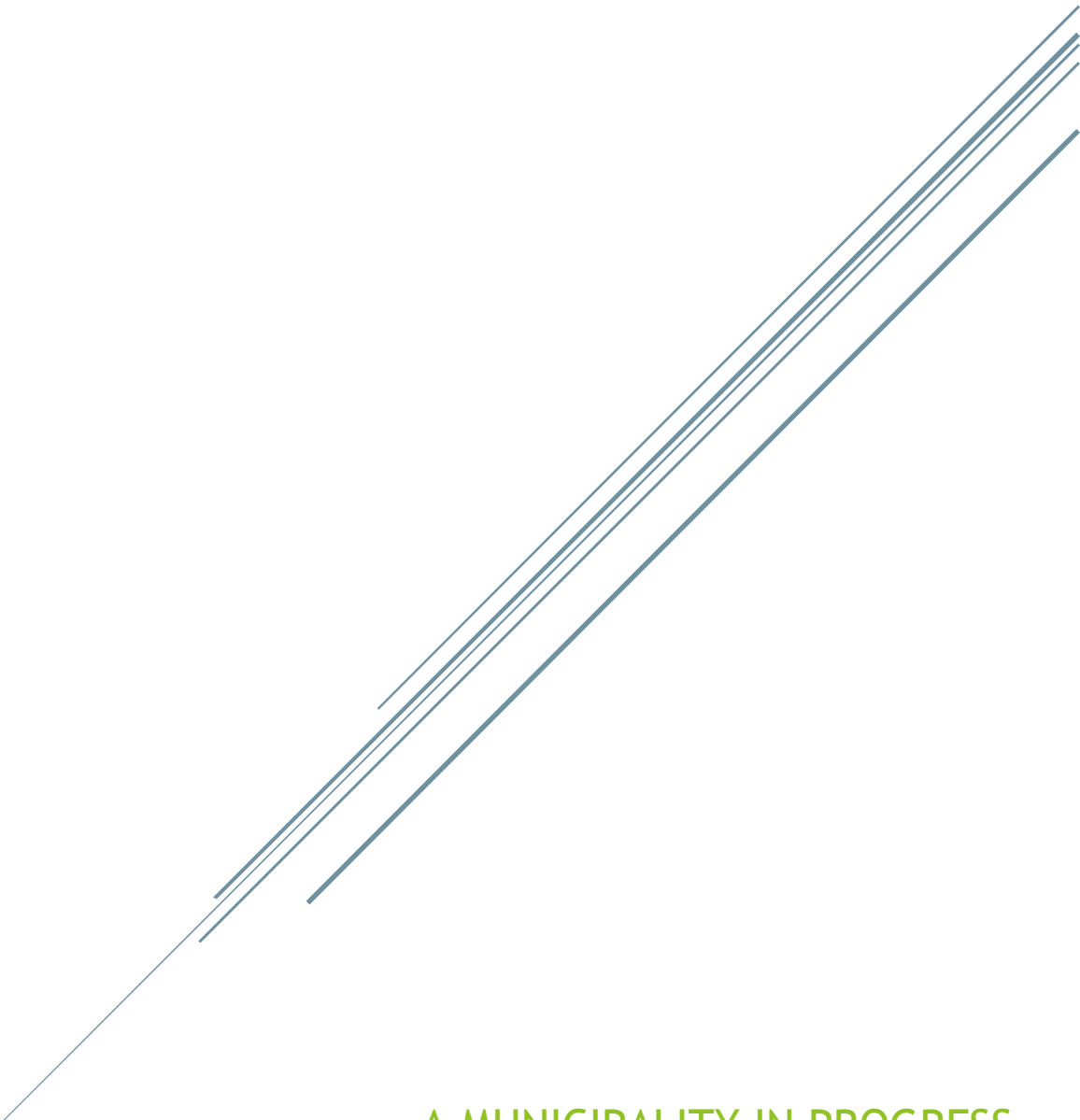


# TSWELOPELE LOCAL MUNICIPALITY

INTERGRADED DEVELOPMENT PLANNING  
2016/ 2017 FINANCIAL YEAR



A MUNICIPALITY IN PROGRESS

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## EXECUTIVE SUMMARY

### Mayor's Foreword

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

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

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

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

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

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

As the municipality we acknowledge that revenue collection rate is low and as the municipality we are compelled to institute mechanisms to improve revenue which would in turn assists us in initiating own funded capital projects. Funding many of the projects is an on-going challenge that we must manage and attempt to address going forward. The implication is that some activities/projects will take longer to undertake. To this end, in our meetings with the members of the community we have emphasised the importance of

paying for services. Councillors need to play a pivotal role in encouraging people to pay for municipal services and even our equitable share, MIG are forever decreasing on a yearly basis.

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

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

## VISION

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

## MISSION

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

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

## VALUES

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

## MOTTO

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“A municipality in progress”

## STRATEGIC OBJECTIVES

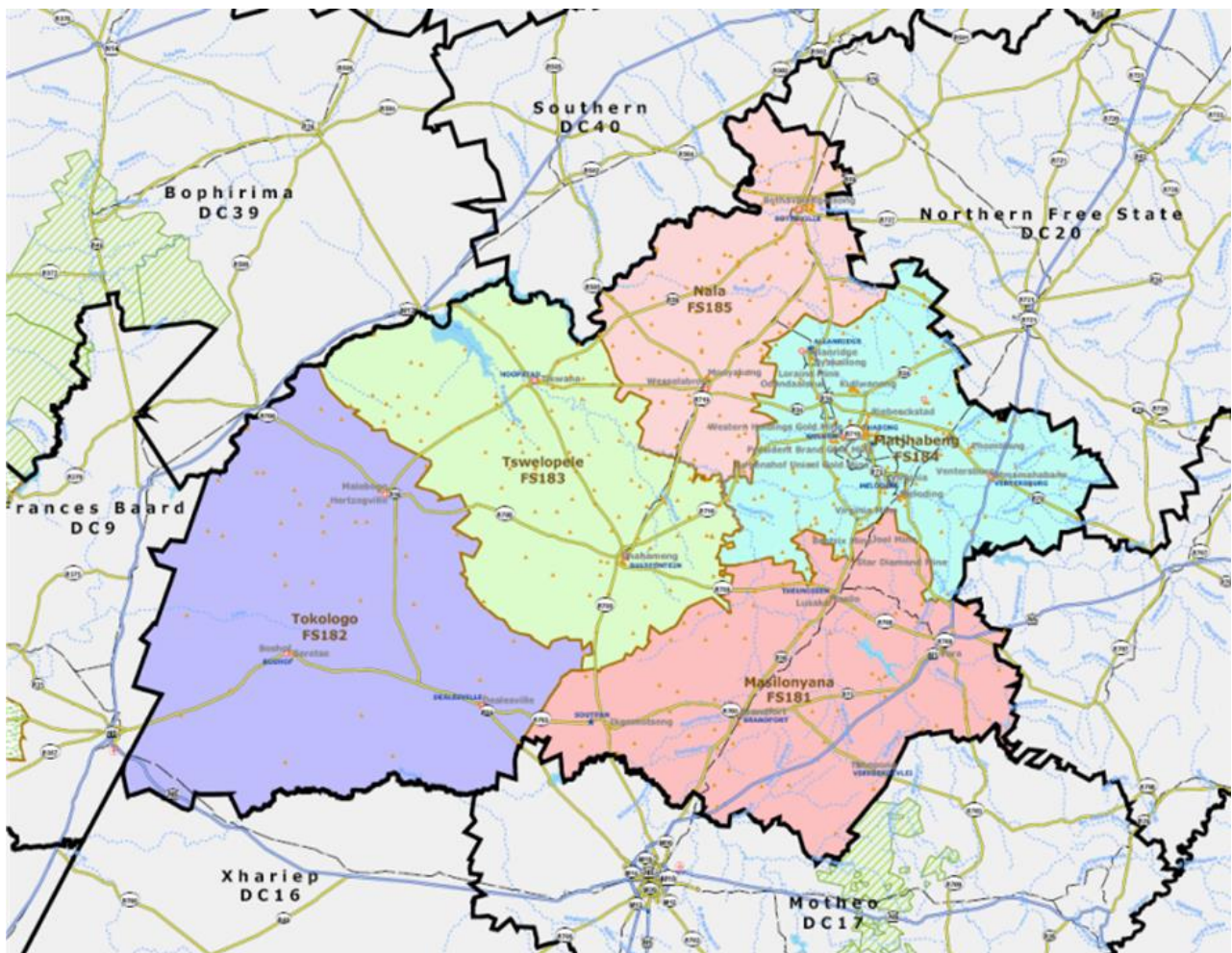
Strategic objectives of Tswelopele are informed by strategic objectives of National Government (Key Performance/Priority Areas), Provincial Priorities, National Development Plan, Free State Growth and Development Strategy and Medium Term Strategic Framework.

## DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

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

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

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







Source: Garmap, (African Series)

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

**TABLE 1: MUNICIPALITY IN SIZE**

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

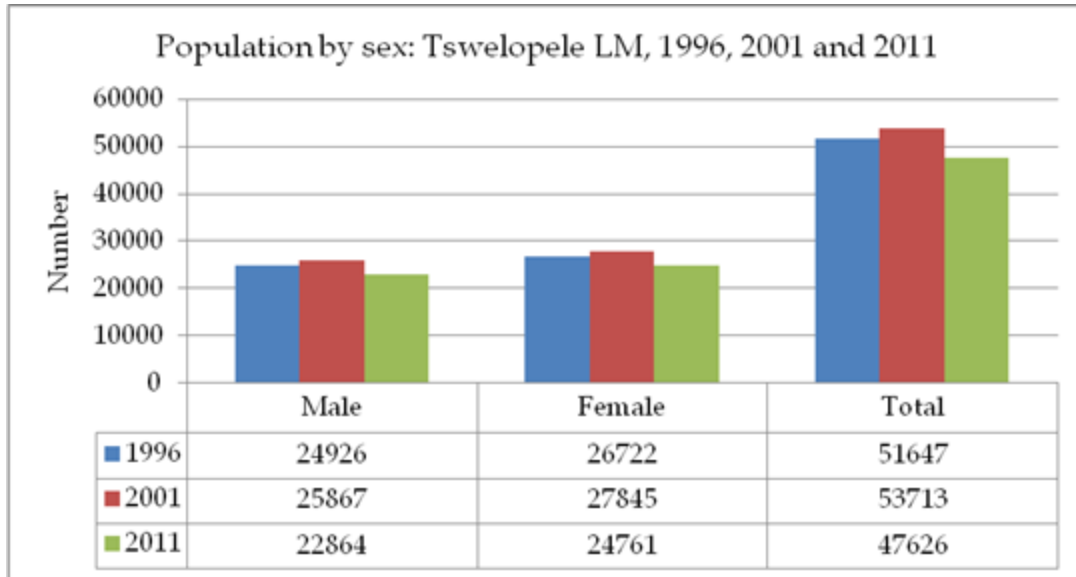
Source: Free State Growth & Development Strategy, 2013

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

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

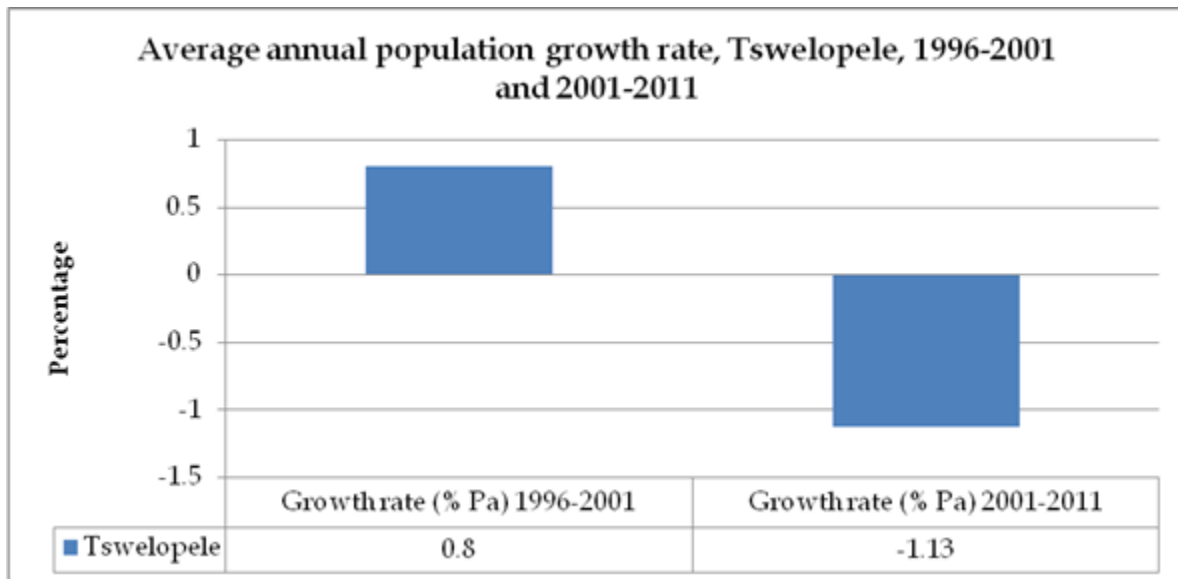


**Figure 1: Distribution of population by sex: Tswelopele LM, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

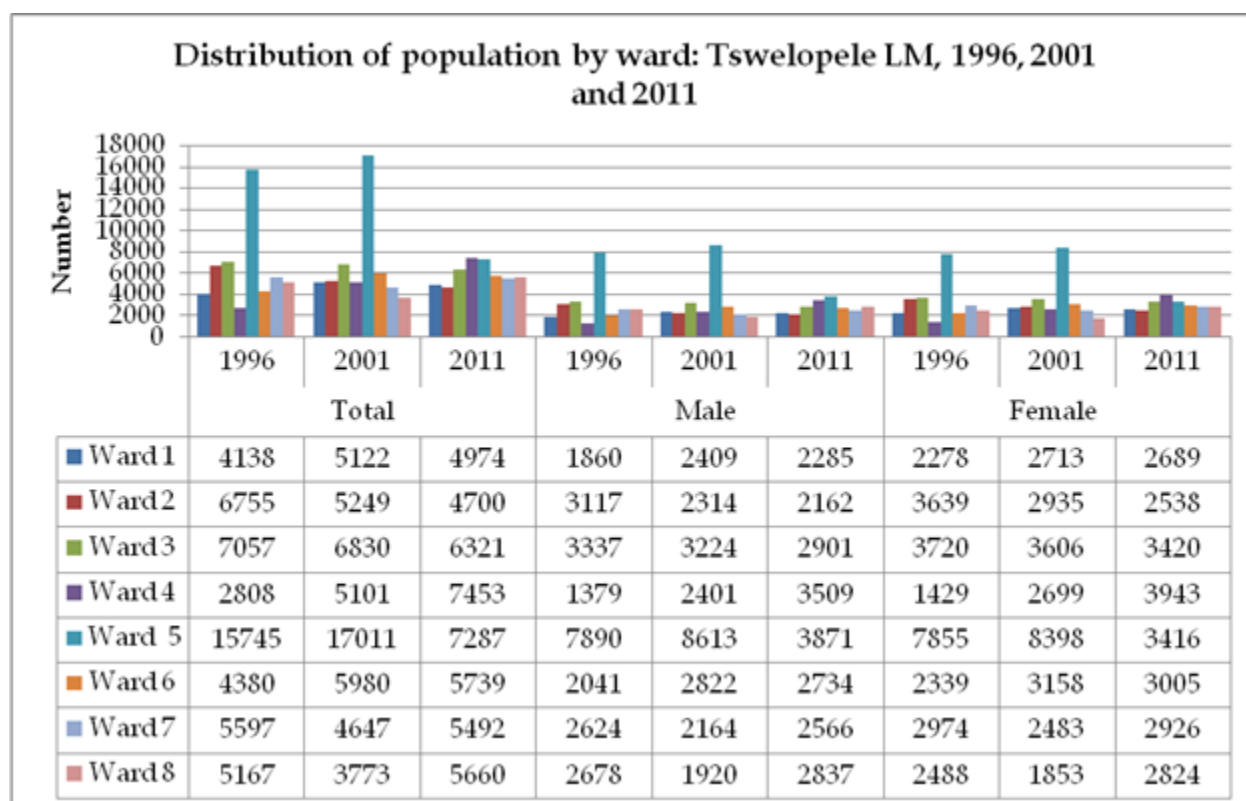
**Figure 2: Average annual population growth rate Tswelopele LM, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

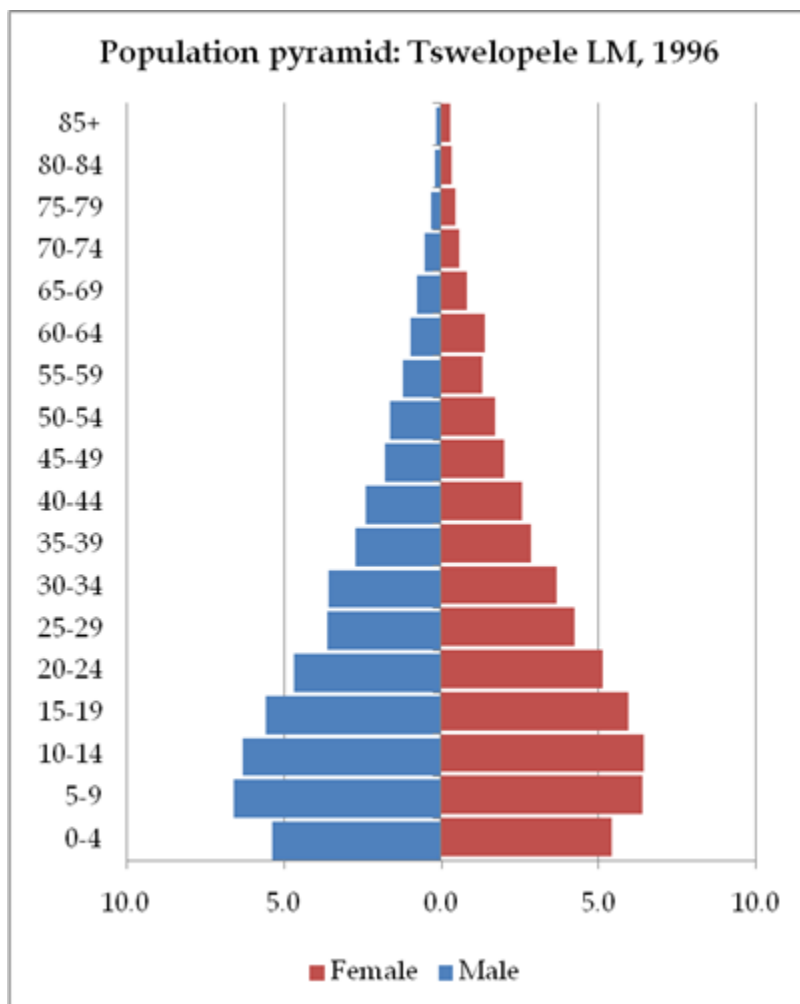
Tswelopele experienced population declined of 1.1 percent annually from 2001 to 2011. An investigation must be undertaken to obtain reasons for the decline.

Figure 3: Distribution of population by sex: Tswelopele LM, 1996, 2001 and 2011

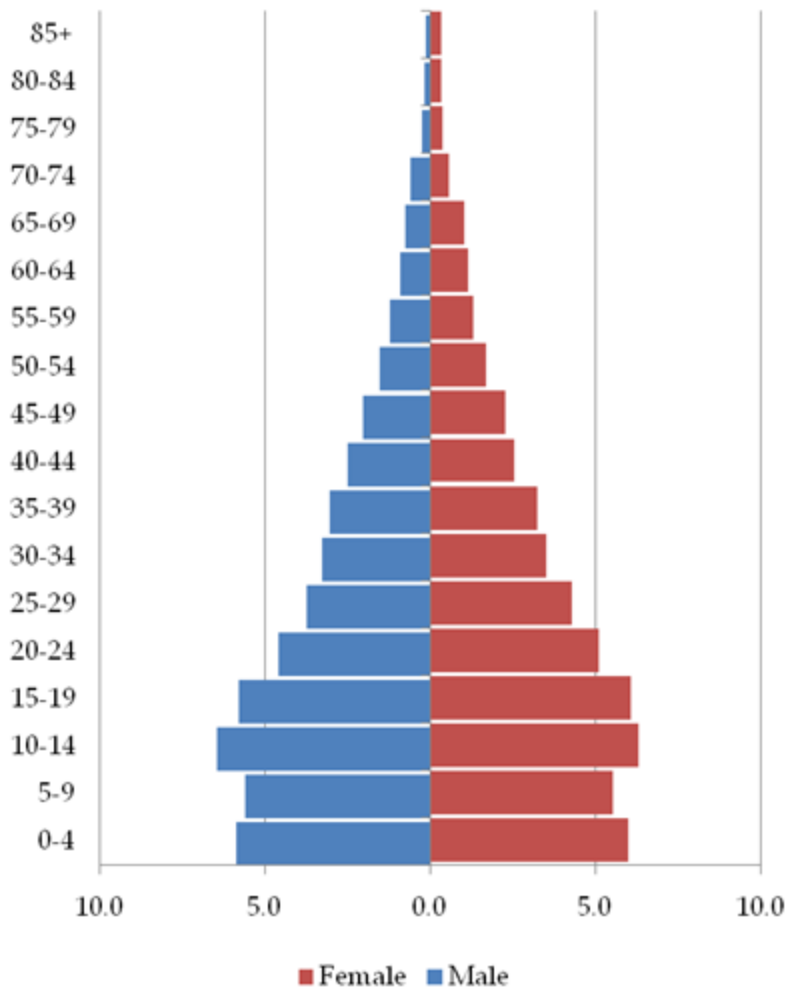


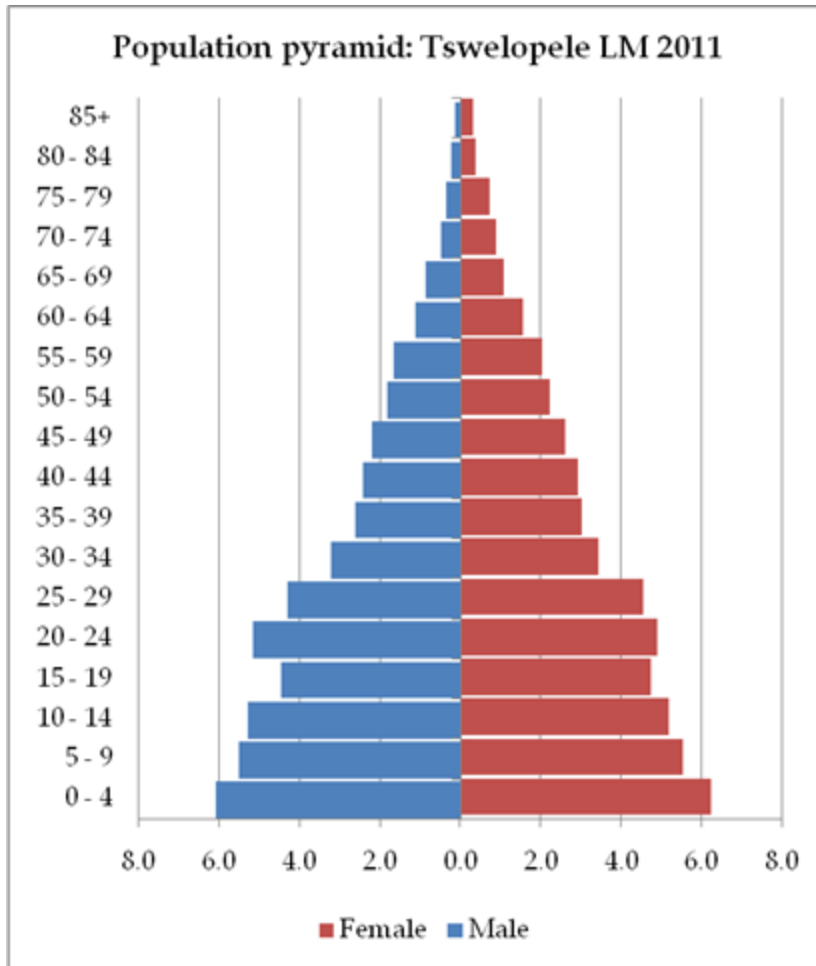
The most populous ward in for 1996 and 2001 Tswelopele was ward 5. In 2011 ward 4 joined the ranks.

Figure 4: Population pyramid by age group and sex: Tswelopele LM, 1996, 2001 and 2011



Population pyramid: Tswelopele LM, 2001





Source: Statistics SA, Census, 1996, 2001 and 2011

The population pyramid displays that Tswelopele municipality has a young population. This is evident for the three census years (1996, 2001 and 2011) as the bulge is at the bottom, this shows that majority of people in the municipality are under 64 years. In 2011 the pyramid shows that fertility rates increased as the 0-4 Years show a bulge, and that more female children were born than male children. It is also evident that life expectancies are improving as the proportions of people 70 years and above are increasing over the years especially for females.

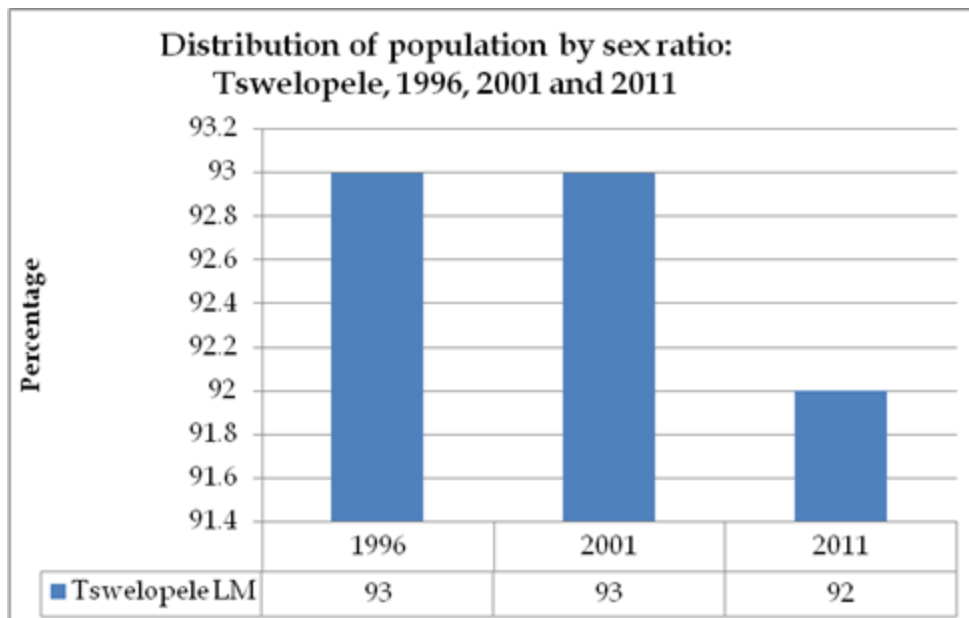
**Table 2: Distribution of population by population group: Tswelopele LM, 1996 2001 and 2011**

Population group	1996	2001	2011
Black African	47010	50969	43450
Coloured	481	663	576
Indian or Asian	5	15	173
White	4018	2065	3301
Other population group	133		125

Source: Statistics SA, Census, 1996, 2001 and 2011

Table 2 shows that the Black African population dominates in the municipality. Indian/Asian population increased from 5 in 1996 to 173 in 2011.

