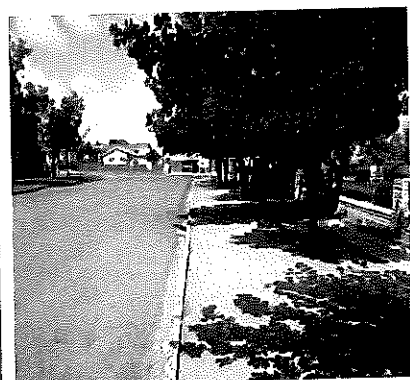
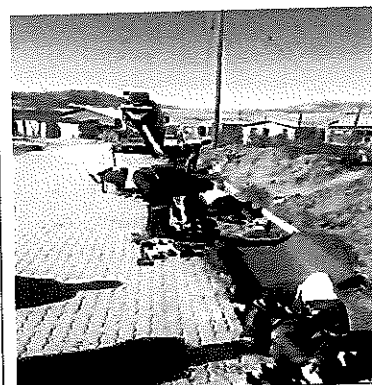


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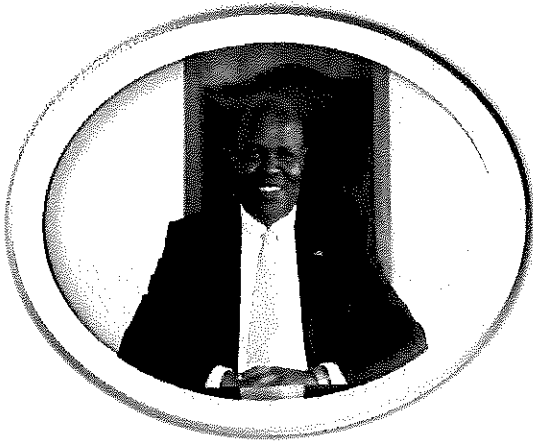
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DRAFT 2018-2019 IDP



MAYOR'S FOREWORD



On the 3rd of August 2016 all South Africans participated in our last local government elections to elect local council representatives for the 2017-2022 electoral term. Residents in Phumelela partook in these elections and under the auspices of various political parties and formations a number of representatives were elected directly in terms of the ward demarcations, whilst others were proportionally elected to serve on a new Council which was constituted during September of 2016. As Mayor and leader of newly constituted council I lead Council into a strategic session, supported by the Municipal Manager and his team to review the old existing strategic framework

A new vision, mission, values and strategic objectives were crafted after an intense two-day session which was coordinated by an independent service provider. The entire team of councillors and management analysed the past performance of council informed by the challenges, shortcomings and achievements with the intent of developing a realistic and achievable strategy that also addresses the needs and aspirations of the people of Phumelela. Great emphasis being placed on social cohesion, economic emancipation, redress of past imbalances and the creation of a more just and equal society in benefit of the entire Phumelela community. This plan as presented here, aims to address the infrastructure challenges of Phumelela, mindful of the huge backlogs, we remain committed to keep our focus on the bigger picture towards creating an equal and just society. Our focus is drawn and informed by the Provincial Growth and Development Strategy with emphasis on the different pillars of delivery and how our programs align to such. The Premier, during the State of the Province Address encouraged the development and activation of local economic development forums/chambers to become a catalyst for development to rid our communities from unemployment and creating more sustainable communities. Council realises that this goal can hardly be achieved by government alone and therefore lean heavily on the support of the private sector as an active partner into achieving this.

As much as we wish to redress our shortcomings towards a common vision, our mission must be to develop adequate structures and systems to support our objectives. Our administration will work in close collaboration with the other spheres of government, to expand our capacity and support our developmental role of creating and facilitating opportunities. Our systems of Council have already been activated to provide oversight and guide the governance processes towards cleaner and more effective administration. Though much emphasis is placed on the attainment of unqualified and clean audits and this institution also leans towards that, our primary focus on our constitutional mandate remains paramount. Various collaborative initiatives together with Free State Provincial Treasury and FSCOGTA are directed towards the introduction of effective systems and processes to support our service delivery programs within a greater good governance framework. Our Capital budget for the 2017/18 financial year is still very slim and remains inadequate to address all the service delivery challenges, though we are mindful that we institutionalise systems and programs that will at later stage a bigger budget as we activate all resources to recover lost revenue income. In the next few months and year will strongly mobilise consumers and businesses alike to pay for services and make arrangements where such must be affected to strengthen our incomes to effect better service delivery. I realise the next few years will not be easy, though I am convinced and believe strongly that the team we are building here is part of a legendary group that is breaking new grounds for small municipalities and the challenges it faces. We cannot break new ground without the partnership of our communities, our stakeholders and other partners in development whom are all focussed on creating a better focussed developmental society.

The Acting Municipal Manager has the full blessing of Council, and shows great promise with her commitment, discipline and focus on developing the best team possible to take this municipality towards greater heights.

We look forward to building greater relations with you, our community and consumers and lean on your advice specific to all the areas we can and must improve on towards a sustainable better Phumelela.

This Five Year IDP sets the tone for better integrated and coordinated government directed to effect radical socio and economic change in this term



Yours sincerely,
Councilor John Tlokotsi Motaung



MUNICIPAL MANAGER'S FOREWORD

The preparation and development of this IDP links directly to the strategic vision of council. Since the development of a new strategic framework, the administration had to articulate the strategy into programs and projects that will address the challenges communities face and direct such towards the vision of Council. Numerous existing challenges must continue being addressed, specific in terms of the Audit Outcome for 2016/17 mainly in terms of systems and processes that streamline municipal actions and activity. Phumelela has made significant strides towards clean administration, though of the biggest challenges remain the enhancement of revenue collection, clearing of dilapidated and obsolete assets, building of in-house capacity at all levels, though specific in the area of Technical services to address our service delivery challenges. We are cognizant that a systemic and structured approach to our challenges is required, supported with regular monitoring and evaluation to address shortcomings towards

improved performance. The review of the organisational structure is another element which must be addressed in the new financial year, supported by a complete program on how capacity gaps will be addressed for the short and longer term.

I have directed the continuation of certain processes to advance continuity and more specific, how we should proceed in funding the various shortcomings currently experienced. The initiation of specific projects was endorsed to generate specific funding to be ring-fenced for long-term structural and organisational/departmental support. I have mobilized the support of COGTA to support us in areas where systemic challenges are experienced, whilst the District municipality continues to lend shared-service support in the areas of governance structures. The pressures exerted by local communities are felt on a daily basis, yet we realise that none of our challenges can be overcome should we operate in silos and not in a coordinated and integrated manner. The introduction of various new programs must also be cascaded to our municipality as we cannot allow nor afford to be left behind in any area that may eventually lend support to our institution. Our challenge of transforming municipal spaces therefore requires longer-term collaborative planning than our current five-year cycles, entrenching planning, monitoring and reporting fundamentals into every municipal activity for which we are responsible. My focus for this year therefore includes closer liaison and support to every official activity resourced and understood by the different drivers of our program.

As Municipal Manager my focus on a more structured approach remains central to the management of this institution, since we must address the massive infrastructure and resource challenges of this municipality. My continuous stakeholder engagement approach allows me to regularly share specific information with key role-players and communities to avert unnecessary unhappiness or misunderstanding. Schedules for different activities inform part of my program on a weekly basis, as my management team share in some of these responsibilities. Regular interaction with my political principals ensures that I maintain the direction given and avert unnecessary strain relations with the political sphere of the institution. My work requires coordinated and integrated planning in line with what is legally required from me to deliver a sustainable service to you. My service to you is linked to a partnership where my current provision in this plan and budget requires a formal trade for the service as reflected in our tariff and rates structure.

We must become less-dependent on our national fiscal allocation of equitable share and become more independent by virtue of enhancing our revenue collection for capital infrastructure investment in both residential and business areas. This systemic challenge can and must be addressed under leadership of the Mayor and Chief Financial Officer whom provides the mechanisms and tools to address this major challenge. We must also ensure that our long-term financial plan provide different solutions to possible interferences to forecast planning. The introduction of the Spatial Planning Land Use Management Act, (SPLUMA) presents many opportunities for integration and transformation for municipalities, though for struggling small/rural municipalities implementation will remain a challenge. The review of our SDF must however continue to address the lacking fundamental planning instruments as also other key sector plans that inform infrastructure planning and development. Though our water quality has improved significantly, maintaining quality services in this area will be challenging but remains a focus.

Long-term visionary planning brings about benefits not always immediately identified and is seldom appreciated or understood as signs of improvement are hardly seen or experienced in the short term. Our planning therefore will continue to focus towards incorporating a vision that encompasses the future needs of our children; the engineers, planners, teachers, bankers, artisans' technicians, farmers, councilors and public administrators of tomorrow, by securing them a sustainable future. We must remain focused on luring potential investment into our area and present our space as a niche unique at the periphery of bigger cities like Bloemfontein, Johannesburg and Durban.

I am excited as I look into the future of Phumelela, knowing that together with a committed and directed political leadership we can present a better future to the people of Phumelela.

I thank you for the opportunity to be part of a significant, dynamic and ground-breaking team, leading our people towards a clear directed future of service excellence.



NF MALATJIE
MUNICIPAL MANAGER

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	<p>EXECUTIVE SUMMARY</p>	
		

SECTION A

INTRODUCTION

Integrated development planning (IDP) is a process by which Phumelela Municipality prepares its strategic development plan for the 2018 – 2019 financial years. Integrated development planning as an instrument lies at the centre of the system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, and responsive and performance driven in character.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government. The IDP is therefore the principle strategic planning instrument that guides and informs all planning, budgeting and all development in the Phumelela municipal area.

This IDP has been updated with the latest Census 2011 information and has been improved to enhance its credibility as the all-inclusive strategic plan of the municipal area. The aim is to enhance ward based planning as part of the two-prong approach to planning (needs based and strategic planning) to improve services delivery and to align the municipal strategies with the National Development Plan. The actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

LEGISLATIVE FRAMEWORK

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programmes to be implemented and aligned with municipal functions. The Municipality realises that in order to achieve growth and development the budget, programmes and projects must be aligned to regulatory, developmental and institutional policy directives.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objectives of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matters of local government.

The **Municipal Systems Act (MSA) Act 32 of 2000** requires municipalities to develop Integrated Development Plans that should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and IDP should also be reviewed annually. In addition the Act also stipulates the IDP process and the components to be included.

The **Local Government: Municipal Planning and Performance Management Regulations of 2001** set out the following minimum requirements for an Integrated Development Plan: *Regulation 2 (1)* states that the municipality's IDP must at least identify:

- the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;

- any investment initiatives in the municipality;
- any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
- the key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- have attached to it maps, statistics and other appropriate documents; or
- refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Regulation 2 (4) states that a spatial development framework reflected in the municipality's integrated development plan must:

- give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- set out objectives that reflect the desired spatial form of the municipality;
- contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - indicate desired pattern of land use within the municipality;
 - address the spatial reconstruction of the municipality; and
 - provide strategic guidance in respect of the location and nature of development within the municipality;
- set out basic guidelines for a land use management system;
- set out a capital investment framework for the development programme within a municipality;
- contain a strategic assessment of the environmental impact of the spatial development framework;
- identify programmes and projects for the development of land within the municipality;
- be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- must indicate where public and private land development and infrastructure investment should take place;
- may delineate the urban edge; and
- must identify areas where strategic intervention is required, and must indicate areas where priority spending is required.

Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the Mayor of a municipality must:

- take into account the municipality's Integrated Development Plan;
- take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;

- consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- the relevant provincial treasury, and when requested, the National Treasury; and
- any national or provincial organs of state, as may be prescribed; and
- provide, on request, any information relating to the budget to the National Treasury; and subject to any limitations that may be prescribed, to
- the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- any other national and provincial organ of states, as may be prescribed

1.1 Challenges & Opportunities

Council embarked on an analysis on the status quo of Phumelela Local Municipality based on the Close-out report from previous council looking at the challenges and opportunities available to inform a new strategic framework for the 2017-2022 term. The strategic engagement resulted in of the challenges and opportunities listed below to address in order to realise the strategic direction of Council.

The opportunities and challenges identified below in line with the five strategic Local Government key performance areas.

Table / Figure 1.1: Phumelela: Opportunities

Key Performance Areas	Opportunities
Financial viability and management	<ul style="list-style-type: none"> • Provisions of both electricity and water free basic services to indigent only in order to maximise collection and reduce Eskom account. • Minimise water and electricity losses • Leverage of municipal land and property portfolio
Infrastructure development and basic service delivery	<ul style="list-style-type: none"> • Curbing of water losses by installing bulk and water metres • Establish a water demand and conservation unit in order to enhance cost recovery and to reduce water losses and related risks • Improve stakeholder interaction and public participation on all water related business • Determination of realistic tariffs • Fixing of potholes, sidewalks, storm water drainages, pavements, • Fixing of road signs and marking of roads. • Engage organized labour to re-engineer the possible improvement of waste collection and transfer resources in waste to roads and storm water by training the staff on all roads and storm water functions • Curbing of electricity losses, rectifying pirate connections and controlling of unauthorized and illegal connections • Updating of the spatial development framework • Improving of metering of all consumer supplied by the municipality • Compaction of waste at waste disposal site. • Establishment , operation and maintenance of waste disposal sites • Facilitate resources to develop two licensed waste disposal sites • Facilitation of the construction of the low cost housing • Approval and monitoring of building plans

Local Economic Development	<ul style="list-style-type: none"> • Review of LED strategy • Establishment of LED Forum • Establishment of Chambers of Business • New investment opportunities: <ul style="list-style-type: none"> - Agriculture/ Dairy farm - Gas exploration - Smart technology factory - Tourism opportunities • Skills development to support economic opportunities • Establishment of SMME's and cooperatives
Good governance and public participation	<ul style="list-style-type: none"> • IDP and budget processes • Quarterly, mid-year and annual reports • Development of ward operational plans to support ward committees • Optimal use of municipal website • Functionality of all council committee structures • Communication strategy • Establishment of Complaints Management System
Institutional development and organisational transformation	<ul style="list-style-type: none"> • The organization structure aligned to give effect to the 4th generation IDP, powers and function and vision of council • Skills audit (identification of skill Gap) • Compilation and completion of a workplace skills plan (WSP) on time • Training in line with the WSP • Identify and filling of critical positions • Creating better awareness amongst staff on municipal affairs • Review of policies, formulation of new policies, promulgation of by-laws

However, the Municipality also faces several important **challenges** in executing its constitutional mandate.

