	1 414
Female	982	99	333	0	1 414
	8 395	7 395	8 383	333	24 506

The above table shows that “blacks” constitute the majority of the unemployed population of Tswelopele.

<b>Labour force</b>				<b>% of Labour force</b>	
	1996	2001	% change	1996	2001
Persons					
Employed	16356	14913	-8.82	47.14	42.00
Unemployed	4093	6147	50.18	11.80	17.31
Not economically active	14247	14448	1.41	41.06	40.69
Total labour force	34696	35508	2.34		

Source: Stats SA Census 2001

The rise in the unemployed percentage from 11,8% to 17,3% of the labour force must be noted and this shows the need for sustainable economical development.



### Occupation

Persons	1996	2001	% change
Craft/Trade	670	501	-25.22
Elementary	9114	8337	-8.53
Legislators/Senior officials	240	228	-5.00
Unspecified/Not economically classified			
Plant/Machine operators	872	2367	171.44
Professionals	742	177	-76.15
Service workers	472	429	-9.11
Agricultural/Fishery	3049	1749	-42.64
Technicians	278	468	68.35
Undetermined		585	
Clerks	406	360	-11.33

Source: Stats SA Census 2001

### Industry

Persons	1996	2001	% change
Agriculture/Forestry/Fishing	8566	8121	-5.19
Community/Social/Personal	1291	1014	-21.46
Construction	326	207	-36.50
Electricity/Gas/Water	75	30	-60.00
Financial/Insurance/Real Estate/Business	186	165	-11.29
Manufacturing	234	267	14.10
Mining/Quarrying	151	45	-70.20
Other			
Private households	3108	3744	20.46
Transport/Storage/Communication	504	135	-73.21
Undetermined	1272	543	-57.31
Wholesale/Retail	729	936	28.40

Source: Stats SA Census 2001

The figures above show a reduction in the construction and trade sectors. They also indicate a rapid migration of professionals from the area. This trend is of great concern as it leaves the area with large numbers of the labour force being unskilled and devoid of specialists. The people who do not complete their Primary schooling should be encouraged to enter into construction and craftsman learner-ship programmes.

#### **Highest education levels attained by over 20 year olds**

Persons	1996	2001	% change
No schooling	8039	7860	-2.23
Some primary	8101	9315	14.99
Complete primary	2726	2838	4.11
Secondary	6416	7386	15.12
Grade 12	2303	2907	26.23
Higher	1216	1023	-15.87

*Source: Stats SA Census 2001*

The figures show an upward trend in literacy and higher education levels which augers well for the area.

#### ***Economic Background***

All primary products produced in the within the Tswelopele local municipality are exported to other regions where they are processed to commercial products for distribution. The result is that one of the challenges for the region is to develop a diversified industrial and commercial base. This can be achieved through a beneficiation process with agriculture products. The process of value adding to our primary products is one of essential elements to broaden our industrial base.

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

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

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

#### *Key policy imperatives*

This section has been obtained from the Lejweleputswa District Municipality Final IDP 2009-2010 document. According to the district IDP document, the following below are the key policies, goals on development which must inform analysis:

#### ❖ **Millennium Goals**

The eight millennium goals range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education. All targets are set for 2015. The IDP intends to find ways to consolidate these goals together with other relevant national programmes. The eight goals are listed below:

- Goal 1      Eradication of extreme poverty and hunger
- Goal 2      Achieve universal primary education
- Goal 3      Promote gender equality and empower women
- Goal 4      Reduce child mortality
- Goal 5      Improve maternal health
- Goal 6      Combat HIV/AIDS, malaria and other diseases
- Goal 7      Ensure environmental sustainability
- Goal 8      Develop a global partnership for development

❖ **Continental Goals (NEPAD)** mainly reflects accelerated growth as follows:

- to promote accelerated growth and sustainable development
- to eradicate widespread and severe poverty and
- to halt the marginalization of Africa in the globalization process

❖ **State of the Nation Address**

- To reduce poverty by half
- To reduce unemployment by half
- To improve skills
- To reach at least the national growth rate of 6%

❖ **ASGISA and JIPSA**

Apart from the development goals identified in both initiatives, the special focus on youth development, skills development and SMME development are requisites from these programmes.

❖ **National Spatial Development Perspective**

The FS PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDP) and the National Medium Term Strategies is taken into account.

The guidelines for compiling a PGDS require that a detailed assessment is done of the space-economies of provinces.<sup>i</sup> In the process, the guidelines of the NSDP should be used. In principle, it requires the identification of areas of economic potential and areas of need. The identification of such *nodi* is also in line with the approach followed for the development of the Free State Provincial Spatial Development Framework.

It is further important to focus on the idea of “potential”. Potential in the context of the NSDP does not refer to an unrealized potential still waiting to be discovered, explored, or exploited. It refers foremost to a demonstrated potential, backed up by existing developmental data.<sup>ii</sup>

#### ❖ FSPGDS

The Free State Provincial Growth and Development Plan (FSPGDS) and other governmental programmes and policies inform this IDP. An economy, which meets the basic needs of people in an equitable manner, started with the Reconstruction and Development Programme (RDP) in 1994. In 1996 Growth, Employment and Redistribution (GEAR) was formulated. The PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDP) and the National Medium Term Strategies is taken into account.

Because Service delivery is continuously shifting from the provincial government to the local government, local and district municipalities are challenged to coordinate their plans with the provincial and national government. The broad objectives and priorities of the PGDS should be translated in the local development plans. For this reason the alignment of the LDM IDP and the FS PSDS is highlighted.

The FSPGDS indicated four key priority areas, namely:

- Economic development, employment and investment
- Social and Human Development.
- Justice, crime prevention and security
- Governance and administration

The priority areas in the IDP are clustered bearing in mind the FSPGDS are listed in the following Table.

The table below outlines the Key Priority areas of the FSPGDS

<b>ECONOMIC AND INVESTMENT</b>	<b>SOCIAL AND HUMAN SECTOR</b>	<b>SAFETY AND SECURITY</b>
Economic development	Health and HIV/AIDS	Criminal justice
Job creation	Education	Security
	Social Development	Road traffic
	Capacity Building	Disaster Management
	Social Infrastructure investment	
<b>GOVERNANCE AND ADMINISTRATION</b>		
Coordination		
Revenue		
Capacity Building		
Intergovernmental relations		

Source: Lejweleputswa IDP (Second Final Baseline IDP for 2007 - 12 September: page 21 - 22)

The important point to make is that the Lejweleputswa District Municipality's IDP has captured the strategic priorities that have to be affected in the five years of the life span of the Tswelopele IDP. These strategic priorities are outlined in Lejweleputswa IDP (Second Final Baseline IDP for 2007 - 12 September: page 50 - 51). The Tswelopele IDP projects and programmes have been informed by the FSPGDS.

### ***Infrastructure***

#### ***Water***

Water infrastructure consists of canals from the Department of Water Affairs (DWA) dams, Allemanskraal and Erfenis. These dams serve the Sand - Vet irrigation scheme and Bultfontein town. Hoopstad lies upstream from the Bloemhof dam and extracts its water out of the Vet River.

However both towns are vulnerable to drought situations as alternate water resources is based on boreholes (Bultfontein) and no alternatives (Hoopstad). An Integrated Water Use Plan, addressing the long term sustainability of water resources and use over the whole of the Sand - Vet river catchment area, has already started and would clarify the long-term availability of this bulk service.

## Water

Households	1996	2001	% change
Dwelling	3091	1974	-36.14
Inside yard	4148	4395	5.95
Community stand	3604	4074	13.04
Community stand over 200m		2229	
Borehole	1096	135	-87.68
Spring	13	0	-100.00
Rain tank		15	
Dam/Pool/Stagnant water		84	
River/Stream	467	12	-97.43
Water vendor	194	3	-98.45
Other		78	

Source: Stats SA Census 2001

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

## Sanitation

### Sanitation

Households	1996	2001	% change
Flush toilet	2257	1554	-31.15
Flush septic tank		456	
Chemical toilet		36	
VIP		228	
Pit latrine	4251	3348	-21.24
Bucket latrine	4540	5061	11.48
None	1574	2316	47.14



Source: Stats SA Census 2001

In the 2001 statistics there was an 11% increase in the number of households using the bucket system in the municipality. The current official figures from the municipality stands at 3680 households still using the bucket system. The municipality embarked on a bucket eradication program that was to be completed by December 2007.

The update in terms of the Community Survey of 2007 as quoted in the Lejweleputswa District Municipality final IDP 2009 - 10 (pare26 - 27)

		Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
Municipal code	Municipality	Pit latrine		Bucket toilets		No toilet	
Sanitation							
FS 183	Tswelopele	19.1	10.9	52.7	22.5	12.2	2.4
Refuse removal							
		Removal by local authority/Private Company		No refuse disposal			
National Average		57	61.6	8.7	7.1		
FS 183	Tswelopele	32.6	80.3	9.8	1.4		

The Community Survey 2007 shows that the statistics of service delivery are improving as compared to the Census 2001

### *Waste Disposal*

#### **Refuse**

Households	1996	2001	% change
Munic weekly	4105	2079	-49.35
Munic other	1215	339	-72.10
Communal dump	670	3264	387.16
Own dump	6401	5817	-9.12
No disposal	187	1503	703.74

*Source: Stats SA Census 2001*

Refuse removal service is carried out on a weekly basis throughout the municipality. Every household has been provided with a dustbin. Improvement in refuse disposal is reflected above in the Community survey 2007.

Both towns of Tswelopele have experienced challenges with the management of their waste disposal sites and to meet some of the requirements of the Department of Water Affairs.

The Bultfontein waste disposal site has improved substantially and there are significant efforts from the municipality to meet the residual DWAF's requirements on waste disposal sites management.

### *Roads and Storm water*

It is very important to maintain and upgrade all main routes in order to continue the flow of traffic through the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid weight bridges.

These secondary roads are not designed to carry these weights and are thus damaged beyond repair within a short space of time. The maintenance of the tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services.

The movement of heavy duty trucks through the urban areas is not only destroying road intersections and damaging the road surface, but also creates a parking and traffic problem. The proposed development of the Hoopstad and Bultfontein Truck stops will assist in traffic management and simultaneously implemented to restrict heavy vehicles in the urban area.

In the urban areas the main problem is the condition of the streets and storm water drainage in the townships. In most of the previously disadvantaged townships, the streets are in a poor condition with very little storm water drainage system. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem has to be addressed on a systematic, integrated and sustainable basis.

### *Electricity*

The bulk electrical network is well established in the Tswelopele area. Eskom serves all townships in the Municipal area and thus there is sufficient bulk infrastructure available to serve the whole area. However the quality (fluctuations and consistency) of the supply has deteriorated to the extent that it is hampering further growth. In Phahameng and Tikwana Eskom sells directly to consumers.

### Source of energy for lighting

Households	1996	2001	% change
Electricity	7732	9219	19.23
Gas	22	15	-31.82
Paraffin	615	318	-48.29
Candles	4252	3327	-21.75
Solar		66	
Other	3	51	1600.00

Source: Stats SA Census 2001

The above statistics indicate a positive and upward trend in the provision of electricity within the municipality. There is at present an estimated backlog of 700 households that are not connected to electricity.

### Public Transport and Community Facilities

#### Mode of travel for work or school

Persons	1996	2001	% change
Bicycle		222	
Bus		180	
Car driver		804	
Car passenger		861	
Minibus/Taxi		432	
Motorcycle		45	
Train		54	
NA		28206	
Foot		27969	
Other		90	

Source: Stats SA Census 2001

There is no public transport system operating in Tswelopele except the privately owned taxis. The taxis are in a process of being converted from the mainly current 16 seater Combis to the 25+ seater buses. This will lead to a change in the needs of both taxi operators as well as the public.

The municipality has a distinct lack of public amenities and/or the maintenance of public amenities. This deficiency has lead to a very unhealthy situation. Poor hygiene and cleanliness has been an on-going challenge to be addressed by the municipality.

Public facilities such as libraries and clinics vary in their availability and functionality in serving the communities' needs. Libraries are especially important as they form a vital link in the new curriculum to serve as centres of knowledge and support for school children and students.

### *Housing*

The Municipality faces an enormous task to deal with the housing shortages. A proper co-ordination and integration will be required to eradicate backlogs and to provide in future growth. Although the local municipality is not tasked, in terms of section 84 of the Structures Act, to deal with the delivery of housing it is however one of the aspects that are causing the most confusion at local level in respect of the service delivery. The local municipality is required to prioritise, plan and co-ordinate the delivery of serviced stands. This is the role that is played by the municipality in the systematic eradication of the acute housing shortages

#### **Dwelling type**

Households	1996	2001	% change
Formal	8704	10044	15.40
Informal	2651	2187	-21.22
Traditional	1159	738	-57.05
Other	78	18	-333.33
Total households	12624	12987	2.80

*Source: Stats SA Census 2001*

		Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
Municipal code	Municipality	Formal		Informal			
Housing							
National average		68.5	70.6	16.4	14.4		
FS 183	Tswelopele	71.2	71.9	23.6	26.6		

Formal housing statistics have remained relatively constant with informal housing deteriorating from 23,6 to the high of 26.6. The increase in informal housing is greater than the national average and can be attributed to the migration from the farming areas.

Housing is one of the key challenges facing the local authorities but their delivery and eradication of the housing backlogs is dependent on provincial housing allocations. It is therefore clear that competition of development priorities within the province and nationally will impact on the number of annual housing allocation from the provincial local government and housing department.

### *Railways*

The national railways network was originally the heavy transportation system of South Africa. Bultfontein is linked to Klerksdorp and the Free State Goldfields with a railway line. Hoopstad has no links except via Wesselsbron or Bloemhof.

### ***A summary of Sectoral Plans***

This section has been obtained through confirmation with municipal officials responsible and from the Lejweleputswa District Municipality IDP document. The update on availability or not of the sector plans is summarized below:

<b>AVAILABLE SECTOR PLANS TO BE ANNEXED TO THE DOCUMENT AND REVIEWED ANNUALLY</b>
Housing sector Plan
District Growth and Development Strategy
Spatial Development Framework
Land Use Management (available for approval by Province)
Integrated Waste Management Plan (Interim Plan)
Water Services Development Plan
Area Based Plan (Land Reform) (District wide)
Workplace Skills Plan

<b>SECTOR PLANS NOT AVAILABLE TO DATE</b>
Environmental Management Plan/Framework
Integrated Transport Plan
Energy Master Plan
LED Strategy/Plan
Infrastructure Investment Plan (EPWP Compliant)
Disaster Management Plan

## Municipal wide Analysis

### ***Socio Economic Analysis***

#### *Introduction*

The socio economic analysis below has been compiled with the assistance of the community development officer of the municipality in 2006. The community development officer is an employee of Tswelopele Municipal Council and has been involved from May 1998 in the activities of the Land Development Organization [LDO] delegate of the Municipality. The LDO changed into the Integrated Development Plan [IDP] for Tswelopele Council.

The aim of the IDP was mainly that Council must participate in the local development programs and thus to take part in the eradication of poverty. This developmental plan was required by Provincial Government of the Free State. Regular meetings were held, also with the communities since the inception of the plans, community needs were expressed and priorities identified.

Documentation used in this survey is readily available, though not necessarily updated.

#### *Purpose of local government as stated in the constitution s108/96*

The purpose of Local Government is stated in Section 152 of the Constitution 108/96. This purpose is stated in the form of five objectives that must be pursued by the local government. These objectives, in addition to the principle of paragraph 3 of the Development Facilitations Act Section 10 G [1] of the Amendment Act, entail the following principles:



- [a] Basic needs must be prioritized;
- [b] Social and economic development of national and provincial development programs;
- [c] A council must participate in the implementation of national and provincial development programs;
- [d] The Community Development Program act as standard for the actions of a municipality. The council must thus design and implement an effective management system; and
- [e] The Council must at least report annually to the Community on the goals and progress made with that. One of these objects is to promote social and economic development [Section 152 [1] [c]. This objective is closely connected to the Constitution that states to improve the quality of life of all “citizens and free the potential of each person”.

*[Compiled by Adv. Klinck of the Human Rights Centre, Department of Constitutional and Administrative Law, UOVS year 2000]*

#### *Historical and general overview*

Bultfontein’s origin is closely linked to that of Hoopstad when the Free State Government granted permission for Hoopstad to be established, many of the inhabitants in the area felt the need for another town to be established more to the centre of the Hoopstad district.