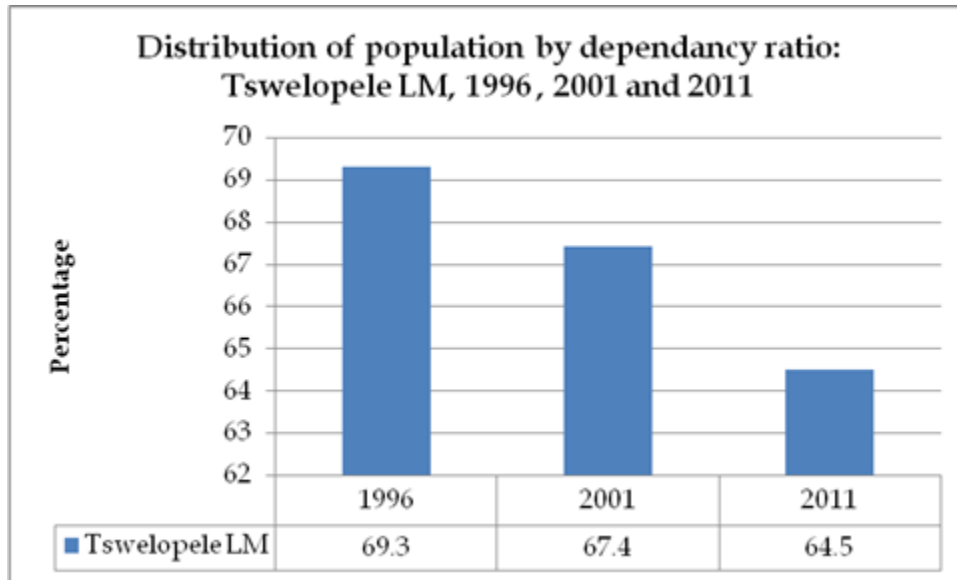
**Figure 5: Distribution of population by sex ratio: Tswelopele, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

The sex ratios show a decline from 93 to 92. This means that for every 100 females there are 92 males in the municipality. This was highlighted from the pyramid that there are more females than males.

**Figure 6: Distribution of population by dependency ratio: Tswelopele LM, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

**Table 3: Households Dynamics and average households' size**

	Households	Household size
1996	11 360	4.5
2001	12 430	4.3
2011	11 992	4.0

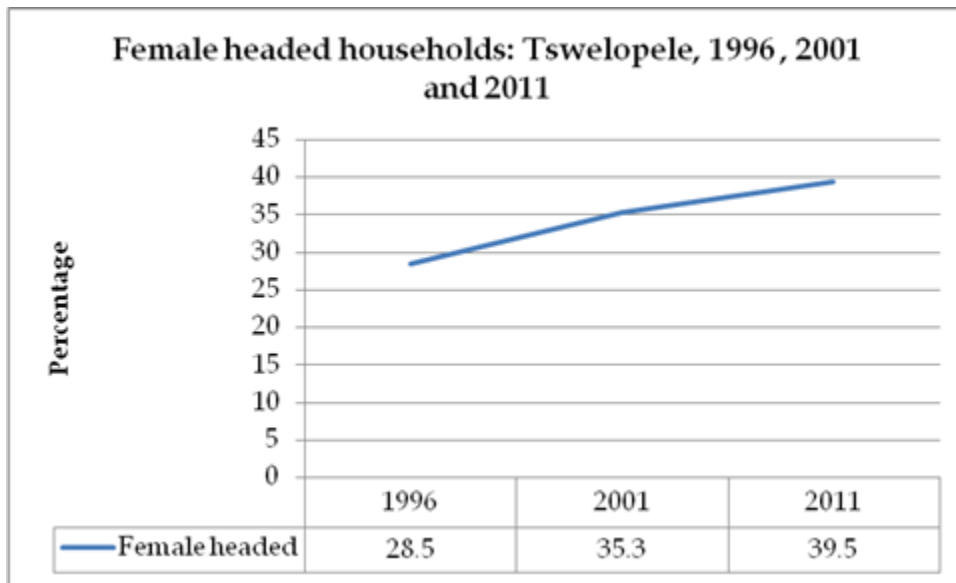
Source: Statistics SA, Census, 1996, 2001 and 2011

The number of households has declined from 12430 in 2001 to 11 992 in 2011 as shown by table 3. The cause of the decline has to be investigated.



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

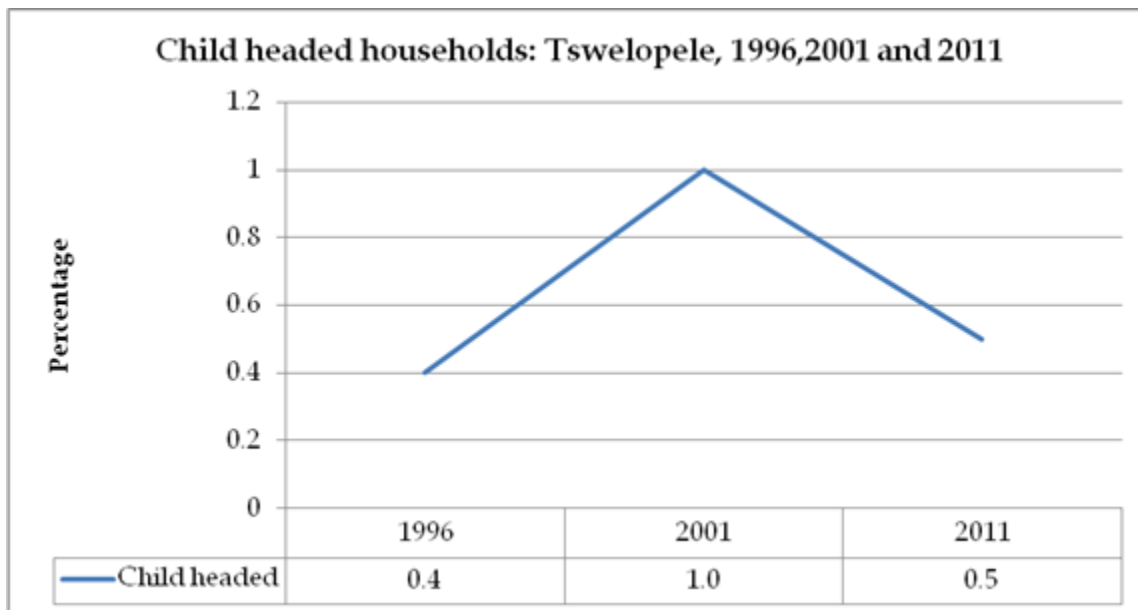
**Figure 7: Female headed households: Tswelopele, 1996 , 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

It is worth noting that the female headed households have increased from 28.5% in 1996 to 39,5 in 2011 as identified in the above table.

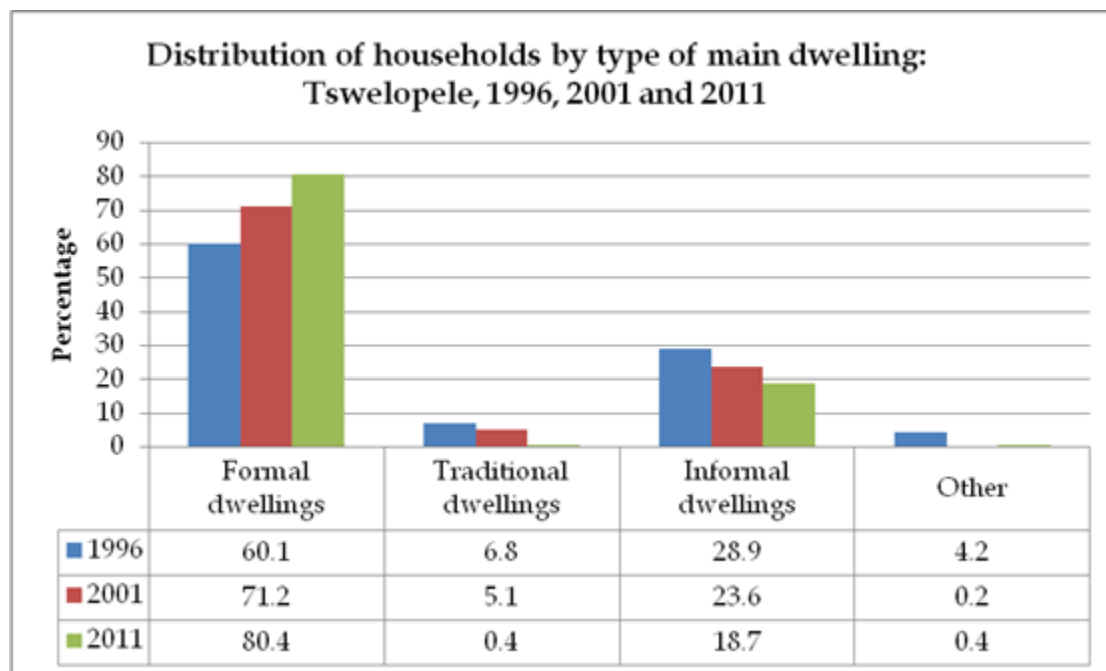
**Figure 8: Child headed households: Tswelopele, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

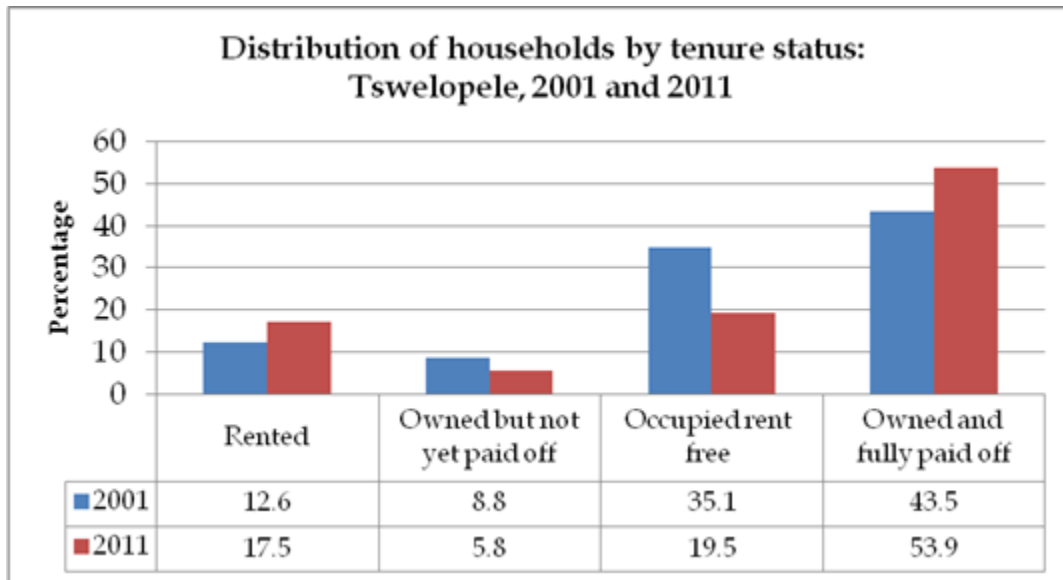
Child headed households declined by 50%. This is a good indicator as it shows the burden on social security.

**Figure 9: Distribution of households by type of main dwelling: Tswelopele, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

**Figure 10: Distribution of households by tenure status: Tswelopele, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

The informal dwellings show a decrease from 29% in 1996 to 19% in 2011. This positive change means the municipality’s revenue should be increasing due to an increase in a number of customers to be billed.

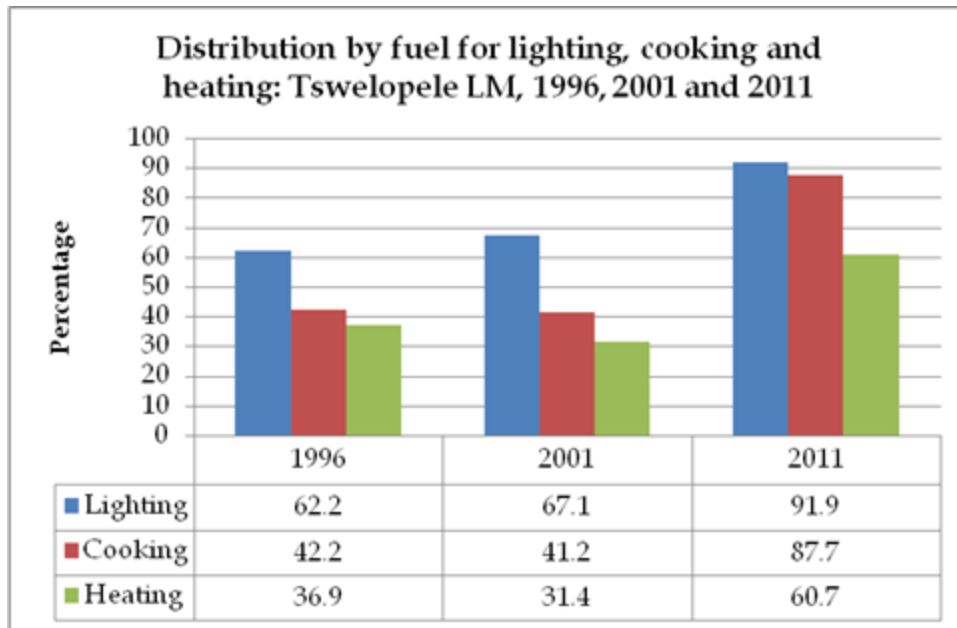
Formal dwellings have shown an increase where it represents 80% of the households. This is also confirmed by the steady increase in the houses that are owned and or being paid off as shown by table 12 above.

## 2.2 Basic services

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

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

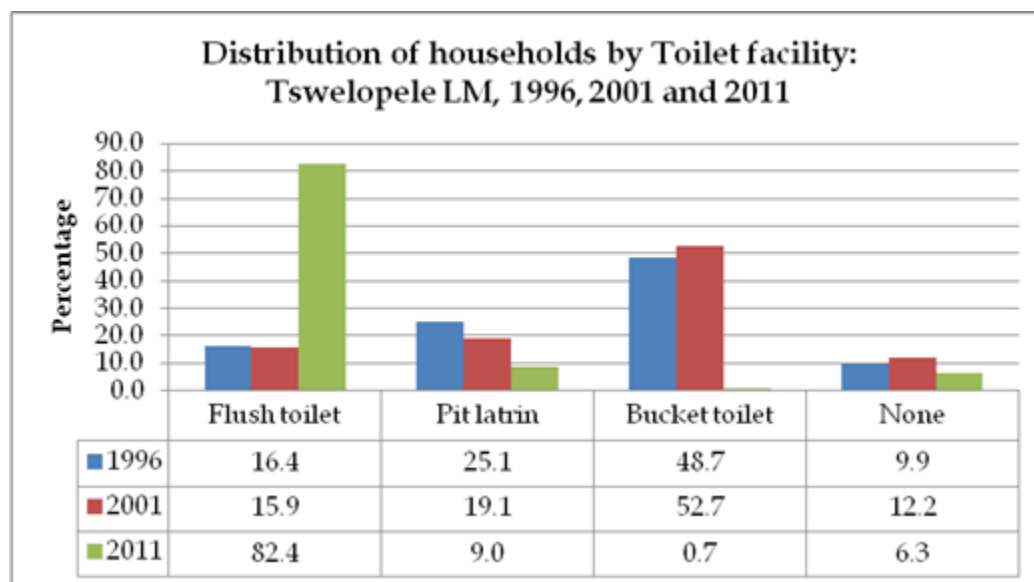
**Figure 11: Households using electricity for lighting, cooking and heating**



*Source: Statistics SA, Census, 1996, 2001 and 2011*

The municipality has managed to significantly decrease the percentage of households using bucket toilet from 49% in 1996 to less than a 01% in 2011. Though there are households with no toilet facility there is an improvement in the percentage of households that use flush and chemical toilets.

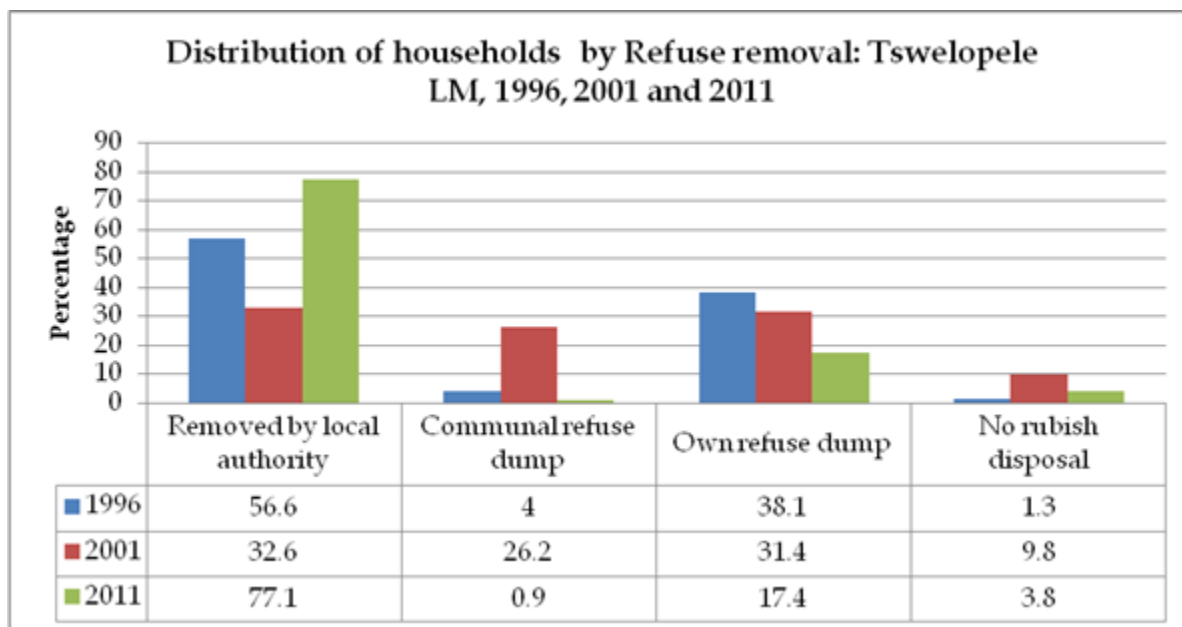
**Figure 12: Households flush toilets connected to sewerage**



Source: Statistics SA, Census, 1996, 2001 and 2011

Tswelopele local municipality has increased its refuse removal services to more households over the years. It is significant that this service has been extended to almost 77% of the total Tswelopele stakeholders by 2011.

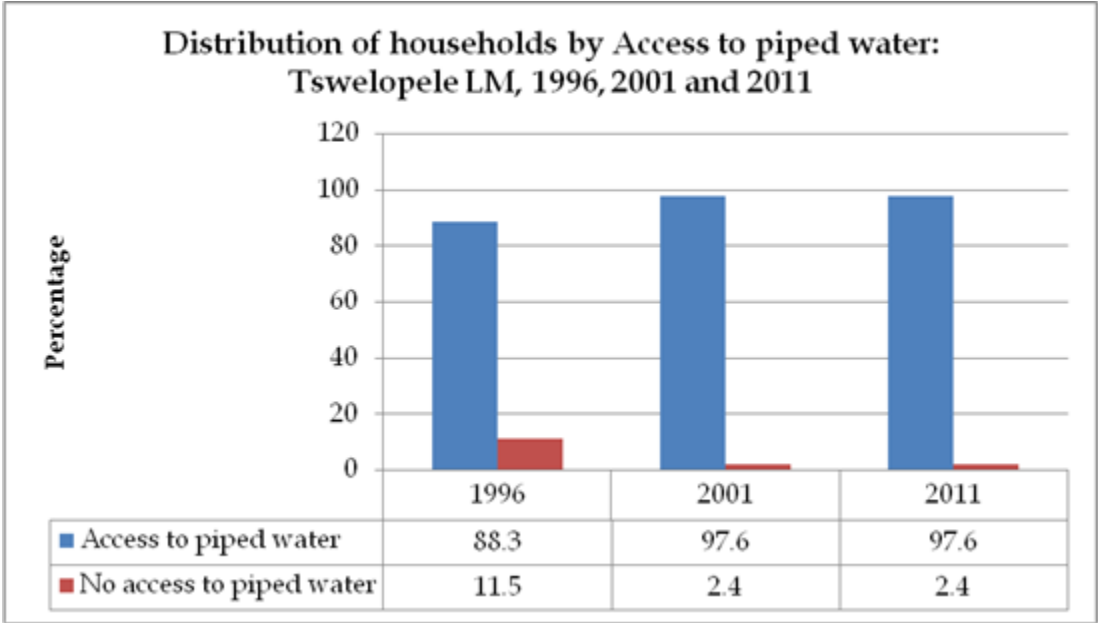
**Figure 13: Distribution of households by refuse removal: Tswelopele, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

It is worth noting that the number of households with access to piped water increased significantly from 88% in 1996 to 98% in 2011 as shown below.

**Figure 14: Distribution of households by access to piped water: Tswelopele, 1996, 2001 and 2011**



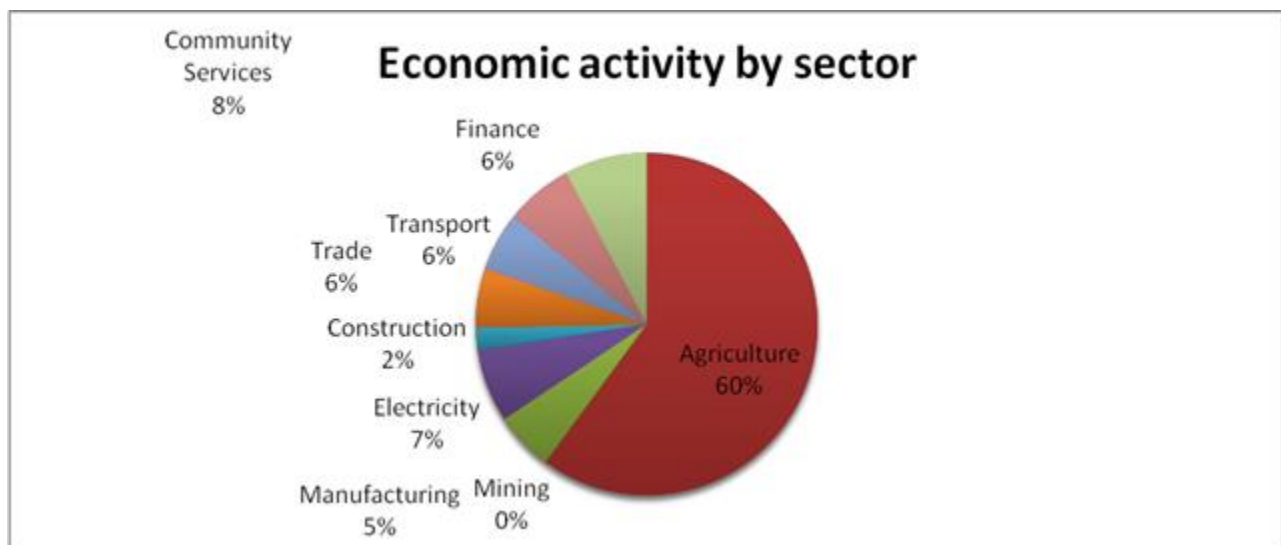
Source: Statistics SA, Census, 1996, 2001 and 2011



## 2.3 Economy

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

**Figure 15: Sector contribution to Tswelopele economy**



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

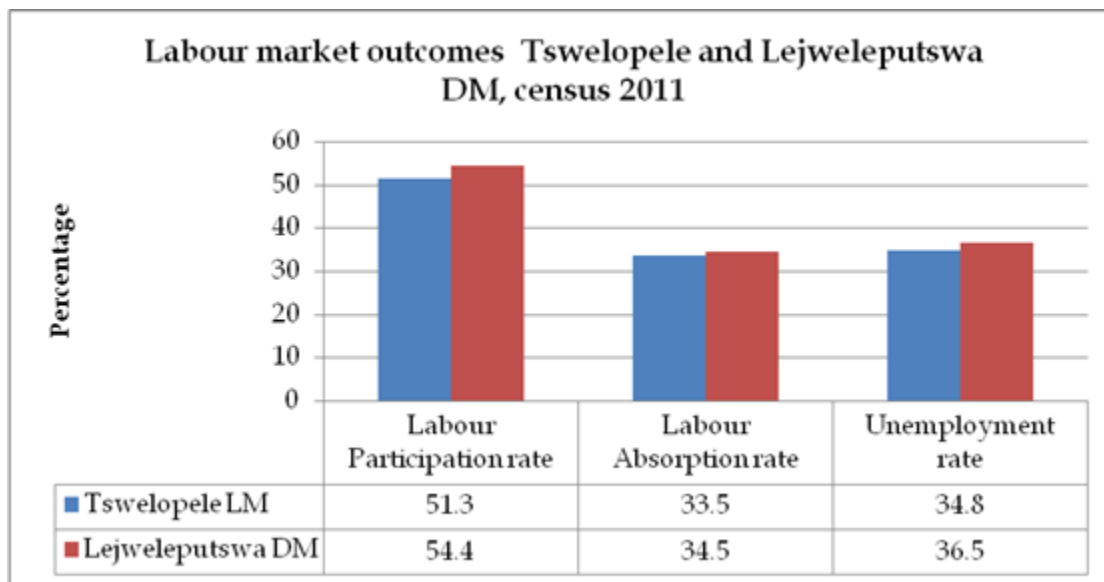
*Table 4*

Economic contribution by industry and gender			
	Male	Female	Total
<b>Agriculture; hunting; forestry and fishing</b>	513 863	316 328	<b>830 191</b>
<b>Mining and quarrying</b>	415 181	34 536	<b>449 717</b>
<b>Manufacturing</b>	1 182 292	555 864	<b>1 738 156</b>
<b>Electricity; gas and water supply</b>	75 658	24 277	<b>99 935</b>
<b>Construction</b>	640 756	93 322	<b>734 078</b>
<b>Wholesale and retail trade</b>	876 585	804 138	<b>1 680 723</b>

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
	<b>15 014 927</b>	<b>16 021 250</b>	<b>31 036 177</b>

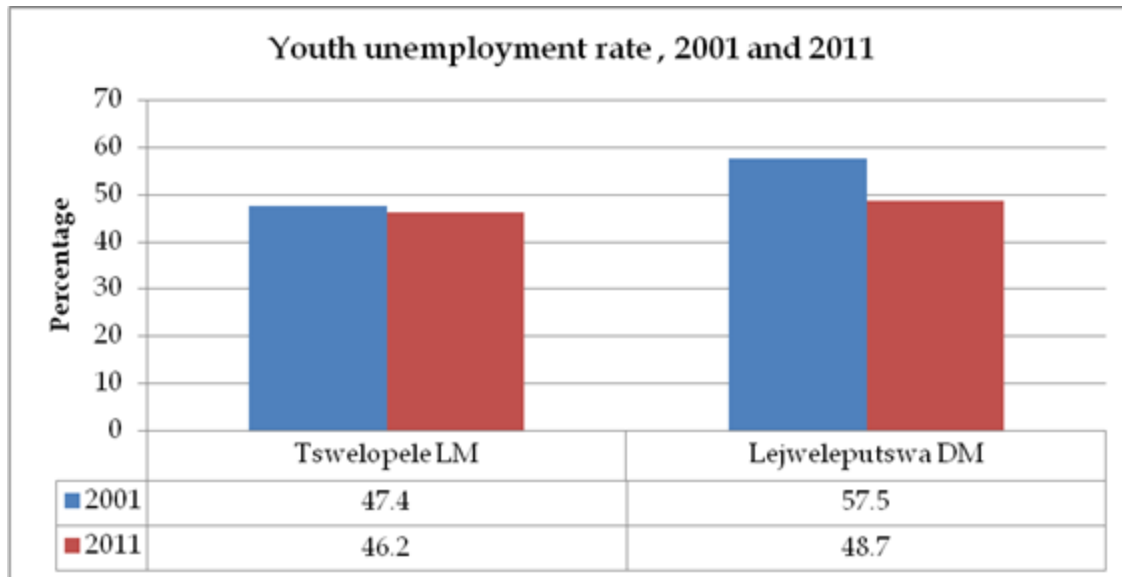
Source: Lejweleputswa District Municipality's L.E.D Strategy, 2013/14

Figure 16: Labour market outcomes: Tswelopele and Lejweleputswa DM, 2011



Source: Statistics SA, Census 2011

**Figure 16: Youth unemployment rate: Tswelopele LM and Lejweleputswa DM**

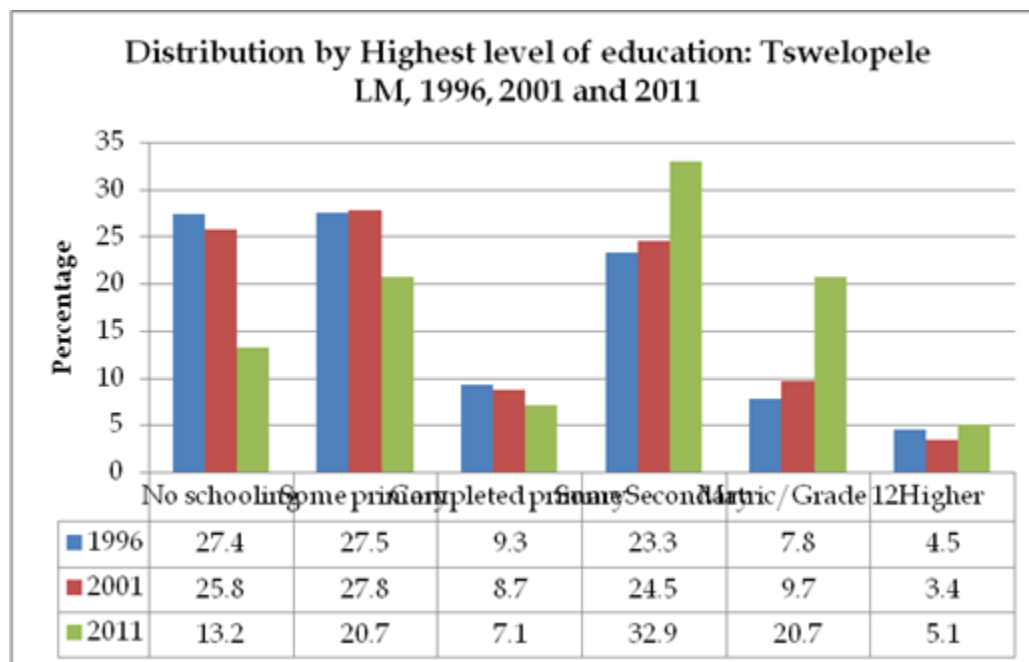


Source: Statistics SA, Census, 1996, 2001 and 2011

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

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

**Figure 16: Distribution of population by highest level of education of population age 20 years and above: Tswelopele LM, 1996, 2001 and 2011**



Source: Statistics SA, Census, 1996, 2001 and 2011

Proportions of persons 20 years and above with no schooling decreased tremendously from 27% in 1996 to 13.2% in 2011. Persons who complete matric increased from just 8% in 1996 to 20.7% in 2011.