Key Performance Area	Challenge
Financial viability and management	<ul style="list-style-type: none"> • Development of Long-term Financial Plan, Inclusive of Investment plan • Grant dependency • Incorrect and incomplete billing • Standing and broken meters • Tempering of electricity meters (illegal connection) • Credit control unit not sufficient capacitated • Poor budget control measures which lead to unfunded expenditure

	<ul style="list-style-type: none"> • Replacement of outdated financial system • High debt exposure • No credible Consumer Data Base, • Ineffective application of land-use scheme leading to financial losses residents and businesses using different residential and business properties for other un-registered purposes. • No proper Asset management • Limited tax base: • Unaffordable rates and service charges due to moving towards cost reflective tariffs
Infrastructure development and basic service delivery	<ul style="list-style-type: none"> • Huge water losses • Unrealistic water tariffs • Insufficient resources to maintain and operate roads and storm water function and in an efficient and sustainable manner • No proper sector plans on roads and storm water that determines the actual backlogs and condition of the roads and the kind of intervention required to reach an acceptable standard • Lack the appropriate equipment for the waste disposal sites, for example compactors, weigh bridge, dozers, ETC • Insufficient infrastructure, Sewer works in Warden operating at 130% with septic tanks in excess of 655 stands that need to be emptied on daily basis • Finalisation of review of spatial development framework • Water treatment works below water demand resulting is a platoon water supply • Non securing strategic infrastructure assets • Lack of security on some of infrastructure assets
Local economic development	<ul style="list-style-type: none"> • LED strategy not reviewed annually • Lack of staff and no well-resourced section to deal with LED matters. • Insufficient institutional framework
Institutional development and transformation	<ul style="list-style-type: none"> • Organisational structure is not fully aligned with the IDP (powers and functions) • Number of critical positions not filled due mainly to financial constraints • Lack of proper skills audit • Number of staff with ill health and are due to placed under incapacity due to ill health • Out-dated policies subject to review • Lack of commitment and work ethics from some staff • Lack of individual performance management of staff below Section 57

	<ul style="list-style-type: none"> • Lack of document management • Lack of office space (non-compliance with occupational health and safety)
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Based on the analysis of the challenges and opportunities confronting or available to municipality, PLM has identified the following per KPA as key focus areas.

Institutional Development and transformation	FA 1.1 Alignment of Organizational Structure with IDP priorities FA 1.2: Identification of critical vacancies FA 1.3: Development of appropriate policies and bylaws FA 1.4: Skills audit to evaluate competencies and address short comings FA1.5: Organizational Performance Management FA 1.6: Institutional Development and Staff Awareness
Infrastructure Development and Basic service delivery	FA 2.1 Water and Sanitation FA 2.2 Energy and Electricity FA2.3: Roads and Storm water FA 2.4: Waste management FA2.5: Human settlement FA2.6: Building control FA2.7: Parks and recreations FA2.8: Cemeteries FA2.9: Sports and recreation
Local Economic Development	FA 3.1: Review of the LED strategy FA 3.2: Attracting new investments FA 3.3 Tourism
Good Governance and Public Participation	FA 5.1: Government Structure / functionality of Council Committees FA 5.2: Legislative compliance FA 5.3: Communication External and Internal Strategy FA 5.4: Functionality of the ward committees FA 5.5: Establishment of the Audit Committee
SDF	FA 6.1 Review of the SDF in process
Disaster Management	FA: 7.1 A draft disaster management plan has been developed
Environmental Affairs	FA: 8.1 Develop an environmental management plan
Sector Plans	FA: 9.1 Development of Sector plans for basic services;

1.2 What are we doing to improve ourselves?

- As the administration together with our political leadership we are developing a new orientation in terms of how we look at our IDP. This new orientation informed by our current political and socio economic reality is premised on the philosophy of Khalil Gibran when he states, "tell no lies, claim no easy victories and mask no difficulties Section 1.1 above clearly outline some of our major challenges and together with our status quo analysis in section B we want to present the actual material reality in the municipality of Phumelela. It is our belief that a comprehensive and sustainable development plan can only be relevant and realistic if it is based on the actual reality that people are facing on the ground.

We want to develop an organisational scorecard which is informed by the key focus areas that we want to pursue.

Up and most in our mind is that for council the FIVE core KPA's on which we must focus, are:

- Infrastructure and basics service delivery
- Local Economic Development
- Financial Viability and management
- Good Governance and Public Participation
- Organisational Development and Institutional Transformation

However in order to be successful in executing the above we need a strong capacitated and well-resourced organisation and institution hence our resolve to focus more on organisational development and institutional transformation. At the same time in order to have an impact on all our functions the way in which we administer and function our management must be in line with good governance and involving our community in public participation.

It is in this regard that we propose an organisation scorecard that will look as follows

KEY PERFORMANCE AREA CORE	PERCENTAGE
Infrastructure and basic service delivery	30%
Local Economic Development	15%
Financial Viability and management	20%
Organisational Development and institutional transformation	20%
Good governance and public participation`	15%

In a normal organisation that has already reached maturity level your support function should not make more than 20% combined and your core functions financial viability, Local Economic Development and infrastructure and basic service delivery should preferably make 80% combined. But we do not have a matured environment, therefore in the next financial year that we are going into we want a strong emphasis on improving our organisational

environment and institutional situation we want to spend more resources on recruiting the right people and developing proper policies processes and procedures so that we build an administration as the law requires of us that is capable of delivering and realising the vision of our municipality.

When we say that we want to place more emphasis on KPA number one which is organisational development and institutional transformation we say we will do this by:

1. Identifying critical vacant positions and filling them as per the available budget
2. Identify critical policy areas and adopt these policies develop processes and procedure manuals
3. Improve our public consultation processes by ensuring functional ward structures and community structures as well as having ward based operational plans

Under infrastructure development and basic service delivery we need a multiyear infrastructure plan that is informed by our current population, by our current economic focus area and by our current social services area and the growth and projections that we make for these areas. The planning and projection will not be properly done if we do not have an economic development strategy which determines which are the key growth areas that we are going to pursue. Part of our delivery for this IDP is to develop a proper Spatial Development Framework, an economic development strategy, a water services development plan and transport plan.

Our significant focus as an administration over this coming five year period is to significantly improve our own revenue; the municipality has three revenue streams, own revenue, grant revenue (conditional and unconditional grants) and borrowed funding. We need to install a culture of payment for their services; we need to look at investment in our human capital, together with processes and systems that support such. We will manage our limited resources, effectiveness efficiency be the will underlying principles that informs how we manage our limited resources. We will ensure that we get the best value out of the contractors by regularly evaluating performance of contractors against set targets and standards. In improving our own revenue we will look at other alternative revenue sources including potential revenue from traffic services, bill-boards and advertisements, additional income from business properties currently also used for residential purpose.

FINANCIAL VIABILITY

Revenue management and credit control
Increase own revenue

- Data Cleansing
- Correct billing
- Constant follow up on outstanding accounts with a view of implementing credit control policy
- Implementation of traffic control management
- Maintenance of indigent register.
- Municipal buildings to be rented out competitively
- Perform general valuation roll for 2018-2022 and supplementary valuation rolls
- Invite bids for land disposal in order to maximise the returns
- Appointment of debt collectors

FINANCIAL MANGEMENT

- Proper contract management
- Asset management
- Proper budget control

- Proper SCM processes in the procurement of goods and services in terms of section 217 of the constitution
- Recruit skilled personnel and properly train the current staff
- Proper and timely financial reporting
- Proper financial record keeping for realisation of clean audit outcome
- Development of sound financial and accounting policies
- Expenditure management and Cash-flow management

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Ensure the rendering of administrative, secretarial, legal services, Information Technology and auxiliary services, whilst managing Community services, by-laws, policies and procedures and the administration of ward committees for the effective running of the municipality.

Phumelela Local Municipality is in the process of undergoing a process to reorganize and stabilize the administration to give effect to the revised IDP. This entails the filling of critical posts on the approved structure i.e. Managers and key positions of staff in respective Departments. The medium to long term objective of Phumelela is to promote organisational efficiency through the capacitating of staff and establishment of systems to enable staff effectively perform their duties.

- Reviewing and linking the organizational structure to the IDP, Performance Management System
- Identify and fill all critical vacancies in particular key management and other supervisory positions
- Ensure that all required policies are formulated, approved and implemented
- Ensure that all required by-laws is formulated and promulgated.
- Training to be rolled out to address skills gaps identified - LGSETA and other entities for additional funding has been approached.
- Conduct a recruitment campaign to attract possible artisans and specialized technical skills
- Implementation of the Performance Management System to staff below Section 57
- Creating greater staff awareness on municipal affairs

Good Governance and Public Participation

To provide an administration that ensures public participation in a transparent and accountable way as well as to promote intergovernmental relations. Promote service excellence and a corruption free environment.

Strategy

- Improved way in terms of consulting with stakeholders.
- To have a well define a public participation policy and plan
- Ensure a stable political environment
- To implement public participation procedures in order to promote transparency and democracy
- To promote internal and external communication with all stakeholders
- To promote good relations and communication with all spheres of government
- Annual Reporting & Oversight

1.3 What could be expected from us over the next five years?

The municipality will work towards the following strategic objectives over the next five years:

Table / Figure 1.2: Phumelela: Strategic Objectives, 2018-2019

Priority	Objectives	Outcomes
1. Revenue	Increase own revenue from trading services and other revenue streams	<p>Ensure that every consumer who is provided with a service is billed correctly and pay for the service by performing:</p> <ul style="list-style-type: none"> ➤ Data cleansing ➤ Constant follow up on outstanding accounts. ➤ Finalisation with Eskom for the installation of split meters in Warden and Ezenzeleni to curb electricity losses which will increase revenue and reduce bulk purchases. ➤ Annually maintain indigent register ➤ Perform supplementary valuation Rolls.
2. SCM Management	To procure goods and services in line with sec 217 of the constitution and chapter 11 of the MFMA no.56 of 2003	<ul style="list-style-type: none"> ➤ Eliminate irregular, fruitless and wasteful, expenditure through the S32 Committee ➤ Value for money without compromising quality through competition, transparency and equity.
3. Asset Management	To ensure that assets of the municipality are accounted for in terms of GRAP Standards	<ul style="list-style-type: none"> ➤ Development of asset policy ➤ Develop and maintain GRAP 17 asset register. ➤ Ensure that assets are comprehensively ensured.
4. Budget reporting	Prepare and implement the budget in the terms of budget reforms	<ul style="list-style-type: none"> ➤ Ensure that the budget is approved by council before the start of the new financial year. ➤ Ensure that monthly, quarterly and yearly reports are prepared and submitted to council on time.
5. Expenditure management	Ensure that expenditure incurred provided for in the approved budget	<ul style="list-style-type: none"> ➤ Reduction of unauthorised expenditure.
6. Review of LED strategy	To have an updated LED Strategy	<ul style="list-style-type: none"> ➤ Updated LED strategy.

7. Exploiting and pursuing new investment opportunities	To attract new investors in around Phumelela	<ul style="list-style-type: none"> ➤ Gas exploration ➤ Smart technology factory ➤ Tourism opportunities
8. Tourism	To promote tourism opportunities around Phumelela	<ul style="list-style-type: none"> ➤ To increase tourism opportunities
9. Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	<ul style="list-style-type: none"> ➤ Adequate provision for, safe and well maintained graveyards and cemeteries.
10. Sport and recreation facilities	To ensure access to sports and recreation in the Phumelela municipal area	<ul style="list-style-type: none"> ➤ Adequate provision, for safe and well maintain sport and recreational facilities, as measured in terms of the target set for the programs and projects in the 5 year IDP.
11. Traffic and parking	To ensure effective and traffic management and parking in the Phumelela Area	Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP
12. Waste management	To ensure effective and efficient waste management in the area from storage to Disposal	<ul style="list-style-type: none"> ➤ Environmental clean waste disposal site
13. Energy and Electricity management	To ensure effective and efficient electricity supply	<ul style="list-style-type: none"> ➤ Sufficient provision of electricity
14. Municipal roads and storm water	To provide the mobility and enhance economic development in the Municipal environment	<ul style="list-style-type: none"> ➤ Improved access and enhancement of economic development
15. Sanitation	To ensure provision of reliable sanitation and related effluent	<ul style="list-style-type: none"> ➤ Healthy environment in the Phumelela area
16. Water	To ensure provision of clean potable water	<ul style="list-style-type: none"> ➤ Increased access to clean potable water
17. Alignment of Organizational Structure with IDP	<p>To ensure that the structure is reviewed and linked to IDP</p> <p>Alignment of Organizational Structure</p>	<ul style="list-style-type: none"> ➤ Structure reviewed and approved by Council

	with Powers & Functions Establish proper reporting Lines	
18. Filling of critical vacancies	To ensure that recruitment campaign is conducted in line with recruitment policy. To appoint / attract possible competent and skilled Personnel	<ul style="list-style-type: none"> ➤ Clear job descriptions linked to KPA's and KPI's and deliverables. ➤ Ensure compliance with minimum competencies
19. Development and review appropriate policies and by-laws	To have a policy driven and regulated environment	<ul style="list-style-type: none"> ➤ Policies adopted by Council including the Bylaws
20. Skill Audit to evaluate competencies & address shortcomings	To identify the skills gaps. Training to be in line with the WSP and approved by Council	<ul style="list-style-type: none"> ➤ Training plan in line with WSP approved by Council
21. Organizational Performance Management	Cascading Performance Management System to staff below Section 57. To ensure that a Culture of performance is installed	<ul style="list-style-type: none"> ➤ Clear job description
22. Improvement of Government/ governance Structures/ functionality of Council Committees	To ensure functionality of Section 80 Committee, ward committees, Oversight Committee and LLF. Adopt organization wide schedule of meetings and comply with it	<ul style="list-style-type: none"> ➤ Section 80 resuscitated ➤ LLF properly constituted ➤ Audit committee established ➤ Schedule of dates adopted by Council
23. Legislative compliance	Report monthly, quarterly, mid-year and annually. Reporting on the LGTAS (Monitoring and evaluation)	<ul style="list-style-type: none"> ➤ Ensure compliance in terms of reporting (MFMA guidelines)
24. Communication strategy	Better use of Municipal Web-site Improve way of communication with public	<ul style="list-style-type: none"> ➤ Ensure functional website ➤ Convene Quarterly engagement with stakeholders

25. Spatial Development Framework	Review of the Spatial Development Framework	➤ Reviewed Spatial Development Framework
26. Disaster Management	Development of a disaster management plan	➤ Disaster management plan Developed
27. Sector Plans	FA: 9.1 Development of Sector plans for basic services; Water, Waste, Sanitation, Electricity/Energy and Roads & Pavement	
	and stakeholders	

1.4 Our Vision

Vision

“A Caring Municipality Excelling in Service Delivery”

The key words and phrases in the vision must be interpreted, following interpretation is suggested.