This resulted in Bultfontein being established in 1862 and proclaimed a town in 1874. Today the area of Hoopstad and Bultfontein are characterised by mainly agricultural endeavours from maize, wheat, sunflower, groundnuts as well as cattle, sheep, home to numerous game farms through the vast plains which accommodate various species of wild life.

Bultfontein and Hoopstad became one Municipality again in 2000 called Tswelopele Municipality.

*[Latest official yearbook of Local Government 2000/01]*

Community Survey 2007 : by municipality, population group, gender and disability						
FS183: Tswelopele Local Municipality	<b>Black</b>					
	<b>Male</b>					
	Sight	Hearing	Communication	Physical	Intellectual	Emotional
	91	34	62	278	93	180
	<b>Female</b>					
	187	175	85	281	63	92
	<b>Coloured</b>					
	<b>Male</b>					
	0	0	0	0	0	0
	<b>Female</b>					
	0	0	0	0	0	0
	<b>Indian or Asian</b>					
	0	0	0	0	0	0
	<b>White</b>					
	<b>Male</b>					
	33	31	31	65	0	0
	<b>Female</b>					
	0	0	0	33	0	0

The above table shows the potential extent of demand for social services by the different genders and population groups due to the number of different disabilities in Tswelopele.

*Social information*

**Area of Bultfontein/Phahameng and District**

**[i] Population**

Farms of Bultfontein : 700 farms

White people : ± 1 800

Black people : ± 11 500

Bultfontein Town : ± 2 500

Phahameng : ± 36 050

Total estimated : ± 51 850

*Source: Tswelopele Municipality Baseline Info: 2006/2007*

**[ii] Social Pensioners**

[a] All Pay:

[1] Old Age/Disability/War Pensioners:	2 464
[2] Child Support Grant :	2 500
[b] Local Banks and Bultfontein Versorgingsdienste:	± 1 000
Total:	5 464

*Source: Tswelopele Municipality Baseline Info: 2006/2007*

### **[iii] Gender**

Composition of gender in Bultfontein/Phahameng according to latest census can be summarized as follows:

Male: 43 %

Female: 57 %

*Source: Stats SA Census 2001*

### **[iv] Socio Economic Status**

According to the official yearbook of Local Government 2000/01 [latest] the Free State have the smallest population, 2.6 million.

Average income: R 18 500-00 per person per year.

Unemployment rate : 30 % [Free State]

Phahameng : 54 %

In a survey done by Project Itereleng in 2000 by eight trained layment in Phahameng, a compiled questionnaire was used. The outcome was as follows:

Population : ± 36 000

Elderly : 7,8 %  
Disabled : 3,6 %  
Children : 38,9 %

Only 7,5 % of adults were occupied in permanent jobs.

#### **[v] Indigent Registration**

The credit control offices started during January 2006 with the registration of the indigents for the 2006/2007 financial year. Special efforts were made by councillors, municipal manager, income accountant, credit control officer and project workers. During May 2006 and June 2006 ward Councillors verified all indigent applications. The outcome is as follows:

Ward 1 - 690 households  
Ward 2 - 511 households  
Ward 3 - 453 households  
Ward 4 - 304 households  
Total - 1 958 out of ± 5 500 households

*Source: Tswelopele Municipality Baseline Info: 2006/2007*

Conclusion: ± 36 % of households in Bultfontein/Phahameng are indigent and struggle to maintain themselves and their families. They can be described as poor.

#### **Area of Hoopstad/Tikwana**

#### **[vi] Population: Hoopstad/Tikwana**

The latest statistics are estimated as follows:

Farms in Hoopstad District : 750

Erven	:	3 657
Indigent Families	:	1 176

The indigent families are as per below wards:

Ward 5- 262 families

Ward 6- 692 families

Ward 7- 222 families

*Source: Tswelopele Municipality Baseline Info: 2006/2007*

Conclusion:  $\pm$  33 % of residents are indigent.

**[vii] Gender Composition**

47 % Male

53 % Female

**[viii] Social Pensioners**

[a] All Pay

[1] Old Age / Disability / War Pensioners	:	1 200
---	---	-------

[2] Child Support Grant	:	1 620
-------------------------	---	-------

[b] Local Banks and Old Age Home	:	$\pm$ 600
----------------------------------	---	-----------

Total:	:	3 420
--------	---	-------

*Source: Tswelopele Municipality Baseline Info: 2006/2007*

The municipality has not been able to obtain accurate statistics regarding the population; however the figures stated below represent the estimate of the municipality:

Tikwana:       ±26 000 [Black]

Hoopstad:     ±1 200 [White]

Total:           ±27 200

**[ix]   Outcome**

In Tswelopele Municipality at least 34,5 % of the population struggles to maintain their families. They are therefore indigent and can be described as poor.

*Poverty's impact and options for eradication*

A [Free State] definition of Poverty:

The Free State Provincial Government sees poverty as a lack of ownership / access to resources and opportunities. These include the following: insufficient food, inadequate or unrecognised skills and capabilities, inadequate income, poor health and welfare, conflict and breakdown in society, lack of access to natural resources and inadequate physical infrastructure, both personal and community. The result of the above-mentioned is a very limited and unsustainable livelihood that is vulnerable to shocks and stress.

Poverty and the physical condition of a population determine the success rate of any province.

*[Report: Free State Provincial Government: Draft 4, 10 September 1999, Poverty Eradication Strategy for the Free State]*

## **A. Analysis**

- ✓ Residents rely on Government Grants as an outcome for their despair.
- ✓ Due to legislation and new employment conditions, most employees have temporary jobs or are paid by the hour.
- ✓ Increase in malnutrition, TB, HIV and Aids, life expectancy reduced.
- ✓ Increase in crime rate.
- ✓ Increase in demand for frail care, clinic services.
- ✓ Increase in demand for Social Relief.
- ✓ Big increase in teenage pregnancies.
- ✓ Lack of education, drop outs at school and illiteracy.
- ✓ Population growth.
- ✓ Bigger demands for pauper funerals.
- ✓ Bigger burden on government systems for support.
- ✓ Higher wages.
- ✓ Economic factors like closing down of businesses.
- ✓ Mechanisation of farming.
- ✓ Increase in commercial sex workers, low status of these women and discrimination.
- ✓ Increase in unemployment.
- ✓ Increase in orphans and child headed homes.
- ✓ Family disintegration.
- ✓ Abuse of women and children.
- ✓ Increase in street children and abandoned children.
- ✓ Increase in substance abuse.
- ✓ Lack of care of elderly and disabled.



## **B. Impact**

- ✓ Distinction in classes - some are very wealthy and some are the poorest of the poor
- ✓ Severe health conditions like incidences of TB, diarrhoea, fevers, scabies and severe HIV
- ✓ Dispossession of those severely poor
- ✓ Higher demand for services, houses, indigent policy, welfare services and health services.
- ✓ Increasing demand for social grants

## **C. Trends**

1. Starvation
2. Malnutrition
3. Unemployment
4. High rate of crime
5. Lack of education
6. Demand for services from the various government departments
7. Migration to bigger towns
8. General employment as seasonal workers
9. Sometimes there are no jobs available
10. Mothers are absent from home or earn income through practicing prostitution at shebeens
11. Negative social behaviour led to the tendency of intervention of Government services.
12. People are demotivated and misbehaviour follows

#### **D. Weaknesses**

- The demand for survival has increased demand on the Government. The quality of the day to day living must be promoted by provision of services listed hereunder:
  - [a] Educational facilities to be upgraded
  - [b] Infrastructure promoted
  - [c] Provision of Municipal services, roads, water, sanitation, electricity
  - [d] Provision of health services
  - [e] Juridical services promoted
- The average tax payer is usually the one who is affected by these demands.

#### **E. Combating poverty**

An approach to poverty must be a holistic approach, which includes natural resources, human resources, financial, physical and social resources. If a real difference is to be made in combating poverty, this approach suggest that it is critical that poor people own preferred outcomes are recognised by support institutions, and that livelihood strategies are developed to address these.

Some of the implications of the approach are that:

- [a] Poor people are put at the centre.
- [b] It recognises the holistic nature of people's lives, their use of multiple livelihood strategies, and so the need for holistic responses, rather than organisation-driven sectoral approaches.
- [c] It builds on positives: A respectful approach to rural people as people with strengths and opportunities and not just needs.

- [d] It recognises the differences within rural communities and implies the need to do livelihood analysis on different groups so that institutional responses can be appropriate.
- [e] It recognises the importance of transforming institutional structures and processes, which determine access to assets and their value and so the attractiveness of livelihood strategies.
- [f] And so implies the need for bottom-up participatory work as well as top-down strategic work. It implies a partnership approach between state, community and private sector with the role of the state as facilitator, animator or provider.

#### **F. Resources available**

1. Agriculture possibilities must be utilized.
2. The greatest asset of the poor is their capacity for labour.
3. Job creation options will increase household income and nutrition.
4. Our own resources must be utilized where produce a lot of products like maize, wheat, sunflower, groundnuts, potatoes, cattle and sheep farming, [meat and hides as well as wool]. All these products are sent to factories except maize. This is converted by various milling companies into maize-meal and fodder
5. Our NGO's and CBO's must also be utilized in anti-poverty programmes
6. Trading sites like a road stall is also a positive option for various produce - vegetables, fruit, and handmade items.

#### **G. Projects to combat poverty**

The municipality does have some projects in place in an attempt to combat poverty and the destructive influence of poverty on the community.

##### **[i] Purpose of these Projects**

1. Community development strategies address basic material, physical and psycho-social needs.
2. Community Development is multi-sectional and multi-disciplinary. It is also an integral part of developmental social welfare.

The focus of these programmes is on the following:

- [a] Facilitation of the community development process.
- [b] Development of family-centred and community-based programmes.
- [c] Facilitation of capacity-building and economic empowerment programmes.
- [d] Promotion of developmental social relief programmes.
- [e] Self-help groups and mutual aid support programmes will be facilitated where needed.
- [f] Voluntarily participation in social and community programmes will be encouraged and promoted.
- [g] Access of communities to governmental and non-governmental resources to address needs will be facilitated.
- [h] Intersectional collaboration will be promoted.
- [i] The family is the basic unit in society. Family life will be promoted and strengthened through family-orientated policies and programmes.

**[ii] Projects to eradicate poverty in Bultfontein and Phahameng**

**1. Assistance to Social Pensioners in Bultfontein**

Ever since October 1990 this special project is in place to assist needy pensioners in Bultfontein to be able to survive in their own homes and be able to pay Municipal fees. The founder of this project was Councillor Horn, Mayor in 1990. This project is still ongoing. The needy pensioners are assisted by donations from the community. Donations such as maize meal, meat, vegetables, eggs, milk and clothing.

**2. Poor Evaluation Relief of Churches**

The Social Worker is co-ordinator of the different churches in Bultfontein and needy members are assisted by food etc. from the different churches in Bultfontein. Thirty five families in Bultfontein receive assistance on a monthly basis. At Christmas special programmes are in place and special attention is given to these families.

3. Emergency Relief Fund: Bultfontein Emergency Relief Fund

In August 1997 a special church service was held in Bultfontein for the purpose of the Bultfontein Relief Fund. The Social Worker is the co-ordinator, secretary and treasurer. Special needs are addressed such as school-clothing, spectacles, emergency needs, support with funerals etc. Books are audited every year.

4. Free State Caring [Formerly OVV]

An NGO delivering service to:

[a] Rinkink Kleuterskool

[b] Any needy person not included into any project.

Example: Needy pensioners in Old Age Home with underwear, Christmas parcels.

The Social Worker is the co-ordinator.

5. Community Clothing Bank

Donations of clothing, blankets, crockery, and furniture collected and utilized for needs in the community. Project “Winterhoop” collected ± 60 blankets for needy people. Social worker the facilitator and co-ordinator. ± 500 people benefit this year from this scheme.

6. Itereleng Project for Adult Disabled People

Established in 1989. Still ongoing.

7. Tshedisanang Day Care of Disabled Children

Established in 1997 by Social Worker. They have their own building and combi. Now subsidized by Government.

8. Itereleng Home Based Care

This pilot project in 1999 from National Department developed into a trustworthy and essential service for frail aged, frail disabled people and child headed children. At the moment 122 people benefit from this service. The Social worker is part of this project and does the evaluations.

9. Helping Hands [Home Care]

A group of qualified, retired professional nurses started this project by training unemployed people to render home care services to frail people. At the moment ten trained people render a service to then patients. They are not funded by Government and rely on donations, fund raising projects and financial support of the community. Home care is also given to two terminal ill patients in Phahameng.

10. Hospice Home Care

Sister Pepsi Maritz a retired professional nurse is rendering home care services to patients from hospital assisting with wound care, blood tests, tests for cancer, referral to specialists and medical care. Some months Sister Maritz renders services to ± 45 patients. She started with this excellent service four years ago. We are working hand in hand.

11. Assistance to Cancer Patients

Me Anita Nel is the co-ordinator and with assistance of other women do home visits to cancer patients, motivate them and assist with special needs like morphine, prostheses and counselling. We have a very good relationship with the Cancer Association in Bloemfontein and Welkom. Education is regularly given to patients as well as support to us.

12. Support Groups [Dutch Reformed Church]

Support Groups was established in the various churches with motivation of assisting the community. Each support group has his own purpose. Some groups “adopt” a needy family in Phahameng to support while others “adopt” needy families in Bultfontein. This support groups are very valuable to projects like Kopano Ke Matla.

13. CSV & BKJA

These are organisations of the youth. The CSV support child headed children and terminally frail and needy people and abandoned children once a year with donations, clothing and blankets. In 2006, fifty people benefited from this project.

BKJA Adult Youth conduct fundraising activities and donate proceeds to deserving organisations like Kopano Ke Matla.

14. ABSA Welfare Projects

The personnel of ABSA has their own welfare project. They collect money and with support from the Social Worker donated it to projects in our community. Tshedisanang Day Care, Helping Hands and Kopano Ke Matla benefited in 2006.

15. SENWES Welfare Project

Tshedisanang Day Care benefited from this project in 2006. Thirty six blankets, food, gas, carpet blocks were donated as well as educational stuff.

16. Food Scheme in Emergency Cases

Through motivation some donors donated regularly maize meal, vegetables and milk to the Social Worker. At least 20 families in Phahameng benefit from this every month.

17. Kopano Ke Matla: Place of Safety

The need for care of children in difficult circumstances was long ago recognized. These kids are denied their most basic human rights and their growth and development consequently impaired. Children without parents but with suitable relatives to take care of them are placed into foster care. Those abandoned, neglected, abused and in despair must be care for.

The majority of children who are nutritionally vulnerable are black. We are committed to care for those deprived of their basic rights. Out of the need for care of children in deprived circumstances, Kopano Ke Matla grew. This will be a care-centre for those without care and support.

The AGS church donated a vandalized house through donations and hard labour we restored it. We still need a lot but can assure the community we are still praying. This place of safety will be a home to homeless children, placed with a court order and well cared for. Children in conflict with the law, children with other possibilities for caring will be excluded.

A matron will take care of these children; they will attend school in their schools of origin in their own language and be educated in a Christian way. Me Swanepoel [Traffic Department], Martha Ntsabo [Matron] and the Social Worker were in charge of this Project which started in November 2006.

18. Poverty Alleviation Fund - Tswelopele Municipality

This is a temporary relief fund administrated by the Social Worker.

19. Pauper Funerals

Up to 20 families per month benefit from this scheme. The project is administered by the Social Worker.

20. Home Gardens

The municipality receives a donation of vegetable seeds for home gardens. This provides nutritional food for those deprived of a balanced meal. At least 400 packets of seed are provided each year to needy families.

[iii] Hoopstad / Tikwana



The Social Worker/Community Development Officer is involved in service delivery for the last three years. We are only involved in the following:

1. Pauper Funerals
2. Home Gardens
3. Poverty Alleviation Fund
4. Home Care

If a Community Development worker is residing in a town, rendering a day to day service to the community we can become aware of community needs and be involved in projects. At this stage we are only monitoring the service rendered by Department of Social Development and Free State Caring Society. They only render statutory services.

## **H. Conclusion**

In summary it seems clear that most of the social and socio economical conditions relate directly or indirectly to poverty. It would seem that unemployment breeds poverty, which starts a snowball effect of inadequate housing, health problems especially HIV related and general social disintegration of families and communities.