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

## POWERS AND FUNCTIONS OF THE MUNICIPALITY

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

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

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

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

In terms of section 60 of Municipal Systems Act No. 32 of 2000. The following powers may, within a policy framework determined by the municipal council, be delegated to an executive committee or mayor only:

- a) Decisions to expropriate immovable property or rights in or to immovable property;  
and
- b) The determination or alteration of the remuneration, benefits or other conditions of service of the municipal manager or managers directly responsible to the municipal manager.

(2) The council may only delegate to an executive committee or executive mayor or chief financial officer decisions to make investments on behalf of the municipality within a policy framework determined by the Minister of Finance.

The following are the powers and functions:

<b>Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996</b>	<b>Definition</b>
Air Pollution	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building Regulations	The regulation, through by-laws, of any temporary or permanent structure attached to the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections.
Child Care Facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity Reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire Fighting Equipment	Planning, co-ordination and regulation of fire services and specialized firefighting services such as mountain, veld and chemical fire services; co-ordination of the standardization of infrastructure.
Local Tourism	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure.
Municipal Airport (Landing Strip)	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and se
Municipal Planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)

<b>Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996</b>	<b>Definition</b>
Municipal Public Transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Pontoons and Ferries	Pontoons and ferries, excluding the regulation of international and national shipping and matters related thereto, and matters falling within the competence of national and provincial governments.
Storm Water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable Water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement Facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the Display of Advertisements in Public Places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area.



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

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

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

**The Municipal manager** as head of administration of a municipality is, subject to the policy directions of the municipal council, is responsible for—

- a) the formation and development of an economical, effective, efficient and accountable administration—
- b) equipped to carry out the task of implementing the municipality’s integrated development plan in
  - i. accordance with Chapter 5;
  - ii. operating in accordance with the municipality’s performance management system in accordance with Chapter 6; and
  - iii. responsive to the needs of the local community to participate in the affairs of the municipality;
- c) the management of the municipality’s administration in accordance with this Act and other legislation applicable to the municipality;
- d) the implementation of the municipality’s integrated development plan, and the monitoring of progress with implementation of the plan;
- e) the management of the provision of services to the local community in a sustainable and equitable manner;
- f) the appointment of staff other than those referred to in section 56 (a), subject to the Employment Equity Act, 1998 (Act No. 55 of 1998);
- g) the management, effective utilisation and training of staff;
- h) the maintenance of discipline of staff;
- i) the promotion of sound labour relations and compliance by the municipality with applicable labour legislation;
- j) advising the political structures and political office bearers of the municipality;
- k) managing communications between the municipality’s administration and its political structures and political office bearers;

- l) carrying out the decisions of the political structures and political office bearers of the municipality;
- m) the administration and implementation of the municipality's by-laws and other legislation;
- n) the exercise of any powers and the performance of any duties delegated by the municipal council, or sub delegated by other delegating authorities of the municipality, to the municipal manager in terms of section 59;
- o) facilitating participation by the local community in the affairs of the municipality;
- p) developing and maintaining a system whereby community satisfaction with municipal services is assessed;
- q) the implementation of national and provincial legislation applicable to the municipality; and
- r) The performance of any other function that may be assigned by the municipal council.

As accounting officer of the municipality the municipal manager is responsible and accountable for—

- a) all income and expenditure of the municipality;
- b) all assets and the discharge of all liabilities of the municipality; and
- c) Proper and diligent compliance with the Municipal Finance Management Act.

## PROCESS FOLLOWED TO DEVELOP THE IDP

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### **PARTICIPATION**

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

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

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

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

The municipality adopted the IDP/Budget Process Plan in August 2015, however the municipality did not fully comply with the process plan due to capacity deficiency. To assist in understanding our IDP, it is important to have knowledge of the process that we followed to compile and review our IDP. The District framework provides the linkage and binding relationship between the District and Tswelopele Local Municipality. The Process Plan was adopted with due cognizance of the IDP District Framework Plan adopted by the District which seek to guide Integrated Development Planning for the District as a whole. During this time the process involved councilors, officials, and other structures.

The review of the 2016/ 17 IDP comprised of five phases outlined as follows:

## **PHASE1: ANALYSIS**

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

## **PHASE 2: STRATEGIES**

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

### **GAP Analysis and Strategies**

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

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

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

## **PHASE 3: PROJECTS**

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

- Key performance area

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

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

#### **PHASE 4: INTEGRATION**

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

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

#### **PHASE 5: APPROVAL**

During this phase the municipality should do everything in its power to ensure support for the implementation of the IDP by all stakeholders involved or affected by it. All stakeholders must have access to the draft IDP and allowed to articulate their comments to avoid that the process becomes an endless exercise. This is done within 21 days as required by the Municipal Planning and Performance Management Regulation 2001. The Municipality adopts the final IDP and in terms of the Municipal Systems Act, a copy of the IDP as adopted by Municipality must be submitted to the MEC for Local Government within ten (10) days. The MEC for Local Government may, within 30 days of receiving the IDP, request the municipality to amend or adjust the IDP in accordance with the MEC proposals. Within 14 days after the adoption of the IDP in terms of subsection (1) or (3) a. Notice to the public is published.

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



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

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

## **THE IDP/BUDGET PUBLIC PARTICIPATION MEETINGS CONDUCTED BY THE MUNICIPALITY**

The Municipal Systems Act of 2000 indicates that Council has the duty to encourage the involvement of the local community, consulting the community about the level of quality, range and impact of municipal services provided. Community members have the right to contribute to the decision making processes of the municipality and to be informed of all decisions and affairs of the municipal Council. The Act further encourages the community members to participate in the development and review of the IDP including other developmental issues through various mechanisms and concepts such as Community Based Planning. Communities are afforded the opportunity to identify their developmental needs.

### **The Importance of conducting Public Participation**

The following are some of the key reasons:

- Active participation of local residents is essential to improved democratic and service delivery accountability
- It enhances social cohesion as communities recognize the value of working in partnership with each other and with the municipality,
- It enhances effectiveness as communities bring understanding, knowledge and experience essential to the regeneration process
- It enables government policies and programmes to be relevant to local communities
- It gives residents the opportunity to develop the skills and networks that are needed to address social exclusion and criminality
- It promotes sustainability as community members will have the ownership of all issues raised

### **Process followed**

The municipality developed a schedule of community engagements with dates and venues reflected, the schedule was also publicized on the municipal website. The municipality is conducting public consultation through the commitment that is made by management and councillors to ensure that the planned schedule of public consultation is implemented as follows:

<b>STAKEHOLDERS</b>	<b>WARD</b>	<b>DATE</b>	<b>TOWN</b>	<b>VENUE</b>	<b>TIME</b>
All Councillors		04 April 2016	Bultfontein	Bultfontein Council Chamber	10:00
All Ward Committees & CDW's	1,2,3,4 & 5	05 April 2016	Bultfontein	Phahameng Community Hall	10:00
All Ward Committees & CDW's	6,7&8	05 April 2016	Hoopstad	Solomon Mahlangu Hall	14:00
Community	6	05 April 2016	Hoopstad	Relekile School	17:00
Business Owners and Taxi Associations	-	06 April 2016	Bultfontein	Town Hall	10:00
Business Owners and Taxi Associations		06 April 2016	Hoopstad	Town Hall	14:00
Community	7	06 April 2016	Hoopstad	Solomon Mahlangu Hall	17:00
South African Police Service, Department of Health, Department of Justice, Educators and Correctional Services.	-	07 April 2016	Bultfontein	Town Hall	10h00
Community	8	07 April 2016	Hoopstad	Tshireletso	17:00
Centre for Disabled Persons		07 April 2016	Hoopstad	Itsoseng Disability Centre	14:00
South African Police Service, Department of Health, Department of Justice and Educators.	-	12 April 2016	Hoopstad	Tikwana Library Hall	10:00
Farmers Union and Ward 4 (Town Section)	4	12 April 2016	Bultfontein	Town Hall	17:00
Community	1	13 April 2016	Bultfontein	Rainbow School	17:00

Community	2	14 2016	April	Bultfontein	Phahameng Hall	17:00
Community	3	19 2016	April	Bultfontein	Repholositswe School	17:00
Community	4	20 2016	April	Bultfontein	Phola Creche	17:00
Community (Ext 7&8)	4	20 2016	April	Bultfontein	Open Space	14:00

Formal invitations to other relevant stakeholders are issued beforehand. Public participation engagements are conducted as per the schedule and members of the community are encouraged to attend all the meetings. A ward based approach is employed in order to solicit as much inputs from the community as possible.

## **IDP PROCESS PLAN TIME-FRAMES AND ACTIVITIES**

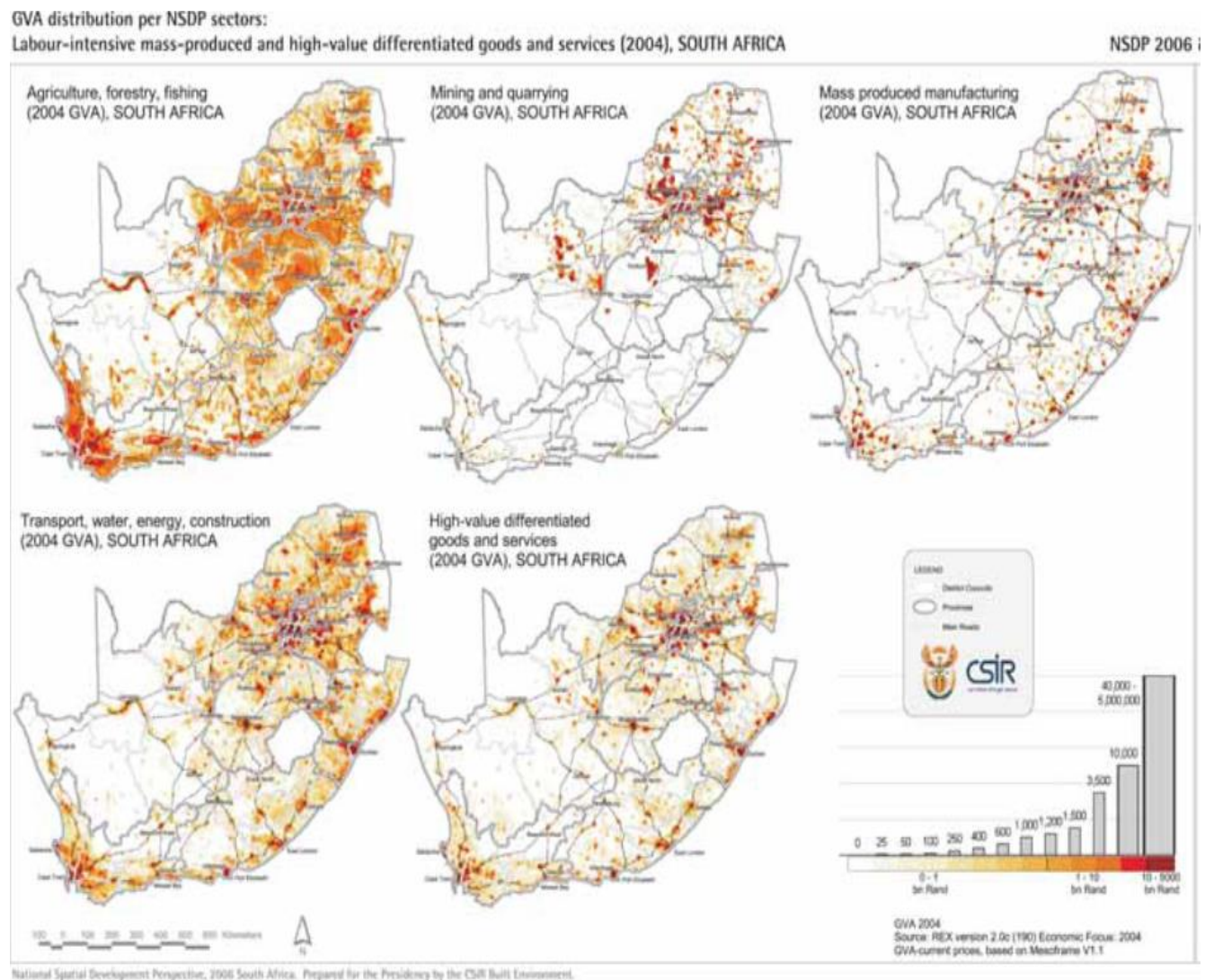
<b>EVENTS</b>	<b>DATES</b>
IDP & Budget Steering Committee to deliberate on draft IDP Process Plan <ul style="list-style-type: none"> <li>• Review Implementation</li> <li>• Prepare full IDP process</li> </ul>	August 2015
First IDP Representative Forum <ul style="list-style-type: none"> <li>▪ Presentation of the Process Plan</li> <li>▪ The provision of feedback on the <i>status quo</i> and strategic framework components of the IDP; i.e. Key issues, Strategies and Objectives and other programs</li> </ul>	August 2015
Presentation to Council for Adoption	August 2015
Submission to Lejweleputswa District Municipality	August 2015
Advertisement of the IDP Process Plan to members of the public	September 2015
Second IDP Representative Forum <ul style="list-style-type: none"> <li>▪ Presentation of Situational Analysis</li> </ul>	November 2015

▪ IDP Vision and Mission	
IDP and Budget Steering Committee	January 2016
Institutional Strategic Planning Session	February 2016
IDP Rep Forum <ul style="list-style-type: none"> <li>• Presentation of the draft IDP and Budget ahead of public participation process</li> <li>• Prioritised Projects and Programs</li> <li>• Draft Revised Analysis</li> <li>• Draft Revised Objectives and Strategies</li> <li>• Draft Projects and Programmes linked to budget</li> </ul>	February 2016
IDP and Budget Steering Committee Meeting <ul style="list-style-type: none"> <li>• Confirm contents of the IDP and Budget, and consider inputs from the Rep Forum</li> </ul>	March 2016
Table Draft IDP/Budget Council	March 2016
21 Days Advertisement Period for public comments	April 2016
Submission of draft IDP to COGTA	March/April 2016
Provincial IDP Assessment Week	April 2016
IDP/ Budget Road-shows	April 2016
Review progress – IDP and Budget Steering Committee <ul style="list-style-type: none"> <li>• Public participation programme &amp; comments received</li> <li>• Present final draft to be adopted by council</li> </ul>	April 2016
Council adopts IDP Review 16/17 <ul style="list-style-type: none"> <li>• Submit copy of IDP to COGTA</li> </ul>	May 2016
Drafting of Service Delivery and Budget Implementation Plan(SDBIP)	May 2016
Submit draft SDBIP within 14 days after approval of the Budget	June 2016
Approval of SDBIP within 28 days After adoption of the Budget	June 2016
Signing of MM and Section 57 Managers Performance agreements	June 2016
Publicize SDBIP and Performance Agreements within 14 days after the approval	June 2016

## SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

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

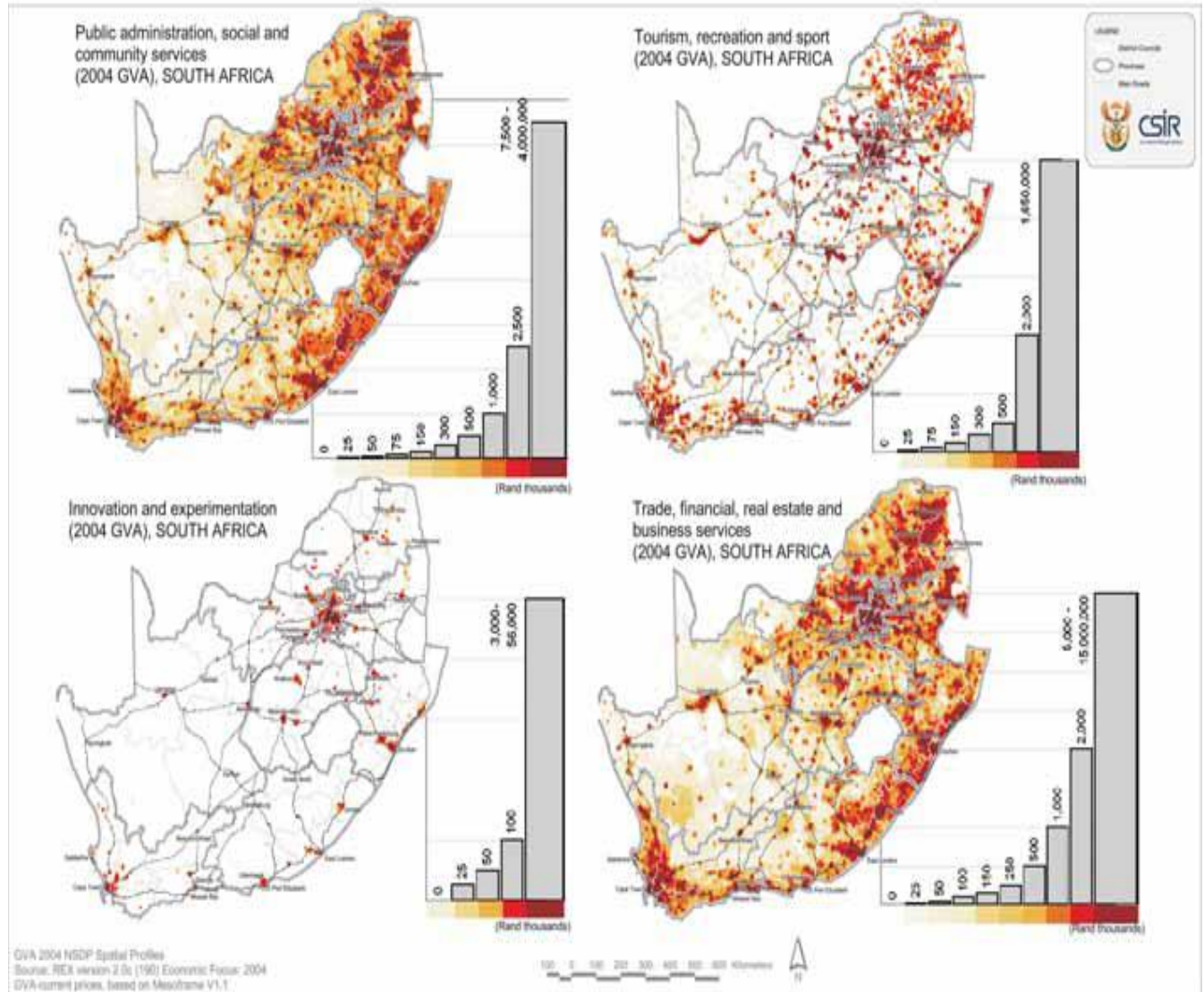
Our spatial rational is informed by the principles and objectives of the National Spatial Development Perspectives as reflective in the following maps:



GVA distribution per NSDP sectors:

Innovation and experimentation, tourism, services and retail, public services and administration (2004), SOUTH AFRICA

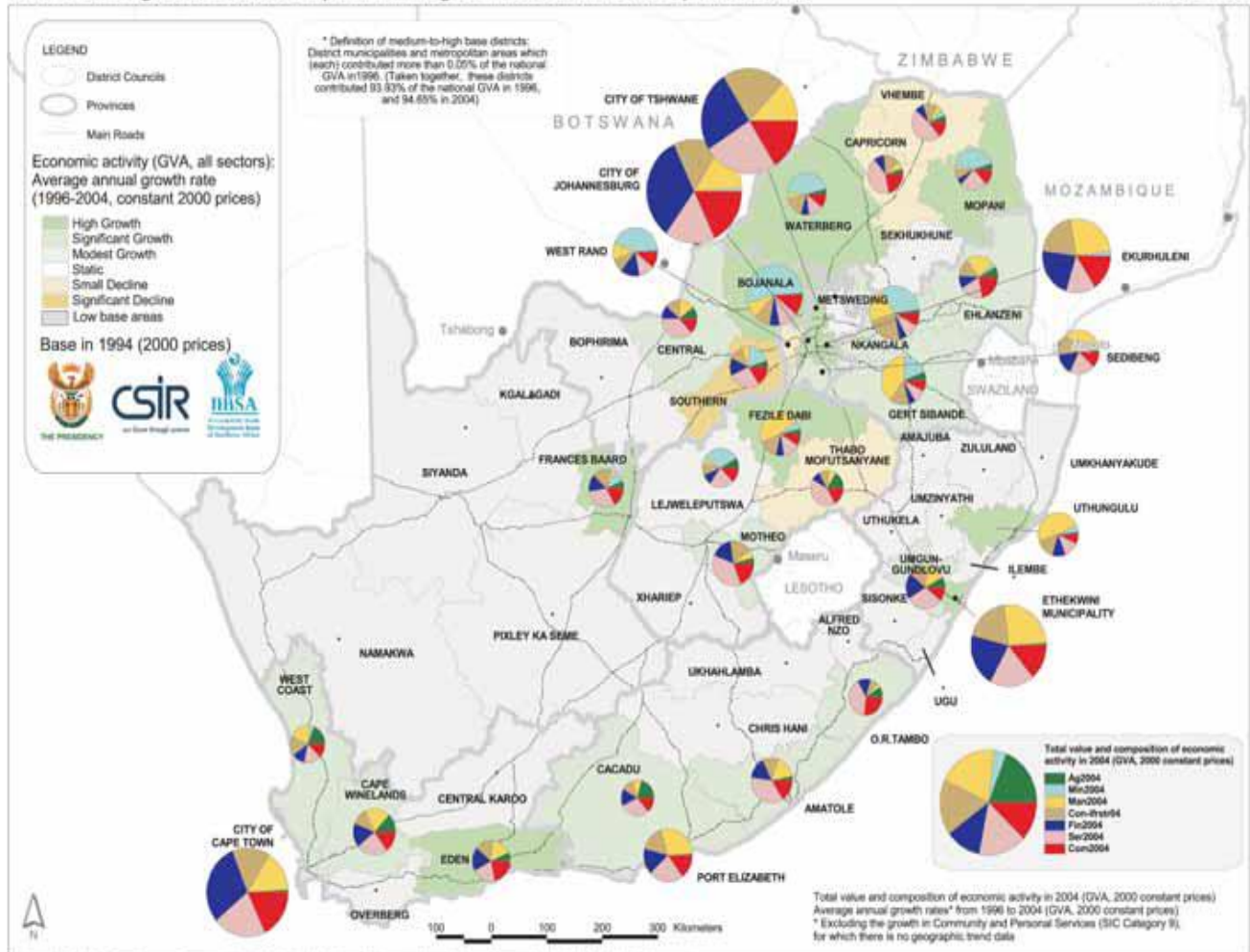
NSDP 2006



GVA 2004 NSDP Spatial Profiles  
 Source: REA version 2.0c (199) Economic Focus: 2004  
 GVA-current prices, based on Merolane V1.1

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





## ACTIVITY NODES

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

## ACTIVITY CORRIDORS

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



## **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

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

## **COMPREHENSIVE RURAL DEVELOPMENT PROGRAM (2006) (CRDP)**

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

It focuses on:

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

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

## **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

Management and ownership levels could be broadened through:

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

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

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

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

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

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

## **IMPLICATIONS FOR TSWELOPELE MUNICIPALITY**

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

## **LOCAL ECONOMIC DEVELOPMENT**

### **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

## **A LOGICAL SETTLEMENT HIERACHY**

### **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

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

### **A FRAMEWORK FOR PROMOTING SUSTAINABILITY**

Long term sustainability is a core thrust of the DFA (principle 3(c) (viii)). In order to ensure that sustainability is achieved whilst meeting the socio-economic demands and requirements facing municipalities, it is important to mediate between competing requirements.