- **Municipality** : A municipality consists of the political structures, the administration and the community (Systems Act Section 2)
- **Caring**: An institution caring for its citizens and officials amidst the execution of duties and provision of services
- **Excelling**: In stride of achievement beyond the norm towards higher levels
- **Service**: Ensuring we upheld the principles of doing / acting with commitment at acceptable levels
- **Delivery**: We do as promised,

Mission : *“We will realize our vision for the benefit of our communities through:*

- *Building a capable organization*
- *An efficient and effective financial and administrative backbone*
- *Resilient infrastructure*
- *Reliable and quality basic services*
- *Economic development and job creation”*

3. Leadership Philosophy and Values

(a) Leadership philosophy

Through understanding and purposefulness we create an environment in which staff flourish, deliver outstanding and sustainable service.

(b) Values of Phumelela

The acronym ARISE must represent the values of the organisation

- A - Accountability
- R - Responsiveness
- I - Integrity (Act with commitment at highest levels)
- S - Service-oriented
- E - Ethics

4. THE MUNICIPALITY'S FIVE YEAR STRATEGY

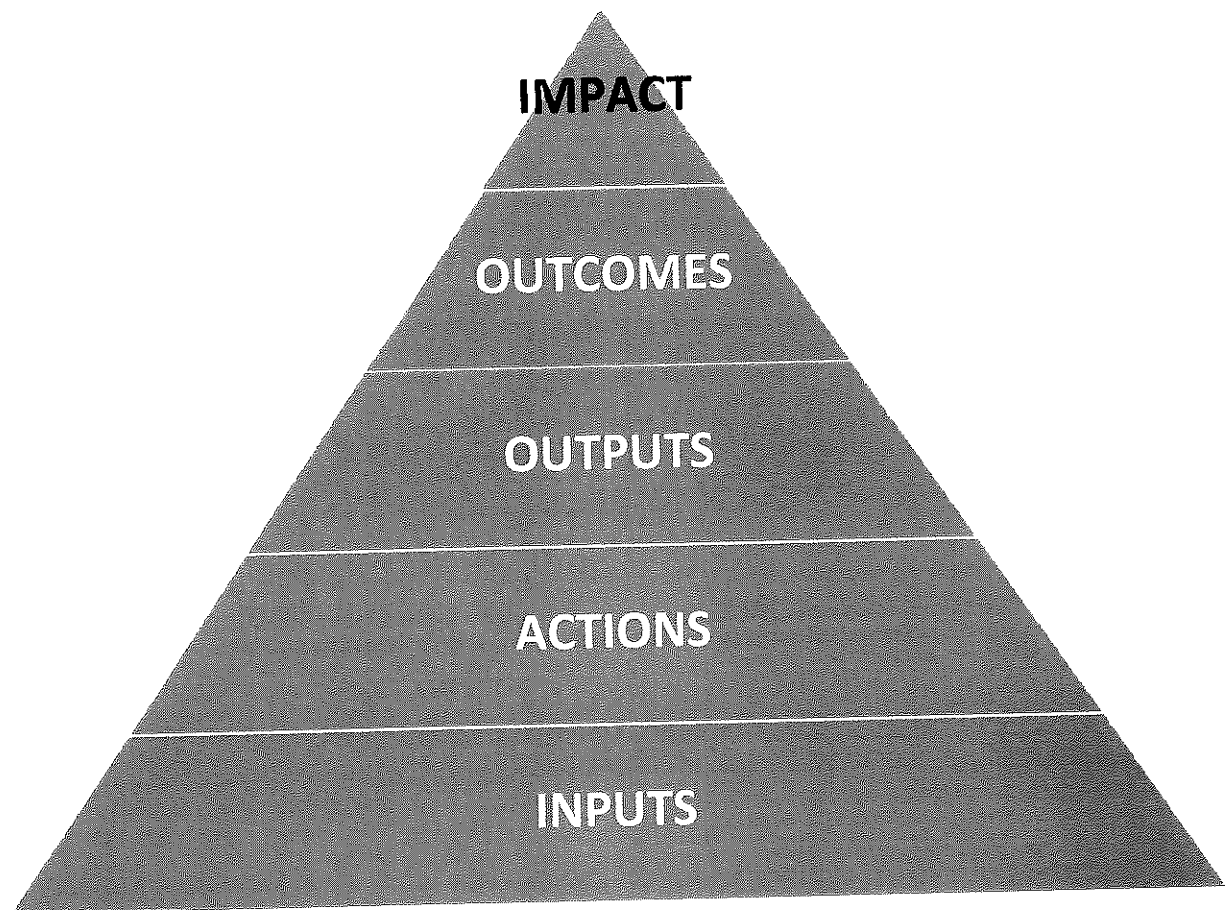
Describing terminology used

OUTPUTS and OUTCOMES

- Outputs are results and effectiveness of activities, processes and strategies of a program of the municipality. It shows the deliverables of programmes and projects. Outputs are used to measure effectiveness.
- Outcomes are the quality and/or impact of the outputs on achieving overall objective. It shows the broader consequences of programmes and projects. Outcomes are used to measure efficiency.

National Treasury's Framework for Managing Programme Performance Information, May 2007, defines outputs and outcomes as follows:

- Outputs are the final products, or goods and services produced for delivery. Outputs may be defined as 'what we produce or deliver'.
- Outcomes are the medium-term results for specific beneficiaries that are the consequences of achieving specific outputs. Outcomes are 'what we wish to achieve'



Impact – Level of service achieved

Outcomes – What we wish to achieve

Outputs – What we produce or deliver

Actions – What we do

Inputs – What we use to do the work

Function		Authorization	Definition
Function	Authorization	Definition	
Air population	Yes	Any change in the quality of the air that adversely affects human health or well - being of the ecosystems useful to making, now or in the future	
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be 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	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government	
Electricity reticulation	Yes	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 fighter	Yes	In relation to Fire fighting District "means:•Municipal co-ordination and regulation of fighting services such as mountain, veld and chemical fire services;•co-ordination of the standardisation of infrastructure	
Local Tourism	No	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 and cont	
Municipal airport	Yes	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	
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.	
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.	

Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal health Services means environment health services performed by a district and include air pollution
Municipal public Transport	Yes	The regulation and control, and where applicable, the provision of:•Services for the carriage unscheduled, operated on demand along a specific route or routes or, where applicable, within a p
Pontoon and ferries	Yes	Pontoon, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm Water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	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
Water (Potable)	Yes	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 of bulk supply to local supply
Sanitation	Yes	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

Function	Authorization	Definition
Amusement facilities/ Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore 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 advertising in public place	Yes	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:-streets-ro
Cemeteries, funeral parlors and crematories	Yes, including DM function	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.
Cleaning	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public Nuisance	Yes	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	Yes	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 in as f
Facilities for the accommodation, care and burial of animals	Yes	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 require
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads

Function	Authorization	Definition
Licensing of dogs	Yes	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	Yes	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	Yes	The provision, manage, preserve 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 fa
Local sports facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other fresh produce markets including markets permits, location, times, conduct etc
Municipal abattoirs	Yes	The establishment, conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and Recreation	Yes	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

Function	Authorization	Definition
Municipal roads	Yes, including DM function	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, connected with
Noise pollution	Yes	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	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for securing of any animal or object confiscated by the municipality in terms of by-laws
Public places	Yes	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	Yes	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 includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets
Traffic and parking	Yes	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	Yes	Any supporting infrastructure or services to empower a municipality to perform its functions

The Municipality –

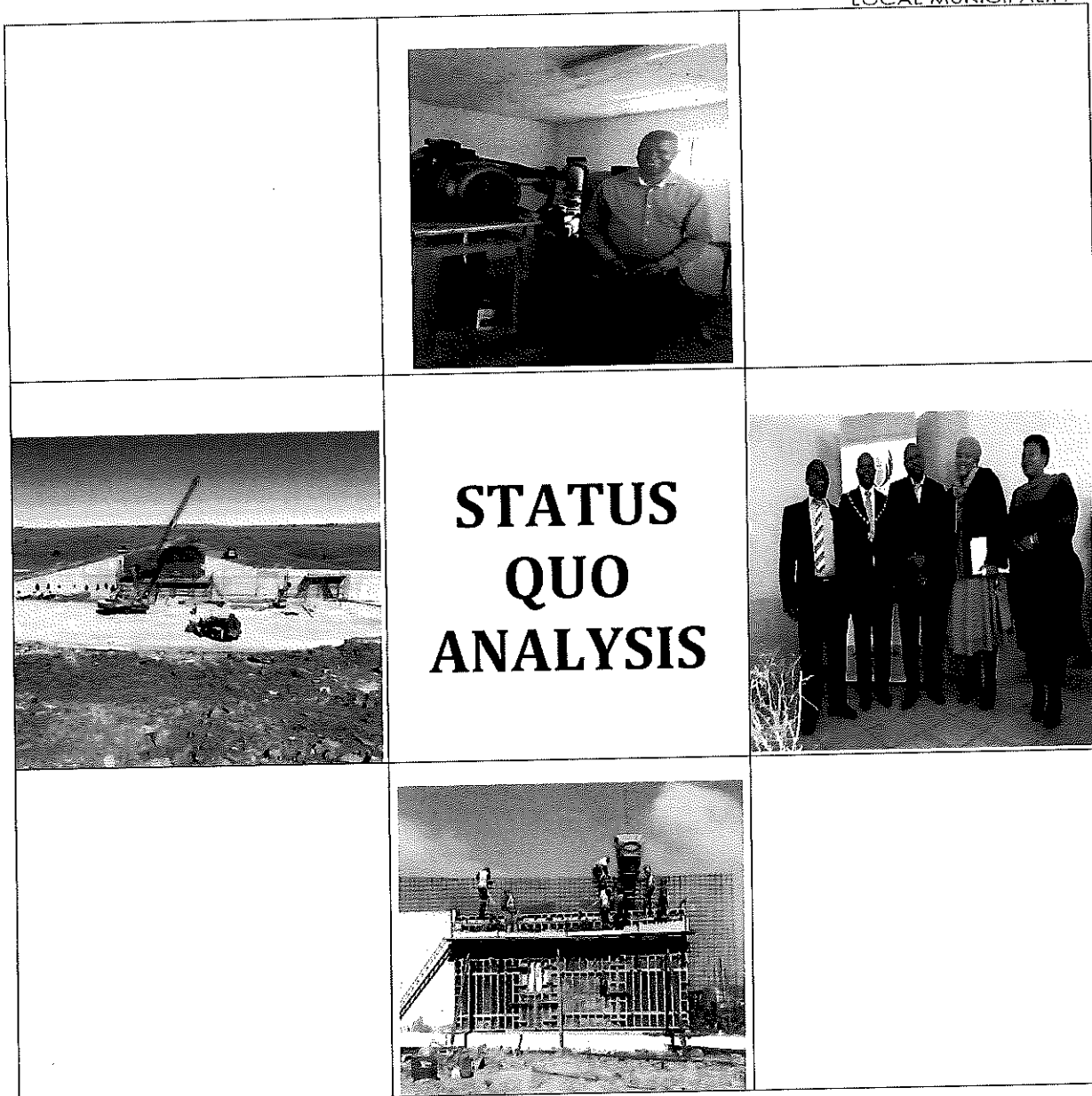
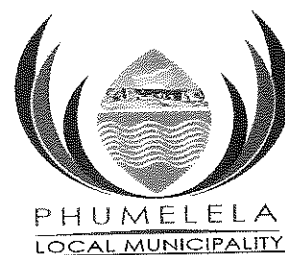
- Has been classified as a category B municipality in terms of the Municipal Structures Act, Act 118 of 1998
- Is a Water Service's Authority
- Has been classified as a vulnerable municipality that has to compile its IDP in terms of the Framework for simplified IDPs

1.7 Process Followed to Compile this IDP

The following were milestones in the process that was followed to compile this IDP:

- (1) An IDP Process Plan were approved by Council in 31 August 2017 however the municipality has not been able to implement the process plan due to time constraints
- (2) A meeting with IDP Representatives was convened.
- (3) Tabling of the IDP in council 31 March 2017
- (4) During the month of March comprehensive public engagement on the basis of the Draft IDP 2018-2019 was undertaken.

**PHUMELELA
MASIPALA MUNICIPALITY MUNISIPALITEIT**



2.1 Municipal Population, Functions and Environmental Overview

The Phumelela Local Municipality forms part of the Mofutsanyane District. It consists of 8 wards and covers an area of 7,550.4910 km². The terrain morphology indicates that the most eastern part of Phumelela, including Memel and a stretch of ground towards the northwest, consists of low mountains. The Warden and Vrede areas are strongly undulating irregular land. The whole Phumelela local municipality grounds falls in the drainage region.

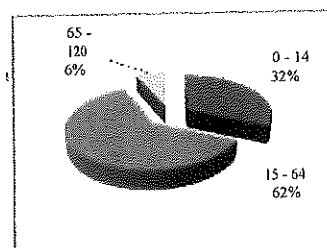
According to Community Survey 2016, there are 50 059 persons living in the Phumelela area of jurisdiction, translating into 14586 households; 92% of the population belongs to the Black African population group, 7% to the White population group, 1% to the Coloured population group. 52% of the population are females and 48% are male.

Figure / Table 1.1: Population details

Community Survey 2007

	Male	Female	Total	% of Total
0-4	1738	1821	3559	10%
5-9	1833	1917	3750	11%
10-14	1961	2165	4126	12%
15-19	1921	1812	3733	10%
20-24	1180	1732	2912	8%
25-29	1419	1117	2536	7%
30-34	1055	1010	2065	6%
35-39	1271	992	2263	6%
40-44	998	834	1832	5%
45-49	835	1207	2042	6%
50-54	666	1051	1717	5%
55-59	796	787	1583	4%
60-64	564	656	1220	3%
65-69	391	376	767	2%
70-74	187	408	595	2%
75-79	276	261	537	2%
80-84	39	184	223	1%
85-120	51	94	145	0%
Total	17181	18424	35605	

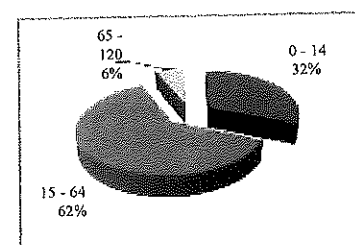
Age	Total Individuals	Age group as %
0-14	11435	32%
15-64	21903	62%
65-120	2267	6%



Census 2011

	Male	Female	Total	% Total
0-4	2616	2596	5212	11%
5-9	2545	2627	5172	11%
10-14	2389	2363	4752	10%
15-19	2263	2284	4548	10%
20-24	2340	2306	4645	10%
25-29	1971	1991	3962	8%
30-34	1741	1584	3324	7%
35-39	1408	1460	2868	6%
40-44	1240	1323	2563	5%
45-49	1063	1314	2377	5%
50-54	969	1219	2188	5%
55-59	855	1005	1861	4%
60-64	643	786	1429	3%
65-69	414	563	977	2%
70-74	323	476	799	2%
75-79	201	332	533	1%
80-84	97	216	313	1%
85-120	86	164	250	1%
Total	23164	24609	47773	

Age	Total Individuals	Age group as %
0-14	15136	32%
15-64	29765	62%
65-120	2872	6%



(Source: Stats SA)

Phumelela Age Groups Community Survey 2016

DC19: Thabo Mofutsanyane	115307	116811	231918	151558	158482	310041	77430	97315	174745	21872	41024	62886	366168	413432	779600	60.8
FS181 Setsoto	17804	17025	35790	22642	23315	46957	11003	14497	26010	3427	6448	9875	55537	62095	117632	63.5
FS182 Ditabeng	18967	19209	38175	27739	27549	55288	16909	10752	35321	4287	6973	11269	67262	72482	140044	64.6
FS183 Nketoana	8495	10052	18557	12769	12471	25240	6960	7627	14453	2016	3581	5699	31142	31751	64093	63.3
FS184 Maluti a Phofung	52741	54139	107079	67512	75123	142635	30783	83960	11732	6250	16946	26206	161275	192177	353452	82.6
FS185 Phumelela	7156	7244	14470	10118	9538	19616	5858	6035	11958	1477	2481	3968	24709	25345	50054	68.0
FS186 Mantsoa	1005	7053	26048	10778	10523	21301	5678	9521	12188	1494	2575	3979	25943	27683	53625	69.6

Taking into consideration Community Survey 2016, the total number of persons in the area has increased from 47 773 to 50059 and an increase in total number of households from 12 888 to 14586. This presents a challenge for the municipality in terms available resources to address additional resource requirements.