Although this analysis was undertaken in November 2006, the core issues, findings and solutions are still relevant for the period under review.

## ***Environmental Analysis***

### ***Introduction***

Environmental Health forms the cornerstone of Public Health. Improvements in sanitation, drinking water quality, food safety and housing conditions are central to the massive ongoing improvement of the quality of life.

However, life in South Africa and for that matter in Tswelopele municipal area is changing. Our society has become increasingly urbanised, more populous, and more complex. In supporting contemporary lifestyles we are increasing air, water and soil contamination.

The above factors are contributing towards respiratory and cardiovascular disease, physiological and neurological disorders, and increased incidence of a range of cancer.

There is a growing appreciation of the interaction between human lifestyles, consumption patterns and urban settlements with the state of the environment. Additionally there is increased recognition that environmental degradation and overload may lead to new hazards and diseases.

The management of the environment can therefore contribute towards the increase of health and well being.

In light of the above the following environmental thematic areas have been prioritized in this document Natural Environment [i.e. Public Parks], Sanitation [i.e. waste water, solid waste, sewerage, Water, Food Safety, Vector Control, Pesticides & Chemical Safety, Built Environment, Disaster Management and Community Awareness

#### *Natural environment [Parks/Open spaces]*

The protection and management of the natural environment currently involves, on a basic level, inter alia, the following Municipal departments: Environmental Health Services section, Technical Department [i.e. Cleansing Services and Parks division] and Disaster Management.

Co-ordinated development and appropriate land use planning has contributed towards less environmental degradation in Tswelopele. Of particular concern are issues such as informal settlements, illegal dumping and little to no use of undeveloped parks.

The clearing of natural vegetation has been associated with the proliferation of informal settlements, particularly over the last 4 years, as people have been drawn to urban areas in the hope of finding employment. The collection of firewood and the removal of trees for use in dwelling construction have resulted in the reduction in the size of natural vegetation areas. Illegal encroachment of settlements into municipal public open space is also taking place in formal areas like Phahameng and Tikwana.

Illegal dumping is prevalent throughout Tswelopele, and is linked to the inaccessibility of formal dumping areas, lack of awareness and education, high costs associated with formal dumping and a lack of civic pride.

Due to the lack of knowledge of communities regarding permaculture, urban and rural agriculture and composting, these activities are not performed to a significant extent by local communities.

Another major contributing factor is the availability of more land to establish or develop new rural and urban agricultural facilities. There is in general a lack of community gardens within Tswelopele, and in particular within informal settlements. The development of community gardens could potentially reduce poverty, assist in alleviating malnutrition and AIDS- related illnesses and create employment opportunities.

Outdated by-laws, policies and procedures, as well as the ineffective policing thereof are resulting in environmental degradation. The lack of a relevant data-base is hampering the effective management of land. Outdated machinery, vehicles and equipment is a major contributing factor in limiting the development of an effective and safe environmental service to communities in Tswelopele.

There are weaknesses and threats to Tswelopele parks and cemeteries relating to rapid urbanization resulting in increased demand for services in the context of diminishing availability of suitable land; crime has an adverse effect on the utilization of products and services; demographic shifts result in the need for provision of products and services in areas hitherto not catered for; higher mortality rates (currently death/birth rates is 19/1 000), places high demand for cemetery space; and the preferential areas for burials also create artificially high demands in certain areas.

## *Sanitation [Waste water, solid waste, sewerage]*

### *Waste water*

- ⇒ Uneducated community on disposal of waste water;
- ⇒ Only 18 % of the total number of households in Tswelopele have access to waste water connection to a sewer;
- ⇒ Limited availability of Waste Water disposal systems due to unavailability of sewers;

### *Solid waste*

Council does not have an Integrated Waste Management Plan [IWMP] that can among others deal with effective waste collection, removal and disposing. A process of capacity building, public awareness and education, recycling initiatives and markets, benchmarking performance indicators and organic composting will have to be considered.

- ⇒ All households in Bultfontein/Phahameng have access to an adequate refuse removal system (mass containers within a distance of 200 m from dwelling). It is also estimated that 80% of the total number of households in Tswelopele have access to an adequate refuse removal system. The assumption can also be made that 100% of the households residing on farms have access to some kind of refuse dumping site that might have an impact or no impact on the environment itself or people living and working in that environment;
- ⇒ The waste collection routine and the reported nuisances deriving from uncontrolled refuse dumping indicate that the current system are neither being used properly by the consumer nor managed in a proper way;
- ⇒ The number of uncontrolled / informal dumping indicate that 30% of all reported complaints are refuse based. Further that 42% of all unhygienic conditions are also refuse based;
- ⇒ The number of registered Solid Waste Disposal Sites shows that in urban areas some kind of control is executed over refuse dumping;

- ⇒ It is further assumed that on farms a conventional refuse disposal method is used (i.e. burning or burying of refuse). It would be impossible to issue permits to all said "disposal sites" as the refuse that are being generated are so little compared to urbanised areas that it might have no impact on the environment;
- ⇒ Mass containers that are available in Buo/Phah are inefficient because it is too high for children to dispose of refuse and in most cases too far to walk to the mass containers that are installed at strategic points;
- ⇒ The non equivalent distribution of mass containers throughout Buo/Phah;
- ⇒ The community are ill informed on the correct usage of the mass containers;
- ⇒ Community members reluctant to use a system that is insufficient (have to walk far distances to dispose of refuse) and inefficient (mass containers filled up quickly and refuse then disposed of next to mass container and on open spaces);
- ⇒ The municipality does not have enough human and material resources (i.e. refuse removal vehicles and personnel);
- ⇒ Community members too poor to purchase a refuse bin or / and municipality unable to provide refuse bins because of fiscal problems and under budgeting for said services;
- ⇒ Refuse removal site of Buo/Phah not permitted and therefore not maintained in terms of permit conditions. Negotiations for the permitting of the site is in progress;
- ⇒ Uncontrolled dumping of waste throughout the residential area (i.e. parks/open spaces);
- ⇒ Funding from donor organisation or Government Departments are scares;
- ⇒ Lack of routine waste collection, storage locations and disposal sites in especially remote areas (i.e. farms and unserved urban areas);
- ⇒ In some areas (i.e. farms and urban areas), waste storage and disposal is often the responsibility of the individual rather than the municipality;

Commercial activities account for 23% of solid waste produced in the towns and industrial waste a further 10%, with the remaining 67% being generated by households. Industrial and commercial waste volumes are expected to increase. However, industrial waste volumes are expected to grow at a slowing rate as waste minimization strategies and advanced technologies are implemented. Residential waste volumes are also expected to grow, but forecasting is difficult. Disposable income impacts strongly on waste generated per person per day. High-income individuals generate on average 1,3 to 1,6 kilograms of waste a day, while middle-income earners generate 0,7 to 1 kilograms, and low-income individuals 0,35 to 0,6 kilograms a day. Given existing income distribution, residential solid waste volumes are expected to increase.

Most cities throughout the country are also struggling with the massive expenditure required to deal with litter and illegal dumping.

#### *Sewerage*

- ⇒ The availability of different sewerage removal systems varies from bucket sewerage removal systems to waterborne sewerage. It is further indicated that 14% of all households has unknown sewerage removal systems; and
- ⇒ Both the sewerage treatment facilities in the urban areas of Tswelopele are permitted and comply with the permit conditions.
- ⇒ Backlog on provisioning of safe and hygienic methods of sewerage removal;
- ⇒ The nature of the unaccounted methods of sewerage removal/disposal systems.

#### *Impacts*

- ⇒ Potential sources of Environmental and Health Hazards by means of biological agents (i.e. living organisms that infiltrate water), bacteriological agents (i.e. Gastro - Enteritis, Cholera and Hepatitis) and physical agents (i.e. solid objects such as broken glass, rusted tins and builders refuse);

- ⇒ Increased usage of health care facilities such as clinics and hospitals;
- ⇒ Epidemic outbreak of illnesses that can cause a loss of income/productivity to individuals and Employers;
- ⇒ Environmental costs will increase if providers and consumers do not undertake economic incentives to alter the use of sources to reduce the impact on the environment; and
- ⇒ Residential development of contaminated sites, groundwater and waste disposal sites may cause adverse health effects;

#### *Resources available*

- ⇒ Municipality should use human resources more efficiently;
- ⇒ Pupils of schools taught to advocate for usage of different sanitation systems;
- ⇒ The community should use mass containers as effectively as possible;
- ⇒ Registered collectors on Solid Waste Disposal Site that collect recyclable materials;
- ⇒ Municipal Financial Budget used to implement an appropriate and effective refuse removal system;
- ⇒ Donor funding should be obtained;
- ⇒ Lejweleputswa District Municipality priority allocations; and
- ⇒ Provincial department of Tourism, Economic and Environmental Affairs priority allocations.

#### *Water*

This is to ensure a sustainable microbiological and chemical safe water supply to the community and to ensure that corrective measures are taken if quality of water is insufficient.

The main provider for the region is the Vet-river in the case of Hoopstad/Tikwana and Erfenis dam for Bultfontein/Phahameng. There is no shortage of bulk supply and the quality is good. The municipality's water network consists of water mains with two

water treatment Facilities and two waste water treatment facilities. Residential water usage is almost twice that of industrial consumption.

Tswelopele experience a water loss due to commercial losses as a result of broken water meters, non-payment, non-billing and non commercial activities such as water used for fire-fighting purposes. Physical losses stemming from leakages account for 100581 kl or 10,45% loss in distribution. This means that there are commercial and infrastructural inefficiencies in Tswelopele water system, both of which should be addressed in order to minimize tariff increases to end-users in the future.

The greatest water - borne risks to human health is microbiological and chemical contamination of drinking water. Risks are reduces by using barriers to prevent contamination of water supplies at all stages, and by treating and disinfecting drinking water. However compared with other media such as food and air, drinking water is a major source of exposure to some micro- organisms, and to the by-products of water disinfection.

Water infrastructure consists of canals from the DWAF, Allemanskraal- and Erfenis dam serving the Sand-Vet irrigation scheme and Bultfontein Town. Hoopstad lies upstream from Bloemhof dam and extracts its water out of the Vet River.

It is indicated that 98% of residents in Tswelopele has access to water for domestic purposes on site. ;

- ⇒ It is estimated that 88 % of farms have been provided with water for domestic use;
- ⇒ The safety of water sources in the urban areas are excellent, however the quality of water on farms are unknown;
- ⇒ Bulk Water supply in Hoopstad are sufficient but in the case of Bultfontein it will be sufficient up until the 2007 taking into consideration the installation of a water borne sewerage; and
- ⇒ In the case of drought backup water sources are available in all areas except in Hoopstad.
- ⇒ Drinking water must be free of harmful levels of disease causing micro-organisms and chemicals;
- ⇒ The more water used, the more waste water is generated and the more pressure is put on the environment if not disposed of correctly;



- ⇒ Non constant monitoring of water catchments, storage places (bulk and in-home) and distribution systems;
- ⇒ Unprotected and non treated water sources in especially rural (farm) areas;
- ⇒ Lack of knowledge on treatment of drinking water in remote areas;
- ⇒ Non availability of data in rural areas due to a limited service rendered;
- ⇒ Insufficient human and material resources available due to under budgeting; and
- ⇒ Exposure to chemicals via groundwater resources through leachate from inefficient disposal of wastewater.

### *Impact*

- ⇒ Chemicals that are disposed of in water systems can be toxic which makes it unfit for human and animal use (i.e. arsenic or organophosphate from pesticides);
- ⇒ Cause bacteriological related diseases such as gastro-enteritis and Typhoid;
- ⇒ Parasitic infestation can take place (i.e. Worms, if human faeces is not disposed of hygienically);
- ⇒ Increased usage of health care facilities such as clinics and hospitals;
- ⇒ Epidemic outbreak of illnesses that can cause a loss of income/productivity to individuals and Employers;
- ⇒ Exposure to chemicals (household or agricultural) that might also be carcinogenic (causing cancer), mutagenic (producing genetic changes) or teratogenic (causing prenatal defects); and
- ⇒ In times of drought users will have little or no access to clean water and therefore can cause unhygienic conditions (i.e. personal hygiene).

### *Resources available*

- ⇒ Municipal Financial Budget used to implement an appropriate and effective monitoring programme for water sources;
- ⇒ Donor funding should be obtained;

- ⇒ Lejweleputswa District Municipality;
- ⇒ Dept. Environmental Affairs and Tourism (DWAF); and
- ⇒ Dept of Education (Pupils); and
- ⇒ Environmental Health Practitioners.

### *Food safety*

Food safety and Nutrition is to:

- Ensure microbiological and chemical food security with acceptable nutritive value in the formal and informal sector by means of food sampling.
- Promote the safe handling, storage and preparation of food.
- Give continuous health education on food handling.
- Implement HACCP where applicable to ensure a high quality of product through Health and Hygiene, good manufacturing practice, Standard operational procedures and pest control.
- Investigation of all food poisoning cases and precautionary measures to be taken to prevent food poisoning.

At local government level food safety form an integral part of environmental health. Many food contaminants pose a risk to human health, although the length of time before health effects appear can vary. For example, bacteria (i.e. Salmonella and pathogenic strains of E. Coli) typically cause adverse affects within hours or days of exposure when ingested at sufficient levels. By contrast some chemical contaminants may produce notable health effects only after decades of continuous exposure on our health. Because food safety is such a large part of local government environmental health business, any changes to food hygiene management will have a big impact on the Environmental health workforce.

- ⇒ The number of cases of food borne and food related diseases are not available. This can have a impact on the health status of our community without being aware of it;

- ⇒ It is indicated that 75% of the total food samples taken comply to minimum standards;
- ⇒ 96 % of milk stalls on farms comply to minimum standards; and
- ⇒ 84% of food premises comply with minimum standards.
- ⇒ Milk produced in unregistered milk stalls and sold;
- ⇒ Non compliance of milk stall owners to relevant legislation;
- ⇒ Non existents of a Hazardous Analysis Critical Control Point (HACCP) System;
- ⇒ Lack of Human and Material resources to monitor and evaluate all food related matters in Tswelopele;
- ⇒ Remoteness of farms;
- ⇒ Limited control over Hawkers because of the free market system;
- ⇒ Lack of data on food borne diseases and related illnesses.

#### *Impact*

- ⇒ Physical contamination (i.e. Metal fittings, wooden splinters, ear - rings, hair and insect droppings);
- ⇒ Chemical contamination (i.e. Toxins, Nitrates Rat and mouse poisons and lead and aluminium);
- ⇒ Biological contaminants more specifically pathogenic micro-organisms (i.e. Bacteria - *Salmonella*, Viruses - *Scriptosporidium* and Parasites - *Gardia Lamblia*);
- ⇒ Loss of productivity and death;
- ⇒ Increased usage of health care facilities such as clinics and hospitals;

#### *Resources available*

- ⇒ Municipal Financial Budget used to implement an appropriate and effective monitoring and evaluation programme for food related matters;
- ⇒ Dept of Education (Pupils).
- ⇒ Environmental Health Practitioners responsible especially on the farms;
- ⇒ Dept. of Health for the allocation of more Food samples; and
- ⇒ South African Institute for Medical Research (SAIMR).

### *Vector control*

Vector Control is to:

- Reports the presence of vectors in our area of jurisdiction.
- Ensure and implement good vector control measures.
- Investigate and report on vector borne diseases notifications.

Vector control is essential to ensure that vector- borne diseases are contained/prevented. Vectors of interest are i.e. Flies, cockroaches, mice, rats and vectors that carry rabies. Preventing contact with vectors might be the best control strategy.

- ⇒ No cases of rabies cases (humans) have been reported;
- ⇒ Overgrown erven and piling of derelict motor vehicles;
- ⇒ Uninformed residents do not prevent contact at all costs (i.e. trying to shoot or capture said rabies carrying vectors);
- ⇒ Lack of knowledge on identifying and reporting of possible vectors infestations;
- ⇒ Limited information available from the farms areas especially where cases are reported to the veterinarian;
- ⇒ Un co-ordinated efforts between the municipality and relevant officer (Dept of Agriculture); and

⇒ Insufficient refuse removal, waste water and sewerage removal systems that can become breeding places for vectors.