## **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

## **LAND**

### **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

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

## **CLIMATE CHANGE**

### **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

## **TOPOGRAPHY AND SLOPES**

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

### **IMPLICATIONS FOR TSWELOPELE MUNICIPALITY**

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

## **CONSERVATION AND HERITAGE**

### **CONSERVATION**

Little of the Municipality is formally conserved except for:

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

### **IMPLICATIONS FOR TSWELOPELE MUNICIPALITY**

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

### **HERITAGE**

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

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

### **IMPLICATIONS FOR TSWELOPELE MUNICIPALITY**

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

## **AGRICULTURE**

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

## **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

## **HIERACHY AND ROLE OF SETTLEMENTS**

### **IMPLICATIONS FOR TSWELOPELE LOCAL MUNICIPALITY**

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

## STATUS QUO ASSESSMENT

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

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

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

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

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

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

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

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



## MUNICIPAL SWOT ANALYSIS

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

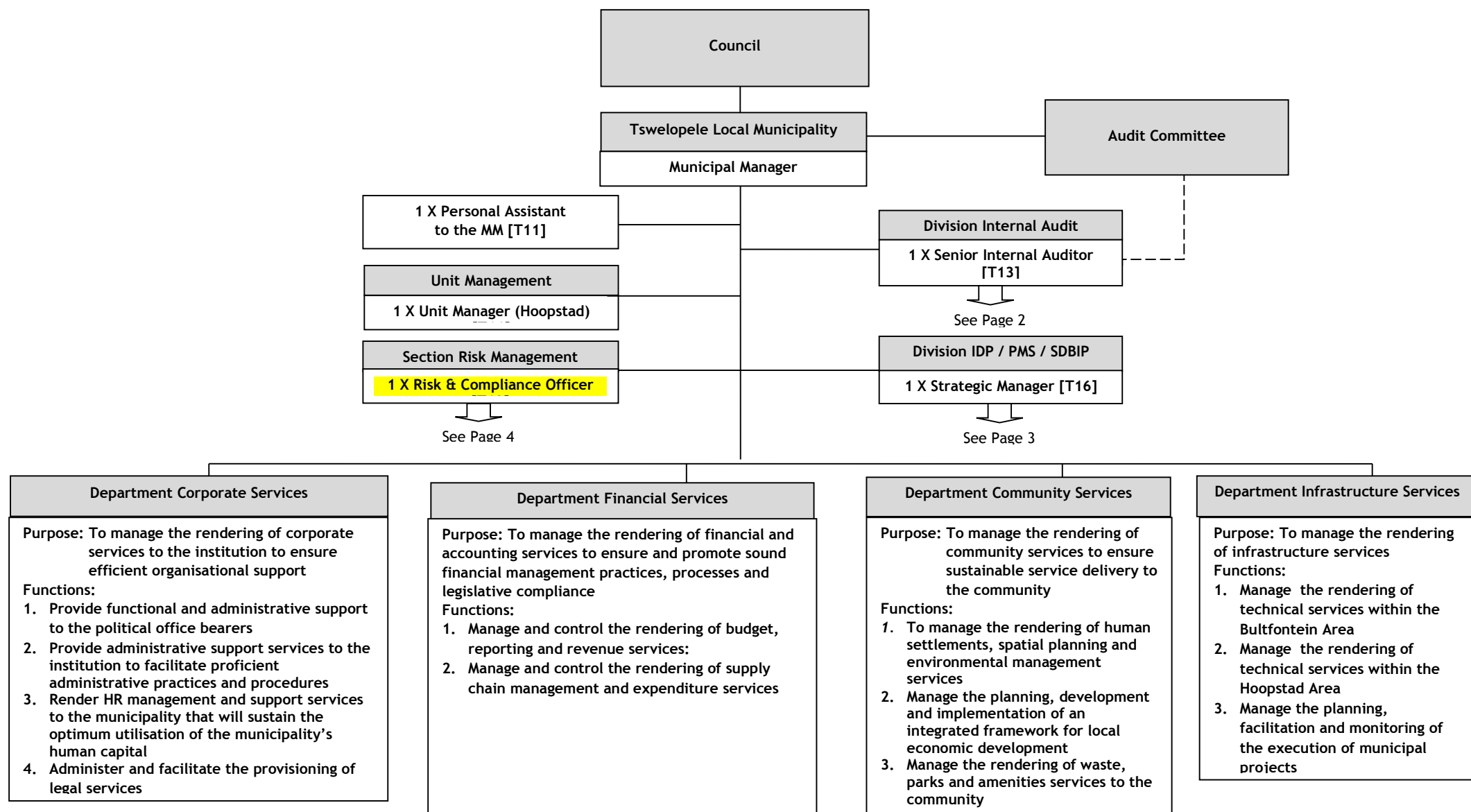
### AN OVERVIEW OF CHALLENGES, DEVELOPMENT PRIORITIES, OPPORTUNITIES AND THREATS

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

		of ward committees & CDW		
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## Tswelopele Local Municipality: Organizational Structure



Tswelopele Local Municipality:  
Organizational Structure  
Office of the Municipal Manager  
Division Internal Audit

See Page 1



Division Internal Audit
<p><b>Purpose:</b> To provide an independent appraisal of the adequacy and effectiveness of financial controls and advise on risk management issues</p> <p><b>Functions:</b></p> <ol style="list-style-type: none"><li>1. Develop and implement a risk-based audit plan and internal audit program for each financial year</li><li>2. Advise the accounting officer and report to the Audit Committee on the implementation of the internal audit plan</li><li>3. Conduct internal investigations, risk analyses and review financial control systems</li><li>4. Analyze and advise on risk management issues</li><li>5. Liaise with the external auditors</li></ol>
<p>1 X Senior Internal Auditor [T13] 2 X Internal Auditor [T12]</p>

**Tswelopele Local Municipality:  
Organizational Structure  
Office of the Municipal Manager, Division Integrated Development Planning (IDP) /  
Performance Management System (PMS) / Service Delivery Based Implementation Plan**

See Page 1

Division IDP / PMS / SDBIP
<p><b>Purpose:</b> To develop and coordinate the IDP, PMS and SDBIP processes</p> <p><b>Functions:</b></p> <ol style="list-style-type: none"> <li>1. Guide and direct planning and logistical arrangements of the IDP processes including:               <ul style="list-style-type: none"> <li>• Develop and coordinate the IDP processes</li> <li>• Integrate organizational management activities with the strategic planning process</li> <li>• Monitor and report on the implementation of the IDP and annual reports</li> <li>• Ensure participation in IDP processes</li> </ul> </li> <li>2. Develop and coordinate institutional performance management system (PMS) and SDBIP including:               <ul style="list-style-type: none"> <li>• Develop, maintain and monitor the institutional PMS</li> <li>• Operate and manage the system throughout the planning, performance review and reporting stages</li> <li>• Ensure legislative compliance of the PMS</li> <li>• Monitor and evaluate service delivery and strategic projects</li> <li>• Prepare and submit reports</li> <li>• Coordinate and implement SDBIP processes</li> </ul> </li> <li>3. Support high-level strategic and operational interfaces and activities</li> </ol>
<p>1 X Strategic Manager [T16] 1 X PMS / IDP Officer [T11]</p>

**Tswelopele Local Municipality: Organisational Structure  
Office of the Municipal Manager, Section Risk Management**

See Page 1

**Section Risk Management**

**Purpose:** To identify and monitor potential risk areas, to detect and assess the implications of trends and deviations within various occupational areas and advise to eliminate and/or minimise potential risks.

**Functions:**

1. Guides / support management pertaining to area of expertise' related risks and advice on management thereof.
2. Contributes to and supports the municipality with the establishment and maintenance of effective, efficient and transparent risk management systems and internal controls.
3. Contributes to and supports the municipality with the implementation of a risk management- and fraud prevention plans.
4. Contributes to and supports the Municipality with regular risk assessments and ensuring that risks management are prioritized according to highest versus lowest potential risk.
5. Mitigates risks in accordance with the prioritization of risk and ensure risks minimization.
6. Analyses the internal audit and audit committee reports and advice on possible management interventions to curb occurrence of such risks and audit findings within the municipality

**1 X Risk & Compliance Officer [T12]**

Tswelopele Local Municipality: Organizational Structure: Department Corporate Services

See Page 1

**Department Corporate Services**

**Purpose:** To manage the rendering of corporate services to the institution to ensure efficient organizational support

**Functions:**

1. Provide functional and administrative support to the political office bearers
2. Provide administrative support and auxiliary services
3. Provide human resources management, legal and OHSA services
4. Manage the provisioning of library and information services to the municipality's communities

1 X Director Corporate Services.

**Section Councilor Support**

**Purpose:** Provide functional and administrative support to the political office bearers

**Functions:**

1. Coordinate the rendering of special programs (Youth dev., women, HIV/Aids, aged and disability) including planning, setting targets, resources, mainstreaming of youth development and evaluating performance
2. Provide administrative, secretarial and logistics support to the Offices of the Executive Mayor and Speaker
3. Provide close protection and transport services to the Political Office Bearers
4. Works with community stakeholders to provide information, assists and supports community communication and development
5. Liaise and manage the services rendered by CDW's

**OFFICE OF THE MAYOR**  
 1 X Personal Assistant (Mayor) [T8]  
 1 X Special Program Coordinator [T10]  
 1 X Youth Development Officer [T10]  
 1 X Official Driver / Body Guard (Mayor) [T8]

**OFFICE OF THE SPEAKER**  
 1 X Office Manager [T12]  
 1 X Public Participation Officer [T7]  
 1 X Official Driver (Speaker) [T6]

**Division Administration And Support Services**

**Purpose:** To provide administrative support and auxiliary services

**Functions:**

1. Provide administrative and committee services
2. Provide auxiliary services (Records, reception, switchboard, reprographics, messaging and cleaning services)
3. Manage the provisioning of information and technology services with regard to operations and support services

1 X Manager: Admin and Support [T16]  
 1 X IT Technician [T10]  
 1 X Snr Clerk (Committees) [T10]  
 2 X Executive Secretary [T7]  
 1 X Receptionist / Switchboard Operator [T5]  
 1 X Driver / Messenger [T6]  
 4 X General Assistant (Cleaner / Messenger) [T3]  
 2 X General Assistant (Cleaner / Messenger) (Hoopstad and Tikwana) [T3]  
 1 X General Assistant (Cleaner / Messenger) (Bultfontein) [T3]

**Division Human Resources and Legal Services**

**Purpose:** Provide human resources management, legal and OHSA services

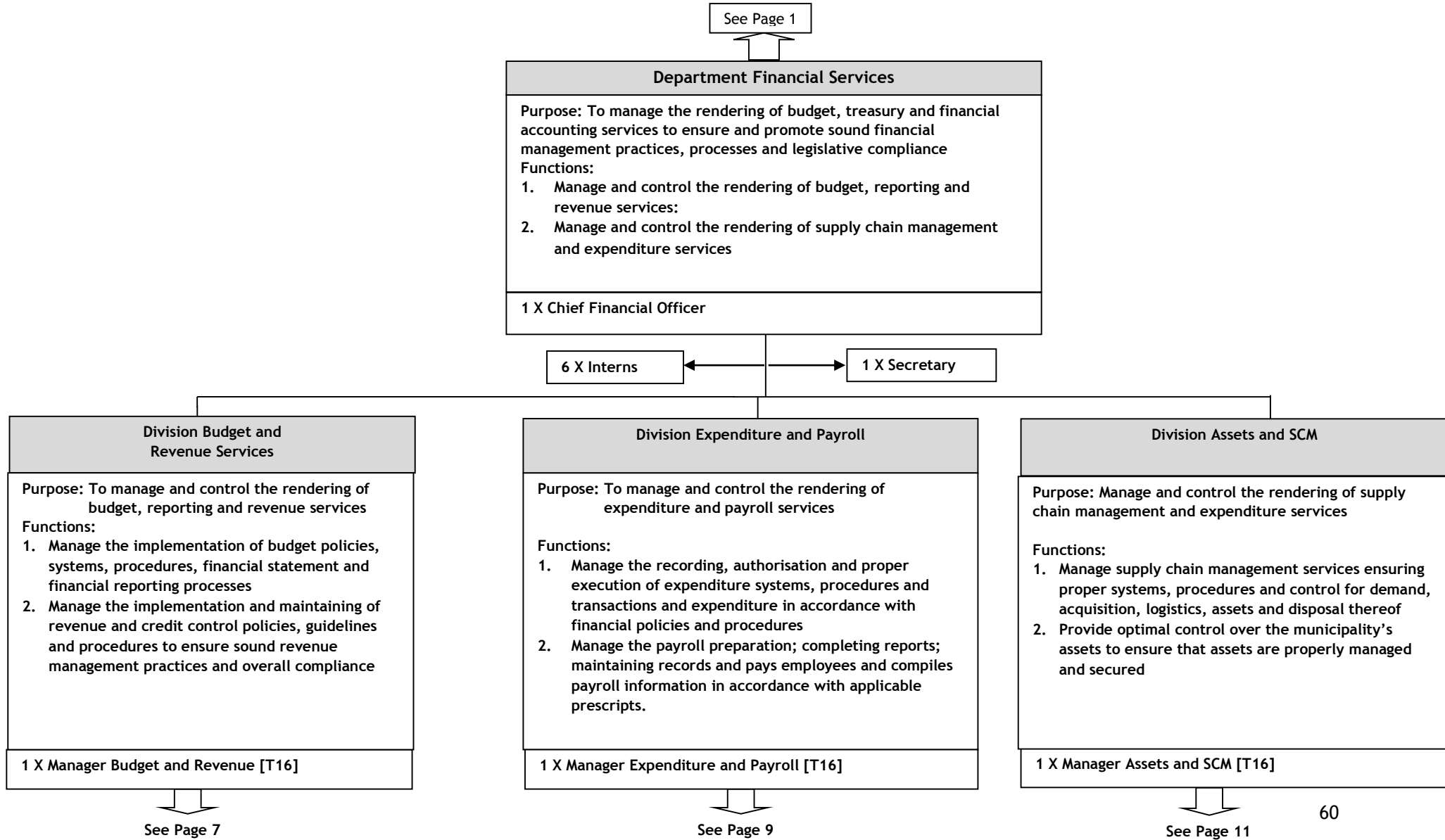
**Functions:**

1. Provide human resources administration services
2. Provide skills development, employee wellness and labour relations services
3. Manage legal services / contract management on behalf of the municipality
4. Provide occupational health and safety services

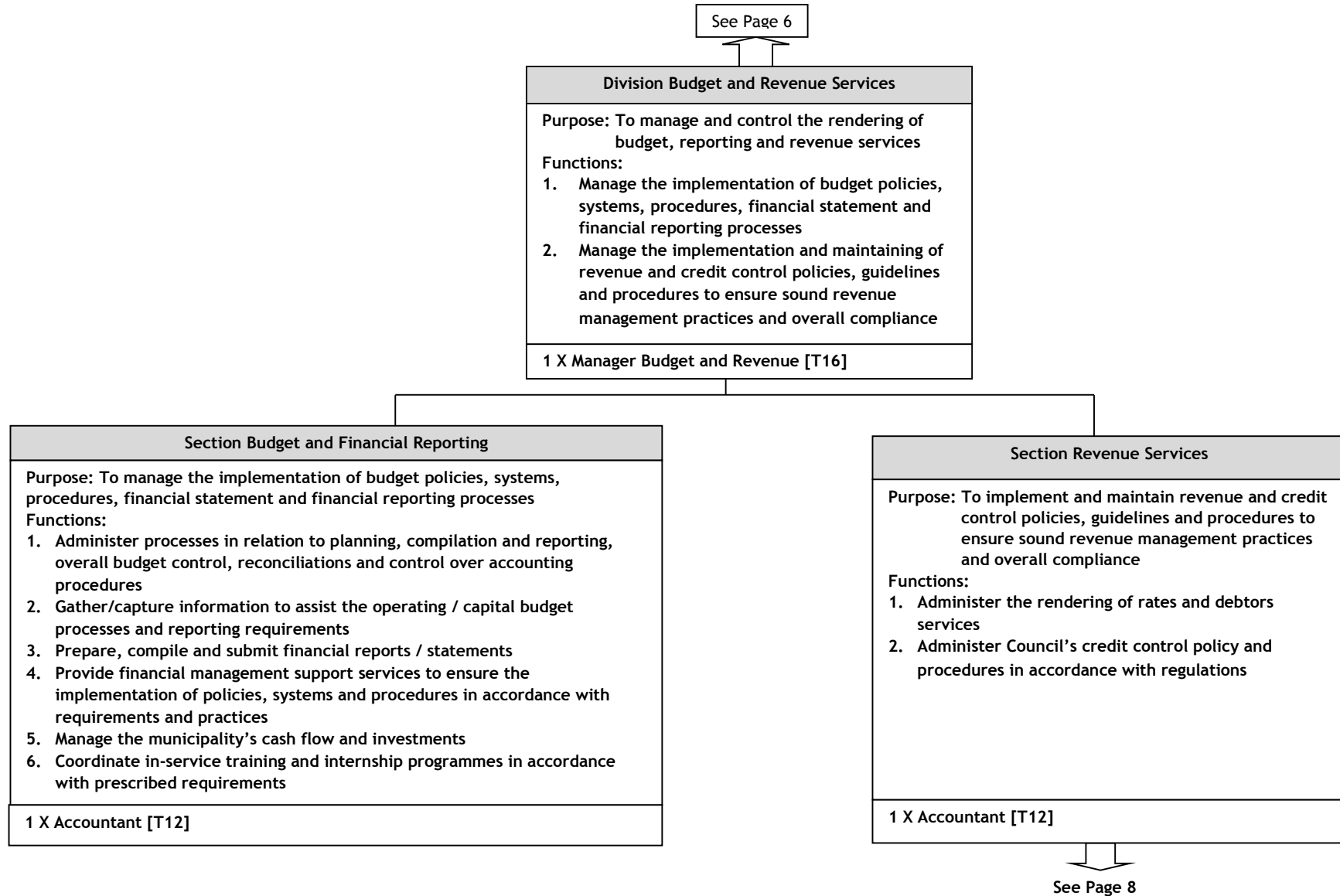
1 X Manager: Human Resources and Legal Services [T16]  
 1 X Human Resources Officer SDF [T11]  
 1 X Human Resources Officer [T11]  
 1 X Health & Safety Officer [T11]



Tswelopele Local Municipality: Organizational Structure: Department Financial Services



**Tswelopele Local Municipality: Organizational Structure: Department Financial Services, Division Budget and Revenue Services**



See Page 7

**Section Revenue Services**

**Purpose:** To implement and maintain revenue and credit control policies, guidelines and procedures to ensure sound revenue management practices and overall compliance

**Functions:**

1. Administer the rendering of rates and debtors services
2. Administer Council's credit control policy and procedures in accordance with regulations

1 X Accountant [T12]

**Sub- section Billing and Data Control**

**Purpose:** To administer the rendering of rates and debtors services

**Functions:**

1. Render billing services, accurate levying of fixed municipal rates / taxes according to by-laws
2. Administer debtors' accounts, generate accounts, journals and data capturing
3. Administer and control meter reading services
4. Administer property valuation services and related financial procedures and reconciliations
5. Capture financial transactions and provide cashier and receipting services as well as debtors and ledgers accounts services and statistical reports
6. Issue tax clearances

1 X Principal Clerk (Debtors) [T7]

**Sub-section Credit Control**

**Purpose:** To administer Council's credit control policy and procedures in accordance with regulations

**Functions:**

1. Implement and maintain a credit control policy and control procedures
2. Administer Council's indigent register
3. Apply credit control measures and procedures
4. Liaise with consumers and monitor and control payment arrangements
5. Ensure data capturing and compiling of statistical reports
6. Handle queries and complaints to the satisfaction of applicants

2 X Principal Clerk (Credit Control) [T7]

**Bultfontein**

3 X Cashier / Clerk [T6]  
3 X Meter Reader [T5]

**Hoopstad**

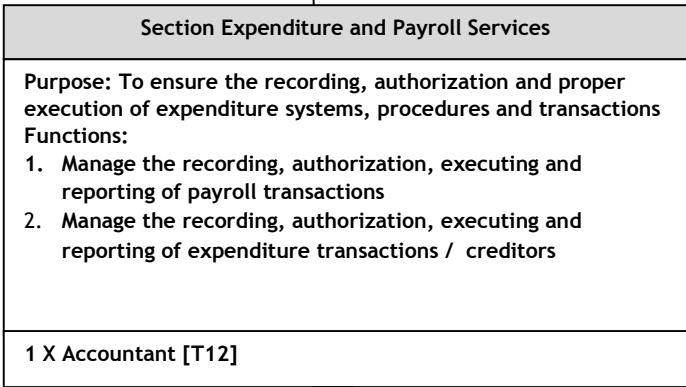
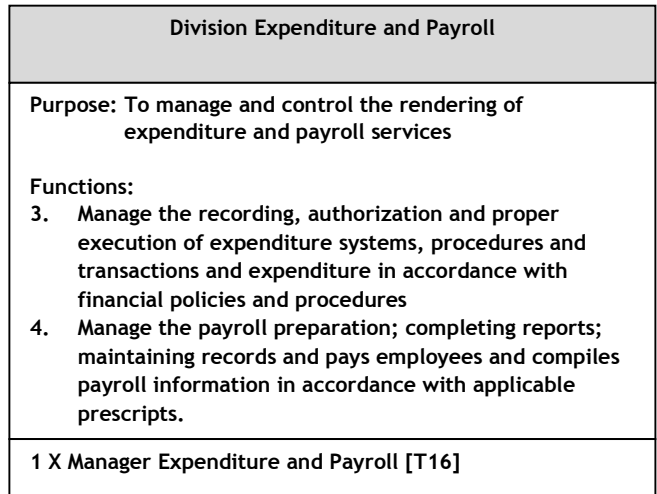
1 X Controller (Income) [T10]  
1 X Principal Clerk (Debtors) [T7]  
2 X Cashier / Clerk [T6]  
2 X Meter Reader [T5]

**Bultfontein**

1 X Snr Clerk - Income / Customer Care [T7]

**Hoopstad**

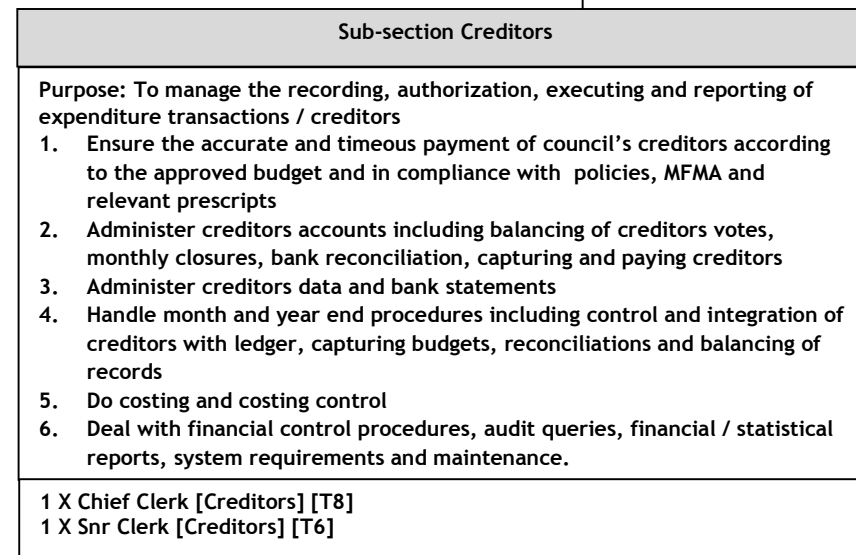
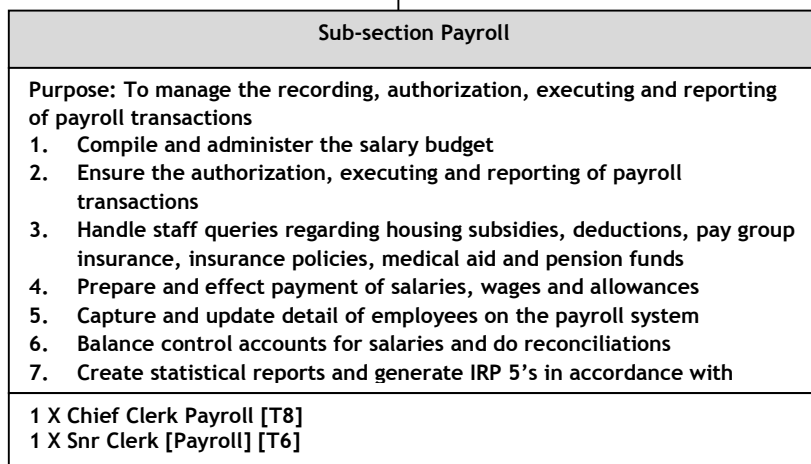
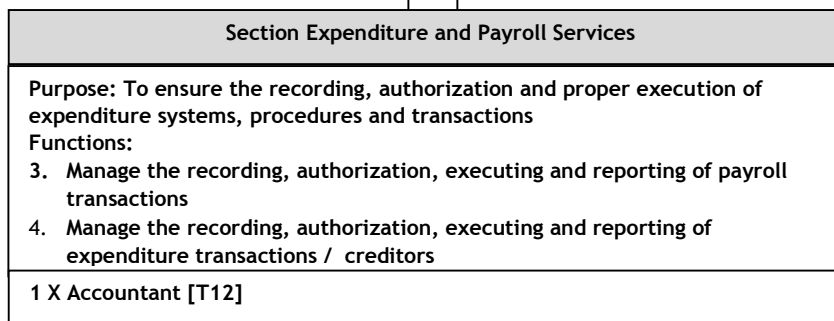
1 X Clerk (Credit Control / Customer Care) [T5]



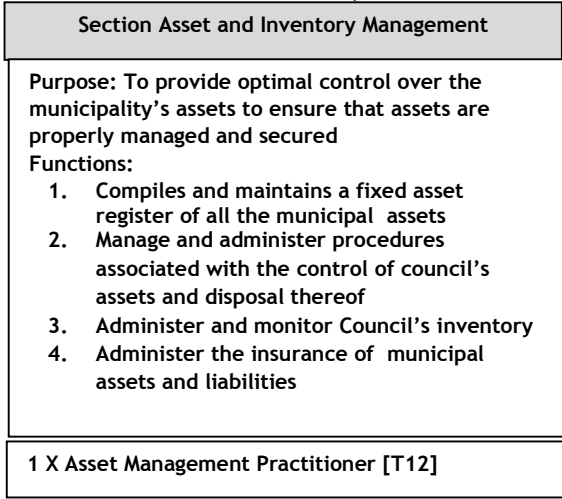
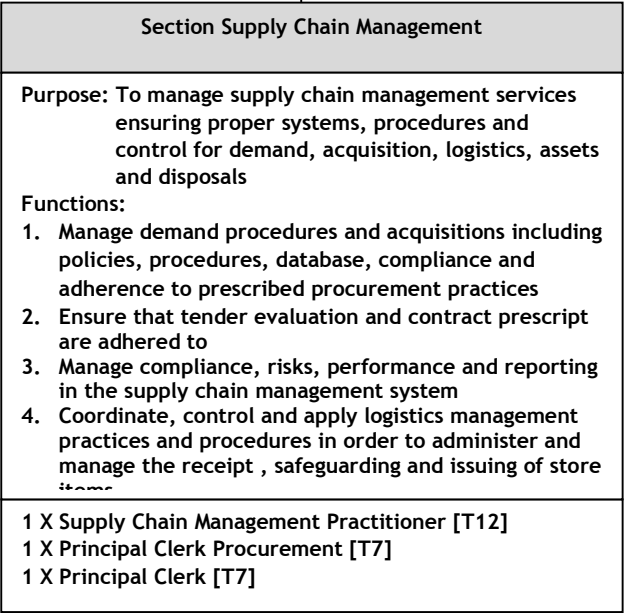
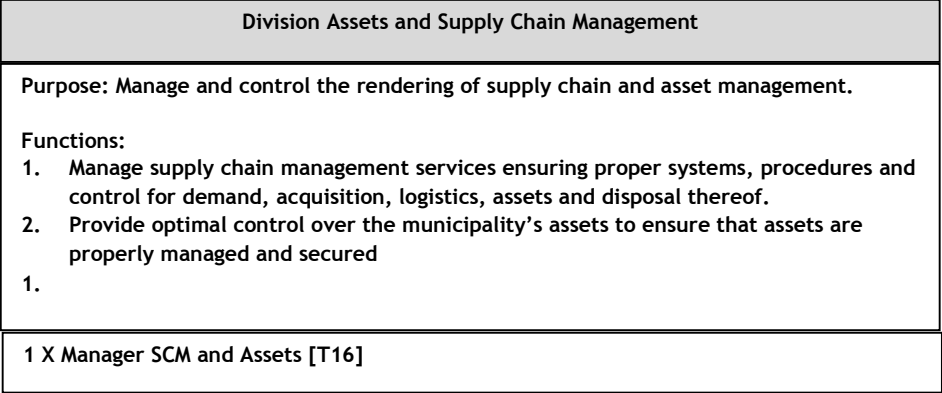
See Page 10

**Tswelopele Local Municipality: Organisational Structure Department Financial Services,  
Division Expenditure and Payroll Services**