Figure / Table 1.2: Population trends

Population Trends	Census 2011	Community Survey 2016
Population	47773	50059
Households	12888	14586

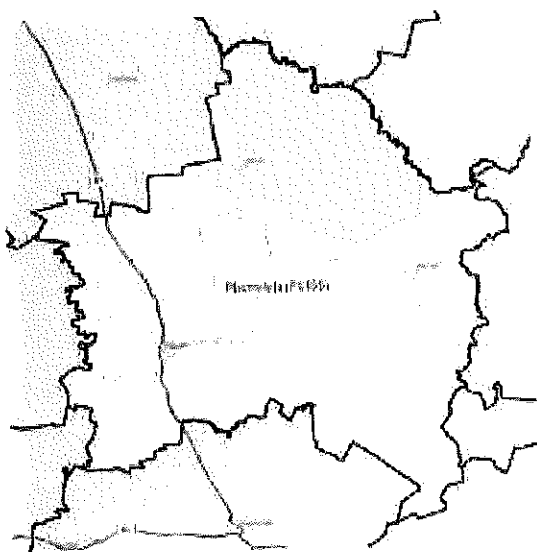
(Source: Stats SA)

Figure / Table 1.3: Demographic Profile

Population by Group and Sex

Province, District and Local Municipality	Black African			Coloured			Indian/Asian			White			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Free State	1225180	1269810	2514990	35042	37652	72695	4703	2898	7298	115042	125291	240333	1378995	1454748	2834744
Thabo Mofutsanyane	346763	392013	738776	2802	2984	5786	1667	1245	2912	14936	17190	32127	366168	413432	779600
Setsoto	50868	56950	107818	930	691	1520	579	661	1139	3254	3884	7149	55537	62095	117632
Ditabeng	61083	65194	126577	690	917	1608	257	139	396	5532	5931	11463	67502	72482	140044
Nketoana	29050	31293	60323	113	103	217	347	134	281	1792	2261	4073	31142	33751	64893
Maluti a Phofung	159814	190444	350258	232	291	523	203	61	266	1827	1374	2400	161275	192177	353452
Phumelela	22971	23519	46489	67	86	152	156	230	386	1516	1511	3027	24709	25345	50054
Mantsoa	22937	24374	47311	865	895	1760	326	119	444	1616	2194	3810	25943	27683	53625

Figure / Table 1.4: The Phumelela Environment



Jurisdiction	ERVEN/FARMS	SIZE (km ²)	% OF AREA
Vrede	5,525	49.00	0.65
Warden	2,378	12.02	0.15
Memel	1,716	18.29	0.24
Farmland	2,251	7,452.00	98.95
TOTAL	11,869	7,531.24	100

(Source: Census by Census 2001 from the Statistics SA, 2001)

The municipal area includes the following towns:

- Vrede
- Thembalihle
- Memel
- Zamani
- Warden
- Ezenzeleni

Figure / Table 1.11: Age groups in the Phumelela Municipality

	Census 2001 by municipalities and age group	Census 2011 by municipalities and age group
Age 0 – 4	5,546	5212
Age 5 – 9	5,847	5172
Age 10 – 14	6,458	4752
Age 15 – 19	5,881	4548
Age 20 – 24	4,529	4645
Age 25 – 29	3,729	3962
Age 30 – 34	3,217	3324
Age 35 – 39	3,058	2868
Age 40 – 44	2,712	2563
Age 45 – 49	2,280	2377
Age 50 – 54	1,915	2188
Age 55 – 59	1,444	1861
Age 60 – 64	1,402	1429
Age 65 – 69	1,048	977
Age 70 – 74	843	799
Age 75 – 79	440	533
Age 80 – 84	363	313
Age 85+	195	250
	50,907	47773

(Source: Census 2001 & 2011)

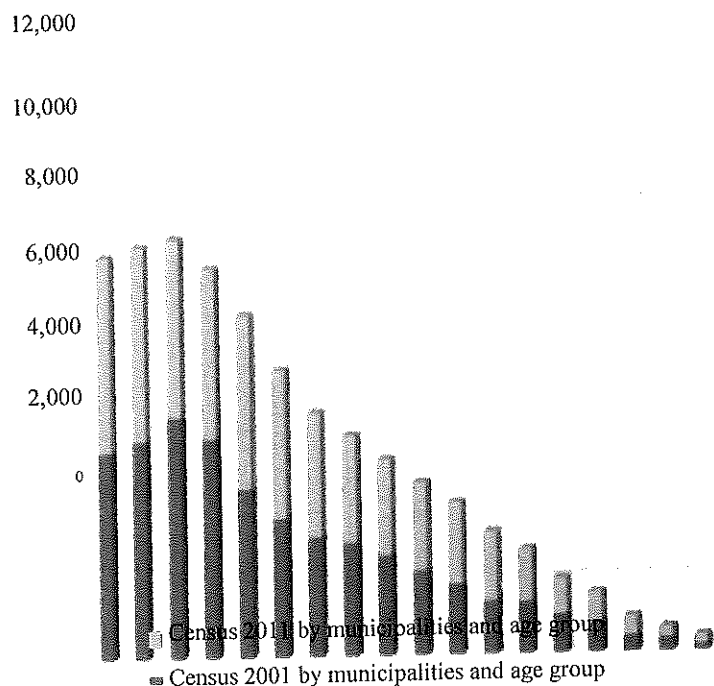
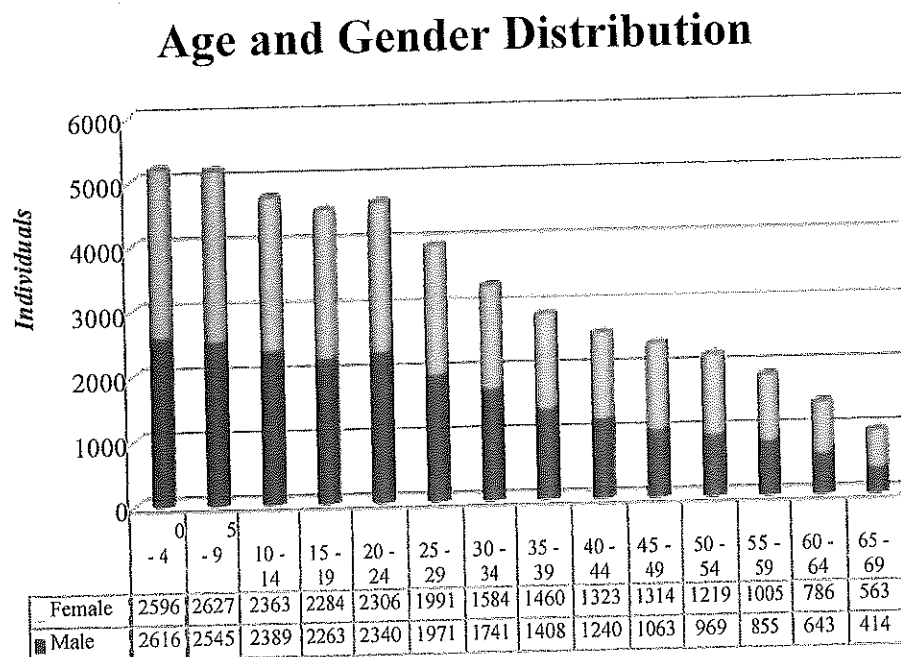


Figure / Table 1.12: Population according to gender



(Source: Census 2011; StatsSA)

	Male	Female
FS195: Phumelela		
0 - 4	2616	2596
5 - 9	2545	2627
10 - 14	2389	2363
15 - 19	2263	2284
20 - 24	2340	2306
25 - 29	1971	1991
30 - 34	1741	1584
35 - 39	1408	1460
40 - 44	1240	1323
45 - 49	1063	1314
50 - 54	969	1219
55 - 59	855	1005
60 - 64	643	786
65 - 69	414	563

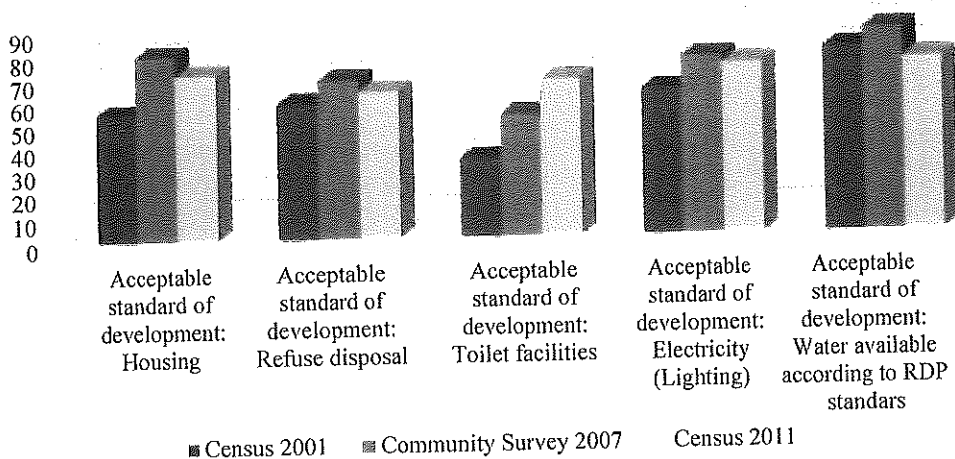
2.2 Service Delivery Overview

Figure / Table 1.13: Basic Services Overview

Performance Indicator: Basic Services	Percentage (%)		
	Census 2001	Community Survey 2007	Census 2011
Acceptable standard of development: Housing	56.19	81.51	72.98
Acceptable standard of development: Refuse disposal	60	70	65
Acceptable standard of development: Toilet facilities	35	54	69
Acceptable standard of development: Electricity (Lighting)	64	78	75
Acceptable standard of development: Water available according to RDP standards	81	89	76

(Source: Stats SA)

Figure / Table 1.14: Basic Services Overview (2)



(Source: Stats SA)

Figure / Table 1.15 Access to water

Province, District and Local Municipality	Main source of water for drinking													
	Piped (tap) water inside the dwelling/ house	Piped (tap) water inside yard	Piped water on communal stand	Borehole in the yard	Rain-water tank in yard	Neighbour tap	Public communal tap	Water-carrier tanker	Borehole outside the yard	Flowing water/ stream/ river	Well	Spring	Other	Total
Thabo Mofutsanyane	82837	180378	5287	1959	419	4543	4511	9488	3106	888	411	986	1260	248171
Setsoke	6893	27667	264	829	29	379	804	26	1443	35	49	15	279	37388
Chibabeng	19757	22004	2075	281	38	133	1384	466	383	43	140	79	65	48857
Nkomoana	2950	14163	667	122	-	213	271	31	65	-	-	-	-	19684
Matluf a Phofung	24704	68884	1606	376	333	3482	1506	8889	415	657	222	635	762	110725
Phumolela	4092	8535	465	76	20	331	327	343	124	107	-	47	146	14568
Marekopa	4781	11034	11	267	-	28	-	82	674	48	-	11	26	18251

- The municipality is in the process of servicing all the proclaimed erven in extension 4 Thembalihle. The area has been serviced with water and the province is funding the outstanding 998 houses with sewer. Free State COGTA is funding Roads and storm water infrastructure and construction of 3.6 km paving in Ext 4 3. COGTA assisted with the construction of 3.8km paved road.
- The Warden / Ezenzeleni area is generally well serviced with water and only 336 households make use of communal standpipes for their daily water supply.
- The Municipality has implemented the following projects for bulk water supply, water treatment works, a pump station including a pipeline, and a reservoir.
- The Warden dam project is under construction, with estimate time of completion scheduled for March 2018.
- Within Memel / Zamani, 86% of erven are serviced with piped water in the yard. Approximately 350 households depend on communal standpipes and municipality also supply water using water tank.
- The rural areas mostly make use of fountains and boreholes as water source, amidst difficulties experienced with water supply from farm owners. In some cases surrounding farm workers access water from communal stands in nearby urban areas.
- Municipality also supply water to farm dwellers using Municipal water truck, 9 farms are attended by municipal water truck.

Status of the Municipality in terms of key water-related legislative requirements

- The Water Services Development Plan has not been reviewed and updated in 2007
- The Municipality is a water services authority

Figure / Table 1.16: Analysis of the function in terms of the requirements for simplified IDPs (Water)

Requirement in terms of the Simplified IDP Framework	Status
Indicate the status of the Water Services Development Plan	<ul style="list-style-type: none"> The WSDP needs updating and reviewal. It is part of the MISA integrated support program, letter was sent to MISA July 2016
Indicate the national target for this service	<ul style="list-style-type: none"> 100% access to basic level of service (within 200m walking distance from dwelling) by 2019
Number / percentage of households without access at all, with below standard access and with access	<ul style="list-style-type: none"> None
Indicate all areas or settlements without access in terms of the basic service standards and provide for lack of service	<ul style="list-style-type: none"> None
Indicate all areas or settlements with an unreliable service and provide reason for This	<ul style="list-style-type: none"> The Water demand for Memel Zamani is higher than the available infrastructure resulting in services not being able to be delivered 24 hours sustainably. The present water project will serve as a medium term measure to address the problem. In the long term bulk water services have to be augmented.
	<ul style="list-style-type: none"> In Warden Ezenzeleni there is normal water shortage just before rainy session and the bulk water project in under construction to mitigate the shortage of water in Warden-Ezenzeleni
Indicate the approved service level for the municipality informed by the Spatial Development Framework (SDF)	<ul style="list-style-type: none"> None
Indicate whether the municipality is the service authority or not Indicate whether the municipality is the service	<ul style="list-style-type: none"> Water Services Authority
	<ul style="list-style-type: none"> Registered indigents receive free basic services.
Status of the provision of the basic services indicate other challenges that are not highlighted above	<ul style="list-style-type: none"> Lack of base-line (status quo) information
	<ul style="list-style-type: none"> Registered indigents receive free basic services.
	<ul style="list-style-type: none"> Lack of base-line (status quo) information
	<ul style="list-style-type: none"> Operations and maintenance plan not currently available.
Availability and status on the operations and maintenance plan	<ul style="list-style-type: none"> Operations and maintenance plan not currently available
Availability and status on the operations and availability of water to other associated	<ul style="list-style-type: none"> All clinics and schools in the area have access to water.