### *Impact*

- ⇒ Infection of humans with the rabies virus, which if not treated can lead to death;
- ⇒ Increasing number of vectors carrying rabies can increase prevalence of vector itself and the occurrence of contacts and reported cases of rabies in humans;
- ⇒ The increase of treatment of contacts per say has a financial impact (i.e. the more contacts the more medicines to be funded);
- ⇒ Large outbreaks of disease can have a substantial economic impact (i.e. the more contacts the more medicines to be funded ) and loss of productivity;
- ⇒ Certain vectors for example mice and rats carry pests (i.e. *Yersinia Pestis*) that can infect humans and other animals; and
- ⇒ Outbreak of vector borne-diseases and related illnesses.

### *Resources available*

- ⇒ Environmental Health Practitioners of Tswelopele municipality;
- ⇒ Department of Agriculture (Animal Inspectors);
- ⇒ Veterinarians; and
- ⇒ Dept. of Education (Pupils)

### *Pesticides and chemical safety*

Pesticides and Chemical Safety is to:

- Identify and implement preventative measures regarding pollution of soil, water and food resources, households and any other chemicals by ensuring safe use, application, storage, disposal and transport thereof.

- Report on clearance of accidental chemical spillages
- Control over the dumping of pesticide containers
- Investigate reported cases of organophosphate poisoning.
- Educate the community on the dangers and use of pesticides.

Many pesticides and chemicals are being stored, sold and applied in the agriculture sector. Pesticides have become an essential tool on farms. The pesticides provide both the advantages and disadvantages. The use of pesticides reduces the losses caused by pests to basic foodstuffs such as maize and wheat. Pests not only affect agricultural productivity but it has also been suggested that they weaken the health of humans and the quality of the environment. Many human diseases have been reduced through the use of pesticides, which control the pests that carry or transmit the disease causing organisms.

Pesticides are also important in the control of garden pests. In the home pesticides and chemicals provides protection against pests such as cockroaches' flies and rats. Pesticides are here to stay, so we must know how to use them wisely, properly and safely.

Current situation noted include the identified issues listed below:

- ⇒ All trading premises are licensed by Department of Health;
- ⇒ Reporting of cases involving pesticides is on the low side (7 Cases reported: 2006) but it is assumed that a lot more cases are unknown due to lack of notification procedures.
- ⇒ Extensive application of pesticides for agricultural purposes;
- ⇒ Incorrect usage of pesticides and chemicals;
- ⇒ Lack of knowledge/illiteracy on warning signs or signal words on said containers;
- ⇒ Little or no notification of poisoning cases;

- ⇒ Incorrect storage of pesticides and chemicals;
- ⇒ Contamination of the environment through wrong methods of disposal;
- ⇒ Non availability of protective clothing;
- ⇒ Lack of good personal hygiene practises;
- ⇒ Little education on usage of household chemicals; and
- ⇒ Washing of equipment and disposal of containers.

### *Impact*

- ⇒ Pesticides or chemicals (household or agricultural) might be toxic, carcinogenic (causing cancer), mutagenic (producing genetic changes), teratogenic (causing prenatal defects) and can even cause death;
- ⇒ Exposure to chemicals via groundwater resources through leachate from inefficient disposal of wastewater;
- ⇒ Loss of productivity and income;
- ⇒ Spillage may contaminate water and/or foodstuffs sources that will have adverse health effects;
- ⇒ Killing of all micro-organisms in ground that plays a important role in breakdown of plant materials;
- ⇒ Killing of natural and non harmful insects;
- ⇒ Ground sterility and pollution is the end result; and
- ⇒ Direct harm to plants as well as access residues that can cause adverse health effects.

### *Resource available*

- ⇒ Farmers (Ensure education of employees working with pesticides and Chemicals);
- ⇒ Dept. of Education (Education of Pupils);

- ⇒ Environmental Health Practitioners;
- ⇒ Dept. of Health; and
- ⇒ Providers of pesticides and chemicals.

### *Built environment*

Built environment is to:

- Assist through housing to promote indoor air quality.
- Implement applicable legislation regarding the construction of habitable structures.
- See that corrective measures are implemented where necessary.
- Continuous evaluation of basic subsistence (i.e. Housing).

Poverty alleviation is critical in Tswelopele's programmes to improve the quality of life of its inhabitants. While the majority of households enjoy basic access to housing in Tswelopele, a significant number are still served below the minimum levels.

Potential problems resulting from our built environment are increasing. In order to safeguard the health of our communities, we need sustainable development. This requires an increased focus on health in all aspects of planning, design and building the environments we spend most of our times.

Rural areas are housed adequately. The number of farms that do not have adequate housing for employees is partly because of the remoteness of farms and so called "veeposte";

- ⇒ The two urban areas are housed inadequately because of the backlog in building of government subsidy houses; and
- ⇒ The housing backlog is estimated at 4 000 units in the urban areas.
- ⇒ Housing backlog not addressed progressively;



- ⇒ Limited housing administration because of the fact that in terms of section 84 of the Structures Act, Local municipalities are not assigned the said function;
- ⇒ Council cannot act as a Section 21 company in terms of the Housing Act;
- ⇒ Council has no jurisdiction over any aspect of housing of all the available housing mechanisms except project linked subsidy housing;
- ⇒ Contractors not liaising with councillors;
- ⇒ Little or no protection against elements of nature;
- ⇒ Not a stable environment conducive to health;
- ⇒ Neither sense of security nor access to the housing environment(economically);

#### *Impact*

- ⇒ Design and construction of homes, schools, workplaces and other buildings that do not comply to minimum standards will have adverse health effects (i.e. Ventilation, natural light and adequate shelter);
- ⇒ Indoor air pollution;
- ⇒ Noise pollution;
- ⇒ The waste generated from built environments;
- ⇒ Motor vehicle emissions that impact on indoor and outdoor air quality; and
- ⇒ These can cause a wide range of health effects such as headaches, eye strain, respiratory problems, communicable diseases, depression, stress anxiety, injuries, car accidents and cancers.

#### *Resources available*

- ⇒ Dept. of Local Government and Housing;
- ⇒ Council's commitment to progressive housing delivery through effective housing administration;
- ⇒ Environmental Health Practitioners for building inspections;
- ⇒ Local Housing Support Centres;
- ⇒ Local labour (Contractors); and
- ⇒ Dept. of Education (Pupils).

#### *Other related matters*

- Atmospheric Safety (Air pollution):  
Identify and implement actions to safeguard the community against the harmful air pollutants.
- Agricultural activities (i.e. farming with cattle);
- Farm schools and crèches (i.e. sufficient supply of toilet facilities);

It is assumed that the above matters may impact on the environment negatively, but can only be verified if an in-depth analysis is done. This study has still to be undertaken.

#### *Summary of key environmental context findings*

The key findings within the environmental context can be summarized in the following weaknesses, threats strengths and opportunities.

❖ Weaknesses and threats

The different departments within the environmental sphere are all presently dealing with insufficient resources concerning staff, vehicles, equipment and funding. There is a limited inter-departmental collaboration, which invariably results in territorial friction.

The rural areas are lacking in recreational areas. Generally, there is insufficient protection of Reserves due to inadequate policing, as well as insufficient conservation areas to adequately conserve existing biodiversity. A threat lies in the uncontrolled and increasing spread of invasive alien vegetation.

Increased dumping and illegal squatting is a potential threat to the public open spaces. Increased vandalism is a threat as well as degradation of ecologically sensitive coastal and estuarine systems, due to limited environmental awareness.

With regards to general environmental issues, there is a lack of capacity in environmental management as well as limited public participation being undertaken with regards to pollution control and monitoring. There is no data or statistics available on air pollution in Tswelopele.

At present the co-ordination of waste minimization (re-use and recycling) is minimal and there is interference with the waste stream by informal waste-collectors who constitute survivalist enterprises. Generally, there is little or no focus on waste minimization through prevention and reduction, and the level of monitoring/policing of commercial and industrial waste is low. There is furthermore low public awareness of waste issues, the facilities are often vandalized and staff security is inadequate.

A serious threat is the continuation of illegal dumping and there is an absence of legal support in Courts for deterrence of illegal waste management activities. Generally the process of changing or making improvements to the waste management system is very slow.

Concerning Disaster Management, the municipality's approach is generally reactive rather than proactive. There is also a lack of an adequate institutional framework or support for Disaster Management. Overall issues that pose threats are the fragile economy, rapid population growth, rapid urbanization, HIV/AIDS, poverty, unemployment, conflict, lack of rural development.

#### ❖ **Strengths and opportunities**

The different departments dealing with environmental issues all have dedicated and skilled staff. There is a general understanding of the environmental legislation and national policy. A solution to deal with the problem of the shortage of staff is to contract out certain functions.

The existing nature reserves are well-managed public amenities and conservancies of bio-diversity, and there are a number of formal public open spaces and green belts. It is important to develop urban and rural afforestation programmes, which provide community uses (e.g. firewood and medicinal uses), improve appearance and address poverty.

There is potential in the development of partnerships with local communities for the eradication and control of invasive alien vegetation. Tourism, educational and recreational potential of existing Nature Reserves can also be developed through partnerships with local communities and the private sector.

Important prospects for the future lie in the development of municipal regulations, which are specific to the role of Community Services and its service requirements relative to national requirements. Furthermore, it is relevant to increase the quantity and range of waste recovered from the waste stream; to develop financial incentives to encourage domestic, commercial and industrial waste minimization; to increase development of small-scale composting initiatives for soil/grass waste generated at informal settlements; and to encourage public-private initiatives.

#### ❖ Conclusion

Various stakeholders from all sectors of government made large investments in environmental health infrastructure. This encompasses water supply, sanitation, wastewater management and housing. In the face of increasing environmental degradation and population pressure, it is essential that this investment is maintained and enhanced.

The cost for prevention is less than cure and it is obvious that investment in infrastructure now will prevent the high cost of ill health in the future.

The non-availability of data from especially the rural (farm) areas prevents Tswelopele municipality from assessing possible needs. Most of the information available on farm areas is old and based on estimates.

The analysis and or trends gives a clear picture on the current issues that not only relate to the environment but also adversely effects health to an extent that prioritised action need to be taken to prevent our environment to degrade to such an extent that it cannot be rehabilitated.

This analysis was compiled by the municipality's officials the senior manager for community services and the senior environmental health practitioner. Their analysis is still applicable for the period under review.

## ***Spatial Analysis***

*(The Spatial Development of the Municipality is currently being reviewed as current information contained is outdated. New document will be attached separately.*

### ***Introduction***

#### **❖ Spatial development - concept definition**

**Spatial** is derived from the word “space”. The world we live in is filled with entities like trees, houses, rivers, mountains, etc., which are distributed spatially. These features are situated in relation to one another. These features can be geographically located and can be represented on a map.

The **spatial structure** of the city refers to the spatial arrangement of the physical parts e.g. roads, railway lines, shopping areas, homes, industries etc. These features do not function in isolation but are related or linked to one another.

**Spatial models** describe the existing physical structural and functional attributes of an area, which can be an informal settlement, a town, city or even a province. The models can take the form of a map or a miniature model or version of the area. They are used to show the changes planned for an area or changes, which are likely to occur.

**Spatial planning** refers to the level at which planning is practiced such as a national level, regional, town planning or even at village level. Spatial planning therefore deals with the distribution and redistribution of land uses over space.

#### **❖ Purpose of spatial analysis**

The spatial analysis will attempt to evaluate the current spatial distribution of the various land uses. The purpose of a spatial analysis is to ensure that the municipality's spatial strategies and land use management decisions are based on a general awareness of:

- Spatial constraints, problems, opportunities, trends and patterns;
- The necessity for spatial restructuring;
- The need for land reform;
- The spatial dimension of development issues.

#### *DFA-SPATIAL development principles*

The Development Facilitation Act provides specific principles for:

- Land development and conflict resolution
- Control on land occupation
- Recognition on informal land development practices

#### *The principles are as follows:*

- a) Policy, administrative practice and laws should provide for urban and rural land development and should facilitate the development of formal and informal, existing and new settlements.
- b) Policy, administrative practices and laws should discourage the illegal occupation of land, with due recognition of informal land development processes.
- c) Policy, administrative practices and laws should promote efficient and integrated land development in that they:
  - Promote the integration of the social, economic, institutional and physical aspects of land development
  - Promote integrated land development in rural and urban areas in support of each other

- Promote the availability of residential and employment opportunities in close proximity to or integrated with each other
  - Optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities.
  - Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land
  - Discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities
  - Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs, and
  - Encourage environmentally sustainable land development practices and processes.
- d) Members of communities affected by land development should actively participate in the process of land development.
- e) The skills and capacities of disadvantaged persons involved in land development should be developed.
- f) Policy, administrative practices and laws should encourage and optimise the contributions of all sectors of the economy (government and non-government) to land development so as to maximise the Republic's capacity to undertake land development and to this end, and without derogating from the generality of this principle:
- National, provincial and local governments should strive clearly to define and make known the required functions and responsibilities of all sectors of the economy in relation to land development as well as the desired relationship between such sectors, and
  - A competent authority in national, provincial or local government responsible for the administration of any law relating to land development shall provide particulars of the identity of legislation administered by it, the posts and names of persons responsible for the administration of such legislation and the addresses and locality of the offices of such persons to any person who requires such information.



- g) Laws, procedures and administrative practice relating to land development should:
- Be clear and generally available to those likely to be affected thereby
  - In addition to serving as regulatory measures, also provide guidance and information to those affected thereby
  - Be calculated to promote trust and acceptance on the part of those likely to be affected thereby, and
  - Give further content to the fundamental rights set out in the Constitution.
- h) Policy, administrative practices and laws should promote sustainable land development at the required scale in that they should:
- Promote land development which is within the fiscal, institutional and administrative means of the Republic
  - Promote the establishment of viable communities
  - Promote sustained protection of the environment
  - Meet the basic needs of all citizens in an affordable way, and
  - Ensure the safe utilisation of land by taking into consideration factors such as geological formations and hazardous undermined areas.
- i) Policy, administrative practices and laws should promote speedy land development.
- j) Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land.
- k) Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for lands and homes occupied by them to be utilised for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner.
- l) A competent authority at national, provincial and local government level should co-ordinate the interests of the various sectors involved in or affected by land development so as to minimise conflicting demands on scarce resources.

- m) Policy, administrative practices and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.

*Tswelopele as a spatial entity*

*Location*

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

*Composition and size*

The composition and size of the five Municipalities comprising Lejweleputswa District Municipality are as follows:

The table below gives an indication:

LOCAL MUNICIPALITY	NUMBER OF FARMS	NUMBER OF ERVEN	AREA IN KM <sup>2</sup>
Masilonyana	2828	16273	6 775,97
Tokologo	1966	6000	9 298,32
<b>Tswelopele</b>	<b>2148</b>	<b>12299</b>	<b>6 506,68</b>
Matjhabeng	2723	98855	5 142,40

LOCAL MUNICIPALITY	NUMBER OF FARMS	NUMBER OF ERVEN	AREA IN KM <sup>2</sup>
Nala	1594	19676	3 963,01
Total	11259	153103	31 686,38

(Source: Free State Development Plan: Draft Framework, 2001)

### *Tswelopele spatial dimension*

Tswelopele consists of two urban nodes surrounded by the rural farmland.

### *Causes, problems and threats relating to spatial structure*

#### ❖ Causes of the existing spatial structure

The causes for the existing spatial structure of Tswelopele can be attributed to a combination of historical, political and economic factors.

The Group Areas Act separated the white and black townships resulting in a fragmented urban spatial structure.

The towns originated as service centres for the surrounding farming communities and thus have developed sporadically based on local economic fluctuations e.g. droughts and high commodity prices. The Sand and Vet rivers with its irrigation system cut through the municipal area and has created a higher density of Agricultural development around it.

#### ❖ Problems relating to the spatial structure

In terms of the rural area very little spatial differentiation is found apart from the higher density settlements along the irrigation scheme. Due to the low population density social amenities and community facilities are scarcely spread through the area.

The most predominant spatial feature of the municipality is however the two urban settlements of Hoopstad/Tikwana and Bultfontein/Phahameng separated by almost 60 km of commercial farmland. Both these towns developed over the last century as central place settlements serving the predominant rural farming area.

Both towns have a very well developed and well-planned urban structure. The structure, although once heavily divided due to apartheid planning philosophies and legislation, have undergone visible efforts of spatial integration and densification since 1991.

#### ❖ Threats

**The following aspects pose a threat for the existing urban structure of Tswelopele and the development of integrated urban centres:**

- Negligence to plan properly due to the fluctuations in the local economy.
- Decline of the local economy.
- Availability of sustainable Bulk Infrastructure e.g. Water and Electricity
- Maintenance and expansion of infrastructure.
- Economic centralisation.
- Institutional capacity.
- Deterioration of main roads.