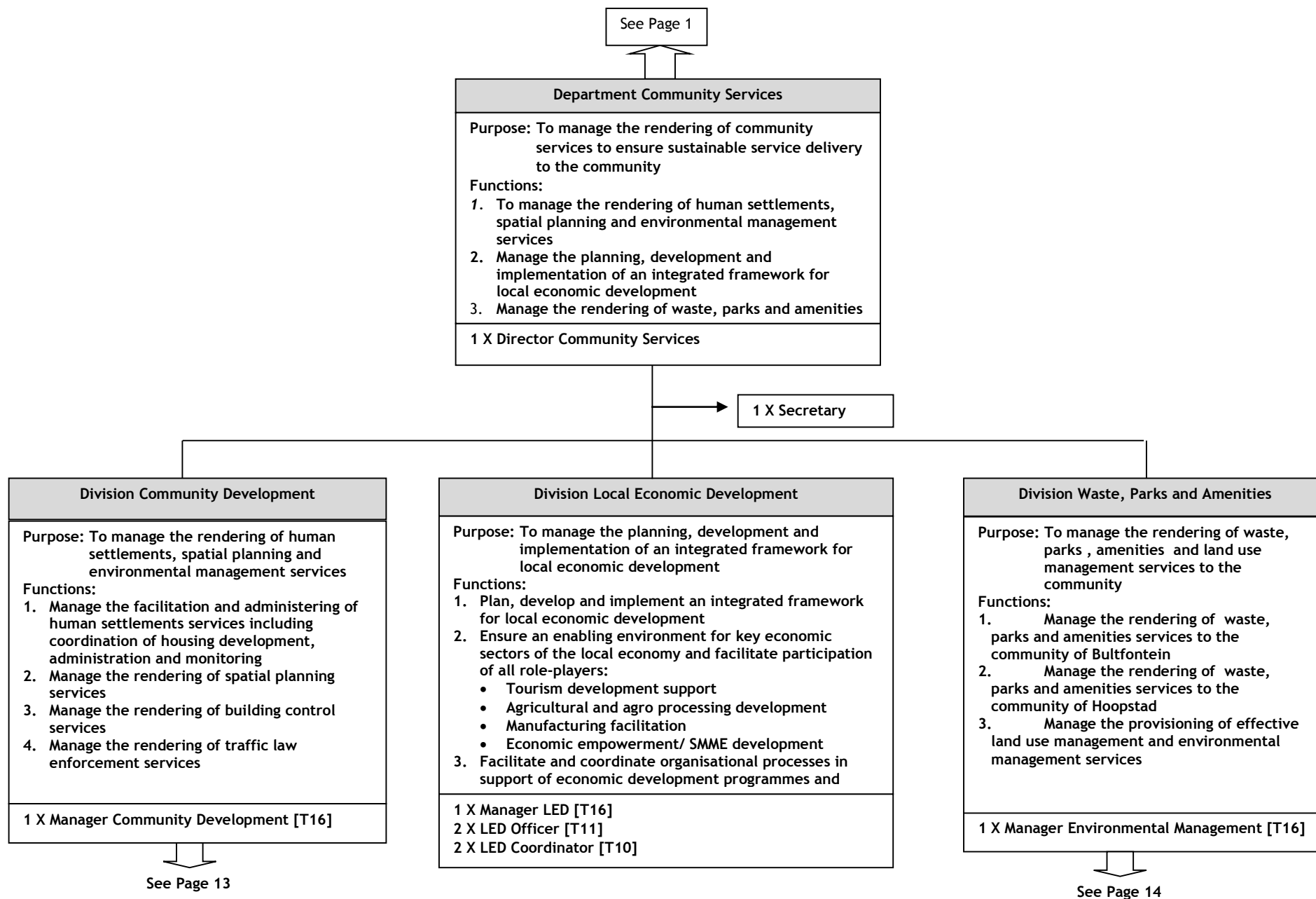
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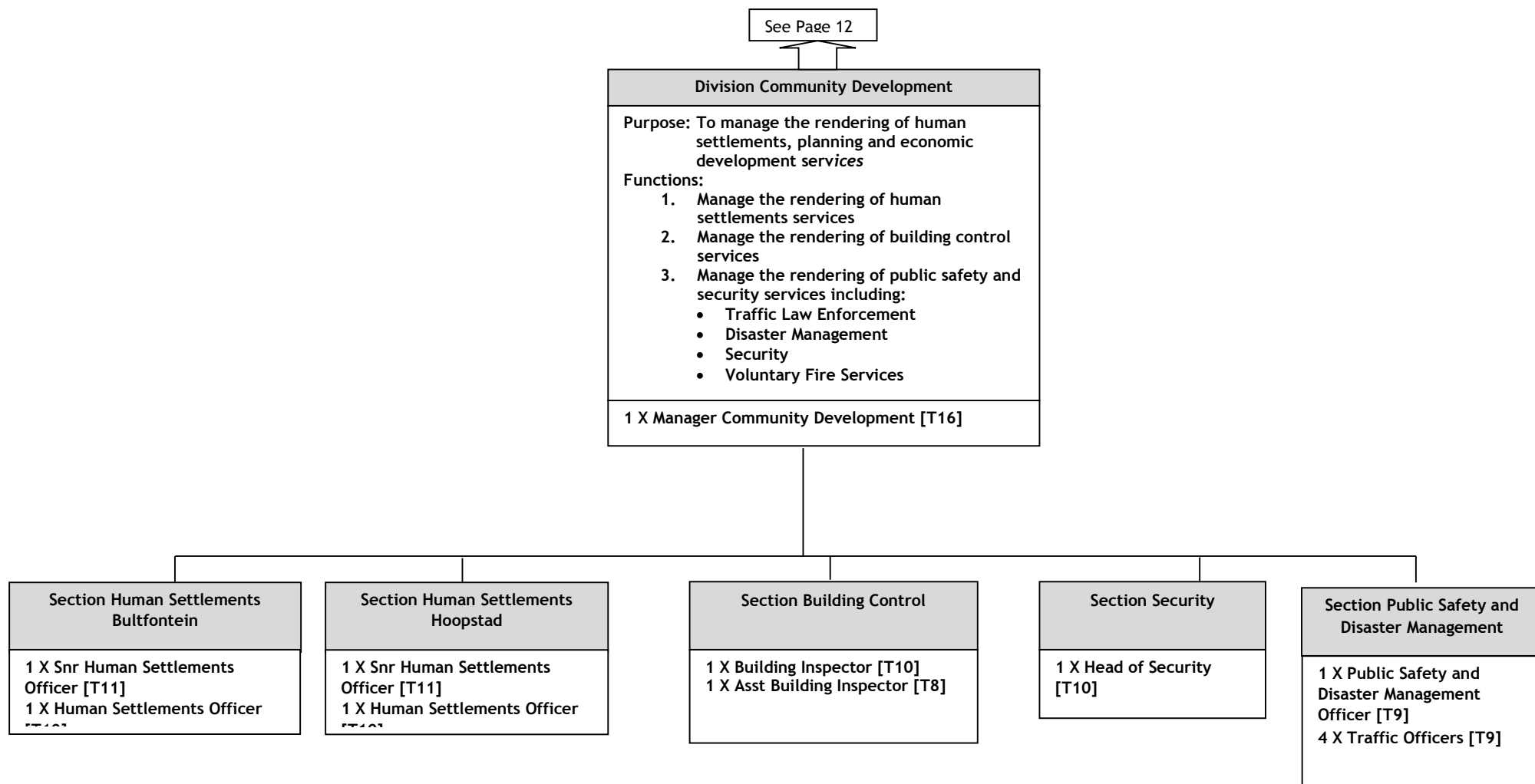
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**Tswelopele Local Municipality: Organizational Structure: Department Community Services, Division Community Development**

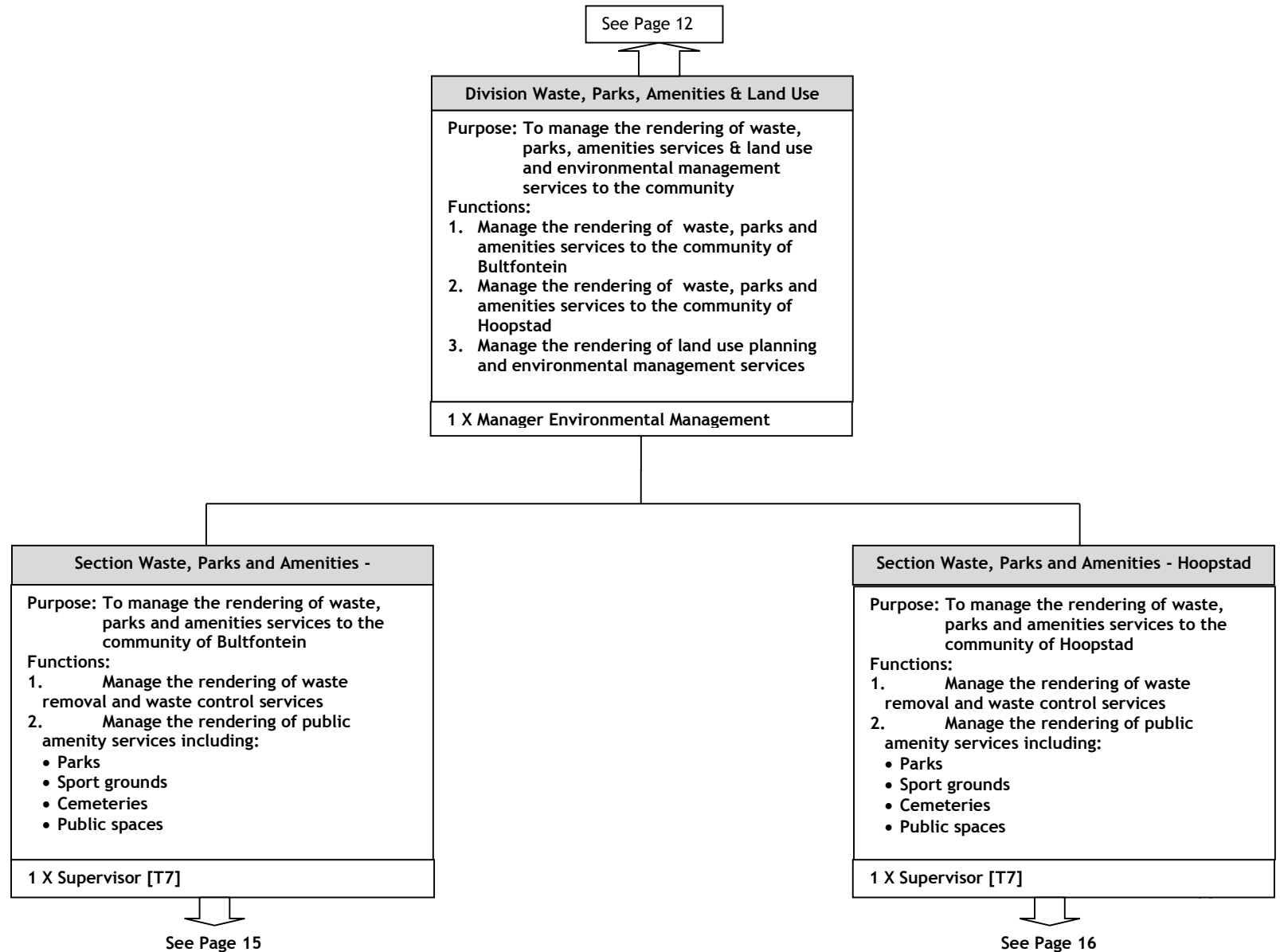


**Tswelopele Local Municipality: Organisational Structure: Department Community Services, Division Community Development**

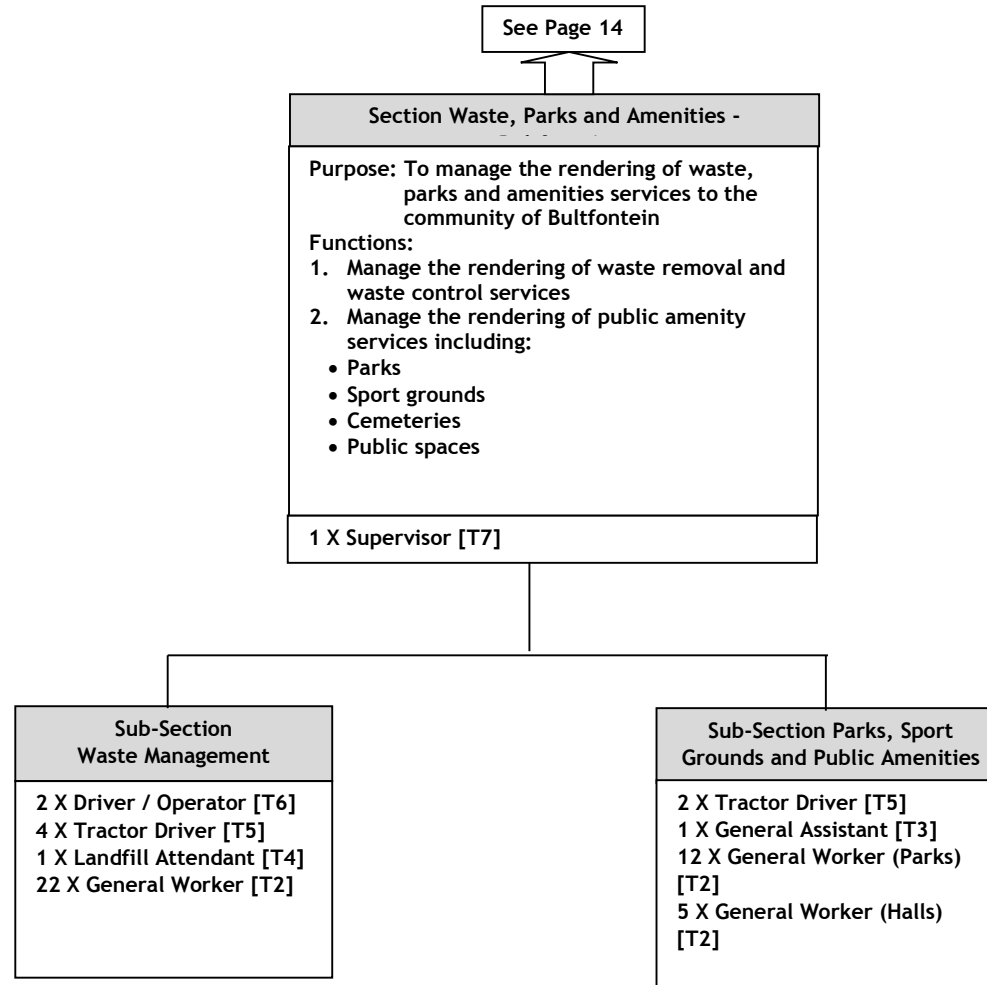




**Tswelopele Local Municipality: Organizational Structure**  
**Department Community Services, Division Waste, Parks, Amenities & Land Use- and Environmental Management Services**

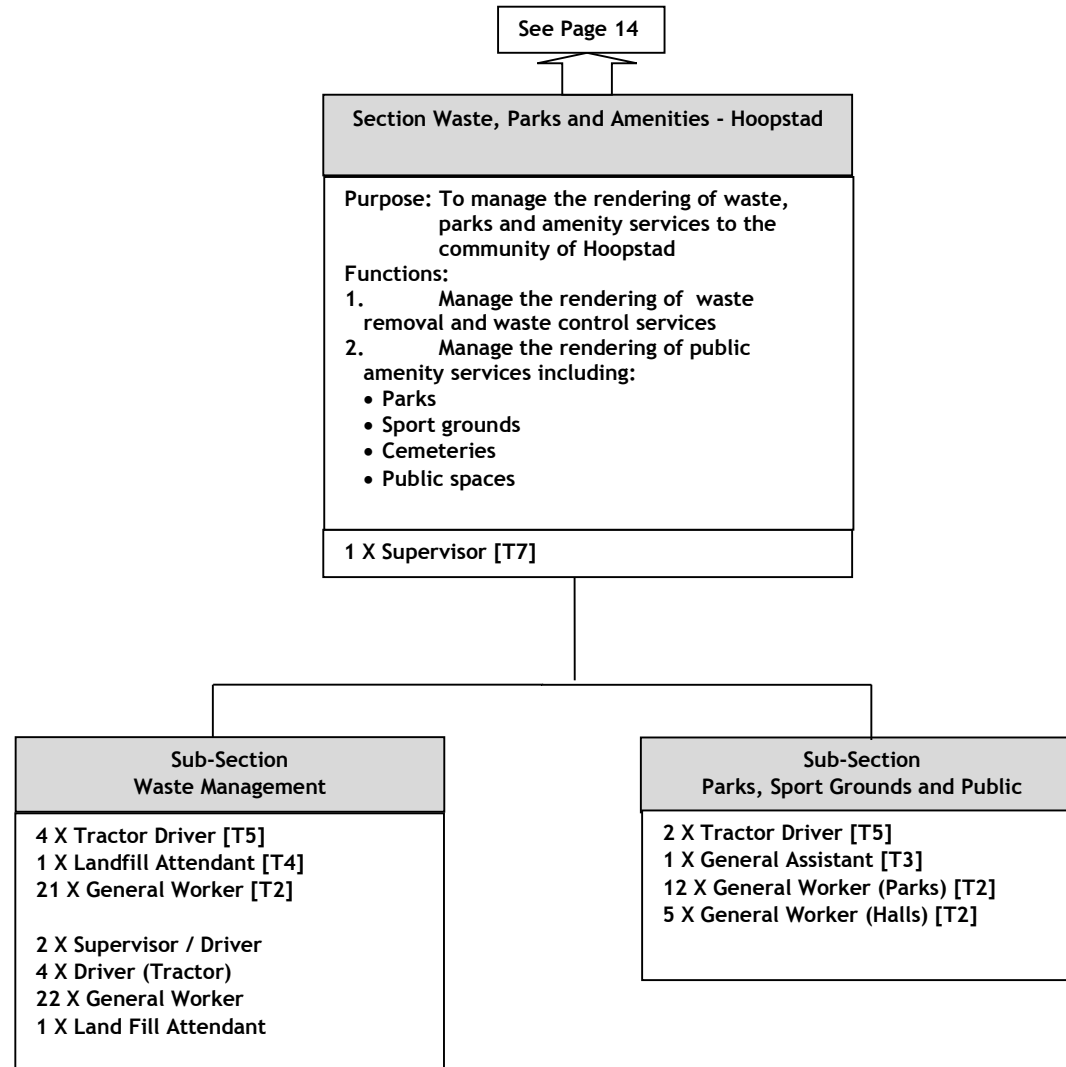


**Tswelopele Local Municipality: Organizational Structure**  
**Department Community Services, Division Waste, Parks and Amenities**  
**Section Waste, Parks and Amenities - Bultfontein**

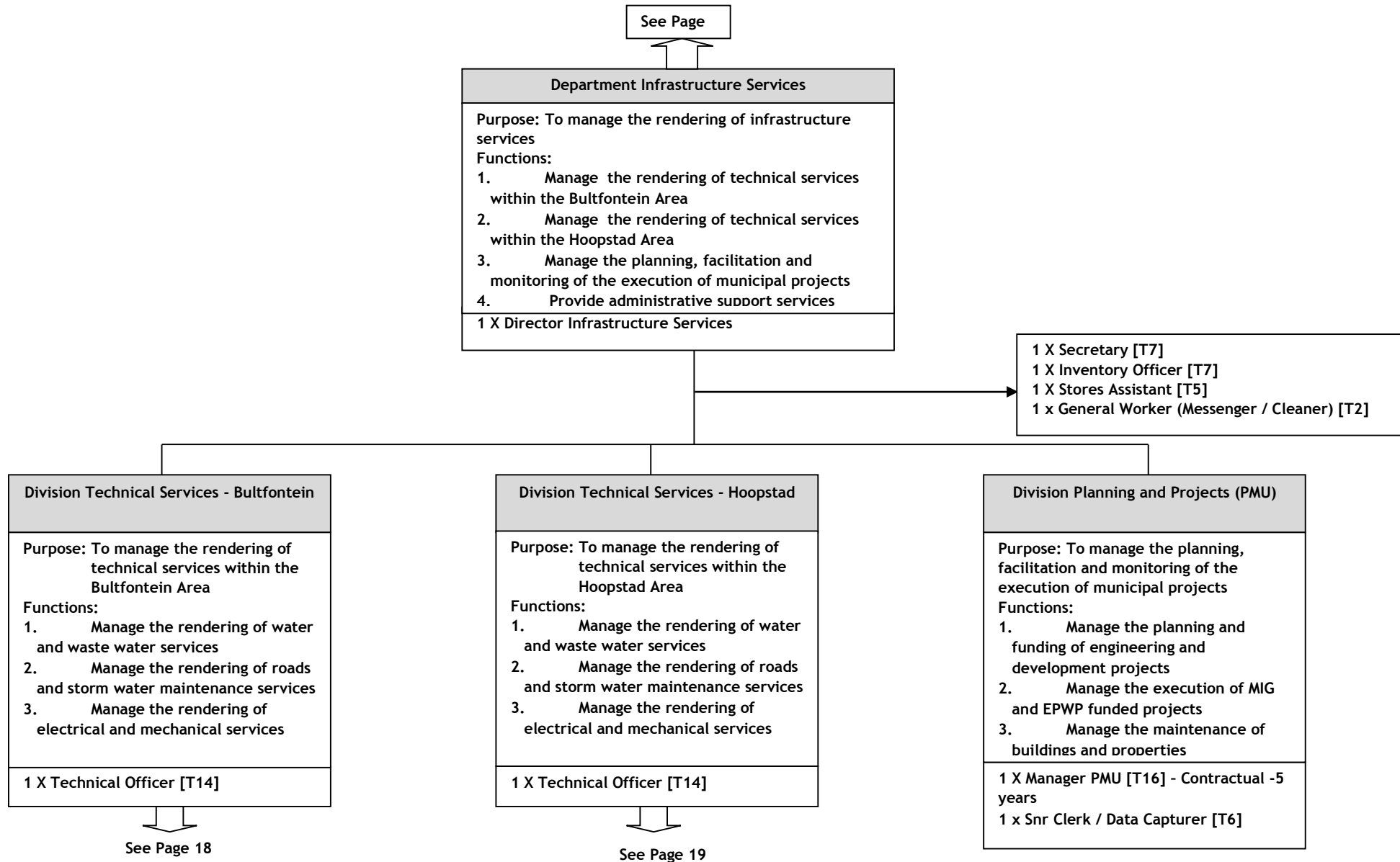


**Tswelopele Local Municipality: Organizational Structure**  
**Department Community Services, Division Waste, Parks and Amenities**

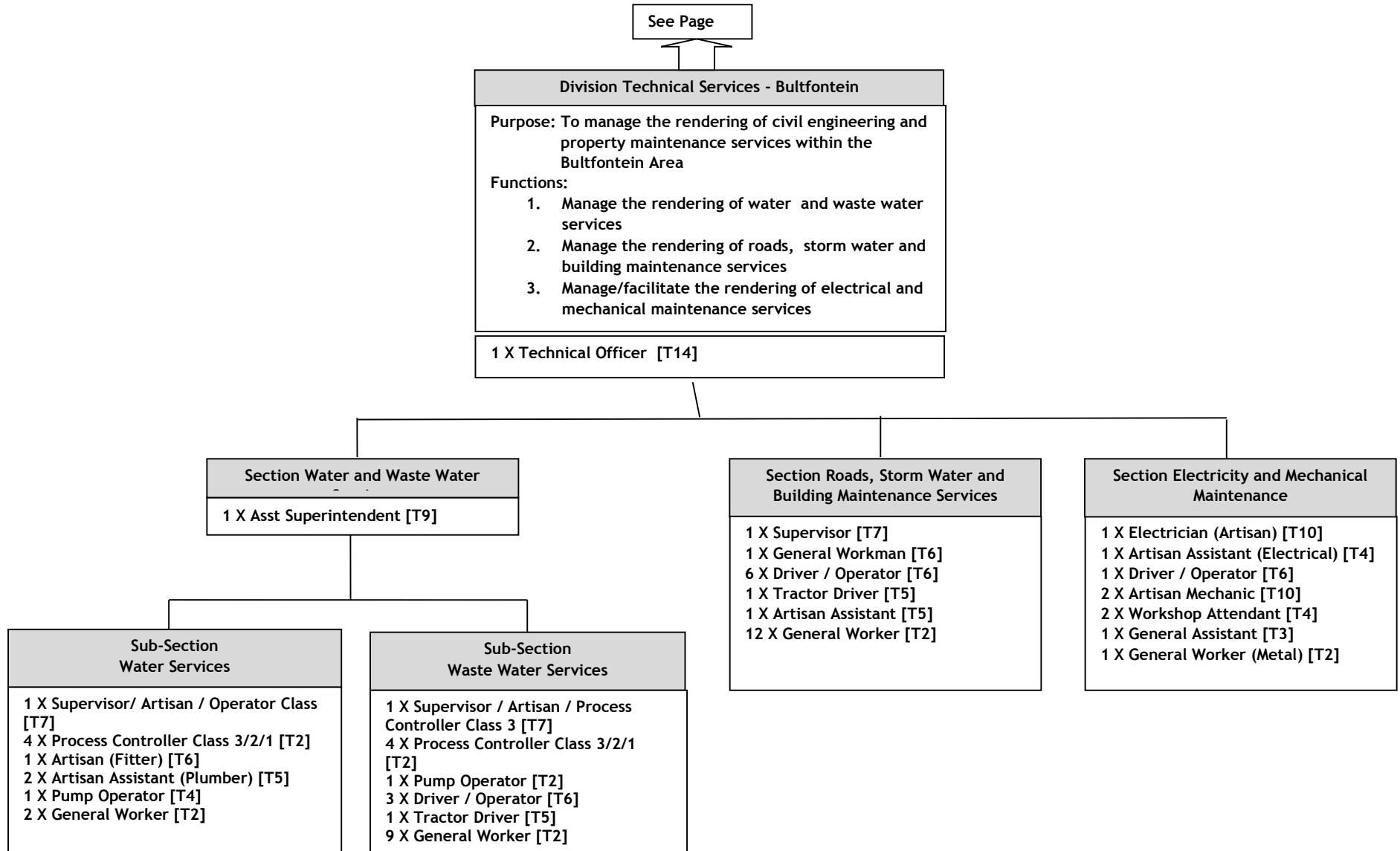
**Section Waste, Parks and Amenities - Hoopstad**



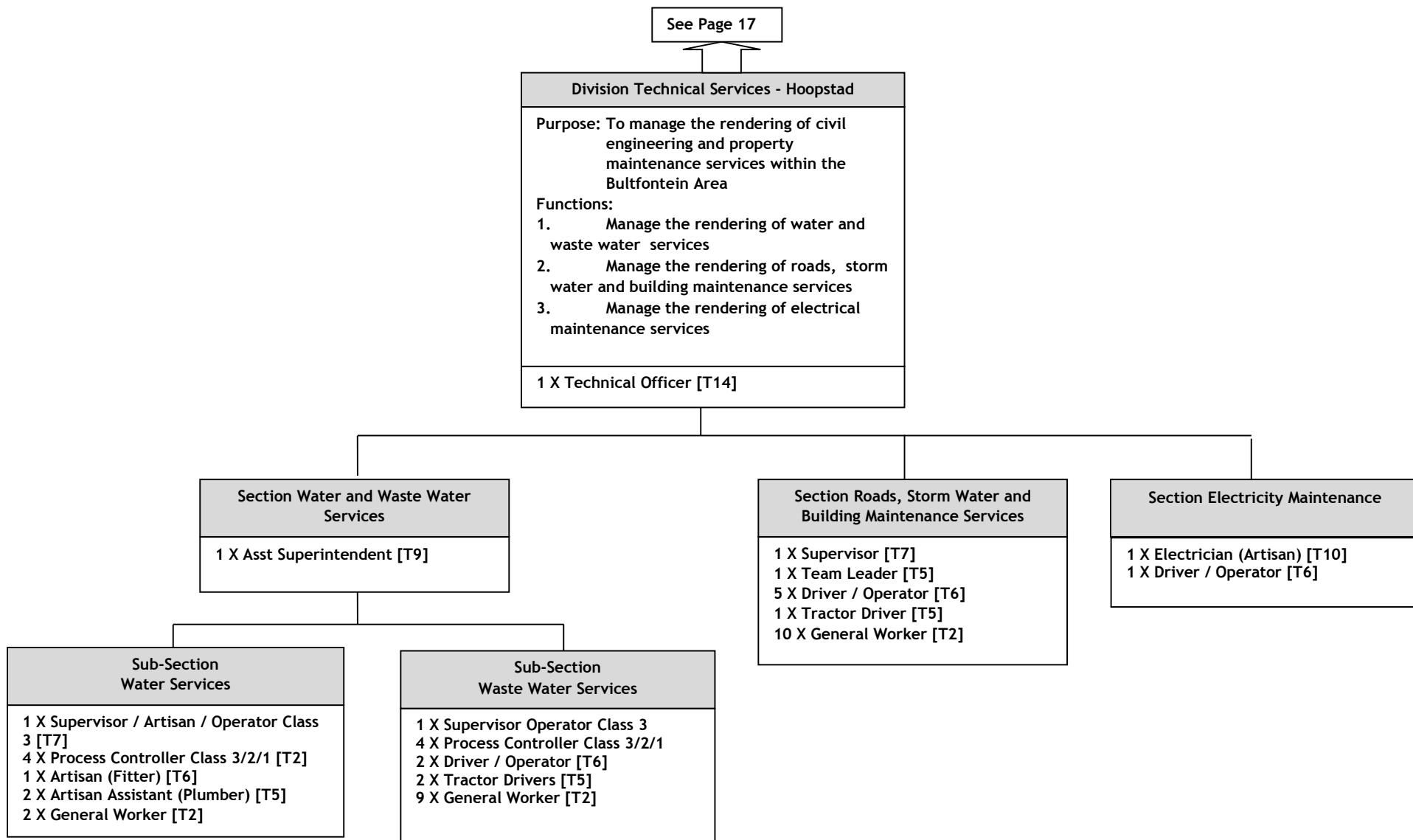
**Tswelopele Local Municipality: Organizational Structure: Department Infrastructure Services**



**Tswelopele Local Municipality: Organizational Structure  
Department Infrastructure Services, Division Technical Services – Bultfontein**



**Tswelopele Local Municipality: Organizational Structure**  
**Department Infrastructure Services, Division Technical Services – Hoopstad**





## TSWELOPELE MUNICIPAL DEVELOPMENT OBJECTIVES & PRIORITIES

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



Basic Services and Service Delivery: Public safety	<ul style="list-style-type: none"> <li>• Disaster management</li> <li>• Safety and security</li> <li>• Traffic control</li> <li>• Emergency services</li> </ul>	Continue to facilitate and extend quality basic services
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The strategic objectives of Tswelopele are listed below and as stated above are informed by the Five Year Local Government Strategic Agenda which outlined the key performance areas for all municipalities:

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

## **SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

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

**INTENDED OUTCOME:** Sustainable delivery of improved services to all households

### **WATER:**

The municipality has an approved water service development plan and will be reviewed to be aligned with the 2016/ 2017 IDP. The national target for water provision is that 90% of rural households must have access to safe drinking water by March 2019, as Tswelopele the plan is to provide access for all households. Currently the informal settlements does not have access to water however the municipality ensures that other methods are used to provide water such as water tankers. Areas with unreliable service are at Phahameng section opposite the Bloemfontein road, water supply is insufficient due to water losses. The municipality is a water service authority. All municipal households are provided with water. Currently there are no major challenges except to ensure that water is provided to all households including the informal settlements. The maintenance does not have and operations and maintenance plan for water infrastructure but the municipality is in the process of sourcing the funding to develop a proper maintenance plan.