Water Settlements	Number of Households	Above RDP	Below RDP	Challenge / Risk	Intervention required	Status Quo
WARDEN	3887	Services are at acceptable standards	N/A	Insufficient trained personnel. Lack of adequate funds to properly maintain infrastructure. Ageing infrastructure resulting in huge repairs and maintenance expenditure. Water Service Development Plan not reviewed since 2004	Training of personnel who are purifying the water. Building the acceptable purification plant. Replacing the old infrastructure	All households in formal townships have access to water according to national standards. Ageing infrastructure is putting huge pressure on the capacity of municipality to maintain access standards. The Warden/ Ezenzeleni area is generally well serviced with water and only about 336 and 94 households make use of communal standpipes for their daily water supply. Within Memel/ Zamani 86% of even are serviced with water and approximately 350 households depend on communal standpipes or have gather water delivered by municipal truck. The rural areas mostly make use of fountains and boreholes as their water source, due to difficulties experienced with water supply from farm owners. In some cases surrounding farm workers even collect water from communal stands in nearby urban areas. Municipality also supplies water using water tank.
VREDE	4833	Services are at acceptable standards	N/A		Training of personnel who are purifying the water. Increase the reservoir due to more township development. Replacing the old infrastructure.	
MEMEL	2945	Services are at standards			Process controllers were trained who are purifying the water. Replacing the old infrastructure. Build a water purification plant that will cater for the whole community due to the new township development	

INSERT PICTURE

2.3 Sanitation

The bucket system is still the main prevalent method of sanitation in the district only second to waterborne systems. The eradication of the bucket system is a high government priority. All other forms of sanitation need to adhere to standards set by the Departments of Water Affairs and Forestry and Health standards.

In general the bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. Before any major internal sanitation upgrading can be considered, the bulk infrastructure will need to be upgraded to accommodate such expansions.

Figure / Table 1.17: Access to sanitation

Province, District and Local Municipality	Main type of toilet facility used										Total
	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion, enviroloo, etc.)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	Other	None	
Free State	663809	18526	19883	84462	108599	1802	24131	11050	15526	18884	946538
DC19: Thabo Mofutsanyane	193788	7120	7092	26409	82141	888	8493	3352	3302	3572	246171
Seasido	23004	1621	51	552	1443	504	7897	718	684	550	37388
Onibheng	37778	1454	783	11391	3932	155	526	714	198	249	46957
Nkomoana	15346	997	707	232	1820	30	180	294	121	354	19984
Maluti a Phofung	32883	2004	5473	23437	40545	102	28	1420	1500	1865	130725
Phumelela	9412	613	35	528	3025	-	13	188	187	406	14588
Marikopa	144779	261	38	428	299	-	853	30	531	144	145511

The bulk sanitation infrastructure in Warden-Ezenzeleni is insufficient for any future expansion or is close to reaching its full potential in the near future.

- The soon to be finalized Water Services Development Plan makes provision for bulk infrastructure development.
- Waste water treatment to be addressed in the Water Services Development Plan.
- Provision is made on the staff establishment for a Sanitation Section that is adequately resourced.
- Inadequate budget to achieve the national target of providing basic sanitation to all households by 2019, municipality had signed the SLA with bloemwater for bucket eradication in Memel-Zamani.
- The municipality's resource capacity to deal effectively constraints with waste water treatment limit its requirements.
- The bulk sewerage in warden is over capacitated and operating at 130%. There are 655 houses that are using septic tanks in warden and cannot be connected to the bulk sewerage. The latter is expensive for the municipality to maintain.
- The oxidation ponds in Memel-Zamani was refurbished and four of twelve oxidation pond is in working condition.

Figure / Table 1.18: Analysis of the function in terms of the requirements for simplified IDPs (Sanitation)

Requirement in terms of the Simplified IDP Framework	Status
Indicate the status of the Water Services	<ul style="list-style-type: none"> • Outdated and needs to be reviewed. The Municipality does not have the resource to review the WSDP at this stage
Indicate the national target for this service	<ul style="list-style-type: none"> • 100% access to basic level of service
Indicate all areas or settlements without access	<ul style="list-style-type: none"> • The informal settlements in the areas do not have access to the service. It is the policy of the municipality to focus on eradication informal settlements as part of the outcome 8 initiative, rather than to try and provide services in informal areas
Type of sanitation systems which are available in the municipality and areas where they are found	<ul style="list-style-type: none"> • Full waterborne systems (in most formal settlements). These systems are also installed in new service stands.
Indicate all areas or settlements with an unreliable service and provide reasons for this	<ul style="list-style-type: none"> • Terms of sustainable services. DWS has done a status quo analysis, Wadern, Ezenzeleni Vrede, Thembalihle and Memel has acceptable access. • Zamani has 831 stands connected to bulk sewer network by 2016/2017 financial year and the rest still not connected.

Requirement in terms of the Simplified IDP Framework	Status
	<ul style="list-style-type: none"> • Operation of current infrastructure have certain environmental risk due the age thereof (pumping station, as well as treatment works). • Memel –Zamani needs new treatment works and water source for sustainable water supply. • Memel-Zamani, upgrading of oxidation ponds • Purification works in Warden are current being addressed and the contractor is on site constructing the dam. • Memel-Zamani water treatment work was upgraded, Eskom to upgraded the transformer for required electricity supply. • The plant will be in operation by 2017/2018 financial year • Lack of public toilet facilities deter tourists
Indicate the approved service level for the municipality informed by the Spatial Development Framework (SDF)	<ul style="list-style-type: none"> • The approved level is access to bulk services (serviced stands). The municipality informs future service planning.
Indicate whether the municipality is the service authority or not	<ul style="list-style-type: none"> • Water Services Authority
Status of the provision of the basic services	<ul style="list-style-type: none"> • Registered indigents receive free basic services.
Indicate other challenges that are not highlighted above	<ul style="list-style-type: none"> • Lack of base-line (status quo) information
Availability and status on the operations and maintenance plan	<ul style="list-style-type: none"> • Operations and maintenance plan not currently available. • Water Treatment master plan required to inform strategic management and control of waste water management
Availability of water to other associated facilitated such school, clinics, police stations	<ul style="list-style-type: none"> • All schools in the area have access to basic level of sanitation.

Figure / Table 1.19: Analysis of the function in terms of levels of access (Sanitation)

Sanitation Settlements	Number of Households	Above RDP	Below RDP	Challenge / Risk	Intervention required	Status Quo
WARDEN	3887	Acceptable standard and used water borne system	N/A	Government' Replace old through the MIG and EPWP will enable the municipality to address	Replace old infrastructure and ensure that spillage is attended as a matter of urgency	In general the bulks sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. Before any major internal sanitation upgrading can be considered, the bulk infrastructure will need to be upgraded to accommodate such expansions. The bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. The municipal resource constraints limits its capacity to deal effectively with waste water treatment requirements
VREDE	4833	Acceptable standard and used water borne system	N/A	sanitation of the short, medium and long term Waste water treatment to be addressed in the Water Services Development Plan, but the Plan has not been updated since 2007 Inadequate budget to achieve the national target of providing basic sanitation to all households by 2010 The municipal capacity in terms of infrastructure maintenance and upgrading are limited	Replace old infrastructure and ensure that spillage is attended as a matter of urgency	
MEMEL	2945	Only 150 houses uses water borne system	The rest are using pit latrine		Replace old infrastructure and ensure that spillage is attended as a of urgency	

INSERT PICTURE

Figure / Table 1.20: Access to toilet facilities

Distribution of households by toilet facility and geography

Geography	Toilet facility							Toilet facility %				
	Flush toilet	Pit toilet	Chemical toilet	Bucket toilet	None	Other	Flush toilet	Pit toilet	Chemical toilet	Bucket toilet	None	Other
Thembalihle	3667	380	1	50	52	15	88	9.1	0	1.2	1.2	0.4
Vrede	665	-	4	5	6	8	96.6	-	0.6	0.7	0.9	1.2
Memel	183	39	1	-	6	1	79.6	16.8	0.5	-	2.4	0.6
Zamani	187	1309	8	7	85	6	11.7	81.7	0.5	0.4	5.3	0.4
Zenzeleni	2187	276	2	7	88	7	85.2	10.8	0.1	0.3	3.4	0.3
Warden	555	55	12	5	13	1	86.5	8.6	1.8	0.8	2.1	0.2
Phumelela	8068	3299	68	88	801	565	62.6	25.6	0.5	0.7	6.2	4.4

Data source: Statistics South Africa,
Census 2011

The Phumelela Municipality falls in the category where refuse removal services is classified as moderate.

Most towns experience problems with the management of their waste disposal sites, and do not adhere to the requirements of the Department of Water Affairs. A plan to establish a regional framework for effective waste disposal, including the possibility of regional dumping sites and how to deal with toxic waste, is required.

All the urban areas are serviced, with refuse removal on a weekly basis. However, the effective and co-ordinated functioning of this service will have to be addressed. The equipment used for removal (mostly a tractor and trailer) are old and in poor condition.

Each of the urban units has one waste disposal site. However, the capacity and condition of two of these sites need to be improved as soon as possible. The Vrede site is located near the airstrip and is not fenced in, (because of theft). Furthermore the site has insufficient capacity for even short-term use. The site within Memel is situated close to the Pampoenspruit, which is a tributary to the Seekoeivlei wetland area. This site is also unfenced as a result of theft, and will have to be expanded or relocated for addition future of an demand incinerator.

Access to Refuse Removal

Province, District and Municipality	Refuse removal							Total
	Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Owri refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other	
Free State	669477	36019	33928	7242	165624	37494	6854	946638
Thabo Mofutsanyane	120155	4208	12325	1807	86991	17327	3657	246171
Setsoto	21705	995	2037	154	10159	1792	545	37388
Ditlhabeng	38611	545	1708	952	4254	656	131	46857
Nketoana	16068	359	545	44	2039	355	254	19064
Matuli a Phofung	23361	1159	5682	278	65648	12181	2415	110726
Phumelela	8891	1016	123	12	2504	1734	216	14586
Mantsopa	11620	133	2231	87	2297	809	96	16961

Table 1.21: Numbers distribution of households by type of refuse removals (number of households)

Figure / Table 1.22: Analysis of the function in terms of the requirements for simplified IDPs (Waste Management)

Requirement in terms of the Simplified IDP Framework	Status
Waste Management	
Status of the Integrated Waste Management Plan	<ul style="list-style-type: none"> No Integrated Waste Management Plan available. The municipality has compiled an internal document to guide its waste management services and priorities, based on legislative requirements
Percentage of people accessing the service	<ul style="list-style-type: none"> Level of access = 100% to registered erven
Strategies employed to reduce, re-use and recycle	<ul style="list-style-type: none"> No such strategies are in place. The municipality does not have the capacity and resources to render the service beyond basic levels of regular refuse removal.
Service rendered internally or externally	<ul style="list-style-type: none"> Service rendered internally
Waste Removal	
National target for this service	<ul style="list-style-type: none"> All households receiving at least basic level of services.
Service levels adopted in relation to the SDF	<ul style="list-style-type: none">
Areas without solid waste removal at all and reasons for lack of access	<ul style="list-style-type: none"> The informal settlements in the areas do not have access to the service. It is the policy of the municipality to focus on eradication informal settlements as part of the Outcome 8 initiatives, rather than to try and provide services in informal areas.
Areas with solid waste removal and the frequency of the removal and the reliability of the service	<ul style="list-style-type: none"> The municipality is providing waste removal services in all three towns
Waste Disposal	
Status of waste disposal	<ul style="list-style-type: none"> Landfill site in Memel-Zamani is not registered and illegal sites are too close to residential areas (health hazard), Service provider to do public Participation on the 4 April 2018
Resources available to support the delivery of the service in terms of the following - personnel, skills and other related requirements	<ul style="list-style-type: none"> Adequate to sustain current level of services.

Figure / Table 1.23: Analysis of the function in terms of levels of access (Waste Management)

Refuse Removal Settlements	Number of Households	Above RDP	Below RDP	Challenge / Risk	Intervention required	Status Quo
WARDEN	3887	Acceptable standard and is removed once a week	Only on the informal settlement	Environmental unsafe dumping sites: too close to residential areas and located on private land. Due to a lack of resources and capacity, the municipality will not be able to compile its own integrated waste management plan in the short to medium term. Inadequate resources in terms of budget and human requirements of the Department of Water Affairs. A plan to establish a regional framework for effective waste disposal, including the possibility of regional dumping sites and how to deal with toxic waste, is required.	Refuse removal trucks are needed to ensure that at least refuse is removed twice a week	The Phumelela Municipality falls in the category where refuse removal services is classified as unsatisfactory. Most towns experience problems with the management of their waste disposal sites, and do not adhere to the requirements of the Department of Water Affairs. A plan to establish a regional framework for effective waste disposal, including the possibility of regional dumping sites and how to deal with toxic waste, is required.
VREDE	4833	Acceptable standard and is removed once a week	Only on the informal settlement		Refuse removal trucks are needed to ensure that at least refuse is removed twice a week	
MEMEL	2945	Acceptable standard and is removed once a week	Only on the informal settlement		Refuse removal trucks are needed to ensure that at least refuse is removed twice a week	

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Table 1.25: Comparative perspective on energy sources, based on the results of Community Survey 2016

Access to Electricity

Province, District and Local municipality	Household access to electricity									Total
	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. con	Connected to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity	
Free State	108973	761009	17676	2466	209	992	179	4786	50349	946636
Thabo Mofutsanyane	23256	197654	6154	592	123	433	38	1252	16669	246171
Setsotho	2660	30401	1589	53	12	137	-	263	2272	37388
Ditlhabeng	2913	37519	1714	210	38	45	-	120	4297	46857
Nketoana	1367	16285	204	66	-	130	-	21	1591	19664
Maluti a Phofung	13165	89948	1734	87	20	16	16	649	5088	110725
Phumelela	1286	10263	74	13	54	46	22	151	2677	14586
Mankopje	1865	13238	838	162	-	59	-	47	742	16951

- ESKOM is providing electricity in Vrede-Thembalihle, Memel-Zamani and municipality provide electricity in Warden-Ezenzeleni
- Municipality in collaboration with Eskom is going to install split meters in Warden-Ezenzeleni.