#### *Situation analysis and trends*

**Population group**

Persons	1996	2001	% change
African	49837	55570	11.50
Coloured	534	774	44.94
Indian	5	10	100.00
White	5215	2504	-51.98
<b>Total population</b>	<b>55591</b>	<b>58858</b>	<b>5.88</b>

Current demographics

*Source: Stats SA Census 2001*

The above table is significant in the sense that population figures impact on all aspects of service delivery and development and is therefore an important planning basis. In this regard it is also important to monitor change.

*Land use statistics*

The current situation regarding developed land is depicted in the following:

### Land use per proposed Zoning

Zoning	Area (ha)	Property Count
Agricultural	622,851.34	1993
Business	23.82	252
Community Facility	78.00	107
Education	56.77	21
Environmental Area	28,849.13	126
General Industrial	101.72	130
General Residential	9.80	21
Government Purposes	458.10	29
Municipal Purposes	24.77	25
Municipal Townlands	18,505.81	13
Private Open Space	153.63	58
Public Garage	0.59	2
Railways	53.98	10
Roads and Streets	345.48	83
Service Industry	24.25	95
Single Residential	453.43	9243
Small Holdings	132.30	28
<b>Total</b>	<b>672,187.06</b>	<b>12243</b>

### Trends

One of the most visible spatial trends was the integration and the densification of the towns since it was heavily divided in the past as a result of the Group Areas Act. Since 1991 the integration of the former black and white urban areas was actively pursued. This have in many cases resulted in more cost effective bulk services and the more productive utilization of these services and amenities. In the cases of both the towns the opportunities for further spatial integration is limited and it is expected that social and economic integration will further take place should economic conditions improve in these towns.

The integration was to some extent made possible by the rapid growth in the population from 1991. Especially Phahameng and Tikwana experienced a high influx of people. This was due to the abolishment of the apartheid legislation aimed at controlling the movement and settlement of African people. Further to this the loss of jobs in the farming sector due to a variety of reasons contributed to the growth of these areas. Although the growth of these towns has stabilised the supply of housing did not keep up with the demand and huge housing backlogs exist in Phahameng and Tikwana. This as well as disparities and backlogs in service levels and provision needs to be urgently addressed. Although backlogs in service delivery have been reduced, the lack of funding still hampers eradication of these backlogs.

The provision of land for social amenities and community facilities kept up with the rapid growth, but funding is still a problem to develop these facilities. Future development areas should be identified and bulk services planning done accordingly to accommodate any future growth. The expansion of e.g. the sewerage works in both towns is needed to eradicate the bucket system, but lack of MIG funding is restricting the delivery.

Another, although less visible but just as noticeable trend was the establishment of home industries and people working more and more from their homes as a result of improved information technology. This trend is especially evident in the former white towns of Bultfontein and Hoopstad.

In future it is expected that densification of the towns of Hoopstad and Bultfontein might take place in order to make more productive use of municipal infrastructure. It is not only relevant to the residential component, but especially the business component. The CBD's of these towns should be demarcated and compacted in order to be more functional and efficient in general. This could create opportunities for urban renewal in these areas.

In all these cases it makes it all the more essential to introduce a more effective and equitable land-use management tool. Land-use changes and development in general needs to be managed more effectively. This is all the more important if one considers

the fact that in the rural areas, no form of land-use system exists. This makes development in these areas very difficult. If council wants to later raise taxes from these areas, serious consideration needs to be given to a new town planning scheme that includes the whole municipal area. Progress is being made with the proposed Integrated Land Use Scheme and the implementation of the Integrated Municipal Information System (IMIS). The Land Use Scheme will be promulgated in 2007/2008. The implementation of the IMIS is a long-term implementation process that will greatly enhance the efficient management of service delivery.

Future trends with a spatial impact for example HIV/AIDS needs to be carefully monitored and planning should take place accordingly in a pro-active and holistic manner.

### *Impact*

The impact of the spatial structure of the municipality on a local level on other social and economic factors is limited.

A major impact is however the distance between the two economic centres of the municipality making administration and management difficult and holistic planning nearly impossible.

The proposed Ethanol developments in both Hoopstad and Bultfontein will have a huge impact not only on the physical development but also on the economy of the area. Both these impacts will lead to spin-offs in development that will impact spatially.

For this purpose the Spatial Development Framework (phase 1) is sufficient to guide the broad development, but once the erection of the plants are confirmed, a Phase 3 development plan should be created to coordinate the spatial development of all infrastructure.

### *Weaknesses*

**The following weaknesses impacts on spatial development:**

Municipality                      -    Distance between two towns



- Lack of integrated equitable land-use management system
- Lack of equitable process for integrating urban and rural areas
- Slow economic development and job creation
- Uncertain impact of HIV/AIDS
- Hoopstad/Tikwana - Flooding along the Vet River
- Major roads needs to be crosses for future development
- Weak development of business sector in Tikwana
- Slow industrial development
- Lack of funding to develop social amenities and community facilities
- Bultfontein/Phahameng - Weak development of business sector in Phahameng
- Slow industrial development
- Lack of funding to develop social amenities and community facilities
- Bulk services impact of future development

#### *Resources available and conclusion*

In terms of development and planning the municipality is in the fortunate position of having competent and experienced officials and councilors who have dealt with developmental issues in the past.

Town and regional planning, land surveying and engineering consultants with a long-term commitment to the municipality are working in the communities.

Sufficient council owned land is available for development although the impact of lack of bulk services is foreseen.

This information was compiled by a professional land surveyor (PLS 0727) contracted by the municipality in 2007. The key issues and finding are still applicable for the purpose of this review of the IDP process.

## **Institutional Arrangements**

Institutional arrangements of Tswelopele are informed and regulated by section 50 and 51 of the Municipal Systems Act (MSA). A municipality is required to organize within its administrative and financial capacity its administration in a way that will facilitate the achievement of goals as set out in s51 of the MSA.

The administration of Tswelopele is organized to include, Municipal Manager, Chief Operating Officer, Technical Services, Corporate Services, Financial Services and Community Services. Institutional issues and challenges faced by Tswelopele in the different departments are detailed below:

### ***Corporate Services***

#### ***Critical vacancy***

The position of the Executive Manager Technical Services is still vacant. This means that there is still a gap in strategic input in technical terms. The position has to be filled as a matter of urgency.

#### ***Employment equity***

The employment equity plan was adopted by Council in 2006. Implementation of the plan has been disappointing as the top management of the municipality is still male dominated. In respect of the whole municipality 79% of the work force is male. An effort has to be made to recruit special groups as identified in the employment equity plan.

### ***Job evaluation process***

The process of evaluating jobs by SALBC has not moved since 2006. The delay in the process has had a negative impact on the morale of the employees, through our internal unscientific survey undertaken.

### ***Skills development***

Training of personnel is a challenge for the municipality. There is scarce skills shortage especially in the Technical department in areas such as road construction, water works and other related fields. Training and retention are a challenge that has to be overcome.

### ***Record management***

Tswelopele intends to move away from the manual to electronic record management system. The availability of technology and software makes it important to exploit technology to the best advantage of the municipality.

### ***Performance audit committee***

Currently the municipality is not auditing the performance of the senior management and staff at a lower level. Senior management in particular has not been paid any performance bonuses in the last 5 years. Following are the weaknesses identified that have to be addressed:

- ❖ Establishment of the Audit Performance Committee
- ❖ Creation of the balance score cards/KPI/KPA to evaluate performance
- ❖ Ensuring that all senior managers sign performance contracts
- ❖ Ensuring that annual performance report is compiled after year end.

## ***Community Services***

### ***Housing***

- ❖ Compilation of a credible and living housing waiting list. Currently Phahament has 1209 and Tikwana has 911 known people on the waiting lists.
- ❖ Development of a database for the housing of special groups (e.g. disabled groups, aged, etc)
- ❖ Accessing of the Department of Human Settlement forms to assist with beneficiary management
- ❖ Compilation of the erven waiting list for the planned and sites to be serveted (Phahameng - 2640; Tikwana - 2199)
- ❖ There is lack of serviced sites resulting in no occupation as there is no infrastructure like sewer network, electricity, roads etc (Tikwan - 499; Phahameng - 837)
- ❖ Identification of additional land for development of site for Wesseltrust farm; Bothaville roads)
- ❖ Development of the Housing master plan (Housing chapter)
- ❖ Development and implementation of the GIS system to access information easily
- ❖ Development of by-laws to regulate traffic more effectively
- ❖ Address commonnage issues by developing appropriate and relevant by laws, appointment of Pound Master and assignment of responsibility

### ***Financial Services***

- ❖ Implement a credible asset register
- ❖ Collection of debt from municipal customers
- ❖ Cash flow management
- ❖ Development of other sources of income generation
- ❖ SCM - compliance with procurement policies
- ❖ Installation of the IT servers to link Bultfontein \$ Hoopstad
- ❖ Review of policies and by-laws

### *GRAP/GAMAP Implementation*

Tswelopele has been in the process of implementing GRAP/GAMAP. The implementation has been guided by a process plan approved by the leadership of the municipality.

The process plan required that inclusion of this project in the IDP, establishment of key performance indicators to measure success at organization and employee level, arrangement of information session with the Audit Committee and finally incorporation of the process plan into the performance management system.

Whilst the process plan has continued smoothly, the incorporation of the performance success indicators has been a weakness. The weakness will be addressed in the municipal implementation plan.

## **5 Strategic objectives**

Local Municipality core, non - core and sectoral priorities				
INSTITUTIONAL	ECONOMIC	SOCIAL	INFRASTRUCTURE	SPATIAL & ENVIRONMENTAL
<ul style="list-style-type: none"><li>▪ Institutional Development</li><li>▪ Monitoring</li><li>▪ Governance</li><li>▪ Performance Management</li><li>▪ Financial Viability</li><li>▪ Turnaround Strategy</li></ul>	<ul style="list-style-type: none"><li>▪ Local Economic Development</li><li>▪ Poverty Alleviation</li></ul>	<ul style="list-style-type: none"><li>▪ Improved level of Health Services</li><li>▪ Education</li><li>▪ Youth Development</li><li>▪ Welfare Service Provision</li><li>▪ Culture Enhancement</li><li>▪ Safety and Security</li><li>▪ Disaster Management</li><li>▪ Gender Equity</li></ul>	<ul style="list-style-type: none"><li>▪ Housing</li><li>▪ Water Provision</li><li>▪ Sanitation Provision</li><li>▪ Streets and Storm Water</li><li>▪ Electricity Provision</li><li>▪ Refuse Removal</li><li>▪ Cemeteries</li><li>▪ Telecommunication</li></ul>	<ul style="list-style-type: none"><li>▪ Future Land Use</li><li>▪ Sport and Recreational</li><li>▪ Public Transport</li><li>▪ Environment</li><li>▪ Land Reform</li></ul>

		▪ HIV / AIDS		
--	--	--------------	--	--

## 6 Vision

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

## 7 Mission

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

- Promoting economic development
- Providing sustainable services and
- Improving the quality of life of all people

## 8 Values

- Democratic values
- Good governance
- Transparency
- Honesty
- Equity

- Commitment
- Accountability
- Professionalism

## 9 Developmental strategies

SUSTAINABLE INFRASTRUCTURE AND SERVICES	ECONOMIC DEVELOPMENT AND JOB CREATION
Water Sanitation Electricity Waste management Roads, streets, storm water Housing Cemeteries Telecommunication Land development	Agricultural development Tourism development Land reform Industrial development Skills development
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Health services Environmental management Education and training Parks , Sports and recreation services and library services Transport	Increased revenue base from rates and taxes Corporate governance Institutional transformation

PUBLIC SAFETY	TURNAROUND STRATEGY
Disaster Management	Cross Cutting municipal issues relating to the core strategies of Tswelopele
Safety and Security	
Traffic Control	
Emergency services	

The Municipal Turnaround Strategy has been identified as one of the core developmental strategies of the municipality. The reason for this is to ensure that projects identified and relating to the MTAS are ring fenced for the sake of identification, monitoring and evaluation. The issues in the MTAS are ordinarily what the municipality is or should be doing in the course of its every day business. The projects of the MTAS are listed below separately.



*Infrastructure: ELECTRICITY*

*Maintenance of existing infrastructure; Upgrading of stands with on site water and meters; Roads with proper storm water drainage; Speed Humps next to schools (Tar Bus Routes, paving of others); Preference to high mast lighting; More electricity buying-points; Bulk Electric supply to Bultfontein due to frequent interruption; New sites to be electrified; Maintenance of cemeteries; Provision of new cemetery in Tikwana; Buildings should be Disabled friendly; Crossings are needed for storm water canals.:*

<b>Objective 1</b>  <i>To improve public lighting in Tswelopele by 2011.</i>	<b>Strategies</b>  <i>1. To phase in high mast lighting in new developed areas in Tswelopele</i>
<b>Objective 2</b>  <i>To upgrade the existing electricity needs infrastructure by 2011</i>	<i>2. To determine the electricity needs in the rural areas, 3. Implement an upgrading and maintenance program of infrastructure, plant and equipment in Tswelopele.</i>

*Infrastructure: Roads and Storm water*

*Maintenance of existing infrastructure; Upgrading of stands with on site water and meters; Roads with proper storm water drainage; Speed Humps next to schools (Tar Bus Routes, paving of others); Preference to high mast lighting; More electricity buying-points; Bulk Electric supply to Bultfontein due to frequent interruption; New sites to be electrified; Maintenance of cemeteries; Provision of new cemetery in Tikwana; Buildings should be Disabled friendly; Crossings are needed for storm water canals.:*

<b>Objective 1</b>  <i>To upgrade the existing roads and storm water infrastructure by 2011.</i>	<b>Strategies</b>  <i>1. Upgrading of all existing roads and storm water drainage in Tswelopele. 2. Implementation of maintenance program of roads and storm water.</i>
<b>Objective 2</b>  <i>To tar and upgrade 40 % of all main bus routes with kerbs and storm water by 2011.</i>	<b>Strategies</b>  <i>1. To implement a program that will ensure that 40% of all the main bus routes are tarred and upgraded in phases by 2011.</i>

Priority Issue 3: Social development

Facilitate Building of a school for people with disabilities ; Increase of more social workers; Day care centre for the Aged; Orphanages are needed to address the impact of HIV/AIDS; Voluntary Confidential Counseling and Testing (VCCT) Centre is needed; Food relief programme for the destitute; Facilitate pension payment and amenities; Facilitate building Crèches where they are needed.

<b>Objective 1</b>  <i>To extend the Home Based Care Service in Tswelopele to more people by 2010 - 2011.</i>	<b>Strategies</b>  <i>1. To facilitate the implementation of home based care programs in partnership with the community and the departments of Social Development and Health.</i>
<b>Objective 2</b>  <i>To improve the food security to the indigents by 2010 - 2011</i>	<b>Strategies</b>  <i>1. Co-ordinate the distribution and allocation of food parcels to deserving beneficiaries</i>
<b>Objective 3</b>  <i>To improve day care facilities in Tikwana by 2010 -2011.</i>	<b>Strategies</b>  <i>1. Submit business plans and proposals to funding agencies for building day-care facilities</i>

*Priority Issue 4: Sport and Recreation*

*Upgrading of existing facilities; Development of other facilities (Cricket, Netball, Swimming pool etc.); Management and maintenance of sporting facilities; Recreational parks to be developed and maintained; Usage of the sports and recreational facilities.*

<b>Objective 1</b>  <i>To have all existing sport facilities upgraded to full operational status by 2010 - 2011.</i>	<b>Strategies</b>  <i>1. To Draw and implement an upgrading program.</i>
<b>Objective 2</b>  <i>To have a maintenance program of sport facilities operational by 2010 - 2011.</i>	<b>Strategies</b>  <i>1. To Draw maintenance and monitoring plan with specific targets.</i>
<b>Objective 3</b>  <i>To erect additional sporting facilities in Tswelopele by 2011</i>	<b>Strategies</b>  <i>1. To implement a program for the provision of additional sporting facilities. 2. Compile a detailed needs analysis and business plan, for the erection of a multi-purpose indoor sports centre 3. Get the community of Tswelopele to engage in arts and culture and play</i>

Priority Issue 5: Health

Clinics and or mobile clinics to serve rural areas more frequently; Services rendered by the clinics to be improved; Medicine supply to be Adequate; More doctors available at clinics; VCCT Centre to be established; Refuse removal system and refuse dumping site management to be improved; Pesticide and Chemical safety awareness and control to be improved.