There are two projects implemented in the 2015/ 2016 financial to assist the municipality in installing the water meters in Tikwana and replacement of old infrastructure in the municipality to curb the water losses and account properly for water losses in the

municipality. The two projects are funded by RBIG and ACIP. This will also assist to ensure that water is available to associated facilities at all the times.

## URBAN WATER SUPPLIES

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

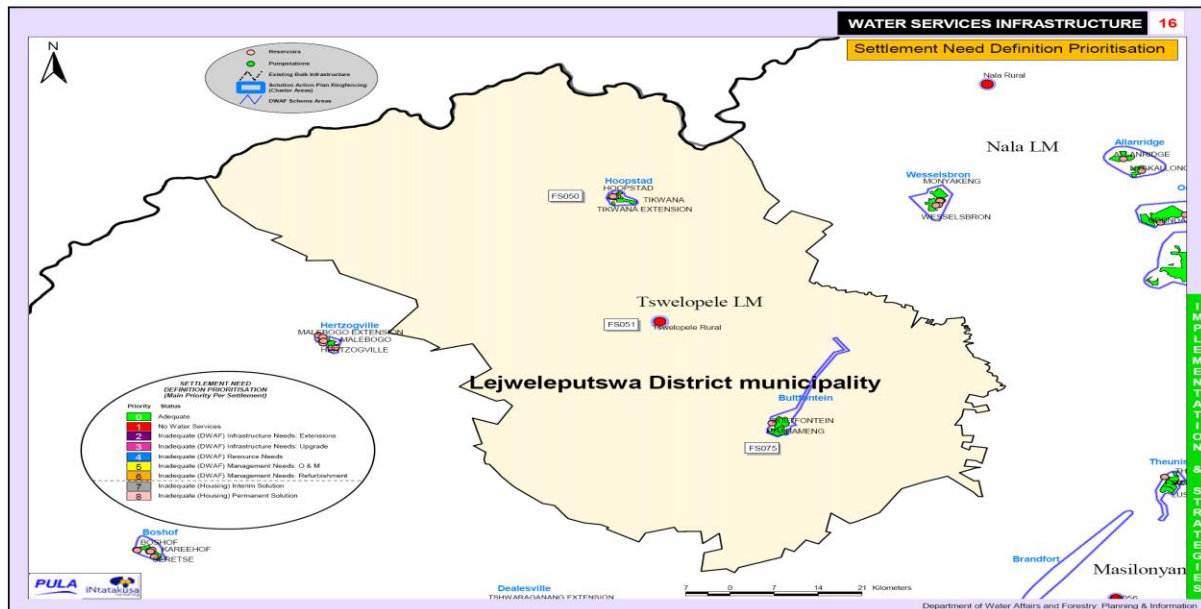
It is suggested in the Free State Province Water Master Plan that the option of buying out irrigation water rights be considered. With the Bloemhof and Vaal dams as major dams in the area. Both Hoopstad and Bultfontein have surface and ground water sources. Bultfontein obtains its water from the Erfenis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

### **Bulk Water Supply Infrastructure**

This section has been lifted from the Water Services Development Plan commissioned by the Department of Water Affairs.

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

**Figure 1: Outline of Water Infrastructure**



## Hoopstad Town

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

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

Hoopstad Town Area’s current water use is 1.77 million m<sup>3</sup>/a (4.84 MI/d). With the current population of 14 554 people this means that the current per capita unit consumption is at a high 333 ℓ/day against a benchmark, based on the demographic profile, of 98 ℓ/c/d. If this excessive level of water use is allowed to continue, consumption will increase along with population, under high growth scenario, from 1.77 million m<sup>3</sup>/a (4.84 MI/d, 333 ℓ/day) to 2.29 million m<sup>3</sup>/a (6.27 MI/day, 507 ℓ/day). At benchmark levels of water use these volumes of water are significantly lower at only 0.523 million m<sup>3</sup>/a (1.433 MI/d, 98 ℓ/c/d) in 2008, increasing to 0.679 million m<sup>3</sup>/a (1.860 MI/d, 150 ℓ/c/d) in 2030.

A desk top assessment of the water losses and water use efficiency indicated that an average 30.0% of the system input volume is being lost in the water supply system of the

Area. The assessment also showed that savings of up to 13.6% can be achieved over 5 years if WC/WDM measures are put in place.

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

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

The key elements of the reconciliation strategy are:

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

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

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

4. Should the high water use be due to “wastage” by suppliers and/or consumers, then it is assumed that this wastage will be eliminated, and that benchmark figures can be used for planning and projections.
5. Having brought the current excessive water requirements down to benchmark levels, the WSA must further plan and implement Water Conservation and Water Demand Management measures to ensure that system losses are minimized throughout the supply chain and that users strive to minimize use and optimize efficiency.
6. More water can be sourced from the Vaal, should town growth and acceptable water use exceed all expectations. This additional water should only be allocated once all recommended WC/WDM measures have been implemented.
7. Investigate the possibility of obtaining financial assistance from other organizations (DWS, DPLG or large industries) to overcome the limitation of funding and institutional capacity in implementing WC/WDM measures.
8. The municipality is in the process of upgrading the WWTW in Hoopstad to cater the increased capacity of the current trend of the use of water for sanitation purposes.

### **Bultfontein Town**

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

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

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

The current water use for Bultfontein Town Area's is estimated at 2.31 million m<sup>3</sup>/a (6.33 MI/d). With the current population of 20 845 people this means that the current per capita unit consumption of water is at a high 303 l/day against a benchmark, based on the demographic profile, 104 l/c/d. If this excessive level of water use is allowed to continue, consumption will increase along with the population, under a high growth scenario, from 2.31 million m<sup>3</sup>/a (6.33 MI/d, 303 l/c/d) to 3.53 million m<sup>3</sup>/a (9.67 MI/d, 447 l/c/d) by 2030.

At benchmark levels of water use these volumes of water are significantly lower at only 0.793 million m<sup>3</sup>/a (2.173 MI/d, 104 l/c/d) in 2008, increasing to 1.210 million m<sup>3</sup>/a (3.408 MI/d, 152 l/c/d).

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

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

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

The key elements of the reconciliation strategy are:

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

This will require:

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

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

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

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

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

All households in Tswelopele have on site water connections. Most of the rural areas have been provided with water and it is estimated that 80% of farm workers are provided with clean, running water.

### **Water Treatment Works**

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

### **Water Demand**

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

### **Bultfontein**

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

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



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

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

### **Hoopstad/Tikwana**

The council commissioned report updated in November 2011 noted that Tikwana has expanded to nearly 4 011 stands and still growing (additional 499 stands approved; additional 600 stands in process of planning). This expansion, bucket eradication programme and installation of the waterborne system have all contributed to place pressure on the current waste water treatment works (WWTW).

As a result its maximum capacity of 1 177 m<sup>3</sup> per day has been reached. Alternative storage capacity for effluent have also matured, there has been overflows into neighbouring properties, effluent discharging into the Vet River – which is Hoopstad/Tikwana source of raw water for human consumption. The conditions of permit awarded as part of being WSA is not being adhered.

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

### **Challenges**

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

### **Blue Drop Status**

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

The feedback from Department of Water and Sanitation in their Blue Drop report published on March 2016 noted weaknesses that need attention of the municipality. They required immediate action of commencement with continued verification of the Drinking Water Quality through monitoring. In this regard there must be compliance with South African National Standard for Drinking Water (SANS 241).

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

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

#### **Projects to be undertaken (WSA status)**

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

#### **Personnel capacity at the WTW**

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

#### **SANITATION:**

The national target is 90% of rural households must have access to sanitation services by March 2019, however the municipality envisages a situation whereby all households have access to sanitation. 837 Houses have access below standard. The municipality uses the waterborne sanitation system. Informal settlement without access to sanitation is Extension 7 and 8 at Phahameng, the project has been approved and funded by the Department of Human Settlement and the project is currently in a construction phase. All

settlements are having good levels of service except ext 7 and 8. There are resources to render services such as equipment, machinery, labour force and vehicles. The current status of sewer treatment plants is that the municipality is upgrading Hoopstad Waste Water Treatment works. The municipality does not have operations and maintenance plan but in the processes of sourcing funding for development of the plan. Sewer blockages is the general challenge in all our areas.

#### WASTE WATER TREATMENT (Sanitation)

1. Both Hoopstad and Bultfontein rely on conventional waterborne sanitation schemes which are extremely costly to build and maintain.
2. The Municipality has successfully eradicated the bucket system from its formal housing areas and there are now only informal dwellings requiring sanitation.

#### IMPLICATIONS FOR TSWELOPELE MUNICIPALITY

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

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

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

#### WASTE MANAGEMENT:

The IWMP was reviewed in-house by the municipality during the 2015/16 financial year. The reviewed document will be approved before end of the 2015/16 financial year. More than 95% of formalised household receive the waste removal service and this is in line with National Waste Management Strategy target. Currently the municipality relies on organised and individual recyclers for reduction and recycling of waste. The municipality will erect a structure for storing separated waste in Hoopstad through a DEA funded project. Waste management is solely provided by the TLM. The municipality has developed by-laws but these are still a draft.

## **WASTE REMOVAL:**

The municipality makes effort to ensure that refuse removal is done at least once a week at every formalised household and from businesses and this is in-line with the national target. To ensure the efficient management of the solid waste, the municipality conducts quarterly awareness campaigns to educate community members and scholars about waste management. There are areas which do not receive the service and these include farms and informal settlements. The reason for this is that the farms are too far from the main operational area and the quantities of waste produced are not substantial enough to warrant regular removal (cost - benefit analysis). Movement in informal settlements is a challenge in that plant and machinery cannot move freely between the dwellings. Mechanical breakdown of aged fleet often affects the weekly removal of waste.

## **WASTE DISPOSAL:**

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

## **ELECTRICITY AND ENERGY:**

Energy supply problems are experienced in the farming areas and especially in Bultfontein where the expansion of the town is limited due to this problem. The electricity national targets are 1.4 million additional households connected to grid by March 2019 and 105 000 additional households connected on non-grid by March 2019. There are no areas without access to electricity. All areas have access to electricity and the reliability thereof. The following challenges have been noted: Demand issued by ESKOM is

insufficient during winter season, Penalties issued by ESKOM for over-extracting. Plans are underway to increase the electricity demand.

## **IMPLICATIONS FOR TSWELOPELE MUNICIPALITY**

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

## **Electricity**

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

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

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

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

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

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

## **Challenges**

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

Auditing of electricity meters has also led to the correction of a number of bypassed and/or faulty meters.

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

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

## **Level of Services**

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

## **Maintenance, Refurbishment and Upgrading Backlog**

The lack of budget allocation over the past number of years has resulted in a backlog in repair and maintenance as well as refurbishment and network expansion has built up. This backlog can only be addressed by sufficient capital investment into the electricity infrastructure.

## **Services rendered**

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

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

### Infrastructure

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

#### Details of some of electricity infrastructure

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

The Public Lighting infrastructure consists mainly of the following:

Number of Street lights:

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

Number of High mast lights:

Phahameng – 49  
 Tikwana - 36

## **Potential future developments by area**

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

### **Hoopstad:**

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

### **Bultfontein:**

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

## **Problems with ESKOM NMD (Maximum demand)**

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

## **Current Plans (Maintenance and Capital)**

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

## **Challenges**

1. Provision of sufficient capital for network and public lighting maintenance, upgrading and expansions.
2. The improvement/expansion of preventative maintenance programs
3. The electricity distribution system be augmented timeously to meet the demand for electricity by developers.
4. The maintenance of vehicles must be improved to increase the availability to the department.
5. Vacancies be filled without delay



6. The assessment of the electricity function in terms of section 78(3) of the Municipal Systems act must be finalized.
7. The implementation of the financial ring-fencing of the Electricity Function in terms of Council resolutions and NERSA requirements.
8. The curbing of infrastructure theft which leads to huge financial losses and power failures.

### **ROADS:**

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

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

### **STORM-WATER:**

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

## SERVICES:

### Human Settlements

Tswelopele Local Municipality has four departments namely Community Services, Corporate Services, Finance department and Infrastructure department. Human Settlement is located within Community Services department which is headed by Director Community Services and Managed by Manager: Community Development. There are four officials within the Human Settlement namely, X2 Senior Human Settlement Officers and X2 Human Settlement Officers. Each town (Hoopstad / Tikwana and Bultfontein / Phahameng) have two dedicated Human Settlement Officials.

### Housing Backlog within Tswelopele Local Municipality

<b>Housing waiting list</b>	<b>Erven waiting list</b>	<b>Informal settlement waiting</b>
2348	6895	598

The issue of an increase in the housing need / demand does not only affect Tswelopele Local Municipality only but also all municipalities and the dynamics are similar. Tswelopele Local Municipality is a rural municipality that is surrounded by farms, therefore majority of farm worker do not have / own land in the surrounding farm area and after harvesting seasons, employment in farm areas becomes scarce and seasonal farm worker are forced to move back to the township and due to the insufficient available land for human settlement, they resort to informal settlement patterns. This lead to an increase in the human settlement waiting list.

With regards to the allocation of houses, there has not been any housing allocation since 2009 for 400 (BNG) Breaking new ground, however the allocation was reduced to 250 (BNG) houses and currently there are 150 houses outstanding houses for the next coming project.

Human Settlement Officials have compiled the following beneficiary list: namely

1. Child headed
2. Disability
3. Old age
4. Youth
5. Military veterans
6. Finance Linked Institutional Subsidy Program

In spite of the beneficiary lists which are being compiled regularly, there has not been any housing allocation within Tswelopele Local Municipality.

The Municipality has developed an in-house Human Settlement Sector Plan which was approved by Council in 2015/16 Financial year. The plan addresses all human settlement issues, objectives, challenges and recommendations. The plan also addresses informal settlement related matters which provide the municipality with the current informal settlement patterns and relocation recommendations. The Municipality is in a process of completing an Informal Settlement Chapter with soles focuses on all informal settlement matters. The Housing Development Agency is assisting the Municipality in the compilation of the respective document. The Human Settlement Sector plan is a vital tool in the Integrated Development Plan of the Municipality and it is an annexure of the IDP as per the requirements of the Municipal Systems Act, 2000.

## HOUSING CHALLENGES

1. Lack of sufficient land for human settlement in strategic areas
2. Adequate / regular housing allocation for residents with serviced sites
3. Political interference in Human Settlement related matters
4. No strategic relocation plan for seasonal farm workers
5. RDP houses that are dilapidated due to poor workmanship
6. RDP houses placed on land that is not suitable for human settlement
7. Issuing of title deeds to the beneficiaries

## **Agriculture**

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

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

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

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

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

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

## CEMETERIES

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

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

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

## ENVIRONMENTAL MANAGEMENT

Section 24 of the constitution states that “everyone has the right to an environment that is not harmful to their health and well-being and should have the environment protected for the benefit of present and future generations through reasonable legislation and other measure”. It is against this background that the municipality has developed

environmental tools to ensure the attainment of this constitutional obligation. Firstly the municipality has developed an Integrated Environmental Management Plan which was approved by council in 2015.

This document was developed to address the environmental management policy gap in the municipality. Secondly the municipality has developed Waste Managed By-laws to ensure an environment that is not harmful to the health and well-being of its citizens. These By-laws are still a draft awaiting Council approval. The By-laws are aligned to the National Environmental Management: Waste Act (Act No. 59 of 2008) and were done in house by the municipality. Thirdly the municipality has reviewed the Integrated Waste Management Plan which should still be presented for approval.

Ecosystem services are services that are generated by the natural environment, which enhance human wellbeing, and are directly used by people. The Millennium Ecosystem Assessment categorised ecosystem services as follows:

<b>Categories</b>	<b>Description</b>	<b>Examples of Ecosystem Goods /Services</b>
Provisioning services	Provision of goods from the Environment that people use directly.	Water Food Raw materials for building Firewood Medicinal plants, etc.
Regulating services	Ecological processes that contribute to economic production or cost savings	Flood attenuation / mitigation Regulation of base flows in rivers Groundwater recharge Soil stability Water purification in the natural environment Carbon sequestration etc.
Cultural services	Value that is derived from the use or appreciation of biodiversity /natural assets.	Spiritual Educational Cultural Recreational Existence Bequest etc
Supporting services	Ecological processes that underlie or support the	Process of making soils fertile

	above three categories of services.	Pollination (e.g. crop fertilisation) Pest control etc.
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It is the municipality’s responsibility to ensure the protection and sustainable use of this ecological services and natural assets. The status quo or condition of these natural assets is reflected in detail in sections E above, titled Spatial Economy and Development Rational. The Municipality’s 2015 Integrated Environmental Management Plan also gives a clear picture of the status of the natural environment in chapter 4.

The municipality also appreciates the support (human and Financial) from the National Department of Environmental Affairs and the Provincial Department of Economic, Small Business, Tourism and Environmental Affairs. The Tswelopele Local Municipality has appointed the Environmental Management Manager who has also been designated as the Waste Management Officer for the municipality. The Municipality has been reporting on the Waste Information System monthly since June 2015.

## **Biophysical Attributes**

### **Topography and Catchment Location:**

The Tswelopele Municipal Area is relatively flat with an altitude range from 1,440m in the south-east to 1,320m above sea level in the north-west. The terrain can be described as plains with open low hills or ridges. The two major river systems within the Tswelopele Municipality are the Vaal and the Vet (see Map 2). The Vaal River forms the northern boundary of the Municipal Area, while the Vet River forms part of the eastern boundary. Both the Vaal and Vet Rivers flow into the Bloemhof Dam which is located in the northern portion of the Municipal Area, on the border between North West and Free State Provinces. The dam, which has a storage capacity of 1,240 million m<sup>3</sup>, supplies water to various industrial and municipal users<sup>12</sup>. The majority of the water from Bloemhof Dam is used for irrigation along the Vaal River (17,000ha) and to augment supply to the Vaalharts Water Scheme (37,000ha). The portion of the dam which is located within the Tswelopele Municipal Area forms part of the Sandveld Nature Reserve. The portion of the dam which falls in the North West Province forms part of Bloemhof Nature Reserve. The municipality is located within the Lower Vaal, Middle Vaal and Upper Orange Water Management Areas (WMA)

### **Climate and Climate Change Predictions:**

The Tswelopele Municipality falls within the semi-arid plateau area of South Africa. It has a continental climate characterised by warm to hot summers and cool to cold winters<sup>13</sup>. Annual temperatures range from a maximum of approximately 31°C in mid-summer to a

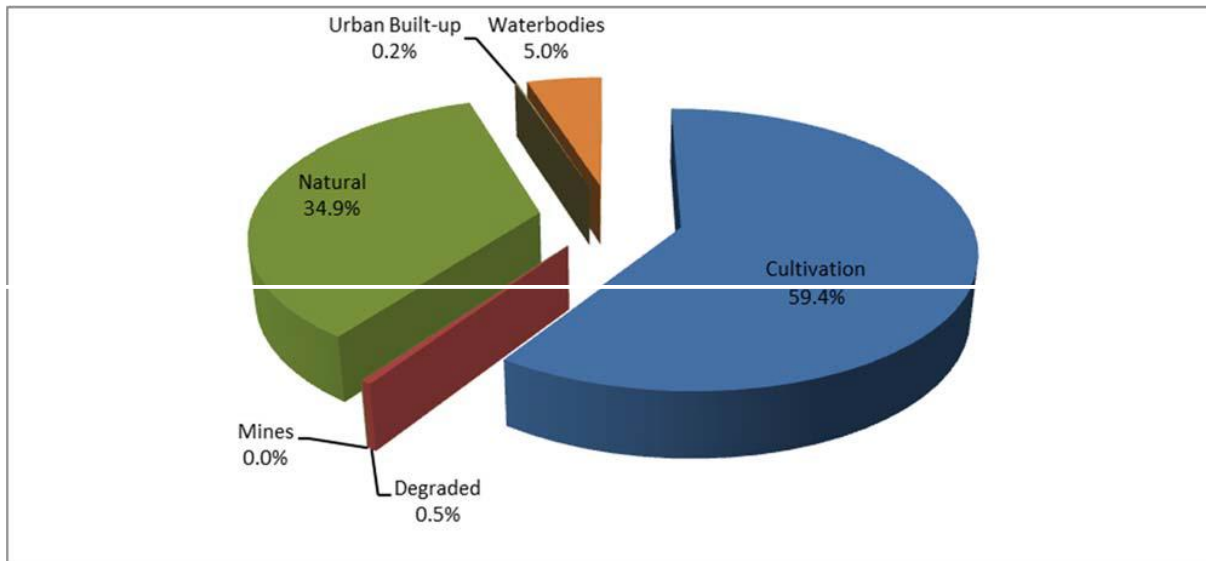
minimum of less than 3.9°C in mid-winter, with mean annual temperatures ranging between 15°C and 16°C. The municipality is located within a summer rainfall region, generally receiving between 400mm and 600mm of rainfall per annum. Frost occurs throughout the municipal area, usually from April to September. As result of climate change, it is predicted that the climatic region within which Tswelopele Municipality is located will experience increases in temperatures of 3°C to 8.5°C by 210014. This is well beyond the natural temperature variability of the region. It is predicted that the region will generally experience drying in the future, but this will be within the realm of present-day climate. With the rising temperatures, it is predicted that irrigation demand could increase by 15% to 30%, which poses significant risk to the agricultural sector<sup>15</sup>. Furthermore, it is predicted that maize production areas in the west would become less suitable for maize production. The studies also indicate a likely increase in heat stress for livestock as result of climate change. Discomfort to livestock as result of heat stress has known effects, such as reducing conception rates across virtually all breeds of livestock. Furthermore, the projected drying could reduce grazing potential which would result in negative health impacts for livestock. Similarly, increases in thermal human discomfort on more days of the year, especially in the summer months, could have serious implications for the productivity of agricultural labour.

#### **Air Quality:**

No baseline air quality data is available for the Tswelopele Municipality as there are no air quality monitoring stations within the Municipal Area (National Air Quality Information System [www.saaqis.org.za](http://www.saaqis.org.za)). However, based on the Free State Province Air Quality Management Plan (AQMP), Particulate Matter (PM10) is likely to be a significant contributor to air quality issues within Tswelopele. Key sources of PM10 include agricultural activities (i.e. windblown dust from bare fields), veld fires, vehicles, unpaved roads and construction, as well as domestic fuel burning.

#### **Land Cover and Land Use:**

The Land Cover of the Tswelopele Municipality is dominated by cultivation covering 59% of the total area. While maize is the main crop cultivated within the municipal area, wheat, sunflowers, nuts, vegetables and livestock are also produced. The remaining 40% comprises mainly natural areas (35%) and water bodies (5%). The urban built-up areas of Bultfontein and Hoopstad account for a very small percentage of the total municipal area (0.2%).



Pie chart showing land cover types within Tswelopele (SANBI, 2009a)

### Land Capability:

The majority of the Tswelopele Municipal Area is characterised as 'moderate potential arable land' with some areas surrounding and to the east of Bultfontein characterised as 'non rable; moderate potential grazing land. In terms of grazing potential, the majority areas used for grazing are characterised as having carrying capacity of 5 to 6 ha per large stock unit.

As the Tswelopele Municipal Area does not have high agricultural potential, water scarcity, rising input costs, and changing policy frameworks, as well the future impacts of climate change, threaten the financial viability of the sector.

### Biodiversity and Conservation Status:

The Tswelopele Municipal Area is home to a wide variety of vegetation types including Bloemfontein Karroid Shrubland, Highveld Alluvial Vegetation, Highveld Salt Pans, Kimberley Thornveld, Vaalbos Rocky Shrubland, Vaal-Vet Sandy Grassland, and Western Free State Clay Grassland. The condition of these habitats varies considerably throughout the municipal area, and is dependant primarily on their use for grazing (including stock rates), levels of natural resource harvesting, and management (including fire management, soil resources management and alien invasive plant control).

In general, there are lower levels of alien invasive species diversity and abundance in Tswelopele Municipality when compared to the eastern and southern regions of the Free State. This is predominantly due to lower moisture availability. Commonly occurring alien plant species found within the municipal area, particularly on stream banks and



roadsides, include Agave species (Century plant / Sisal), Eucalyptus spp., Gleditsia triacanthos (Honey locust), Melia azedarach (Syringa), Opuntia ficus-indica (Prickly pear), Prosopis species (Mesquite), and Salix babylonica (Weeping willow).

In general, the rivers within the municipal area are in poor condition. The Vet River, which is the river in the best condition within the municipal area, is classified as 'C: Moderately Modified'. The Vaal River upstream of Bloemhof Dam is classified as 'E-F: Seriously to Critically/Extremely Modified'. Downstream of Bloemhof Dam, the Vaal River is classified as 'D: Largely Modified'. The remaining rivers, which include the Derspruit and Barberslaagte, are classified as 'Z' which means that tributary condition has been modelled as not being intact. As result, the municipal area contains no rivers identified as a National Freshwater Ecosystem Priority Area (NFEPA).