A change in cost recovery and the current subsidization policy has made it very expensive to electrify the rural areas, which include farms and farming communities that are in need of basic power supply

Figure / Table 1.26: Analysis of the function in terms of the requirements for simplified IDPs (Electricity)

Requirement in terms of the Simplified IDP Framework	Status
Status of the Energy Plan	<ul style="list-style-type: none"> • Not available. The municipality does not have the resources to develop an Energy Plan. • Electricity Maintenance Manual completed. • Electricity audit has been conducted by Eskom in Warden-Ezenzeleni
National target for the service	<ul style="list-style-type: none"> • All registered households to have access to minimum basic level Of Services.
Areas without access to electricity or other forms of energy	<ul style="list-style-type: none"> • Only informal areas. The policy of the municipality is to eradicate informal settlements, and with that provide serviced stands with access to basic services.
Areas with access to electricity and the reliability thereof	<ul style="list-style-type: none"> • Eskom is providing electricity Vrede-Thembalihle, Memel-Zamani and municipal supply electricity in Warden-Ezenzeleni • A service provider has been appointed for operation and maintain on the network in Warden and Ezenzeleni for
Other challenges	<ul style="list-style-type: none"> • Electricity infrastructure in Warden and Ezenzeleni has been maintained by construction of 11Kv substation, replacement of transformer • Tempering with electricity infrastructure-remove illegal connections and correction at payment of re-connection fees • High volume of distribution losses

• Identification and implementation of renewable energy options

Electricity Settlements	Number of Households	Above RDP	Below RDP	Challenge / Risk	Intervention required	Status Quo
WARDEN	3887	Acceptable Standard	N/A		That the electricity network has been upgraded Transformers were replaced with the new one - New established township need to be electrified after houses are build	Electrical network is maintained. Refurbishment of the electricity network in Warden on going Upgrading of transformers were done, enforcement - remove illegal connections and correction at payment of re-connection fees Conversion to prepaid meters.
VREDE	4833	Acceptable Standard	N/A	Lack of adequate expertise in terms of electricity. Due to the lack of expertise and resources no alternative energy options can be considered in the foreseeable future. Cost recovery Power failure especially during thunderstorms. Weak network. Limited infrastructure	Street lights network need to be replaced - New established township need to be electrified	ESKOM is primarily responsible for providing electricity in the municipal area. Increased access to high-mast lights. Close cooperation with ESKOM to facilitate increased access to electricity as a source of energy is priority for the municipality
MEMEL	2945	Acceptable Standard	N/A		Street lights network need to be replaced - New established township need to be electrified	

Status of the Municipality in terms of key electricity-related legislative requirements

- No Energy Plan in place. The municipality does not have adequate funds to commission the compilation of such a plan during the 2017-2022 IDP cycle
-

2.4 Streets & Stormwater

Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time.

There are two railway lines operating in the Phumelela vicinity. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the poor condition of the streets and storm water drainage in the townships. In most of the townships, streets are in poor conditions with very little water drainage systems. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.

The older roads within Vrede/ Thembalihle were tarred in 1992, although now deteriorating at a notable rate. The biggest threat to road maintenance in Vrede is the absence of proper bulk storm water drainage systems. The roads within certain areas of Thembalihle are regarded as the worst in the region.

The situation in Memel/ Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient storm water drainage. The main problem in this area is the dilapidated and unsurfaced state of access roads, especially in Zamani.

Where both Thembalihle and Zamani have a small portion of tarred ring roads, Ezenzeleni has no tarred roads at all, and 12Km paved road

There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

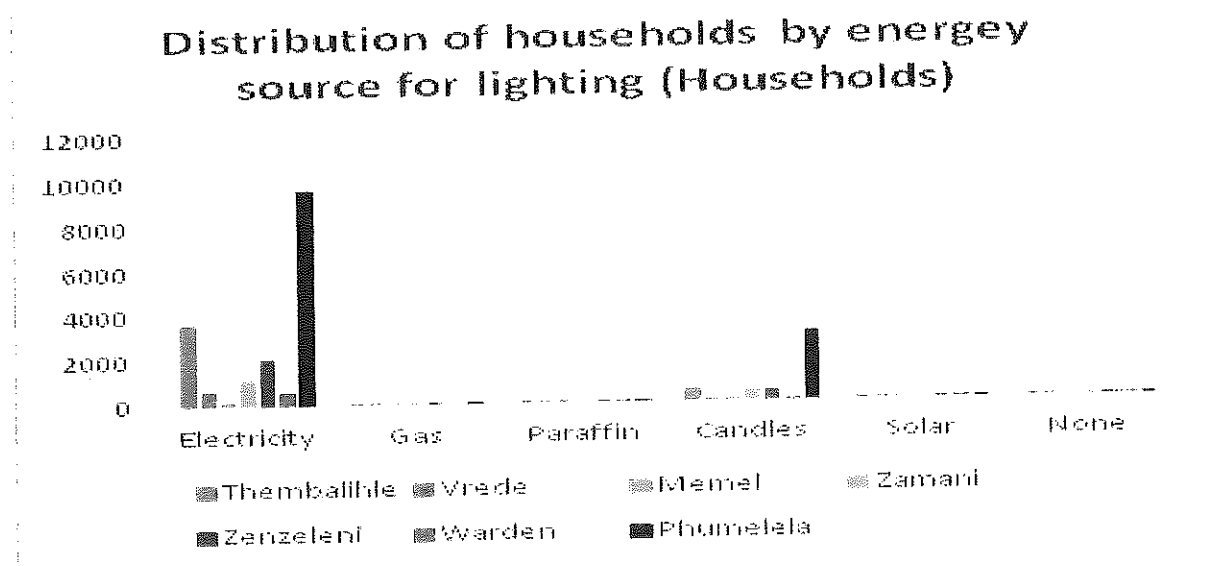
Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the poor condition of the streets and storm water drainage in the townships. In most of the townships, streets are in poor conditions with very little water

drainage systems. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.

The older roads within Vrede/ Thembalihle were tarred in 1992, although now deteriorating at a notable rate. The biggest threat to road maintenance in Vrede is the absence of proper bulk storm water drainage systems. The roads within certain areas of Thembalihle are regarded as the worst in the region.

The situation in Memel/ Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient storm water drainage. The main problem in this area is the dilapidated and unsurfaced state of access roads, especially in Zamani.

Table 1.27: The electricity provision in Phumelela



(Source: Municipal records)

Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time.

There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

Figure / Table 1.27: Analysis of the function in terms of the requirements for simplified IDPs (Streets and Stormwater)

Requirement in terms of the Simplified IDP Framework	Status
Streets (Roads)	
Status of the Integrated Transport Plan	<ul style="list-style-type: none"> • Not available • Municipality aims to develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues) • Integrated Roads and Stormwater Master Plan approved
Council approved service levels in relation to	<ul style="list-style-type: none"> •

Requirement in terms of the Simplified IDP Framework	Status
the SDF	
Status of arterial roads / internal roads	<ul style="list-style-type: none"> • Access roads are priorities • Streets and stormwater network is too large to operate and maintain properly with available funds • Ageing tar roads became dysfunctional • There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem • Some roads are used by heavy vehicles –attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.
Status of the operations and maintenance	<ul style="list-style-type: none"> • No operation and maintenance plans in place
Resources / capacity	<ul style="list-style-type: none"> • MIG funds negotiated to address internal roads in settlements • Inadequate internal capacity to properly address needs
Stormwater	
Approved service level	<ul style="list-style-type: none"> • None
Areas without the service	<ul style="list-style-type: none"> • Most areas in the municipality has none, or inadequate stormwater infrastructure
Status with regard to maintenance	<ul style="list-style-type: none"> • No formal plans in place
Availability of a storm water management plan or system	<ul style="list-style-type: none"> • None

Figure / Table 1.28: Analysis of the function in terms of access levels (Streets and Stormwater)

Settlements	Approved service level	Level available in the area	Maintenance	Included in operation and maintenance plan or schedule	Intervention required	Status Quo
WARDEN	6.0km	Yes	Municipality is responsible	Yes	That more gravel road need to be paved	<p>Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles secondary roads are more frequented by overloading trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time. There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden. Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community. health emergency and educational services. In the urban areas the main problem is the poor condition of the streets and stormwater drainage in the township. In most of the townships, streets are poor water drainage systems. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way. The older roads within Vrede/ Tembalinghe were tarred in 1992, although now deteriorating at a notable rate.</p>
VREDE	3.5km	Yes	Municipality is responsible	Municipality is responsible	Municipality is responsible	
MEMEL	2km	Yes	Municipality is responsible	Municipality is responsible	Municipality is responsible	

MIG funds negotiated to address internal roads in settlements access roads are priorities. Streets and stormwater network is too large to operate and maintained properly with available funds Ageing tar roads become dysfunctional. There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem. Some roads are used by heavy vehicles - attention must be given to allocate specific roads to heavy vehicles to keep the out of the CBD areas of the main towns.

Status of the Integrated Transport Plan

- No Integrated Transport Plan is in place and the municipality does not have the funds to commission its compilation during the 2012-2017 IDP cycle

2.6 Social Profile

Table 1.29: Highest educational level

Persons	2001	1996
No Schooling	6 744	6 269
Some Primary	7 621	6 646
Complete Primary	1 863	1 554
Secondary	6 184	4 971
Grade 12	3 473	1 928
Higher	1 289	71

(Municipal Demarcation Board, Census 2001)

ITEM	Vrede	Memel	Warden	Rural Areas
Regional Hospital	Monapo Regional Hospital			
District Hospital	Vrede hospital which is equipped with 32 beds, theatre services, a mortuary (6 corpses) and laundry services.			
Community Health Centre	None			
Fixed Clinics	12			
Mobile clinics	1 team; 20 routes 4 weekly	0	0	0
Vehicles	18 Government vehicles, 2 Subsidised vehicles (includes Harrismith)			
Emergency Medical Services	3	0	2	0
Radiographic Services	Make use of Harrismith Hospital –X-Ray machine and 1 radiographer			
Laboratory Services	Make use of SAIMR (Bethlehem)			
Rehabilitation Services	Services available in QwaQwa			
Drug Depot	None, make use of those in Bloemfontein			
Oral health services	1	0	0	0
Environmental Health Services	Sessions once a month in Warden.			
Nutrition Programmes	Only on District Level			
Pharmaceutical services	1	0	0	0
District Office Seat	QwaQwa			
District Health Services: Personnel	36			
Local Authority: Personnel	44			

Sessional Medical Officers	3	0	0	0
Community Medical Officers	None (Harrismith - 2)			
Full time medical officer	None (Harrismith -2)			
Administration and support centres	Yes	-	-	-
Health Forums	None			
Voluntary Care Groups	None			
Contract Services	Stationary Purchase of Equipment Service of Equipment Medical Supplies Transport			
Traditional Healer Structure	Yes -3			

(Phumelela Health Services and Facilities Source: Department of Health, 2002)

There is inadequate sport and social facilities, in the region, and that contributes to the social problems experienced in most of the communities. Unemployed youth loiter in the street and recreational facilities and programs must be implemented to direct their behaviour towards active participation and to serve as a deterrent to unsociable and criminal behaviour. Sport does have the potential to unite communities across cultural and racial boundaries and all inhabitants must be encouraged to participate in sport and social activities. It is therefore essential to improving on creating the necessary infrastructure and facilities in both urban and rural areas. Although effective recreation activities, such as sport support development, there is only 1 sport centre in the district. There is no disaster management center in the district. The challenges recorded in the FSPGDS include:

- The transfer of firefighting services to the district municipality
- Establishment of fire protection areas
- Establishment of firefighting services
- Procurement of firefighting equipment

2.7 Safety and Security

Table 1.30: Crime profile, Vrede, Warden and Memel (2008/2009)

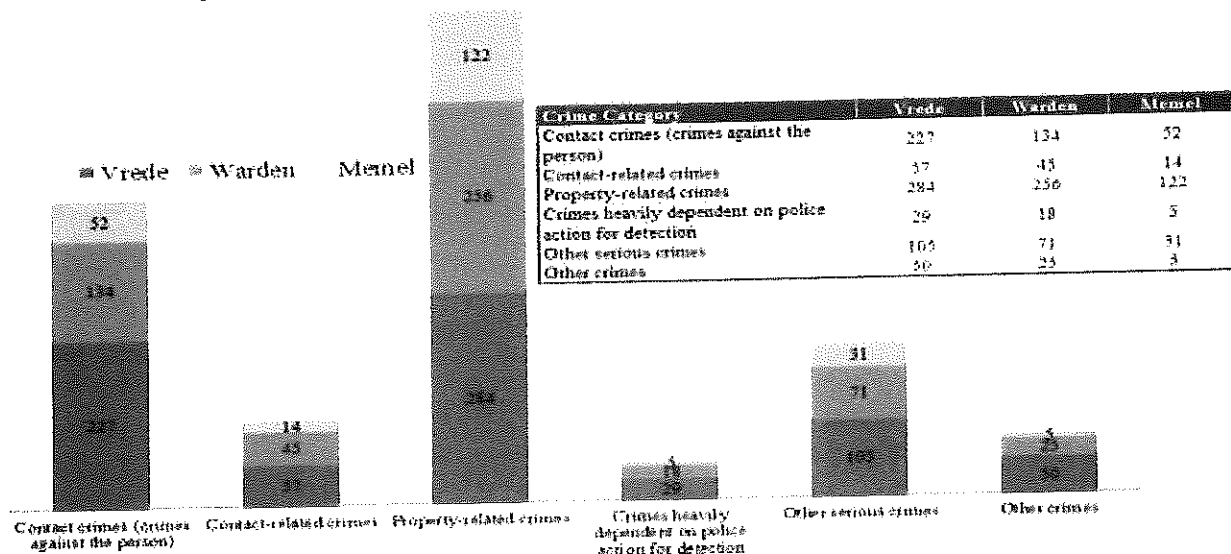


Table 1.31: *Safety and Security*

Unit	South African Police Service	Flying Squad	Neighbourhood Watch	Detective Unit
Vrede	Yes	No	Yes	Yes
Thembalibhe	Yes	No	No	Yes
Memel	Yes	No	No	Yes
Zamani	Yes	No	No	Yes
Warden	Yes	No	No	Yes
Ezenzeleni	Yes	No	No	Yes

(Safety & Security Source: Phumelela Municipality, 2002)

According to the Municipality's, the following Spatial trends are evident Development in the Fr Phumelela Municipal area:

- Within the urban areas, crimes associated with alcohol abuse and vandalism is on the increase
- Housebreaking in Warden and Memel is increasing;
- Within Warden an increase in rape and truck hi-jacking is taking place owing to the high transport industry within the area; and
- Within the rural areas, stock theft is constantly increasing and personal attacks on farms are emerging

2.8 Cemeteries and Graveyards

Cemeteries and Graveyards

Phumelela LM

Cemeteries form part of authorizations for implementation by local municipalities in the district. The general management of cemeteries is a problem and in most cases there is a lack of funds to ensure effective maintenance and care of cemeteries. The high rate of HIV and AIDS in the region is reaching alarming proportions and need to be considered in the planning for cemeteries. In general the combination of old cemeteries and the increase in the number of local deaths (caused by HIV/AIDS and burials from other areas with insufficient cemeteries) is increasing the pressure on the existing facilities. In Vrede the two cemeteries, currently in use, are completely full and not properly developed. A site of approximately 5 hectares has been provided in Extension 4 and the speedy development thereof should be sufficient for short-term future demand. The

cemeteries found in Zamani are completely occupied while the cemetery in Memel has sufficient space at the current rate of occupation. Within Ezenzeleni there are two cemeteries, of which one is already reached maximum capacity and the other is expected to be filled completely during the current financial year. The cemetery in Warden has sufficient space available for future demand. The bulk electrical network is well established specifically around Thabo Mofutsanyane area. Eskom serves all towns in the District Municipal area and therefore sufficient bulk infrastructure is available to service the whole area. However, a change in cost recovery and the current subsidization policy has made it very expensive to electrify the rural areas, which include farms and farming communities that are in need of basic power supply.