<b>Objective 1</b> <i>To upgrade all existing clinic services in Phahameng and Tikwana.</i>	<b>Strategies</b>  <i>1. Facilitate the upgrading of Clinic services with the Dept of Health.</i>
<b>Objective 2</b> <i>To improve mobile clinic services to rural areas</i>	<b>Strategies</b>  <i>1. Manage available health resources and personnel more effectively and equitably</i>
<b>Objective 3</b> <i>To develop a cost effective and sustainable Waste Management System by 2011</i>	<b>Strategies</b>  <i>1. Implement a comprehensive refuse management system with specific targets and deliverables by 2011.</i>
<b>Objective 4</b> <i>To have an environmental health awareness program by 2011</i>	<b>Strategies</b>  <i>1. Compete annually in the Cleanest Town Competition.</i>
<b>Objective 5</b> <i>To encourage voluntary testing at all health centres in Tswelopele by 2011</i>	<b>Strategies</b>  <i>1. Organise awareness campaigns and workshops on the AIDS pandemic</i>

*Priority Issue 6: Safety and Security*

*Mobile police station; Police station in Phahameng*

<b>Objective 1</b>  <i>To reduce prevalent crimes by 50% by 2010 - 2011.</i>	<b>Strategies</b>  <i>1. To Encourage sector policing forums in each ward. 2. Encourage the police reservist system.</i>
<b>Objective 2</b>  <i>To increase Police visibility with 50% by 2011.</i>	<b>Strategies</b>  <i>1. Ensure regular patrols by the SAPS in all areas.</i>
<b>Objective 3</b>  <i>Establish a Municipal law enforcement unit in Tswelopele by 2011</i>	<b>Strategies</b>  <i>1. Develop the Municipal law enforcement framework.</i>

Priority Issue 7: Education

Primary school needed in Phahameng

**Objective 1**

*To reduce adult illiteracy by 10% by 2011.*

**Strategies**

1. *Improve utilisation of ABET Centres through awareness campaigns via ward meetings and other community forums.*

Priority Issue 8: Housing

Quality of RDP housing to be improved; Need for erven and Housing to be addressed.

**Objective 1**

*To eradicate informal housing structures in Tswelopele by 2011.*

**Strategies**

1. *To build 400 subsidised housing structures*
2. *Access all other forms / mechanism of housing subsidies.*

<b>Objective 2</b>  <i>To ensure that 100% of households has security of tenure.</i>	<b>Strategies</b>  1. <i>Compile a database of people without security of tenure.</i>
--	---

Priority Issue 9: Good Governance

Service delivery to be improved; Reaction time to complaints must be shortened.

<b>Objective 1</b>  <i>Increase of payment levels in Phahameng and Tikwana to 50% by 2010/2011</i>	<b>Strategies</b>  1. <i>Compile and update the indigent register.</i> 2. <i>Increase the effectiveness and efficiency of the credit control section.</i>
<b>Objective 2</b>  <i>Upgrade the municipal IT system by 2011.</i>	<b>Strategies</b>  1. <i>Expand the Municipal information system annually.</i>
<b>Objective 3</b>  <i>Formulate all Municipal Policies and bylaws by 2011.</i>	<b>Strategies</b>  1. <i>Review all current Municipal policies and bylaws.</i>
<b>Objective 4</b>  <i>To establish an effective and efficient governance</i>	<b>Strategies</b>  1. <i>Review of Organisational Structure</i>



and administration structure by 2011.	2. Undertake projects that give effect to compliance with the different relevant legislations
---------------------------------------	---

## 10 Project phase

### 10.1 Alignment procedures

#### ***Alignment of Priorities with Free State Growth Development Strategy***

It is noted that the Free State Province is in the process of rolling out the new Operation Hlasela strategy. The full extent of the strategy and how it impacts Tswelopele Local Municipality will be incorporated into the new IDP to be developed when the new Council takes occupation in 2011. Tswelopele is however implementing some of the targets arising from the strategy, especially around job opportunities creation.

The Free State Growth & Development Strategy for 2005/2014 was prepared during 2005 and specific development priorities were identified for the next 9-year development cycle in the province. These priorities were set as guidelines for the Local Municipalities to identify in their respective IDP priorities. In order to achieve alignment it was necessary to measure IDP identified priorities against the priorities of the Free State Growth and Development Strategy. The alignment is still achieved as represented by the priorities.

## 10.2 Annual operational Plan/Implementation Plan

Below are projects that are identified for core local government priorities.

PRIORITY: ECONOMIC DEVELOPMENT& EMPLOYMENT CREATION (LED)

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI	Operational OR Capital	Responsible Agency / Person	Funding Source
LED 1	TSW	Development of LED Strategy		250,000	275,000	202,0000	Review of LED Strategy	Operational	LED	DBSA/LDM
LED 2	TSW	Support value adding projects implemented with sound engineering processes.		0	0	0	Number of value adding initiatives	Operational	LED	Unfunded
LED 3	TSW	Establishment of LED Forum		0	0	0	Number of meetings held	Capital	LED	Unfunded
LED 4	TSW	Involvement and participation of youth in Agricultural projects		0	0	0	Number of youth in agricultural projects	Capital	LED	Unfunded
LED 5	TSW	Organize the Economic Development Summit with organised Business & Government Departments.		0	0	0	Number of meetings held with stakeholders	Capital	LED	Unfunded
LED 6	TSW	Establish a youth development centre by 2011.		0	0	0	Identified building and signed agreement by 2011	Capital	LED	Unfunded
LED 7	TSW	Build cubicles for		0	0	0	Number of cubicles build by February	Operational	LED	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI	Operational OR Capital	Responsible Agency / Person	Funding Source
		hawkers by 2011.					2010			
LED 8	TSW	Facilitate the establishment of BEE consortiums to tender for extended public works projects		0	0	0	Number of meetings held with stakeholders	Operational	LED	Unfunded
LED 9	TSW	Assist with the acquisition of CIDB for emerging contractors		0	0	0	Reports on the progress made on quarterly basis	Operational	LED	Unfunded
<b>LED 10</b>	TSW	Maintenance of commonage infrastructure.		0	0	0	Quarterly maintenance report	Capital	LED	Unfunded
LED 11	TSW	Formalise the Tikwana/Hoopstad commonage committee.		0	0	0	Number of meetings held with stakeholders	Capital	LED	Unfunded
LED 12	TSW	Aquatic and aquarium museum		0	0	0	Conducting of feasibility studies	Capital	LED	Unfunded
LED 13	TSW	Investigate the development of a cable train		0	0	0	Conducting of feasibility studies	Capital	LED	Unfunded
		<b>Sub Total</b>		<b>R250,000.00</b>	<b>R275,000.00</b>	<b>R202,000.00</b>				

#### MUNICIPAL INFRASTRUCTURE

PRIORITY: WATER PROVISION (WA)

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
WA1	TSW	Installation of bulk water meters.		0	0	0	Number of Bulk water meters installed	Capital	Technical	Unfunded
WA 2	TSW	To determine the water needs in the rural areas i.r.o. municipal services.		0	0	0	Number of meeting held with stakeholders	Capital	Technical	Unfunded
WA 3	TSW	Install 3512 water meters in Tikwana by 2011.		0	0	0	Number of water installed	Capital	Technical	Unfunded
WA 4	TSW	Facilitate the eradication of hyacinths in the Vet River at Hoopstad.		0	0	0	Number of meetings held with DWAF	Capital	Technical	Unfunded
WA 5	TSW	Plant and Equipment Upgrade / replace plant and equipment.		0	0	0	Quarterly serviceability Status report	Capital	Technical	Unfunded
WA 6	TSW	Upgrading of bulk water supply in Bultfontein Phase 2		0	0	0		Capital	Technical	Unfunded
		<b>Sub Total</b>		<b>R 0</b>	0	0				

**PRIORITY: SANITATION PROVISION (SAN)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
SAN 1	TSW	New Sewer Treatment Plant in Phahameng  New Sewer Treatment Plant in Bultfontein/Phahameng		20,299,000	24,515,000	29,915,000	Progress on Sewer Treatment Plant	Capital	Technical	MIG
SAN 2	TSW	Upgrading of Sewer Treatment Plant in Hoopstad/Tikwana		0	0	0	Progress on Sewer Treatment Plant	Capital	Technical	Unfunded
SAN 3	TSW	Installation of sewer network in Phahameng new 837extention		0	0	0	Number of sewer networks connected Phahameng	Capital	Technical	Unfunded
SAN 4	TSW	Installation of sewer network in Tikwana new 499 extension		0	0	0	Number of sewer networks in Tikwana	Capital	Technical	Unfunded
SAN 5	TSW	To determine the needs in the rural areas i.r.o. municipal services. [ VIP's]		0	0	0		Capital	Technical	Unfunded
		Sub Total		R 20,299,000	24,515,000	29,915,000				

PRIORITY: ELECTRICITY PROVISION (ELEC)

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
ELEC 1	TSW	Erect 31 high mast lights in Tswelopele by 2008. (24 in Phahameng and 7 in Tikwana)		0	0	0	Number of streetlight installed 2011	Capital	Technical	Unfunded
ELEC 2	TSW	To determine the Electricity needs in the rural areas i.r.o. municipal services.		0	0	0	Number of meetings held with stakeholders	Operational	Technical	Unfunded
ELEC 3	TSW	Extend electrical network to new developments: Hoopstad / Bultfontein		0	0	0	Number of houses connected with electricity	Operational	Technical	Unfunded
ELEC 4	TSW	Facilitate the extension of existing electrical network in consultation with ESKOM Phahameng/Tikwana		0	0	0	Number of houses connected with electricity by Eskom	Operational	Technical	Unfunded
ELEC 5	TSW	Upgrading of existing network: Bultfontein, Hoopstad.		0	0	0	Frequency of interruption		Technical	Unfunded
		<b>Sub Total</b>		<b>R0</b>	<b>0</b>	<b>0</b>				

**PRIORITY: ROADS & STORM WATER PROVISION (RSW)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
RSW 1	TSW	Upgrade 40 % of all gravel roads in Tswelopele by 2011.		0	0	0	Kilometers tarred every six months	Capital	Technical	Unfunded
RSW 2	TSW	Construction of roads in existing and new developments in Tswelopele.		0	0	0	Kilometers constructed every six months	Capital	Technical	Unfunded
RSW 3	TSW	Upgrade traffic and information signs in Tswelopele. ( Repairs and Maintanance of Roads Signs and Paint)		120,000	132,000	145,200	Number of traffic and information signs upgraded	Capital	Technical	TSW
		Sub Total		R 120,000	132,000	145,200				

**PRIORITY: WASTE MANAGEMENT (WM)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
WM 1	TSW	Complete the rehabilitation and licensing of waste disposable sites in Builtfontein by 2011.		0	0	0	Status report on waste disposal sites by April 2011	Operational	Community Services	Unfunded
WM 2	TSW	Identification of new dumping sites in Tswelopele		0	0	0		Operational	Community Services	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
		Sub Total		R0	0	0				

**PRIORITY: INFRASTRUCTURE GENERAL (ING)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
ING 1	TSW	Repair and renovate council buildings.		0	0	0	Quarterly maintenance report	Operational	Technical	Unfunded
ING 2	TSW	Upgrade / extension of Bultfontein municipal offices.		0	0	0	Time frames and target for completion		Technical	Unfunded
ING 3	TSW	Extend the Phahameng Municipal offices by 2011.		0	0	0	Time frames and target for completion		Technical	Unfunded
ING 4	TSW	Upgrade municipal buildings to be disabled-friendly by 2011.		0	0	0	Time frames and target for completion		Technical	Unfunded
ING 5	TSW	Establish 2 Pounds (1 in Hoopstad / Tikwana & 1 in Bultfontein / Phahameng) by 2011.		0	0	0	One pounds to be completed by 2011		Community Services	Unfunded
ING 6	TSW	Facilitate the creation of a Multi Purpose Community Centre (MPCC), 1 in Tikwana		0	0	0	Number of meeting held with stakeholders		Community Services	Unfunded



Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
		and 1 in Phahameng, in consultation with all role players by 2011.								
ING 7	TSW	Upgrading and replacement of Plant and Equipment		0	0	0	Quarterly serviceability status report		Technical	Unfunded
	TSW	Upgrading of cemeteries fencing		0	0	0	5% completeness yearly		Community Services	Unfunded
		<b>Sub Total</b>		0	0	0				

**PRIORITY: SOCIAL DEVELOPMENT (SD)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
SD 1	TSW	Facilitate the implementation of the Home Based Care Program.		0	0	0	Number of meetings held with stakeholders	Operational	Community Services	Unfunded
SD 2	TSW	Facilitation of Adopt a child project		0	0	0	Budget and report 2011	Operational	Community Services	Unfunded
SD 3	TSW	To identify/register all indigents and households headed by children.		0	0	0	Quarterly updated register	Operational	Community Services	Unfunded

SD 4	TSW	To facilitate the expansion of foster care in Tswelopele.		0	0	0	Biannual update register	Operational	Community Services	Unfunded
SD 5	TSW	Facilitate the building of two new Crèche in Tikwana.		0	0	0	Number of meetings held with stakeholders	Operational	Community Services	Unfunded
SD 6	TSW	Compile an updated database of all NGO's.		0	0	0	Biannual update register	Operational	Community Services	Unfunded
		<b>Sub Total</b>		0	0	0				

**PRIORITY: SPORT and RECREATION (SRC)**

<b>Project No</b>	<b>Locality</b>	<b>Project Description &amp; Critical Steps</b>	<b>Due Date</b>	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>KPI</b>		<b>Responsible Agency / Person</b>	<b>Funding Source</b>
		<b>CEMETERIES</b>								
SRC 1	TSW	Identification and extension of new sites in Tswelopele		0	0	0	Number of sites identified	Capital	Cemetery Division	Unfunded
SRC 2	TSW	Fencing of Cemeteries		0	0	0	Number of cemeteries fenced	Capital	Cemetery Division	Unfunded
SRC 3	TSW	<b>SPORT FACILITIES/PARKS</b>						Operational	Sports & Recreation	TSW
SRC 4	TSW	Upgrading of existing sporting facilities in phases.		0	0	0	Times frames and targets for each phase	Operational	Sports & Recreation	Unfunded
1SRC 5	TSW	Regular maintenance		65,000	71,500	78,650	Quarterly	Operational	Sports &	LOTTO TSW &

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
		of sport facilities.					maintenance report		Recreation	Dep of sports
SRC 6	TSW	Upgrading of Bultfontein Swimming pool.		0	0	0	Times frames and target for completion	Operational	Sports & Recreation	Unfunded
SRC 7	TSW	Construction of Athletics tracks in Phahameng & Tikwana		0	0	0	Finalization of the tender process with time frames and targets for completion	Operational	Sports & Recreation	Unfunded
SRC 8	TSW	Construction of a pavilion in Phahameng Stadium		0	0	0	Finalization of the tender process with time frames and targets for completion	Operational	Sports & Recreation	Unfunded
SRC 9	TSW	Erection of stands at tennis courts in Tswelopele		0	0	0	Times frames and target for completion	Operational	Sports & Recreation	Unfunded
SRC 10	TSW	Build a swimming pool at Hoopstad / Tikwana by 2011.		0	0	0	Finalization of the tender process with time frames and targets for completion	Operational	Sports & Recreation	Unfunded
SRC 11	TSW	Facilitate the erection of a Multipurpose Indoor Sports Centre by 2011.		0	0	0	Submit ion of business plan and budget	Operational	Sports & Recreation	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
SRC 12	TSW	Organise charity games.		250,000	275,000	302,500	Budget and Report 2011	Operational	Sports & Recreation	TSW
SRC 13	TSW	Organise arts and culture festivals		0	0	0	Budget and Report 2011	Operational	Sports & Recreation	Unfunded
SRC 14	TSW	Regular maintenance of parks and open spaces.		160,000	160,000	160,000	Maintenance program	Operational	Sports & Recreation	TSW
		<b>Subtotal</b>		<b>475,000</b>	<b>506,500</b>	<b>541,150</b>				