Based on the National Freshwater Ecosystem Priority Areas (NFEPA) data, there are approximately 37,303 hectares of wetlands) within the Tswelopele Municipal Area, of which 62% (23,303ha) are classified as natural and only 18.2% (14,273ha) as artificial (including Bloemhof Dam). In the South African context, all wetlands are considered important and conservation worthy. Nationally, more than half the country's wetlands have been lost as a result of land transformation for agriculture and development. In terms of the NEMA EIA Regulations, certain activities in or within a distance of 32 metres of a wetland or watercourse requires assessment and permission from the relevant environmental authority. The National Department of Water Affairs also requires that certain activities in or within a distance of 500m of a wetland are undertaken within the bounds of a licence issued by them in terms of the National Water Act. Note that the Tswelopele Municipal Area contains a number of wetlands identified as a National Freshwater Ecosystem Priority Area (NFEPA). In general, there are greater restrictions on activities in or surrounding these wetlands.

There is only one Protected Area with the Tswelopele Municipal Area which has been formally protected. This is the Sandveld Nature Reserve which includes a portion of Bloemhof Dam. The reserve, which is managed by the DESTEA, is 37,823ha in extent. The dam has been identified as an important bird area and one of the best freshwater angling dams in the country. In total, 5.8% of the municipal area falls within formally protected areas.

There are a number of informally protected conservation areas within the Tswelopele Municipal Area. These areas are referred to as "conservation areas" rather than "protected areas" as they have not been gazetted in terms of the National Environmental Management: Protected Areas Act (57 of 2003). This includes for example the A. C. van Wyk private game reserve on the periphery of Bultfontein. The municipality owns two of these conservation areas one is located in Hoopstad and the other in Bultfontein.

## Safety and security:

### TRAFFIC

The function of traffic is within Community Services department under Community Development Division. Currently it comprises of four (4) Traffic Officers rotating from Hoopstad / Tikwana to Bultfontein / Phahameng on daily basis. Traffic Officers embark on all road safety issues and monitoring of all municipal roads within the jurisdiction of the municipality.

Traffic Officers also oversee VIP protection and escorting of the senior government leaders as well all community funerals, marches and other functions based on approved applications.

There are quarterly road safety awareness campaigns which are conducted for community members as well as learners. The rationale of the awareness campaign is to empower and educate residents and learners about the importance of road safety as well as reducing road safety fatalities / accidents. In addition the Traffic Officers oversee the scholar patrollers and assist with the procurement of scholar patrol materials.

Traffic Officers are also responsible for issuing of traffic summons to road traffic offenders. The traffic fines are then reconciled monthly in order to determine the revenue. Traffic Officers are responsible for the enforcement of warrant of arrest to offenders who abscond traffic fines. Traffic fines are currently administered at the Magistrate Court, the municipality does not have payment facilities for traffic fines.

### **DISASTER MANAGEMENT**

The disaster management function is been stationed within the Community Services Department. The unit comprises of one Disaster Management Officer who is responsible for all the disaster related activities of Tswelopele Local municipality. Currently there are no vacancies in the organogram which relates to disaster management. The unit needs to be capacitated with three (3) field workers as to address all aspects of the Disaster Management in full. The Disaster Management Officer need also to be capacitated through means of institutional training.

The disaster management plan has been developed and adopted by the Council and is reviewed annually. The plan forms part of the annexure to the Integrated Development Plan document and deals with the following, Key Performance Areas:

1. Integrated Institutional Capacity for Disaster Risk Management,
2. Disaster Risk Assessment,
3. Disaster Risk Reduction and,
4. Disaster Response and Recovery.

Disaster Management unit mainly conducts awareness programme and trainings to community members and scholars on the following issues:

1. Structural – veld fires,
2. Climate Change,
3. Drought,
4. Floods ; and
5. Hazmat transport/incidents in the area of municipal jurisdiction.

The division further developed draft Fire Management Plan for 2015-2020 financial year, which seeks to minimize the risk to life and property whilst at the same time enhancing biodiversity. The draft fire management plan will be reviewable annually as the plan also will identifies actions (Contingency plans, MOU's, Access to funding in cases of emergencies) to be taken in the event of an unplanned Structural and Veldfires as well as specifying equipment maintenance schedules to ensure that appropriate responses can be taken when required.

#### FIRE MANAGEMENT PLAN FOR TSWELOPELE LOCAL MUNICIPALITY

Municipal Seat	Bultfontein	Surface area	652 544.3 Ha	Population	47 625
Web Page:	<a href="mailto:logov@tswelopele.org">logov@tswelopele.org</a>		Po Box 3 Bultfontein 9670 3 Bosman street Bultfontein 9670		
DISASTER MANAGEMENT: 083 5876 701			Tel: 051 853 1111 Fax: 051 853 1332		
Towns	1. Bultfontein	2. Hoopstad			
Km Roads	Access	Primary	Secondary		
	4.661	325.680	957.004		
Km Railway Lines	Km 55 Wesselsbron	60 km ESKOM Port Allan-Welkom.			
High Value Assets at Risk	1.Pan Palace Bultfontein	2.Sandveld Hoopstad	3.Lapa Hoopstad	4.	
	5.	6.	7.	8.	
Wet or Low Lying Areas where Vehicles may get stuck	○	○	○	○	

Location of Flammable Fuels or Hazardous materials are stored	Garages	Gas Outlets	Industrials	
Fire Brigade	1.N/A	2.	3.	4. 5.
Equipment	N/A			
FPA's	1.Bultfontein In Place	2.Hoopstad In Place	3.	4. 5.
	6.	7.	8.	9. 10.
WoF Teams	1.Bloemfontein	2.	3.	4. 5.
S15 Exemptions	N/A			

Tswelopele Local Municipality Fire Management Plan [TLMFMP] needs to be considered as the first step in an evolutionary process of transition from the current (Non-existent) TLMFPP. Structural and chemical fires have not been considered in this plan as they do not fall within the Forest and Veld Fire Act. This TLMFMP addresses both public and private land across the prevention, preparedness, response and recovery continuum. The integrated TLMFMP will be reviewed and updated every fourth year of inception to ensure it incorporates any new strategies, programs and tools developed by DAFF, WoF, FPA's and Tswelopele Local Municipalities to ensure it meets Council and community needs and expectations.

The assessment of fire risk takes into account existing site conditions which include:

- **Climate and Season**

Veldfire occur mostly during winter, from about early May to late November (but have been known to occur during December as well), especially after the first frosts and before the first spring rains. During this period the winter climate and daily weather are dominated by two patterns:

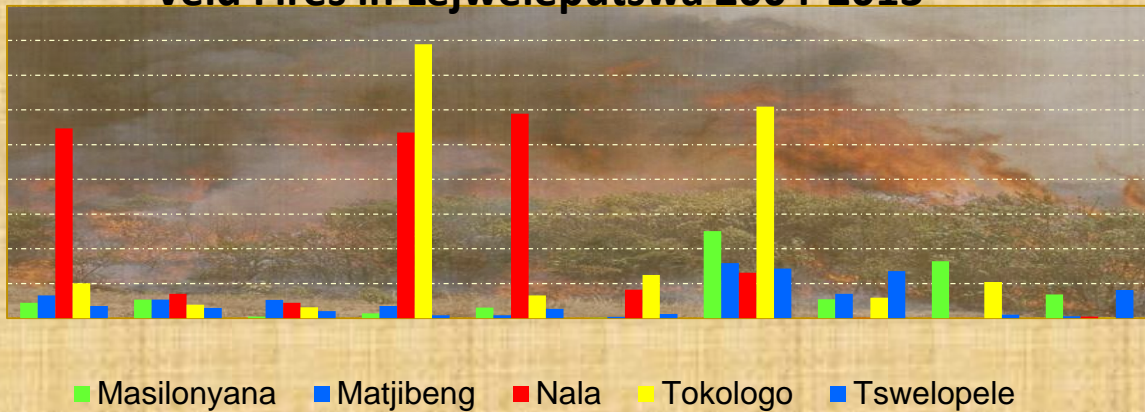
- high-pressure cells that cause deep atmospheric inversions, and which persist for periods of days, resulting in relatively still air and moderate fire danger.
- intermittent periods of one or two days or less when the passage of cold fronts to the south and east cause strong westerly winds and very low atmospheric humidity, causing high and extreme fire danger conditions.

- **History of Veld Fires in the area;**

Tswelopele Surface area; 652 544.29 ha

- Area burnt; 100 ha in 2013 in 3 Reported fires of an average size of 33 ha
- **Average annual area burnt 2004-2013 = 5 029 ha**

## Veld Fires in Lejweleputswa 2004-2013



- Topography with particular reference to ground slopes and accessibility;
- Vegetation cover – both remnant and likely re-vegetation; and
- Relationship to surrounding development
- The Veld Fire Hazard Assessment (Conducted 2009) is ‘Extreme’ in the vegetated areas including the Veld sites and ‘low’ in cleared areas (e.g. market gardens). The hazard rating for the adjoining properties is ‘Extreme’ in the remnant vegetation. (Diagram 3)

### FIREFIGHTING RESOURCES REQUIRED

The following is a list of required resources for firefighting at the municipality:

Fire Stations:	Bultfontein / Hoopstad	2
<b>Trucks:</b>		0
Water Tankers:	2 x 9 000 Lt	2
LDV's with Slip in Units:	Bultfontein and Hoopstad	2
<b>Staff:</b>	Trained with full protective clothing	12
Control Room:	With full resources e.g. showers and toilets	2
<b>Additional Resources</b>		

WoF Team		<b>1</b>
WoF Trucks		<b>2</b>
Extra Resources	As best suited	

In order to address and capacitate our communities, the municipality strives to provide and conduct disaster related awareness campaigns, trainings, research and other forms of education. Information dissemination is key towards being pro-active to any form of disaster that may arise. Over and above participating in the Disaster Advisory Forum, the municipality conducts the following programmes in the spirit of disaster response and recovery: Structural Fire Simulation, Fire awareness, Veld Fires & climate change. Limited budget is put aside for disaster relief. There is a need for appointing three personnel to assist disaster officer

## PUBLIC PARTICIPATION AND GOOD GOVERNANCE

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**STRATEGIC OBJECTIVE:** Promote a culture of participatory and good governance

**INTENDED OUTCOME:** Entrenched culture of accountability and clean governance.

### GOVERNANCE STRUCTURES

#### Internal audit function:

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

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

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

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

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

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

#### Audit committee:

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

#### Oversight committee:

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

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

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

#### **The Committee comprises of:**

- Cllr. TT Taedi (Chairperson of MPAC)
- Cllr. D Njodina
- Cllr. BP Esau
- Cllr. EC Joubert
- Cllr. TZ Sethuntsa
- Mr. V. Vapi (Co-opted member-Chairperson of the Audit Committee)
- Mr. T. Cwele (Member of the Community)



### Ward committees

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

### Council committees

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

### Supply Chain Committees (SCM)

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

## **MANAGEMENT AND OPERATIONAL SYSTEMS**

### Complaint management system:

The municipality has complaints box and complaints register where customers records their complaints. The Receptionist is tasked with submission of complaints to the Corporate Services Department and once captured it will be send to the relevant department concerned to address the complaint.

### Fraud prevention plan:

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

The objective of this policy is to develop and foster a climate within the Tswelopele Local Municipality where all staff strives for the ultimate eradication of fraud, corruption, theft

and maladministration by means of the application of the full spectrum of both pro-active and re-active measures at their disposals.

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

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

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

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

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

Furthermore the policy aims to: -

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

#### Communication strategy

Functioning as per the Strategy and it provides mechanisms by which the Municipality communicates with the community, businesses and sector departments.

### Stakeholder mobilisation strategy or public participation strategy

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

## **INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

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**STRATEGIC OBJECTIVE:** Improve organisational cohesion and effectiveness.

**INTENDED OUTCOME:** Improved organisational stability and sustainability.

### **INFORMATION TECHNOLOGY**

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

### **AVAILABILITY OF SKILLED STAFF**

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

### **ORGANISATIONAL STRUCTURE**

The municipal organogram is reviewed on an annual basis in order to cater for the changing circumstances of municipal operations. The organogram has been reviewed for the 2015/16 financial year.

### **VACANCY RATE**

The vacancy rate as at March 2016 is 16%. The Municipality vacancy rate is as the result of retirement and staff who has passed on. The Municipality is experiencing high number of staff resignations due to better job opportunities i.e salary and benefits.

### **SKILLS DEVELOPMENT PLAN**

The municipality has a skills development plan which is the Work Skills Plan (WSP), the plan is developed every year and employees are trained according to what is contained in the WSP. This document is informed by the Skills Audit that is also conducted before

the Work Skills Plan, to get the training needs of individuals and departments. Employees are often sent to training to develop them and capacitate them so that they can be effective in their daily performance of their duties. The development of human resources systems, policies and procedures still remain a key aspect for a healthy institution that is capable of delivering on its mandate in an effective and efficient manner to satisfy the needs of its constituencies. Central to the efforts towards the achievement of a healthy and productive workforce is the implementation of the legislative prescripts which are aimed at promoting a skilled and competent, as well as equitable workforce. The Skills Development Act (97 of 1998) and the Employment Equity Act (55 of 1998) are important pieces of legislations in this regard. Other pieces of legislations are the Constitution, Municipal Systems Act (32 of 2000), Municipal Structures Act (117 of 1998) and the Municipal Finance Management Act (56 of 2003) and Regulations.

The correlation between service delivery and a competent workforce is the driving force for the municipality's commitment towards skills development. The Skills Development Act (97 of 1998) places a responsibility on the municipality to build the capacity of its workforce. The skills development initiatives that the municipality continues to implement have a positive bearing on service delivery. The annual submission of the Workplace Skills Plan (WSP) and the Annual Training Report (ATR) to the Local Government Sector Education and Training Authority (LGSETA) has become more than just a compliance matter but a strategic skills development planning and monitoring tool that the municipality is able to utilise to its advantage in the quest to better the lives of the communities.

The need to move towards a more advanced implementation of skills programmes still remains a priority. This endeavour could be realised through long-term skills programmes which are aimed at equipping employees and councillors on specific critical competencies that will enhance efficiency and good governance.

## **EMPLOYMENT EQUITY**

The provisions of the Employment Equity Act (55 of 1998) require that monitoring of the progress made towards the achievement of the Employment Equity Plan objectives be ensured. The implementation of measures incorporated in the plan to address under-representative will improve the representation of persons with disability and female candidates in the management echelons. Continuous reporting to the Department of Labour will help the municipality comply with the Act. It will also serve as a monitoring tool for tracking progress and identifying hindrances in the implementation of the plan. The municipality ensured compliance with the submission of EEA1 and 2 timeously.

The municipality has an approved employment equity plan and the implementation and reporting thereof remains a priority.

## **LABOUR RELATIONS**

The maintenance of employee relations in the municipality is a necessity for ensuring a happy and productive workforce. The Local Labour Forum (LLF) is a local bargaining forum which can be used to address all matters having a potential of breeding conflict and unsound employer-employee relations, which may be falling within the scope of bargaining of this forum in the municipality. The capacity of members of the LLF is also an important area of focus, which is a necessary measure of ensuring the full and effective participation of members in matter of mutual concern designated to this platform. Fruitful engagements will always be encouraged in this forum. The LLF meetings are held as scheduled and the resolutions thereof are implemented accordingly.

## **RECORDS MANAGEMENT**

The maintenance of a central records management system that complies with the National Archives Regulations is one of the primary focuses of the Department for ensuring effective record-keeping in the municipality. The adoption and popularization of the municipal file plan will go a long way in ensuring the successful implementation of the records management system. The lack of office space and records management centralization presents a challenge around implementation of the central records management system. Another key challenge is the implementation of electronic record management system.

## **HUMAN RESOURCE MANAGEMENT STRATEGY OR PLAN**

The Human Resource Policy is functional with the following strategies: Recruitment and Retention, leave management, employees' benefits and remuneration, employees' allowances. Etc

## **INDIVIDUAL PERFORMANCE & ORGANISATIONAL MANAGEMENT SYTEMS**

Tswelopele Local Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of the IDP, and to gauge the progress made in achieving the objectives set out in the IDP. It links the municipality-wide to individual level of performance management. Furthermore, the IDP informs the

development of key areas of performance and targets across all performance levels. This ensures the appropriate alignment between organisational and individual performance.

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

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

The municipality has an approved performance management system and currently under review in line with the IDP review processes. The Municipal Manager and the Managers directly accountable to the municipal manager have signed the performance agreements.

### **The Municipal Systems Act, (Act 32 of 2000)**

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

The municipality has an approved service delivery and budget implementation plan for the 2015/ 2016 financial year and currently in the process of developing the one for the 2016/ 2017 financial year in line with the IDP objectives, strategies and priorities.

### **The Municipal Finance Management Act, (Act 53 of 2003)**

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

### **The Municipal Planning and Performance Management Regulations, 2001.**

The Municipal Planning and Performance Management Regulations require that a municipality ensures that the PMS complies with the requirements of the MSA,

demonstrates the operation and management of the PMS, clarifies roles and responsibilities, as well as ensures alignment of employee performance management and the IDP processes.

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

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

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

### **Implementation of the PMS in Tswelopele Local Municipality**

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

The Audit Committee reviews the performance of the Municipal Manager in implementing the organisational or municipal scorecard. Organisational performance is monitored through assessment of progress on the implementation of the SDBIP (the municipal scorecard) and reported on SDBIP through quarterly reports. The quarterly SDBIP reports are consolidated to inform the municipality's annual performance report and ultimately the Annual Report for submission to the Auditor-General, the MEC for Local Government and other relevant stakeholders as legislated by the MSA.

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



which is part of the Municipality's PMS cycle that covers performance planning, coaching, reviewing and rewarding stages.

## **Managing PMS in Tswelopele Local Municipality**

### **Audit Committee**

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

The following are the members of the Committee.

Mr. VW Vapi	- Chairperson	(Registered government accountant)
Mr. CJ Van Wyk	- Member	
Mr. MR Lubisi	- Member	CA (SA)
Mr. G Ramavhea	- Member	

An audit committee is an independent advisory body which must -

- a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to –
  - internal financial control and internal audits;
  - risk management;
  - accounting policies;
  - the adequacy, reliability and accuracy of financial reporting and information;
  - performance management;
  - effective governance;
  - compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and
  - any other issues referred to it by the municipality or municipal entity;

- b) review the annual financial statements to provide the council of the municipality or, in the case of municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- c) respond to the council on any issues raised by the Auditor-General in the audit report;
- d) carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and
- e) Perform such other functions as may be prescribed.

### **Internal audit**

The Internal Audit plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. The internal audit role also involves assistance in validating the evidence provided by Heads of Departments in support of their performance achievements. The division of Internal Audit resides in the Office of the Municipal Manager and currently it is fully staffed as there are no vacancies. The structure comprises of the Senior Internal Auditor and two (2) Internal Auditors.

The internal audit division complies with the requirements of the audit charter as approved, which set out the nature, role, responsibility, status and authority of Internal Audit within Tswelopele Municipality, and to outline the scope of Internal Audit Work.

The internal audit unit of a municipality or municipal entity must -

- a) prepare a risk-based audit plan and an internal audit program for each financial year;
- b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to -
  - internal audit;
  - internal controls;

- accounting procedures and practices;
- risk and risk management;
- performance management;
- loss control; and
- compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and

The Three Year Strategic Internal Audit Plan is a product of the strategic risk assessment process and internal audits' effort is focused on the most significant risk areas identified during this process. All high risks have been prioritised and will be focused on more than once in a three-year cycle. The plan takes into account the maturity of the internal audit and risk management functions.

It is expected that the maturity of the internal audit function and the increased awareness by the different units with regards to the value internal audit can add will result in:

- increased knowledge within the internal audit function;
- increased efficiency; and
- Thereby increasing assurance to the Audit committee.

The Three Year Strategic Internal Audit Plan will be continually reviewed and updated to maintain its relevance, and will be submitted to the Audit Committee for approval prior to the execution of any internal audit work.

The total risk exposure reflects the extent to which Tswelopele Municipality will be exposed to the risk, should it materialise (the detailed critical strategic risks identified are recorded in the strategic risks register).

In prioritising the activities for compiling this rolling Three Year Strategic Internal Audit Plan, the impact assessment is the predominant factor for consideration, as this is influenced by the adequacy and effectiveness of control strategies implemented by management.

### **Mayor and EXCO**

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

### **Council Committees**

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

## **Community**

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

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

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

## FINANCIAL VIABILITY

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

**INTENDED OUTCOME:** Improved financial management and accountability.

### TARIFF POLICY

The municipality has the policy dealing with tariffs and it requires a review. In setting its annual tariffs the council of Tswelopele local municipality shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development. Tswelopele local municipality wishes to achieve the following objectives by adopting this tariff policy:

- 1) To comply with the provisions of section 74 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- 2) To prescribe procedures for calculating tariffs where the municipality wishes to appoint service providers in terms of section 76(b) of the Act.
- 3) To give guidance to the Councillor responsible for finance regarding tariff proposals that must be submitted to Council annually during the budget process.

Tswelopele local municipality shall ensure that its tariffs are uniformly and fairly applied throughout the municipal region. Service tariffs imposed by Tswelopele local municipality shall be viewed as user charges and shall not be viewed as taxes, and therefore the ability of the relevant consumer or user of the services to which such tariffs relate, shall not be considered as a relevant criterion (except in the case of the indigent relief measures approved by the municipality from time to time).

The tariff which a particular consumer or user pays shall therefore be directly related to the standard of service received and the quantity of the particular service used or consumed.

Tariffs for the four major services rendered by the municipality, namely:

- i. Electricity
- ii. Water
- iii. Sewerage (waste water)
- iv. Refuse removal (solid waste),

The municipality shall as far as possible recover the expenses associated with the rendering of each service concerned.

## **RATES POLICY**

The municipality has the policy dealing with rates and does not require any review. The objectives of this policy are:

- (1) to comply with the provisions of section 3 of the Act;
- (2) to determine criteria to be applied for
  - (a) levying differential rates for different property categories;
  - (b) exemptions;
  - (c) reductions;
  - (d) rebates; and
  - (e) rate increases.
- (3) to determine or provide criteria for the determination of the following -
  - (a) property categories for the purpose of levying different rates; and
  - (b) categories of owners of properties for the purpose of granting exemptions, rebates and reductions;
- (4) to determine how the Municipality's power should be exercised in terms of multiple-used properties;

The rating of properties will be done independently, justly, equitably and without prejudice and this principle will also be applied with the determination of criteria for exemptions, reductions and rebates as provided for in section 15 of the Act.

The levying of property rates must be implemented in such a way that: -

- (a) it is aimed at development;
- (b) it promotes sustainable local government by providing a stable and constant revenue source within the discretionary control of the Municipality; and
- (c) it promotes economic, social and local development.

The market value of a property serves as basis for the calculation of property rates.

The rate tariff will be based on the value of all rateable properties and the amount the Municipality needs to fund community and subsidised services, after taking into account any possible surplus generated from trading and economic services and the amounts required to finance exemptions, rebates and reductions of rate, as approved by council from time to time.

Trade and economic services will be financially ring fenced and tariffs and service charges will as far as possible be calculated in such a way that the revenue generated covers the cost of the services or generate a surplus.

The provision for operating capital and bad debt must be related to community and subsidised services and must not include any provisions in respect of trade and economic services. Property rates will be used to finance community and subsidised services. Surpluses from trade and economic services may be used to subsidise community and subsidised services. The revenue basis of the Municipality will be optimally protected by limiting the exemptions, rebates and reductions.

## **SCM POLICY**

The municipality has the policy dealing with Supply Chain Management and the municipality adheres to it. The policy provides a guide on all procurement matters. It consists of the bid committees and their administration. A review is necessary. The SCM Bid Committees are functional and convene as when detrimental to do so, the committee system is consistent with the MFMA, the Preferential Procurement Policy Framework Act and its Regulations and the Broad-based Black Economic Empowerment Act and its Strategy.

### Here-with is the composition of the structures:

- Bid Specification Committee is an adhoc committee selected per department in demand. Ms. Neo Putsoa and one or more officials from the municipality and preferably from user departments requiring goods or services. Supply chain practitioners are also present.
- Bid Evaluation Committee is composed of officials from the departments requiring the goods or services with at least one supply chain management practitioner. The members are as follows: (Mr Sithembile Tooi (chairperson), Mr Archibald Makoko, Ms Concilia Ndlovu and Ms. Neo Putsoa.
- Bid Adjudication Committee is composed by at least four top or senior management (including the CFO) officials of the municipality. At least one supply chain management practitioner, who is an official of the municipality. When necessary, a technical expert in the relevant field, who is an official is requested to participate. The members are as follows: (Mr Lefa Moletsane(Chairpeson), Mr Sabata Rabanye, Mr. Boitshoko Dikoko, Ms Zingisa Tindleni, Mr. Kobus Keyser and Mrs Puseletso Loape

### **STAFFING OF THE FINANCE AND SCM UNITS**

The finance organogram requires a review however personnel has been appointed to execute all functions within the financial services department.

### **PAYMENT OF CREDITORS**

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

### **AUDITOR-GENERAL FINDINGS (ISSUES RAISED IN THE REPORT)**

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





## **INDIGENT POLICY**

The key purpose of an indigent subsidy policy is to ensure that households with no or lower income are not denied a reasonable service, and on the contrary the Municipality is not financially burdened with non-payment of services. Basic services are generally regarded to be access to electricity, access to clean water within a reasonable distance of one's dwelling, basic sanitation, solid waste removal and access to and availability of roads. The consumer, in order to qualify as an indigent, needs to complete the necessary documentation as required and agree to regulations and restrictions stipulated by Tswelopele Local Municipality.

Grants-in-aid may, within the financial ability of the Municipality, be allocated to household owners or tenants of premises who receive electricity (directly from Eskom), refuse removal, water and sewer (rendered per service level agreement for Lejweleputswa DM) and assessment rate services, in respect of charges payable to the Municipality for such services. These grants may be allocated if such a person or any other occupier of the property concerned can submit proof or declare under oath that all occupants over 18 years of age or in the case of child headed household consumers had no income or a verified total gross monthly income of less than the amount indicated in terms of the definitions below for the preceding three consecutive months.

## **CRITERIA USED FOR IDENTIFICATION TO QUALIFY FOR INDIGENT SUPPORT**

To qualify for the rebate the head of the family must:-

- a. Occupy the property as his/her normal residence.
- b. Not be older than 18 years of age.
- c. Still be a student or jobless.
- d. Be in receipt of a total monthly income from all sources not exceeding an amount to be determined annually by the Municipality.
- e. Entry level amount for the 2016/2017 financial year is determined as R 3 000 per month.

All applications must be verified by an official or municipal agent appointed by Council. The relevant Ward Councillor must be involved during the evaluation process and must verify the application together with the relevant officials and local community leaders or ward committee members appointed by Council in this regard.

If an application is favourably considered, a subsidy will only be granted during that municipal financial year and the subsequent twelve (12) month budget cycle. The onus will rest on the approved account holders to apply for relief on an annual basis.

## **MAINTENANCE OF AN INDIGENT REGISTER**

The Chief Financial Officer will be responsible to compile and administer the database for households registered in terms of this policy.

Registration will take place on dates and at times and places determined by the Council, but shall generally be undertaken during February to June each year. The Municipal Manager or his/her delegates will provide assistance to persons who cannot read or

write, at such times and places as are specified in the notices published to indicate that the registration programme is to take place.

## SERVICES TO BE SUBSIDISED

### **Water**

All consumers will receive the first 6 kilolitres of water fully subsidised and then charged in accordance with the approved tariff. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

### **Sewerage**

All registered indigents shall be subsidised for sewerage services as determined and provided for by the Council in the annual budget from time to time. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

### **Refuse Removal**

All registered indigents shall be subsidised for refuse removal services as determined and provided for by the Council in the annual budget from time to time. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

### **Electricity**

Indigent consumers will receive 50 units of electricity per month fully subsidised or an amount to be determined by Council on an annual basis and then charged in accordance with the approved tariff. Unused free electricity units will not be carried over to the next month. Any meter tampering will result in the subsidisation to be withdrawn.