2.9 Housing

Table 1.32: Access to housing

Percentage distribution of households by type of main dwelling		
Indicator	Census 2007	Community Survey 2007
House or brick structure on separate stand or yard	63.0	9461
Traditional dwelling Structure made of traditional materials	15.9	642
Flat in block of flats	0.3	46
Town/cluster/semi-detached house (simplex, duplex, triplex)	0.9	21
House/flat/room in backyard	2.8	625
Informal dwelling / shack in backyard	4.8	921
Informal dwelling / shack not in backyard-e.g. Informal/squatter settlement	9.6	1786
Room/flatlet not in backyard but on a shared property	0.8	4
Caravan or tent	0.2	0
Other	2.0	1081

(Source: Community Survey, 2016)

2.10 Economic Profile (Local Economic Development)

When the economic profile of the Phumelela municipal area is considered, the approach followed in formulated the National Housing Atlas could be mirrored, which is as follows: Two indices of economic potential were formulated:

- Formal economic potential index and an informal employment index. The formal economic potential index was derived from combining existing and trend information of Gross Value Added (GVA) and formal employment numbers. In addition to the total economic potential index, a disaggregated index for each of three types of economic activity was prepared: predominantly labour-intensive, mass-produced goods, predominantly high value differentiated goods and services.
- The informal employment index was derived only from existing and trend employment figure as informal activity by its very nature is excluded from any measures of GVA.
- Only 34,8% of Phumelela's population is formally empower housewives, pensioners and retired persons and those that chosen not to work are added to the 34,8% it adds up to 69,74%. Unemployment nevertheless remains a critical challenge in the municipal area.

Agriculture is the main economic activity in the town. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Phumelela Municipality to create additional employment opportunities is also limited.

No major industrial developments are taking place in Phumelela. The promotion of agri-processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. Warden is thought to be an ideal area to stimulate most of these investments, because of its warehousing facilities and larger and better-managed truck stops. One of Memel's largest industrial assets is the knitting factory situated to the north of Memel. Other industrial activities include a woodwork factory, transporters and steel works; all of which is aimed at satisfying local market needs.

Currently there are no facilities available for the development and training of skills. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing

facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

The population of the area is very poor. Excluding those returns where no co applicable", 83, 47% of the employed population the 65%of has an the population that is either unemployed or not economically active, the poverty levels in the area became apparent.

An alarmingly high percentage of the Phumelela population reflects no income, implying extremely high poverty levels. Statistics indicate that at least 68 % of the population is poor.

Table 1.33: Employment Status

Census 2001 by municipalities and official employment status		
Employed	10,585	34.81%
Unemployed	5,540	18.22%
Not economically active	14,285	46.97%

(Source: Census 200, Stats SA1)

Agriculture is the main economic activity in the town. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Phumelela Municipality to create additional employment opportunities is also limited.

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Currently there are no facilities available for the development and training of skills. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

The northern boundary of the Eastern Free State forms part of the Highlands tourism route, due to its natural and scenic beauty, historical value and fairly good accessibility. The area has a tremendous potential for tourism development. The Seekoeivlei wetlands bird sanctuary forms part of the tourist attractions. A conservation area is planned between the two dams of Vrede.

INSERT PICTURE

11 Good Governance & Public Participation

The Municipality faces several challenges in optimizing its response capacity over the last couple of years. Some of the most noticeable of these were the following:

- ❑ Key senior positions were filled, including those of the Municipal Manager, the Director Corporate Services, and the Chief Financial Officer. The position of Municipal Manager and Director Technical Services is currently vacant.
- ❑ The Municipality was faced with challenges to implement key policies at a time due to the process of conducting self-assessment which include amongst other the following; the development of strategic framework, powers and functions of Phumelela, Performance management and evaluation for senior managers, the financial recovery plan which placed the organisation in position to develop key departmental tasks. when it was most vulnerable due to vacancies at senior level. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table / Figure 1.34: Legislative Regulation: Institutional

Integrated Development Planning	The Municipality is currently engaged in a process of streamlining its IDP and related Planning activities in order to improve the credibility of its strategic planning documents.
Organisational Performance Management System	Finalisation of the Municipal Service Delivery and Budget Implementation Plan. Finalisation of the 3-5 Year IDP Implementation Plan. Design and implementation of a municipal performance scorecard. Streamlining of the contents and processes for the compilation of quarterly, mid-year and annual performance reports.
Individual Performance Management System	Implementation of the Regulations for the Performance Management of the Municipal Manager and Managers directly accountable to the Municipal Manager, 2006 Finalization of Performance Agreements for section 54 managers. Preparation of annual Performance Plans for senior managers. Annual evaluation of the performance of section 56 managers.

No system for the measuring of productivity is in place. The municipality's strategic plan should be implemented simultaneously with the IDP, after finalisation. The IDP Specialised Plan namely the Performance

Management System, will allow for increased productivity and measuring of performance to middle management to lower job level in the organisation. An electronic management information system, which allows for budget and votes allocation control, but could be utilised more effectively.

Issue	Compliance	Comments
Internal Audit function	✓	The Municipality has its own Internal Audit unit, which consists of a Senior Internal Auditor and 2 Junior Internal Auditors.
Audit Committee	✓	The Municipality is currently using a Shared Audit and Performance Committee Service with the District.
Oversight Committee	✓	The Municipality has consistently followed the oversight process prescribed in section 129 of the MFMA and MFMA Circular No. 32 over the last three years. Oversight reports have been produced.
Ward Committees	✓	Ward committees have been established in all wards, and meetings are conducted.
Council committees	✓	The municipality is a Executive type with ward participatory of municipality, although a category B municipality
Supply Chain Management	✓	All relevant financial and management committees are in place.

Issue	Compliance	Comments
Committees		
Complaints Management System	✗	Not in place
Fraud Prevention Plan	✗	Fraud and Anti-Corruption Strategy is currently under review and will subsequently be approved by Council.
Communication Strategy	✓	A Communication Strategy, which incorporates a community participation part, has been approved by Council
Public Participation Strategy	✓	

2.12 Priority Risk Issues

- Financial viability
- Ageing infrastructure
- Under collection of revenue
- Reliance on grants for sustainability

2.13 Governance Issues

Political Management

The Phumelela Local Municipality was established in terms of Section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998) and was published in Provincial Gazette No 109 dated 28 September 2000. The new Local Municipality is a category B Municipality with Executive Type and Ward Participatory system as contemplated in Section 3(b) of the Determination of Types of Municipality Act, 2000 (Act No 1 of 2000).

Council Functioning

The powers and function assigned to the Municipality are stipulated in sections 156 and 229 of the Constitution and Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998. There are 15 Councillors with the speaker and plenary being full time. The organizational structures and levels of administration and existing human resources are indicated in the diagrams in this Chapter. The Council meets 6 times per annum and special council meeting take place as the need arise. Management meet on weekly basis. The political groupings in the Council are mainly as follows:

- ☐ ANC (Majority)
- ☐ DA
- ☐ EFF

To investigate all matters with reference to the relevant department and to make recommendations to Council via the Executive Committee which include:

- ☐ Centralization of administration
- ☐ Human resources
- ☐ Rendering of Services

- Integrated Policies and By-laws
- Integrated financial and IT systems
- Integrated financial management
- Administration infrastructure
- Stationary and printing
- Creation of new identity
- Integrated Development Plan

Policies and legislative requirements

Table 1.35: Policies and legislative requirements

Item	Status Indicator
Language Policy	<i>Not yet available. Inadequate funds to address at in this IDP.</i>
Integrated Development Plan	<i>Development of 4th Generation IDP in process</i>
Municipal Code (councillors and employees)	<i>Finalized.</i>
Guidelines for Community Participation	<i>Finalized.</i>
Delegation of Powers	<i>Finalized. To be reviewed annually.</i>
Election of Speaker, Mayor and Executive Committee	<i>In place.</i>

2.14 Institutional Development and Transformation

The Municipality faces several challenges in optimizing its response capacity over the last couple of years. Some of the most noticeable of these were the following:

- The Municipality was faced with the challenge to implement several key local policies at a time when it was most vulnerable due to personnel vacancies. These include the municipal planning systems prescribed in Chapters 4 and 5 of the Municipal Systems Act, 2000. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table / Figure 1.36: Legislative Regulation: Institutional

Integrated Development Planning	The Municipality is currently engaged in a process of streamlining its 4 th Generation IDP and related planning activities in order to improve the credibility of its strategic planning documents.	5-year period: 207-2022
Organisational Performance Management System	Finalisation of the Municipal Service Delivery and Budget Implementation Plan. Finalisation of the 5 Year IDP Implementation Plan. Design and implementation of a municipal performance scorecard. Streamlining of the contents and processes for the compilation of quarterly, mid-year and annual performance reports.	Initial implementation: 2017-18 2018/19 Streamlining: 2016-2017
Individual Performance Management System	Implementation of the Regulations for the Performance Management of the Municipal Manager and Managers directly accountable to the Municipal Manager, 2006 Finalization of Performance Agreements for section 57 managers. Preparation of annual Performance Plans for senior managers. Annual evaluation of the performance of section 57 managers.	Initial implementation: 2014/15 Streamlining: 2014/15-2015/16

No system for the measuring of productivity is in place implemented simultaneously with the IDP, after finalisation. The IDP Specialised Plan namely the Performance Management System, will allow for increased productivity and measuring of performance to the lowest job level in the organisation. An electronic management information system, which allows for budget and votes allocation

Table 1.37: Assessment of Institutional Development and Transformation Requirements

Issue	Compliance	Comments
Availability of key staff	<div>✓</div> <div>✓</div>	<p>Key vacancies</p> <ul style="list-style-type: none"> • IDP Manager • HR Manager <p>Several key management positions, as well as key operational staff positions filled:</p> <ul style="list-style-type: none"> • Budget and Treasury Manager <p>Other important vacancies:</p> <ul style="list-style-type: none"> • Revenue Manager • Director Technical Services • Town Planner (in terms of report from COGTA) • Municipal Manager • HR Manager • Electrician
Organizational Structure	✓	The organizational structure is amended as and when required in line with powers and functions depth review is currently planned to co-inside with the comprehensive Municipal Organisational Development processes underway.
Skills Development Plan	✓	The Municipality has prepared and submitted reports in respect of the Skills Development Plan as legislatively required.
HR Strategy	✓	The HR Strategy has not been approved by Council.
Individual and Organisational Performance Management System	✓	Individual organizational performance management have been introduced for Section 54 and 56 managers and the Council has adopted the Performance Management System Regulation of 2006 as its Policy, still to cascade to lower and middle managers
Monitoring, evaluation and reporting systems and processes	✓	The M&E systems of the Phumelela Local Municipality makes provision for measuring IDP targets by relating these targets to the in-year key performance indicators and targets in the Service Delivery and Budget Implementation Plan (SDBIP). Quarterly performance assessments are then conducted, whereby actual performance for the quarter is measured against targets for the same period. This result in quarterly performance reports to Council, the issuing of the mid-year budget and performance report and ultimately the Annual Report.