**PRIORITY: HEALTH (HE)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
HE 1	TSW	Facilitate the building of a new clinic in Tikwana.		0	0	0	Number of meetings held with stakeholders	Operational	Community Services	Unfunded
HE 2	TSW	Facilitate the frequency of mobile clinic visits to the rural area		0	0	0	Number of meetings held with stakeholders	Operational	Community Services	Unfunded
HE 3	TSW	Facilitate the implementation of a VCCT program in all clinics.		0	0	0	Number of people visiting the center	Operational	Community Services	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
HE 4	TSW	Facilitate the training of Community workers in the implementation of DOTS.		0	0	0	Number of community workers in DOTS program	Operational	Community Services	Unfunded
HE 5	TSW	Organise Environmental Awareness Workshops		0	0	0	Awareness program with time frames and target for completion	Operational	Community Services	Unfunded
HE 6	TSW	Establish and integrate Health and Enviro clubs at all Wards / Schools / towns by 2011.		6,000	6,600	7,300	Awareness program with time frames and target for completion	Operational		TSW
		<b>Sub Total</b>		<b>6,000</b>	6,600	7,300				

**PRIORITY: SAFETY and SECURITY (SS)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
SS 1	TSW	Facilitate the establishment of Sector policing.  Law Enforcement Unit		99,000	108,900	119,800	Number of meetings held with stakeholders	Operational	Community Services	TSW
SS 2	TSW	Facilitate the establishment of a Community Safety Forum.		0	0	0	Number of meetings held with stakeholders	Operational	Community Services	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
SS 3	TSW	Formulate a crime prevention strategy in partnership with the Department of Safety and Security.		0	0	0	Final draft strategic document 2011	Operational	Community Services	Unfunded
SS 4	TSW	Encourage an awareness program by the CPF and Ward Committees on Crime prevention tips to the Community.		0	0	0	Awareness program of time frames and targets	Operational	Community Services	Unfunded
SS 5	TSW	Facilitate the provision of a mobile police station.  Security Services		861,071	955,800	1,051,400	Number of meetings held with stakeholders	Operational	Community Services	TSW
		<b>Sub Total</b>		<b>960,071</b>	<b>1,064,700</b>	<b>1,171,200</b>				

**PRIORITY: EDUCATION (EDU)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
EDUC 1	TSW	Facilitate the increase in the uptake at ABET centres.		0	0	0	Number of people on ABET program	Operational	Community Services	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
EDUC 2	TSW	Facilitate the integration of ABET and the Learnership programs.		0	0	0	Number of meetings held with stakeholders	Operational	Community Services	Unfunded
EDUC 3	TSW	Compile an updated skills database. / Skills Development		385,000	423,500	465,900	Biannual update database	Operational	Community Services	TSW
EDUC4	TSW	Develop a skills development program in partnership with SETA's		0	0	0	Final draft program by april 2009	Operational	Community Services	Unfunded
EDUC 5	TSW	Facilitate the upgrading of Library Services.		0	0	0	Number of people utilizing the library	Operational	Community Services	Unfunded
		<b>Sub Total</b>		<b>385,000</b>	<b>423,500</b>	<b>465,900</b>				

**PRIORITY: HOUSING (HO)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
HO 1	TSW	Review the Housing Sector Plan.		0	0	0	Annual review	Operational	Housing	Unfunded
HO 2	TSW	Provide 150 surveyed stands annually.		0	0	0	Number of registered stands in Tswelopele	Operational	Housing	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
H O 3	TSW	Facilitate the building of 200 subsidised housing units per financial year.		0	0	0	Number of houses completed	Operational	Housing	Unfunded
HO 4	TSW	Identify and assist beneficiaries who qualify for security of tenure.		0	0	0	Number of beneficiaries with security of tenure	Operational	Housing	Unfunded
HO 5	TSW	Develop a database for Housing Special Groups (disabled, aged, etc.)		0	0	0	Biannual update database	Operational	Housing	Unfunded
		Sub Total		0	0	0				

**PRIORITY: Good Governance (GG)**

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
GG 1	TSW	Development and Implementation of Organisational PMS / Performance Mngt Committee		50,000	55,000	60,500	Sign performance agreements by April 2011	Capital	Corporate	TSW



Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
GG 2	TSW	Development of an Internal Audit function and Audit Committee		30,000	33,000	36,000	Presentation of the report to the mayor and council	Operational	Corporate	TSW
GG 3	TSW	IDP and Budget Review		0	0	0	Presentation of the report to the mayor and council	Capital	MM	Unfunded
GG 4	TSW	Budget training for stakeholders		0	0	0	Budget and reporting 2011	Operational	Finance	Unfunded
GG 5	TSW	Review the organogram		0	0	0	Approved reviewed Organogram by 2011	Operational	Corporate	Unfunded
GG 6	TSW	Filling of all critical posts.		0	0	0	Critical post advertised by February 2011	Operational	Corporate	Unfunded
GG 7	TSW	Development of Integrated Human Resource Development Strategy		0	0	0	Presentation of the report to the mayor and council	Capital	Corporate	Unfunded
GG 8	TSW	Reviewing of By-Laws & Policies		0	0	0	Final draft integrated set of bylaws	Capital	Corporate	Unfunded
GG 9	TSW	Development and Review of Communication		0	0	0	Presentation of the document to the mayor and council	Operational	Corporate	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
		Strategy								
GG 10	TSW	Develop a Public Participation Plan		0	0	0	Final draft plan by june 2011	Operational	Corporate	Unfunded
GG 11	TSW	Development of the proper and relevant SDBIP document		0	0	0	Presentation of the SDBIP to the mayor and council	Operational	Corporate	Unfunded
GG 12	TSW	Update and audit the Indigent register annually.		0	0	0	Annual update indigent register	Capital	Finance	Unfunded
GG 13	TSW	Workshops with different community sectors on payment of services.		0	0	0	Number of workshops		Finance	Unfunded
GG 14	TSW	Review the Credit control policy		0	0	0	Final draft policy june 2011	Operational	Finance	Unfunded
GG 15	TSW	Integrate the Municipal IT systems by 2011.		0	0	0	Finalization of the tender process with time frames and targets for completion by 2011	Operational	MM	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
GG 16	TSW	Implement the total Municipal Information System by 2011		0	0	0	Biannual usage report	Capital	MM	Unfunded
GG 17	TSW	Succession Planning Strategy		0	0	0	Presentation of the document to the mayor and council	Operational	MM	Unfunded
GG 18	TSW	Training staff on project management;  Municipal code of conduct		0	0	0	Presentation of the document to the mayor and council	Capital	Finance	Unfunded
GG 19	TSW	Access to an integrated financial management system for departments		0	0	0	Budget and reporting in 2011	Capital	Finance	Unfunded
GG 20	TSW	Integrated Policy and Manual for Employees		0	0	0	Presentation of the document to the mayor and council	Capital	Corporate	Unfunded

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
GG 21	TSW	Access to an integrated financial management system for departmental managers(Finance)		0	0	0	Budget and reporting in 2011	Capital	Finance	Unfunded
GG 22	TSW	Implementation Property Rates Act (Finance)		0	0	0	Budget and reporting	Operational	Finance	Unfunded
GG 23	TSW	Development of other revenue sources(Finance)		0	0	0	Budget and reporting	Operational	Finance	Unfunded
GG 24	TSW	Implement effective internal controls(Finance)		0	0	0	Unqualified audit report from the office of the auditor general	Operational	Finance	Unfunded
GG 25	TSW	MFMA Reform implementation (Finance)		0	0	0	Budget and reporting	Operational	Finance	Unfunded
GG 26	TSW	Branding of the municipality		0	0	0	Budget and reporting in 2011	Operational	Corporate	Unfunded
GG 27	TSW	Municipal Skills audit		0	0	0	Budget and reporting in 2011	Operational	Corporate	Unfunded
		<b>Sub Total</b>			0	0				
			0							

Project No	Locality	Project Description & Critical Steps	Due Date	2010/2011	2011/2012	2012/2013	KPI		Responsible Agency / Person	Funding Source
	GRAND TOTAL			80,000	88,000	96,500				

### 10.3 The Implementation plan of the MTAS (TAS)

The implementation plan below outlines short term deliverables that the municipality will prioritise. These projects are listed below on the basis that the MTAS has determined that they are short term and the key deliverable date is December 2010.

Key Focal Areas of this Turnaround Strategy

- ✓ **Focal Area 1:** To build and enhance the governance system in order to enable improved service delivery.
- ✓ **Focal Area 2:** To ensure access to services delivery across the municipal area.
- ✓ **Focal Area 3:** To strengthen the financial management system that will enhance the institutional capacity of the municipality.
- ✓ **Focal Area 4 & 5:** To ensure functionality of the Labour Relations Forum and public participation.
- ✓ **Focal Area 6:** To improve Local Economic Development of the Municipality.

(i) **Governance**

**Focal Area 1:** To build and enhance the governance system in order to enable improved service delivery

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.	<b>Governance</b>							
1.1	<b>Political Management and Oversight</b>							
TAS1.1.1	Delegation of functions between political and administration	Approved Delegation of Powers Document - Approved Feb 2006	Review of Delegation of Powers document Review and update delegations	Training of Councillors & Officials on Delegation of Powers	COGTA & SALGA to assist	MM HODs HR officials and Council	<b>Internal</b>	<b>Internal</b>
TAS 1.1.3	Training of Councillors	Computer training; Executive Leadership Management Program	14 Councillors	Ensuring that councillors training needs are captured in the WSP	GOGTA & SALGA should assist with identification of training needs & train councilors	Speaker and MM	<b>Internal</b>	<b>Internal</b>
1.2	<b>Administration</b>							

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
TAS 1.2.1	Recruitment, Selection and Suspension of employees	Human Resource Policy and SALGBC Collective Agreement[Disciplinary Procedure] - Approved structure Aug 2004	Ensure that all employees are trained on both HR and Collective Agreement - Update as needed	Implementation of HR & Collective Agreement: Disciplinary Procedure	No unblocking	MM HODs Council 3 HR Personnel	<b>Internal</b>	<b>Internal</b>
TAS 1.2.3	Vacancies in other levels	21 posts	Filling of 14 critical post by July 2010	All post to be filled are budgeted for and are advertised and are filled.	N/A	MM and HR	<b>Internal</b>	<b>Internal</b>
TAS 1.2.5	Organisational Performance	Performance Management System	Review and update of the	Approval & Implementation	COGTA; To assist with funds	MM HODs and Council	<b>Nil</b>	<b>R250 000</b>

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
	Management System not managed correctly		Organizational Performance Management and put to council for approval and management by August 2010	of PMS				
TAS 1.2.6	Skills development for employees	Workplace Skills Plan:2009/2010	Review Workplace Skills Plan:2010/2011  Review by 30 June 2010	Conduct Sills Audit & Submission of WSP to LGSETA	LGSETA to give in depth training of SDF to capacitate them for compiling WSP.	One person appointed as Skills Development Facilitator to deal with training issues.	Internal	Internal
TAS 1.2.7	ICT	Efficient ICT in place; No competent ICT Staff; Website not up to date; Lack of intranet; Lack of contract management; Lack of legal department	Have an efficient ITC in place; Appoint competent ICT staff; Updated website; Install Intranet; Established contract management	Upgrade ICT infrastructure; Appoint competent staff; Update website; Install intranet; Establish contract management;	N/A	MM Corporate Services	Internal	Internal



No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
			by Dec 2010; Established legal department by Dec 2010	Establish legal department				
	Security management and records	No classification of records; registry and manager corporate services in charge ; Secretary is doing filing for whole municipality	Sound registry system in place by Dec 2010	Establish sound record system; Manage all security clearance	N/A	MM Corporate Services	<b>Internal</b>	<b>Internal</b>
	By-laws and policies	Promulgated Refuse removal By-laws, Dumping and Littering By-laws and Waste Management By-laws  Still has to rationalize the following by-laws: Hoopstad 23; Bultfontein 20	10 by-laws of each of the two units rationalised	Rationalise 20 old by-laws	COGTA to assist with by-laws and policies	MM HODS and Corp Services	<b>Internal</b>	<b>Internal</b>

(ii) **Service Delivery**

**Focal Area 2:** To ensure access to services delivery across the Municipal area in order to improve the livelihood of communities.

The major areas of focus for the period up until end of December 2010 will be:

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
<b>2.</b>	<b>Basic Service Delivery</b>							
TAS 2.1	Access to water	65 New Industrial Stands in Hoopstad with no water network (some stands are currently unoccupied)	Approved project business plan in place  Designs completed	To approach provincial Cogta for funding  Appointment of consultants	DWA to recommend Technical Report  Provincial Cogta to consider funding for the project	Technical Department / PMU	R 0-00	R 450 000
		Bultfontein Bulk Water Supply Phase 3 Needs funding	Approved MIG registration for Bulk Water Supply Phase 3 (2011/12 FY budget)  Designs completed	Business Plan already Submitted to MIG	DWA already recommend project for funding	Technical Department / PMU	R 0-00	R13 600 000
	<b>Water loss</b>	20% water loss	MIG registration in	To submit MIG Business Plan for	♦ DWA to recommend	Technical Department / PMU	R 0-00	R Unknown at this stage

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
		3 500 Erven in Tikwana with no water meters	place to Install with water meters 3 500 in Erven (2011/12 FY budget)	funding	Technical Report ♦ MIG to approve project and make funds available			
			Water Conservation and water demand management situational assessment report and strategy in place	Engagement with DWA on the WCWDM programme	DWA to provide technical support	Technical Department / PMU		
	<b>Operational and Maintenance</b>	Bulk Water Meters and Water Valves / Fire Hydro's in all 4 units not effectively operational	4 Bulk water meters replaced	♦ To inform DWA about replacement of bulk water meters  Appointment of service provider  ♦ Water valves / fire hydro's will be completed in the	None	Technical Department / PMU	R 0-00	R Unknown at this Stage

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
				next two financial years				
		No Operations and Maintenance Plan in place	Operations and Maintenance completed	Assessment of the water supply schemes	DWA to provide technical support	Technical Department / PMU	Internal	Internal
	<b>Water Service Development Plan</b>	Interim WSDP document	Pre-populated WSDP Module 1	Engagement with DWA for assistance with the finalisation of Module 1	DWA to provide technical support	Technical Department / PMU	DWAF funding (R70,000)	DWAF funding (R70,000)
	<b>Water quality</b>	20 % compliance with DWA monitoring standard [Blue Drop]	100 % compliance with DWA monitoring standard	Municipality to follow up submitted request to DWA/ DBSA for: <ul style="list-style-type: none"> <li>♦ Registration of Water Purification Plant</li> <li>♦ Registration of personal process controllers</li> <li>♦ Training of staff</li> </ul>	DWA / DBSA to consider providing funding and support	Technical Department / PMU	R 0-00	R 450 000

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
				<ul style="list-style-type: none"> <li>♦ Development of water safety plan</li> <li>♦ Drafting of O &amp; W Plan</li> <li>♦ Drafting of Operational Manual</li> <li>♦ Develop asset register</li> </ul> <p>Approach DWA and DBSA for funding</p> <p>Appointment of service provider</p>				

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
TAS 2.2	Access to sanitation	Overloaded sewer treatment works in - Bultfontein	35% completed (three year project)	Monitoring of progress and quality  Submission revised Technical Report for budget maintenance to Cogta and DWA	DWAF to recommend budget maintenance  MIG to register budget maintenance project	Technical Department / PMU	R14 699 306	R48 434 637
		Over loaded Hoopstad: Waste Water Treatment Works	MIG registration in place  Technical report	To submit MIG registration to Cogta  Submit technical report to DWA  To approach DWA for funding	DWAF to recommend Technical Report  DWA to consider funding  Cogta to register MIG project	Technical Department / PMU	R 0-00	R20 000 000

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
		1 401 New households with no access to sanitation [837 Phahameng, 499 Tikwana and 65 Hoopstad]	MIG registration in place  Technical report	To submit MIG registration to Cogta  Submit technical report to DWA	DWAF to recommend Technical Report  Cogta to register MIG project	Technical Department / PMU	R 0-00	R 17,000,000
TAS 2.3	Access to electricity - Municipal licensed area (Hoopstad / Bultfontein); <b>ESKOM Licence Area [Phahameng &amp; Tikwana]</b>	65 Industrial stands in Hoopstad without access to electricity	Business plan for 65 stands in place	Submission of business plan to DOE for funding	DOE to consider funding	Technical Department / PMU	R 0-00	R15,000,000
		Aging Electrical Network in Hoopstad and Bultfontein	Business plan for network in Hoopstad and Bultfontein in place	Submission of business plan to DOE for funding	DOE to consider funding	Technical Department / PMU	R 0-00	R 13,500 000
		28 of high-mast Lights in Tikwana (additional 15 are required)	Registered MIG project in plac	Submit MIG Business Plan for Funding to Cogta	Cogta to register MIG project	Technical Department / PMU	R 0-00	Unknown at this stage
		856 Stands in Phahameng without Electricity and 564 Stands in Tikwana without electricity	To connect eleven (11) Stands in Phahameng with electricity  Request for	Submit application for funding to ESKOM	ESKOM to allocate funding	None	ESKOM	ESKOM