### **Property Rates**

All registered indigents shall be subsidised for property rates services as determined and provided for by the Council in the annual budget from time to time. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

## **FINANCIAL MANAGEMENT SYSTEMS**

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

## LOCAL ECONOMIC DEVELOPMENT

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

**INTENDED OUTCOME:** Improved municipality economic viability.

### **Local Economic Development Strategy**

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

### **Unemployment Rate**

The unemployment rate of Tswelopele Municipality has significantly risen in recent history from 16.6 per cent in 1996 to 32.3 per cent in 2014, which is above the Free State's unemployment rate of 30.9 per cent in 2014. As indicated in table 1 below, Coloured people had the highest unemployment rate of 25.0 per cent in 1996, followed by Africans (18.0 per cent), Asians (5.2 per cent) and lastly White people (3.1 per cent). In 2014, the rankings of these ethnic groups in terms of unemployment has not changed, however all groups have experienced an increase in unemployment rate, as indicated by unemployment rate of 38.7 per cent, followed by Africans (35.3 per cent), Asians (9.5 per cent) and White people (6.8 per cent).

It is worth noting that the rate of unemployment for amongst Africans has significantly increased in comparison with other ethnic groups, and has almost doubled by an increase of 17.3 percentage points between 1996 and 2014. The unemployment rate of Coloureds has increased by 13.7 percentage points whilst the same indicator for Asians and Whites has increased by 4.3 percentage points and 3.7 percentage points respectively over the reference period.

It is also worth noting that unemployment rate amongst Africans has been consistently increasing between 1996 and 2014, whilst the unemployment rate of other ethnic groups may have experienced a “structural breaks” between 2003 and 2007, in line with the economic boom period of the country and province. The municipality’s unemployment rate has therefore shown a similar pattern of consistent increase in line with the pattern of unemployment rate of Africans.

Table 1: Unemployment rate (official definition, %)

	<b>African</b>	<b>White</b>	<b>Coloured</b>	<b>Asian</b>	<b>Total</b>
1996	18.0%	3.1%	25.0%	5.2%	16.6%
1997	19.3%	3.2%	23.7%	14.4%	18.0%
1998	20.5%	3.5%	23.7%	26.5%	19.3%
1999	21.8%	4.1%	25.1%	40.3%	20.8%
2000	23.3%	4.7%	27.1%	52.0%	22.3%
2001	24.7%	4.9%	28.5%	58.9%	23.8%
2002	26.7%	4.9%	28.2%	57.8%	25.7%
2003	27.9%	4.7%	26.4%	50.2%	26.8%
2004	28.6%	4.6%	24.8%	40.2%	27.4%
2005	29.1%	4.5%	23.8%	30.8%	27.8%
2006	29.4%	4.4%	22.9%	23.2%	28.0%
2007	29.8%	4.3%	22.8%	17.6%	28.1%
2008	30.1%	4.4%	23.9%	13.5%	28.2%
2009	31.4%	4.6%	25.7%	10.4%	29.0%
2010	32.9%	4.9%	28.0%	8.3%	30.2%
2011	34.3%	5.2%	31.0%	7.0%	31.3%
2012	34.1%	5.7%	33.9%	7.6%	31.1%
2013	34.5%	6.2%	36.6%	8.4%	31.5%
2014	35.3%	6.8%	38.7%	9.5%	32.3%

**Level of current economic activity – dominant sectors and potential sectors**

Table 2 below indicates the contributions of all economic sectors to the municipality’s economy at basic prices. In general, the region is well known for its agricultural sector and its potential to produce a high volume of maize. In the midst of the current El Nino episode which resulted in drought in South

Africa, it can be safely confirmed that more than 300 000 tons of maize was produced in 2014, which makes Tswelopele Municipality to be the second largest region in terms of production of maize in Free State. Agriculture remains the largest contributor to the municipality's economy at 36.7 per cent in 2014, followed by community services (21.5 per cent) and trade (15.7 per cent). The large portion of community services may reflect the municipality's dependence on social grants.

The table below depicts that the contribution of agriculture towards the municipality's economy has declined, from 55.3 per cent in 1996 to 36.7 per cent in 2014. Manufacturing followed a similar pattern and its contribution declined from 3.0 per cent in 1996 to 2.2 per cent in 2014; all other industries' shares have increased over the reference period. In 2016, the share of agriculture is expected to deteriorate further to 35.5 per cent, together with electricity (2.6 per cent) and trade (14.9 per cent). Over the immediate MTEF (2017-2019), contribution of agriculture is expected to deteriorate from 35.3 per cent in 2017 to 33.6 per cent in 2019, together with construction (from 1.9 per cent in 2017 to 1.8 per cent in 2019) and trade (from 14.9 per cent in 2017 to 14.6 per cent in 2019). The lingering effects of the current drought as well as continued fiscal consolidation in mist of reduced private sector investment may be responsible for the performance of these industries in the near future.

Table 2: Sector's share of regional economy (% at basic prices)

	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community services	Total Industries
1996	55.3%	0.8%	3.0%	1.4%	1.3%	9.2%	5.7%	6.9%	16.6%	100.0%
1997	52.4%	0.8%	2.9%	1.5%	1.5%	9.6%	5.8%	7.8%	17.7%	100.0%
1998	40.3%	0.8%	3.5%	1.8%	1.5%	11.7%	7.3%	10.5%	22.6%	100.0%
1999	44.9%	0.7%	3.2%	1.5%	1.4%	11.0%	6.4%	10.3%	20.6%	100.0%
2000	43.9%	0.7%	3.2%	1.5%	1.2%	11.8%	6.7%	10.3%	20.8%	100.0%
2001	46.2%	0.7%	3.6%	1.4%	1.2%	10.1%	6.2%	10.8%	19.7%	100.0%
2002	52.0%	0.8%	3.0%	1.4%	0.8%	8.8%	4.3%	11.5%	17.3%	100.0%
2003	45.9%	0.8%	3.2%	1.5%	0.9%	10.1%	5.4%	12.1%	20.1%	100.0%
2004	38.7%	0.9%	3.6%	1.8%	1.0%	12.0%	6.4%	13.1%	22.3%	100.0%
2005	31.9%	1.0%	4.1%	1.9%	1.3%	12.8%	8.3%	14.0%	24.7%	100.0%
2006	33.8%	1.0%	3.6%	1.7%	1.4%	14.7%	9.2%	12.9%	21.6%	100.0%
2007	37.2%	1.1%	3.3%	1.8%	1.7%	13.2%	8.7%	12.5%	20.5%	100.0%
2008	43.5%	1.1%	2.8%	1.6%	1.8%	13.6%	7.5%	10.5%	17.6%	100.0%
2009	41.4%	1.0%	2.6%	2.2%	2.2%	14.8%	7.1%	10.4%	18.5%	100.0%
2010	36.1%	1.1%	2.6%	2.7%	2.0%	17.9%	7.0%	10.8%	19.8%	100.0%
2011	35.3%	1.0%	2.5%	2.7%	2.1%	17.6%	7.5%	10.7%	20.8%	100.0%
2012	34.7%	1.1%	2.3%	2.9%	1.9%	17.3%	8.1%	10.4%	21.2%	100.0%
2013	34.8%	1.2%	2.2%	2.9%	2.0%	16.4%	8.2%	10.5%	21.8%	100.0%
2014	36.7%	1.1%	2.2%	2.8%	1.9%	15.7%	8.0%	10.3%	21.5%	100.0%
2015	35.4%	1.1%	2.2%	2.7%	1.9%	15.7%	8.2%	10.7%	22.2%	100.0%
2016	35.5%	1.1%	2.2%	2.6%	1.9%	15.3%	8.3%	10.9%	22.3%	100.0%
2017	35.3%	1.2%	2.2%	2.6%	1.9%	14.9%	8.4%	11.1%	22.5%	100.0%
2018	34.3%	1.2%	2.3%	2.6%	1.8%	14.7%	8.6%	11.4%	23.0%	100.0%
2019	33.6%	1.2%	2.3%	2.7%	1.8%	14.6%	8.9%	11.6%	23.3%	100.0%



## G: OBJECTIVES

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

## SECTOR PLANS

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

### Summary Status of Sector Plans

Sector Plan Detail	In Place (Yes / No)	Comments
Integrated environmental Management Plan/Framework	Y	None
Integrated Transport Plan	N	Needs to be developed
Human Settlement sector Plan	N	Needs to be developed
Energy Master Plan	N	Needs to be developed
LED Strategy/Plan	N	The plan is still a draft
Infrastructure Investment Plan	N	Needs to be developed
Disaster Management Plan/Strategy	Y	The plan/strategy requires a review
Spatial Development Framework	Y	The is under a review
Integrated Waste Management Plan	N	There is a draft document
Water Services Development Plan	Y	None
Workplace Skills Plan	Y	None
Road maintenance plan	Y	The plan needs to be reviewed
Road infrastructure policy	Y	None
Road Asset Management System	N	Needs to be developed
Tourism Sector Plan	N	Needs to be developed
Financial Plan	Y	Reviewed Annually

**SECTOR PLANS INTEGRATION**

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

## DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

### **CAPITAL PROJECTS ON A 3 YEAR PLAN**

PROJECT NO	LOCATION	PROJECT NAME	PROJECT VALUE	FINANCIAL YEAR
TLM/H/WWTW/01	Hoopstad	Hoopstad Waste Water Treatment Works	R19m	2015/16
TLM/P/SPORT/02	Phahameng	Phahameng Sports Facilities (Phase 2)	R1m	2015/16
TLM/T/SPORT/03	Tikwana	Tikwana Sports Facilities (Phase 1)	R1m	2015/16

PROJECT NO	LOCATION	PROJECT NAME	PROJECT VALUE	FINANCIAL YEAR
TLM/H/WWTW/01	Hoopstad	Hoopstad Waste Water Treatment Works	R6 478 243.36	2016/17
TLM/P/SPORT/02	Phahameng	Phahameng Sports Facilities (Phase 4)	R951 619.04	2016/17
TLM/T/SPORT/03	Tikwana	Tikwana Sports Facilities (Phase 3)	R1 440 936.16	2016/17
TLM/P/ROAD/04	Phahameng	Phahameng 2km Paved Road	R6 865 201.44	2016/17
TLM/ELEC/05	Tswelopele	Upgrading of Bulk Electricity Supply (Refurbishment of electricity infrastructure)	R5 000 000.00	2016/17
TLM/EPWP/UWP/11	Tswelopele	Upgrading of the water network (RBIG)	R24 170 000.00	2016/17

PROJECT NO	LOCATION	PROJECT NAME	PROJECT VALUE	FINANCIAL YEAR
TLM/ROAD/01	Bultfontein	Phahameng: Construction of a 2km road and Stormwater	R5 777 198.00	2017/18
TLM/SPORTS/02	Bultfontein	Phahameng: Upgrading of sports facilities Phase 4	R105 559.40	2017/18
TLM/SPORTS/03	Hoopstad	Hoopstad: Upgrading of sports facilities phase 4	R130 635.50	2017/18

TLM/ROAD/04	Bultfontein	Phahameng: Construction of access roads 1.3 Km	R5 897 143.22	2017/18
TLM/SEWER/05	Hoopstad	Tikwana: Construction of toilet structures and sewer connections (499 sites)	R3 436 467.95	2017/18
TLM/SEWER/06	Bultfontein	Phahameng: Construction of toilet structures and sewer connections (837 sites)	–	2017/18

## TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

## BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

	Integrated human settlement and municipal services							
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### LOCAL ECONOMIC DEVELOPMENT

STATUS QUO	OBJECTIVE	PERFORMANCE INDICATOR	BASELINE	5 YEAR TARGETS				
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Declining economy in the area	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED)	Number of LED projects initiated to stimulate the economy						

### MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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





## ALIGNMENT WITH NATIONAL & PROVINCIAL OBJECTIVES

### 1. GOVERNMENT TARGETS

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

		5. Reduction of overtime & temporary workers in compliance to legislation
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## IDP ALIGNMENT WITH THE NSDP

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

## IDP Alignment - Local Government Turnaround Strategy

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

5	Community empowerment and distribution	<b>Good Governance:</b> Strengthen community involvement to participate in the affairs of the municipality and influence resource allocation
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## IDP ALIGNMENT: 12 GOVERNMENT OUTCOMES

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

	<b>Output 3:</b> Single window of coordination	Internal controls, reporting systems and processes in place
	Output 4: Administrative and financial capability	<p><b>Good Governance</b></p> <ol style="list-style-type: none"> <li>1. Provide political, executive leadership and planning with well-defined targets aligned to the budget</li> <li>2. Improve and continuously work on the performance management system</li> <li>3. Precise performance, operational and financial record</li> <li>4. Combat fraud, corruption &amp; maladministration</li> </ol> <p><b>Financial Sustainability:</b></p> <ol style="list-style-type: none"> <li>1. Improve customer satisfaction mechanisms</li> <li>2. Prudent fiscal management</li> <li>3. Revenue Enhancement</li> <li>4. Develop an effective asset management programme</li> <li>5. Reduction of overtime &amp; temporary workers in compliance to legislation</li> </ol>
	<b>OUTCOME 10: ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED</b>	
		<p>INTEGRATED ENVIRONMENTAL MANAGEMENT &amp; CLIMATE CHANGE</p> <ol style="list-style-type: none"> <li>1. Increase the environmental literacy level of stakeholders</li> <li>2. Reduce the major sources of greenhouse gas emissions and digesting the large-scale supply of clean energy</li> <li>3. Energy saving</li> </ol>



## IDP ALIGNMENT: NATIONAL DEVELOPMENT PLAN

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



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

## IDP ALIGNMENT: FREE STATE GROWTH & DEVELOPMENT STRATEGY

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

## LEJWELEPUTSWA DISTRICT MUNICIPALITY'S INTEGRATED DEVELOPMENT PLAN

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

## NDP priorities to achieve the Vision

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

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

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

### Management of implementation

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

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

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

Actions	Minister responsible	Indicators	Targets
<p>1. Joint initiative for each service (water, sanitation, electricity, refuse removal and roads) by relevant sector in conjunction with COGTA and provincial departments of local government launched, and functional coordinating arrangements in place to undertake the following in each local municipality in the 27 districts:</p>	<p>Sectoral Ministers and COGTA Provincial, COGTA</p>	<ul style="list-style-type: none"> <li>• Programme management and coordinating structure established</li> <li>• Implementation protocols defining roles and responsibilities of sector departments developed and signed</li> </ul>	<p>August 2014</p> <p>End December 2014</p>
<p>i. Confirm service delivery norms and standards for basic services and determine and quantify households without services that meet minimum standards per municipality.</p>	<p>Sectoral Ministers and COGTA</p>	<ul style="list-style-type: none"> <li>• Develop and confirm norms and standards.</li> <li>• Number of households without services that meet minimum norms and standards established and confirmed at municipal level.</li> </ul>	<p>End December 2014</p>

Actions	Minister responsible	Indicators	Targets
ii. Prepare a schedule and pipeline of costed projects to address maintenance, upgrading, refurbishment and new infrastructure requirements in each municipality (i.e. prepare an infrastructure capital and maintenance plan for each municipality).	Sectoral Ministers and COGTA	<ol style="list-style-type: none"> <li>1. Projects to address service demands identified.</li> <li>2. Pipe line of costed new projects per municipality developed.</li> <li>3. Maintenance and upgrading demands costed.</li> <li>4. Infrastructure capital and maintenance plans, as part of IDP, developed and implemented.</li> </ol>	<p>Steps 1 – 3 to be progressively implemented by March 2017</p> <p>Step 4 progressively by December 2019</p>
iii. Support municipalities to plan, implement, operate and maintain infrastructure projects or implement alternative delivery mechanisms where local municipalities and or districts lack technical capacity.	Sectoral Ministers and COGTA	<ul style="list-style-type: none"> <li>• Institutional support plans for municipalities developed or alternative delivery mechanisms utilized</li> </ul>	Dec 2017
iv. Establish integrated monitoring system for tracking the implementation of the pipeline of projects.	Sectoral Ministers and COGTA	<ul style="list-style-type: none"> <li>• Information Management System developed.</li> <li>• Monitoring system established.</li> </ul>	<p>End March 2015</p> <p>End March 2015</p>
2. Audit the water and sanitation challenges among Water Services Authorities and develop a strategy to remedy the challenges.	Water and Sanitation and COGTA	<ul style="list-style-type: none"> <li>• Assessment of the WSAs</li> <li>• Strategy and remedies per WSA</li> </ul>	<p>September 2014</p> <p>October 2015</p>
3. Strengthen and support the planning and delivery of services by municipalities (beyond the 27 targeted districts) within the regulatory framework of integrated development planning by:	CoGTA Provincial CoGTA Offices of the Premiers	<ul style="list-style-type: none"> <li>• Development Planning Strategy to guide sector department's support to municipalities developed.</li> </ul>	April 2015 – March 2016

Actions	Minister responsible	Indicators	Targets
<ul style="list-style-type: none"> <li>Developing, monitoring and implementing a Development Planning Strategy to guide sector support to municipalities;</li> <li>Monitoring and reporting on the SDBIPs that are submitted in line with the prescribed framework.</li> </ul>	Sectoral Ministers Finance	<ul style="list-style-type: none"> <li>Development Planning Strategy implemented and monitored.</li> <li>Number of SDBIPs monitored and tracked.</li> </ul>	<p>April 2016 – March 2019</p> <p>Metro's by 2014/15 Secondary cities by 2015/16 Remainder of municipalities by 2016/17</p>
4. Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs.	CoGTA Finance Premiers Provincial MECs of LG and Finance	<ul style="list-style-type: none"> <li>Number of SMIPs developed in consultation with Provinces, municipalities and sector departments.</li> <li>SMIPs approved by Premiers and MEC.</li> <li>Terms of Reference for National Municipal Capacity Coordination and Monitoring Committee (NMCCMC) reviewed to ensure joint decision-making on support and intervention.</li> </ul>	<p>Completion of pilots and full implementation by March 2015</p> <p>Review NMCCMC ToR by March 2015.</p>
5. Strengthen collaboration with sector departments and provinces to support municipalities to develop mechanisms to provide free basic services to indigent households.	COGTA Finance	<ul style="list-style-type: none"> <li>Number of municipalities in the 27 priority districts supported to apply mechanisms to provide FBS to indigent households.</li> </ul>	All municipalities in the 27 priority

Actions	Minister responsible	Indicators	Targets
	supported by sector depts. and Provinces	<ul style="list-style-type: none"> <li>Standardised indigent register for provision of free basic services developed</li> </ul>	districts by 2019 September 2016
6. Evaluate and monitor Free Basic Services Programme and make implementable recommendations to accelerate the roll-out of Free Basic Service to indigent households.	CoGTA Finance Supported by sector departments	<ul style="list-style-type: none"> <li>Free Basic Services Programme evaluated.</li> <li>Recommendations of Free Basic Services Programme evaluation implemented.</li> <li>Implementation of recommendations on Free Basic Services monitored.</li> </ul>	March 2016 April 2016 – March 2018 April 2016 – March 2019



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

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

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

### Sub-Outcome 3: Sound financial and administrative management

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

<u>Actions</u>	<u>Ministers</u> <u>responsible</u>	<u>Indicators</u>	<u>Targets</u>
		<ul style="list-style-type: none"> <li>Financial reporting for all municipalities through implementation of SCOA standardised.</li> </ul>	July 2017 for financial reporting through SCOA
2. Support measures for sustainable municipal infrastructure spending in 17 non-delegated municipalities.	Finance CoGTA Provincial MECs for LG and Finance  Sector departments	<ul style="list-style-type: none"> <li>17 non-delegated municipalities supported.</li> </ul>	Bi-annual through mid-year visits
3. Review and reform the system of infrastructure grants to local government.	Finance CoGTA Sector departments	<ul style="list-style-type: none"> <li>Review completed</li> <li>Reforms implemented to improve functionality of infrastructure transfers to local government</li> </ul>	March 2015 April 2015 – March 2019
4. Support measures that address the financial management and governance of municipalities.	CoGTA Finance Provincial MEC's for LG and Finance	<ul style="list-style-type: none"> <li>Nr of municipalities with Audit Action Plans that have been assessed to adequately address the AG findings.</li> <li>A coordinating structure per province that monitors the implementation of municipal audit action plans on a quarterly basis.</li> </ul>	All 278 municipalities annually  March 2015
5. In conjunction with provinces develop an in-depth understanding of the operating environment and quality of management practices of municipalities using the Local Government	PME with support from DCoG, NT and provinces  Finance - FMCMM	<ul style="list-style-type: none"> <li>LGMIM and FMCMM scorecards completed.</li> <li>Improvement plans in municipalities supported and implementation monitored by province.</li> <li>Improvement plans incorporated in provincial SMIPs.</li> </ul>	20 LGMIM scorecards by end March 2015 100 municipalities go through at least one cycle from assessment to implementing an improvement plan by 2019

<u>Actions</u>	<u>Ministers</u> <u>responsible</u>	<u>Indicators</u>	<u>Targets</u>
Management Improvement and FMCMM Models.			
6. Monitor and guide municipalities in the appointments of competent and suitably qualified senior managers in line with the Municipal Systems Act and the MFMA.	COGTA Finance Sector Ministers	<ul style="list-style-type: none"> <li>• Number of municipalities monitored and guided to comply with MSA regulations for appointment and conditions of employment for Senior Managers.</li> <li>• Number of municipalities monitored and guided to comply with minimum competency regulations for financial management</li> <li>• Appointment of competent and suitably qualified senior managers.</li> </ul>	<p>100% of all new senior management appointments by March 2019</p> <p>100% by March 2019</p> <p>100% of all new senior management appointments by March 2019</p>
7. Institutionalise capacity building for local government so that officials meet the prescribed minimum competency requirements and councillors are able to fulfill their governance obligations.	CoGTA Finance Provincial CoGTA Sector Ministers	<ul style="list-style-type: none"> <li>• Draft Capacity Building Strategy for councillors developed.</li> <li>• Capacity building strategy for officials reviewed and implemented.</li> </ul>	<p>Dec 2015</p> <p>March 2015</p>

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
8. Corruption within local government is tackled more effectively and consistently by identifying key risks and development of appropriate responses to address the risks.	COGTA Finance Provincial MECs for LG Finance Sector Ministers	<ul style="list-style-type: none"> <li>Identify key risk areas, including political interference, associated with corruption.</li> <li>Risks addressed and reported on.</li> </ul>	Sept 2014  Quarterly

#### Sub-outcome 4: Promotion of social and economic development

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

<u>Actions</u>	<u>Ministers responsible</u>	<u>Indicators</u>	<u>Targets</u>
	Premiers Offices	National Framework for Local Economic Development	

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

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



<b>Actions</b>	<b>Ministers responsible</b>	<b>Indicators</b>	<b>Targets</b>
5. Expand CWP sites in 234 municipalities.	CoGTA Provincial Departments of Local Government	<ul style="list-style-type: none"> <li>Sites established in 234 municipalities.</li> <li>Minimum of 1000 participants enrolled per site.</li> </ul>	1 million participants reached by 2019 (depending on funding)

## Impact indicators

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

<b>Sub-Outcome</b>	<b>Indicator(s)</b>	<b>Ministers responsible</b>	<b>Baseline(s) (2013/14)<sup>1</sup></b>	<b>2019 Target</b>
Members of society have sustainable and reliable access to basic services	Number or percentage of hhs with access to a functional service at acceptable levels as per norms and standards	Water and Sanitation	Water: 85% (Number of HHs to be determined)	90% functional
		Water and Sanitation	Sanitation: 84% (Number of HHs to be determined)	90%
		Water and Sanitation; COGTA	HHs using bucket sanitation 88127 in formal areas	0% households in formal areas with a bucket sanitation service
		Energy	Electricity 12,8 million hhs connected to grid	1.4 million additional HHs connected

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

Sub-Outcome	Indicator(s)	Ministers responsible	Baseline(s) (2013/14) <sup>1</sup>	2019 Target
		Energy	Electricity: 75000 hhs on non-grid	105 000 additional HHs connected
		Environment	Refuse: 72%	80%
Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened	Public trust and confidence in local government	COGTA	51% (Ipsos 2012)	65%
Sound financial and administrative management	Number of municipalities that improve their audit outcomes	COGTA Finance	20% adverse and disclaimers  25% qualified audits  50% unqualified audits	No municipalities with disclaimers and adverse opinions  Maximum of 25% municipalities with Qualified audits  At least 75% of municipalities with unqualified audit opinions
Local public employment programmes expanded through the Community Work Programme	Number of participants reached	COGTA	174725 (actual participation rate end March 2014)	1 million



## PROJECTS AND PROGRAMMES OF OTHER SPHERES

### SUMMARY OF PROJECTS BY SECTOR DEPARTMENTS

The following projects have been implemented by the sector departments during the 2015/16 financial year at the municipality, the municipality is awaiting the updated list of project to be implemented by sector department in the 2016/ 2017 financial year.

LOCAL MUNICIPALITY	PROJECT NAME	SECTOR DEPARTMENT	PROJECT BUDGET
<b>COMMITMENT LETTERS SIGNED AND SUBMITTED</b>			
Tswelopele	Hoopstad upgrading of Landfill Site (Working on Waste)	Department of Environmental Affairs	R7 000 000,00
Tswelopele	Tswelopele Municipality Community Parks (Greening and Open Spaces Management)	Department of Environmental Affairs	R8 000 000,00
Tswelopele	Upgrading of Hoopstad Nature Reserve (People and Parks)	Department of Environmental Affairs	R15 000 000,00
Tswelopele	Upgrading of existing Infrastructure (People and Parks)	Department of Environmental Affairs	R15 000 000,00
Tswelopele	Tswelopele Bulk Water Supply	Department of Water and Sanitation	R60m (10m)
Tswelopele	Water conservation and Demand Management	Department of Water and Sanitation	R10m (R5m)
TLM	Energy Efficiency Demand Side Management	Department of Energy	R13m (R3m)
<b>COMMITMENT LETTERS NOT YET SUBMITTED</b>			
Tswelopele	Youth Jobs in Waste	Department of Environmental Affairs	-
Tswelopele	Alien Invasive Plants Eradication-EPWP	Department of Economic, Small Business Development, Tourism and Environmental Affairs	R2 400 000,00
Tswelopele	Upgrade of day visitor and pick-nick facilities	Department of Environmental Affairs	R15 000 000,00
Tswelopele	Electricity Connections (500 Connections)	ESKOM	-
Tswelopele	Tswelopele (Phahameng) Blocked project cont.	Free State Department of Human Settlements	R172 042,00
Tswelopele	Tswelopele (Tikwana) Blocked project cont.	Free State Department of Human Settlements	R142 013,00
Tswelopele	IRDP, P1 Informal Settlements (New projects) Phahameng W/S Retic (837 erven)	Free State Department of Human Settlements	R20 900 000,00
Tswelopele	IRDP P4 Informal Settlements Bultfontein 100	Free State Department of Human Settlements	R1 100 000,00

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

### List of Abbreviations

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

ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EPWP	Extended Public Works Programme
FET	Further Education and Training
FDC	Free State Development Corporation
FS-PGDS	Free State Provincial Growth & Development Strategy
GGP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
HIV	Human Immune Deficiency Virus
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IT	Information Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
IWUP	Integrated Water Use Plan
JIPSA	Joint Initiative on Prioritised Skills Acquisition
JOC	Joint Operational Centre
LDO	Land Development Objectives
LED	Local Economic Development
LUMS	Land Use Management System
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MTEF	Medium Term Expenditure Framework
NYDA	National Youth Development Agency
NDC	National Development Corporation
NEMA	National Environmental Management Act
NERSA	National Electrification Regulator of South Africa
NGO	Non-Governmental Organizations
NSDP	National Spatial Development Perspective

PIMSS	Planning and Implementation Management Support System
PMS	Performance Management System
PSNA	Presidential State of the Nation Address
PPP	Public Private Partnership
PTP	Public Transport Plan
RED	Restructuring of Electricity Distribution
RDP	Reconstruction and Development Programme
SACST	Department of Sports, Art, Culture, Science and Technology
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANDF	South African National Defence Force
SAPS	South African Police Service
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SGB	School Governing Body
SMME	Small, Medium and Micro Enterprises
STD	Sexual Transmitted Disease
TB	Tuberculosis
USAID	United States Agency for International Development
VAT	Value Added Tax
VIP	Ventilated Improved Pit Toilet System
WSDP	Water Services Development Plan