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
			funding from ESKOM in place					
TAS 2.4	Refuse removal and solid waste disposal	<p>All occupied stands are serviced with refuse removal (dustbins available for all stands) - Total: 10 390</p> <p>No waste management plan in place</p>	Waste management plan completed	Compiling waste management	Department or Environmental Affairs to provide assistance in the development of the plan	Technical Department	R 0-00	R Unknown at this stage



No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
		One registered landfill site in Hoopstad and one unlicensed landfill site in Bultfontein	Registered MIG project in place	To submit Business plan to Cogta MIG for funding	DTEEA to recommend project  Cogta to register MIG project	Technical Department	R 0-00	R800,000
		Inadequate fleet (4 x Old Tractors and Trailers)	Well maintained fleet in place	Provision of adequate O&M budget	None	Technical Department	R 0-00	R Unknown at this stage
2.5	Access to municipal roads	163.4km of roads (Hoopstad 25.4km, Tikwana 34.4km, Bultfontein 44.7km and Phahameng 58.9km); Paved road 1.3km; Tarred 54km; Gravel 25.89km and sand 81.8km	15km of gravel road to be bladed  30 of sand road to be bladed	Approach the district municipality for availing yellow fleet  Ensure availability of budget for fuel and operator	DM to make yellow fleet available	Technical Department / PMU	O&M budget	O&M budget

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
TAS 2.6	Access to Housing	Waiting List 1793 (Phahameng: 893; Tikwana: 901)	400 houses completed in Phahameng (200), Tikwana (200) and 15 restitution in Blesbok farm Bultfontein and one (1) restitution in Tekwana	Beneficiary management  Monitor the progress & quality of Houses	Human Settlement to implement the project	Community Services /  Housing Offices	R 0-00	R Unknown at this stage
TAS 2.7	Formalisation of informal settlements	163 informal settlers (Phahameng 12 and Tikwana 151)	12 informal settlers formalised	Facilitate to move settlers to developed sites	None	Community Services / Housing Offices	R 0-00	R Unknown at this stage
		4 962 People on the Erven waiting list [2 682 Phahameng & 2 280 Tikwana]  Purchased of land (Wesselry farm) approved by district screening committee	Provincial screening committee approval  Approved planning and survey of sites by Human Settlement	Municipality to monitor and follow up the approval process	Department of Rural Development and Land Reform to approve application  Human Settlement to provide funding	Community Services /  Housing Offices		

(iii) **Financial Management**

**Focal Area 3:** To strengthen the financial management system that will enhance the institutional capacity of the municipality.

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected

<b>3.</b>	<b>Financial Management</b>							
TAS 3.1	Revenue enhancement	% collected of total billed revenue (Currently just over 60%)  No revenue enhancement policy; Tikwana: No water meters; No water meter readings done in Phahameng based on Council resolution; Flat rate= R21.40 per	80%  To source funds funds	Appointed a private firm to help us collect revenue through disconnections to businesses; Update of indigent register  Management to do a cost per KL calculations on what it cost the municipality to distribute water against what they	Organs of State to pay for their service  COGTA and DWAF	<ul style="list-style-type: none"> <li>Income Accountant and His sub-ordinates</li> <li>Appointed a Firm for 12 months</li> <li>Technical division and Financ</li> </ul>	R 185 000	R 185 000

		month Water loss %		charge the consumer.				
TAS 3.2	Debt management	Rand Value of Debts outstanding  (Currently debtors of R 35 Million)	Reduce outstanding debtors by 5 - 10%	Write of all outstanding debt of 100% indigent households, encourage citizens to pay for their services; Install water meters in Tikwana; Data purification	Target organs of State to pay their accounts; Funding to install water meters in Hoopstad; Council involvement to encourage payment from citizens	Credit control officials	R 185 000	R 185 000
TAS 3.3	Cash flow management	Two stand alone billing systems for Hoopstad and Bultfontein	Link the two towns through data link;	Link the two towns through data link;	N/A	N/A	N/A	N/A
TAS 3.4	Repairs and maintenance provision	Ageing Fleet and old building	Increase the budget for repairs and maintenance	To increase budget to maintain assets in good conditions	N/A	N/A	N/A	N/A
TAS 3.5	Capital expenditure	100% on allocated funds	100% on allocated funds	Funds are spent accordingly through continuous assessment of monthly & quarterly reports	N/A	N/A	N/A	N/A
TAS 3.6	Clean Audit	Unqualified with other matters	Unqualified with no matters	<ul style="list-style-type: none"> <li>Appointed 5 interns and consultants; drawn up an action plan to address all the</li> </ul>	Training from All sectors of government related to this function	Finance staff and all the staff of the municipality, Municipality to appoint Exc. Manager Technical Services	R 250 000	R 250 000

				matters raised by the office of AG; Appointed Internal auditor; Appointed a chairperson of Audit Committee				
TAS 3.7	Submission of Annual Financial Statements	Submitted on 31 August 2009	Submit on or before 31 August 2010	<ul style="list-style-type: none"> <li>• Timeous preparation of the Annual Financial Statements</li> <li>• Appointed interns with strong accounting background</li> <li>• Resolve all the queries raised by Office of AG</li> <li>• 2010/11 will be fully GRAP compliance . Asset Register will be complete</li> </ul>	Training on GRAP Standards and related topic to financial statements	<ul style="list-style-type: none"> <li>• Interns</li> <li>• Consultant</li> <li>• Finance staff</li> </ul>	N/a	N/a
3.8	Capital expenditure	Budget						
TAS 3.9	Asset management	<ul style="list-style-type: none"> <li>• EXCEL GRAP fixed Asset Register, Amounts not valued</li> <li>• Draft Asset Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Update Excel GRAP Fixed Asset Register, must also be on a system with valued amounts; Approved Asset</li> </ul>		Treasury to assist with Funding	Not enough capacity/ Appointed consultants	0.00	R 1 M

			Management Policy					
TAS 3.10	Credibility and transparency of Supply Chain Management	Only one officials in the supply chain unit	Appoint officials in the unit	Municipality to revise its organogram	N/a	To budget for other supply chain management staff in 20010/2011	R unknown at this stage	R unknown at this stage

**(iv) Labour Related Matters**

**Focal Area 4:** To ensure functionality of the Labour Relations Forum that will support this TAS

<b>4.1</b>	<b>Labour Relations</b>							
TAS 4.1.1	Functionality of Local Labour Relations	LLF meeting convened as planned, Organisational rights procedure developed; LLF is ineffective and weak.; Selective implementation of LLF resolutions.		Workshop for all LLF members and workers; Yearly calendar and a stranding item to council	None	HR Staff (Internal)	Internal	Internal

(v) *Public Participation*

**Focal Area 5:** To enhance public participation

	Public Participation							
5.1.	Public Participation							

TAS 5.2	Functionality of Ward Committees	<p>Only 4 of 7 ward committees hold regular meetings according to the submitted schedule due to office problems, lack of basic resources also due to not having good relations with CDWs</p> <p>All ward committees do not receive an allowance; Municipality budgeted R250,000 for ward committees but could not provide the funds</p> <p>Public participation officer appointed</p> <p>Municipality is not having enough space to accommodate Ward Committees to do their daily work.</p> <p>And enough resources</p>	7 ward committees fully functional	<p>Resuscitate the non functional ward committees; Hold re-elections for some ward committees whose member are working, that are no longer satisfied with their work; Problems of office accommodation and relationship with CDWs to be resolved by the Speaker and PPO.</p>	<p>COGTA to provide basic resources such as stationary; District Municipality, COGTA , SALGA to provide capacity building; DWA will also provide capacity building in water related matters</p>	PPO		R300,000
Tswelopele: Review of IDP 2010 - 2011						Page 144		



TAS 5.3	Public Communication systems	Newsletters, Loud Hailers. Radio Lesedi, Local Newspapers	Public address systems Ward Councillors should hold regular sectional meetings , Ward committees to attend the sectional meetings	Provide Budget for the Public Address system				R47 000
TAS 5.4	Front Desk Interface	Front Desk not dedicated	Multi Tasking of Front Desk personnel					

### Local Economic Development (LED)

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected

#### Focal Area 6: To improve Local Economic Development of the Municipality.

TAS 6.1.	Local Economic Development	1 LED Manager and 1 LED Officer  Complete 12 months Training	To have a strategy or plan in place	To appoint 2 x LED Officers	COGTA and DETEA		R0.00	R0.00
----------	----------------------------	--	-------------------------------------	-----------------------------	-----------------	--	-------	-------

		Course No LED strategy or plan						
TAS 6.2	LED Plan aligned to the PGDS and adopted by Council	No LED Strategy		To develop LED strategy				

### Annual operational Plan/Implementation Plan

<u>TSWELOPELE LOCAL MUNICIPALITY</u>							
CAPITAL BUDGET 2010/2011							
<u>1NO</u>	<u>DESCRIPTION</u>	<u>IDP NO</u>	<u>FUNDING SOURCE</u>	<u>REVISED BUDGET 2009/2010</u>	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
1	Ad Hoc Projects						
1.1	MIG						
1.1.1	Phahameng						
	New Sewerage Treatment Plant		MIG	14 699 306	20 299 000	24 515 000	29 915 000
1.1.2	Tikwana (Phase 2)						-
	Installation of High Mast Lights		MIG	650 000	-	-	-
1.1.3	Phahameng (Phase 2)						-
	Installation of High Mast Light		MIG	1 200 000	-	-	-

TSWELOPELE LOCAL MUNICIPALITY							
CAPITAL BUDGET 2010/2011							
<u>1NO</u>	<u>DESCRIPTION</u>	<u>IDP NO</u>	<u>FUNDING SOURCE</u>	<u>REVISED BUDGET 2009/2010</u>	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
1.1.4	Phahameng (Phase 3)						-
	Installation of High Mast Light		MIG	883 500	-	-	-
1.1.5	Tikwana						-
	Installation of Waterborn Sewer		MIG	599 283	-	-	-
1.1.6	Phahameng						-
	Installation of Water Network for 837 Erven		MIG	298 614	-	-	-
1.1.7	Tikwana						-
	Installation of Water Network for 499 Erven		MIG	174 958	-	-	-
1.1.8	Bultfontein						-
	Upgrading of Bulk Water Supply		MIG	40 296	-	-	-
1.1.9	PMU						-
	PMU unit Costs		MIG	500 000	500 000	500 000	500 000
	Sub Total			19 045 957	20 799 000	25 015 000	30415000
2	INCOME						
	General Council	[1020]	INC	-	15 000	16 500	18200

TSWELOPELE LOCAL MUNICIPALITY							
CAPITAL BUDGET 2010/2011							
<u>1NO</u>	<u>DESCRIPTION</u>	<u>IDP NO</u>	<u>FUNDING SOURCE</u>	<u>REVISED BUDGET 2009/2010</u>	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
	Equipment: Computer Equipment			-	15 000	16 500	18 200 -
	<u>Community Services</u>	[1030]	INC	35 000	50200	20 000	15 000
	Equipment: Computer Equipment			30 000	32 500	20 000	15 000
	Printer			5 000	17 700		-
	<u>Traffic</u>	[1090]	INC	45 000	114 000	125 400	138 000
	Office Equipment			30 000	15 000	15 000	15 000
	Computer Equipment			15 000	99 000	110 400	123 000
	<u>Community Development</u>	[1080]	INC	35 700	18000	19800	21600
	Equipment: Office furniture			12 719	12000	13800	15800
	Computer			22 981	6000	6000	6000
	Office Equipment			-	0	0	-
	<u>Parks and Cemeteries</u>			40 000	80000	88000	96800
	Equipment (Kudu's, Bossiekaper)	[1130]	INC	40 000	80000	88000	96800

**TSWELOPELE LOCAL MUNICIPALITY**

**CAPITAL BUDGET 2010/2011**

<b><u>1NO</u></b>	<b><u>DESCRIPTION</u></b>	<b><u>IDP NO</u></b>	<b><u>FUNDING SOURCE</u></b>	<b><u>REVISED BUDGET 2009/2010</u></b>	<b><u>2010/2011</u></b>	<b><u>2011/2012</u></b>	<b><u>2012/2013</u></b>
	<u>Municipal Manager</u>	[1160]	INC	66 500	75000	82500	90800
	Furniture & fittings			50 000	40000	44000	48400
	Office equipment			16 500	35000	38500	42400
	<u>Finance Department</u>	[1170]	INC	223 929	90000	99000	108900
	Furniture & fittings			50 000	45000	44000	48400
	Equipment			40 000	45000	55000	60500
	Office Equipment			133 929	-	-	-
	<u>Council Property</u>	[1070]		94 189	-	-	-
	Office Equipment			94 189	-	-	-
	<b>Sub Total</b>			540 318	442200	451200	489300
<b>3</b>	<b>Capital Replacement Reserves</b>						
	<u>General Council</u>	[1020]	CRR	500 000	-	-	-
	Mayoral Car			500 000	-	-	-
	<u>Community Services</u>	[1030]	CRR	210 000	-	-	-
	Office Furniture For New Offices			210 000	-	-	-

TSWELOPELE LOCAL MUNICIPALITY							
CAPITAL BUDGET 2010/2011							
<u>1NO</u>	<u>DESCRIPTION</u>	<u>IDP NO</u>	<u>FUNDING SOURCE</u>	<u>REVISED BUDGET 2009/2010</u>	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
	Electricity			200 000	-	-	-
	High Mast Lights/ Street Lights	[2000]	CRR	200 000	-	-	-
	Council Properties			550 000	-	-	-
	Extention Of Offices in Bultfontein	[1070]	CRR	550 000			-
	Public Works:	[1120]	CRR	1 500 000	-	-	-
	Resealing of Streets			500 000	-		-
	Paving of Roads			1 000 000			-
	Traffic	[1090]		150 000	-	-	-
	Traffic Vehicle		CRR	150 000	-	-	-
	Sub Total			3 110 000	-	-	-
4	Cleanest Municipal Awards						
	Refuse Removal	[1900]	CMA	250 000	-	-	-
	Tractor			250 000			-
	Total Capital Expenditure			22 946 275	21 241200	25 466 200	30 904 300
	SUMMARY						

TSWELOPELE LOCAL MUNICIPALITY							
CAPITAL BUDGET 2010/2011							
<u>1NO</u>	<u>DESCRIPTION</u>	<u>IDP NO</u>	<u>FUNDING SOURCE</u>	<u>REVISED BUDGET 2009/2010</u>	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
	<u>Funding Sources</u>						
	MIG			19 045 957	20 799 000	25 015 000	30 415 000
	Income			540 318	442200	451 200	489 300
	Capital Replacement Reserve			3 110 000	-	-	-
	Cleanest Municipal Awards			250 000	-	-	-
	<b>Total</b>			22 946 275	21 241 200	25 466 200	30 904 300
				1 996 651			
	Control Amount			22 946 275	21 039 000	25 255 000	-

## 11 Integration

Tswelopele will incorporate all projects to the extent that the information has been received when the IDP is finally approved in May 2010.

As a general rule, projects must be aligned and matched with priority issues, developmental objectives, strategic guidelines and available resources. The information will be obtained from other government departments like the District, Province and National Departments. Integration is aimed at achieving co-ordination between the different spheres of government.

## **12 Monitoring System**

- ❖ The municipality has a Municipal Manager as the accounting officer and Executive Managers in place as the section 56 of the Municipal Systems Act managers.
- ❖ The Accounting officer is responsible for the administration of the municipality with relevant powers delegated appropriately to facilitate the smooth running of the municipality.
- ❖ All the s57 Executive Managers have a performance contract in place for the financial year 2010.
- ❖ At a political level a Mayor/Speaker with operational Council is in place.
- ❖ An Audit Committee is in place

Implementation and performance management monitoring is meant to be addressed by the officials and structures stated above.

---