Table 1.38: Policies and legislative requirements

Item	Status Indicator
Human Resource Policy	Available
Election of Speaker, Mayor and Executive Committee Members	In place.
HIV/AIDS Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Communication & Public Participation Staregy Policy	Available
Sexual Harassment Policy	Included in Human Resources Manual

2.15 Financial Viability and Management

The Municipality was faced with the challenge to implement several key local policies at a time when it was most vulnerable due to personnel vacancies. These include the implementation of a revised financial management framework, as prescribed in the Municipal Finance Management Act, 2003. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Implementation of the MFMA	Risk Management systems and procedures. Implementation of the Budget and Reporting Regulations for Municipalities Implementation of supply chain management policies, structures and procedures. Revenue, debt and credit management policies and procedures.	Ongoing
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Table 1.39: Policies and legislative requirements

Item	Status Indicator
Tariff Policy	<i>Reviewed annually together with budget related policies</i>
Competitive Bidding System	<i>Reviewed annually together with budget related policies</i>
Credit Control and Debt collecting System	<i>Reviewed annually together with budget related policies</i>
SCM Policy	<i>Reviewed annually together with budget related policies</i>
Banking and Investment management policy	<i>Reviewed annually together with budget related policies</i>
Indigents Policy	<i>Reviewed annually together with budget related policies</i>
Property Rates Policy	<i>Reviewed annually together with budget related policies</i>
Accounting Policy	<i>Reviewed annually together with budget related policies</i>

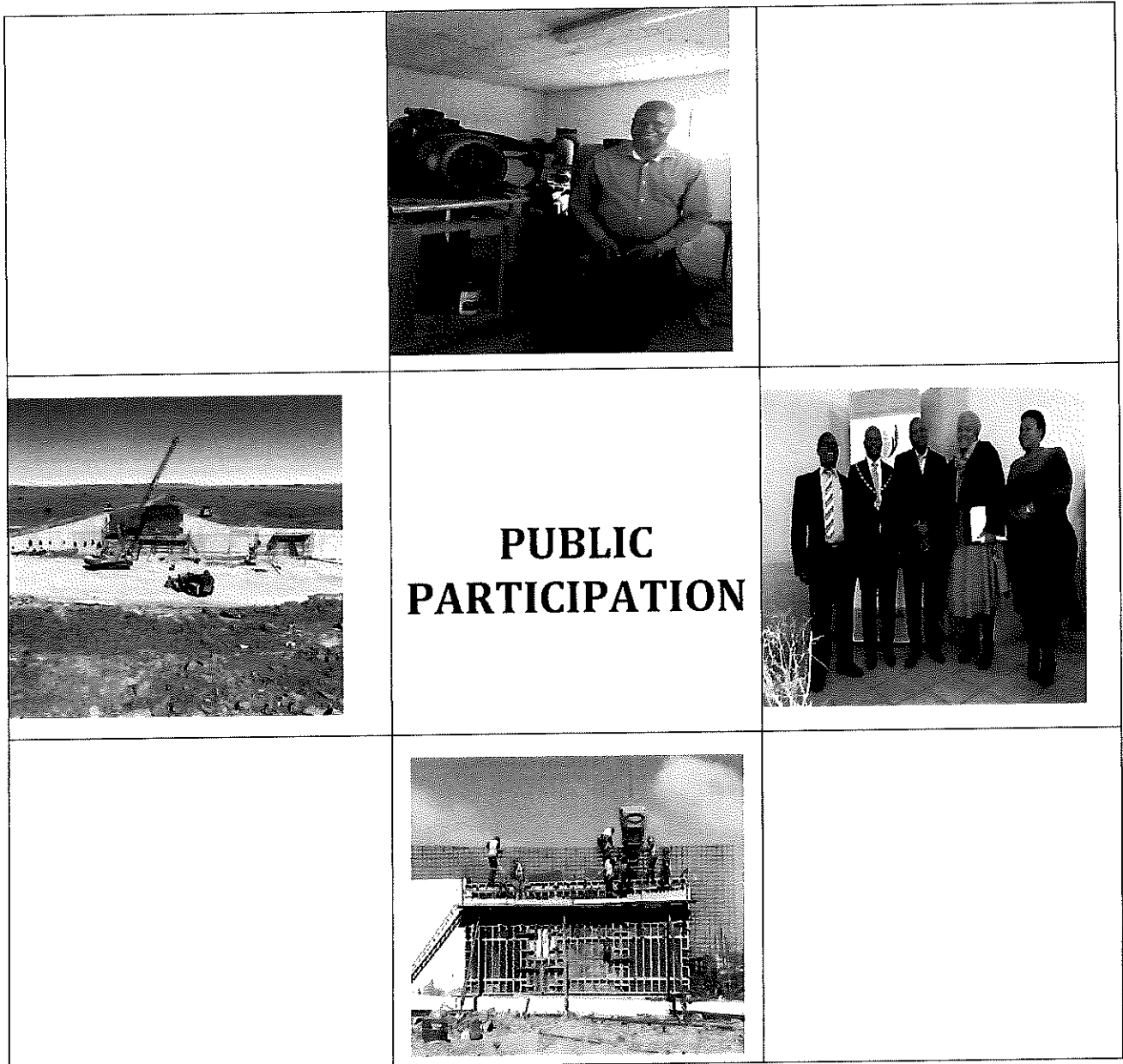
2.16 Auditor-General's Findings

The municipality received an unqualified audit opinion from the Auditor-General for the financial year 2014/15 and 2015 /2016 consecutively. The following are the matters of emphasis:

- Material impairments
- Restatement of corresponding figures
- Going concern
- Unauthorised expenditure
- Fruitless and wasteful expenditure
- Irregular expenditure
- Material losses
- Predetermined objectives
- Compliance with legislation
- Internal control

2.17 Priorities Issues related to Financial Viability and Management

1. Training of all finance officials in the use of the financial system (Vesta) (Data cleansing will be critical)
2. Ensure that all critical vacant positions in the Finance Department are filled
3. Draw up an Action Plan to address the audit queries
4. Sourcing capacity-building interventions from Provincial Treasury and COGTA
5. Measures to avoid over-expenditure
6. Establishment of IT infrastructure and accessibility of Internet connections to all staff members are critical for Finance to perform its function
7. Capacitate the asset and supply chain management units



SECTION B

PUBLIC PARTICIPATION

The speaker of Council, Cllr Zwane has political oversight on public participation, including all structures that enhance the involvement of community in the affairs of council. Ward committees are in this instance the sole structure which institutionally falls within the ambit of the oversight responsibility. The operational functionality of ward committees is the responsibility of the administration under the direct control of the accounting officer.

1.1 Legislation

The Municipal Systems Act, Act 32 of 2000, *Chpt. 4, Section 17 (2)* regulates that municipalities must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Chapter 5, Section 29 Subsection 1 (b) provides for consultation with the community on its development needs and priorities; the community therefore participating in the drafting of the integrated development plan.

(INSERT PICTURE)

1.2 Background to Public Participation Process

With the clear legislation guidelines on the consultation mechanisms and processes which can and must be followed; Phumelela Local Municipality, hereafter referred to as PLM, incorporated these core principles into the Process Plan as presented to and approved by Council on 9 August 2017. The process preceding Council's adoption of the IDP during 2017-18 allowed for thorough consultation with all 8 wards, informed by a comprehensive community developmental needs list as now captured in this Draft IDP.

1.3 Mechanisms and processes

1.3.1 IDP/Budget Steering Committee

The IDP/Budget Steering Committee guides and coordinates the development and implementation of the IDP/Budget process from conception to preparation of both IDP and Budget for council's consideration. This committee determines the framework and principles to be considered during the preparation/ planning process.

The IDP/Budget Steering committee is established upon the prerogative of the Mayor and administratively coordinated by the Municipal Manager. The political representatives are selected by the mayor and the mayor directs the municipal manager on which administrative officials should form part of the process. The terms of reference is therefore set by the mayor in collaboration with the municipal manager.

The mayor calls and leads all meetings of the steering committee, whilst the administration takes responsibility for minutes and recording of minutes during and after meetings.

The following table describes the list of active participants and respective designation in the IDP / Budget Steering committee.

	Name	Surname	Portfolio
1	Nomvula	Malatjie	Municipal Manager
2	Sello	Nyapholi	Chief Financial Officer
3	Mojalefa	Mahlangu	Acting Director Corporate Services
4	Hope	Mthembu	Acting Director Technical Services
5	Francis	Ralibanya	Manager Budget Office
6	Silindile	Sithole	Acting IDP/PMS

Table 1: IDP Steering Committee 2018

2.4 Stakeholder Engagement

Stakeholders/Ward Committees are established to represent the interests of ward/community AND provide active support to ward councillors during the execution of their functions as the leading elected ward representative in council.

The involvement of stakeholders/ward committees as elected representative structures in the IDP Review process is regarded as significant in presenting a 'bird's eye view' on their respective wards and the developmental needs. Stakeholders/Ward committees plays an instrumental and significant role in the IDP / Budget process and are capacitated during the planning process to allow better understanding of the IDP and budget process, including how they should articulate their roles after the plans were approved by council.

In the context of the IDP/Budget process, ward committees as official mechanism of council were mandated and tasked to identify the most important existing community needs in their wards and prioritise them in order of priority, advising that the top five priorities would be considered for budget preparation.

Meetings	Date	Venue	Number of inputs	Attendance
IDP Rep Forum	04 December 2017	Memel Council Chamber	17 inputs	28
Stakeholder meeting	17 January 2018	Memel Zamani Community Hall	18 inputs	284
Stakeholder/ Sector Department meeting	18 January 2018	Vrede Mhlabunzima Hall	14 inputs	148
IDP Rep Forum	March 2018	Warden Council Chamber		
Stakeholders Meeting	23 March 2018	Warden Town Hall	22 inputs	27
Stakeholders Meeting	27 March 2018	Vrede Council Chamber	16 inputs	7
Stakeholders Meeting	27 March 2018	Memel Council Chamber	03 inputs	42

Table 2: Scheduled Stakeholder Sessions March 2017

The consultation sessions in all towns were done under the political leadership of the mayor and councillors, technically supported by the municipal manager and her management team. The Speaker's office provided logistical support with the arrangements of meetings in all three towns Vrede, Warden and Memel towns. The turn-out and/or attendance of these respective meetings are reflected as per table below, with illustrative pictures of the actual meetings and the engagement process.

(INSERT PICTURE)

The sessions with stakeholders were held to allow input on the support stakeholders may provide to the municipality to affect better service delivery, also to allow ascertain what support council can provide to our stakeholders. The prioritizing of needs. (INSERT PICTURES 2)

The prioritising of need are done by the public in accordance with the municipal mandate and strategic framework

- To provide information to the communities regarding the IDP/Budget process
- To prioritise existing recorded community needs

To provide Ward Committees and opportunity to engage councillors and senior officials on ward needs which should be prioritised for the financial year in planning.

1.3.2 Public Engagements

Phumelela municipality engagements take place in accordance with our approved public participation policy to promote and stimulate participatory democracy. The public engagement sessions scheduled as reflected in table 6 below was amended to accommodate a requested workshop with council on the draft IDP and budget, facilitated by the administration. All scheduled public meetings were adjusted and a complete schedule of meetings was advertised in local press for public information and participation. In support of advertised public meetings, public notification of meetings was also conducted via pamphlets distributed in identified wards, loud hailing meeting announcements in denser residential areas as requested.

The public consultation sessions mainly focused on the consolidated community needs list, progress made in terms of recorded needs and the municipal budget response to prioritized needs.

The scheduled community meetings as reflected in the approved IDP/Budget Process plan were deviated from however consultations in all areas/communities were undertaken.

Meetings	Date	Venue	Attendance
Public meeting			
Public meeting			
Public meeting			

Table 4: Scheduled IDP/Budget Consultation

The minutes of public consultation is available for public scrutiny, and where relevant comments and/or requests were incorporated into this IDP. It remains the intent of PM to provide feedback to the public on ward issues, where these sessions will be conducted/ incorporated into the procedural public/ward meetings of respective ward councillors. The governing party also conducted consultation sessions with the public during the year by way of door-to-door visits on issues of service delivery and consolidated needs resulting from this session will also be incorporated into the IDP Needs Assessment list.

1.4 Levels of Involvement

To enable the municipality to develop a strategic IDP document, the municipality promotes broader community participation within its municipal services area by utilising a number of mechanisms. These mechanisms strengthen internal and external communication:

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
Stakeholders Forum / IDP Representative Forum	Monthly / Quarterly	<input type="checkbox"/> 1 Nominated ward committee member per ward <input type="checkbox"/> 1 Ward Councillor <input type="checkbox"/> Mayor & Speaker <input type="checkbox"/> Municipal Manager and Senior Management <input type="checkbox"/> Budget Manager <input type="checkbox"/> Manager IDP / Performance Management	<input type="checkbox"/> Monitor IDP and budget process <input type="checkbox"/> Monitor IDP implementation process <input type="checkbox"/> Provide final input to IDP after ward/public Consultation process.
Public meetings on IDP & Budget	Quarterly Annually	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality	To inform the community of council decisions, community rights and duties, municipal

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
		<input type="checkbox"/> Community	<input type="checkbox"/> To enable the community to inform the councillors and officials of their issues and needs. <i>Inputs received during these engagements have been dealt with as described above.</i>
Council meetings (open to public)	Monthly / Quarterly	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality	<input type="checkbox"/> To inform the community Of council decisions, community rights and duties, municipal affairs etc.
Municipal Website	Continuously updated	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Community <input type="checkbox"/> Personnel of municipality	<input type="checkbox"/> To provide comprehensive information of municipal affairs <input type="checkbox"/> Advertise public engagements <input type="checkbox"/> Publish Adopted IDP & Budget

Table 10: Public Participation Mechanisms

Phumelela Municipality further endorses the following principles for public participation in the IDP process planning cycle namely:

- Elected councillors are the ultimate decisions-making body
- The processes followed should be structured and ensure an equal right to participate
- The process should allow sufficient room for diversity
- The process should create conditions to promote and encourage participation especially with regard to disadvantaged and marginalized groups and gender equity.

(I) Municipal Sectors

The senior management team (Mayor and Executive Committee, the Municipal Manager and the Directors) of the municipality of Phumelela municipality plays an integral role in the preparation of the IDP. Their main role and function is to:

- Engage in strategic discussions regarding implementing the IDP for the respective functional areas.
- Evaluate the impact of the Integrated Development Plans.
- Review and refine the vision for the Phumelela municipality. Ensure that the vision is incorporated into the IDP Representative Forum and the Integrated Development Plan.
- Refine and review IDP objectives, strategies and projects for consideration by Phumelela Stakeholders Forum / IDP Representative Forum and the incorporation thereof into the Integrated Development Plan.

PICTURE

(II) Structured Community Consultation

One of the main features of the IDP process is to promote and effect the broader stakeholder involvement, which culminated in a session with the Vrede-Stakeholders. The purpose is to ensure that the IDP addresses relevant stakeholders' needs and strengthen participatory democracy and delivery. Stakeholder engagements are scheduled for all quarters, throughout the financial year in line with our planning and implementation processes.

(III) National and Provincial Sector Departments

Municipalities must take cognizance of national and provincial agenda, ensuring that its planning is aligned and relevant to the higher tiers of government. The IDP should be based on its mandate as determined by Chapter 7 of the Constitution and consulted community needs also ensuring that identified community needs, which are within the ambit of national, and provincial government are timeously communicated for appropriate response.

Chapter 3, Section 41 *h (ii & iii)* guides that different spheres of government must; assist and support one another, inform one another of, and consult one another on matters of common interest. To give effect hereto, sound government strategy must strive towards effectiveness and efficiency, ensuring all developmental intentions, are well coordinated horizontally and vertically within the realm of good governance. Phumelela municipality partook in the coordinated efforts of the Provincial Government of

the Free State (PGFS), as lead by the COGTA during its bi-annual inter-governmental planning process better known as the provincial IDP Indaba. At the IDP indaba all municipalities within a demarcated region congregates with sector departments in coordinated planning to optimise resource efficiency amidst scarce resources at municipal levels. This process also enhances opportunity for engagement by municipalities and sector departments to communicate identified community needs with the relevant sector departments also allowing municipalities to source resource support. The public participation for 2017 concluded with a list of community needs, of which some were budgeted for in the 2017/18 financial year, and others prioritised for the outer years. The table below indicates the complete list of recorded needs, whilst the last table reflects the prioritised needs scored as per ward.

Ward	Order	Priority per Ward	Department
1	1	Title deeds	Corporate Services
1	2	Formalisation of sites and church	Corporate Services
1	3	Clinic	Department of Health
1	4	Fixing of Potholes	Technical Services
1	5	Pave roads	Technical Services
1	6	Sports Facility	Technical Services
1	7	Sanitation & Sewer	Technical Services
1	8	Youth Development and bursaries	Corporate Services
1	9	Unemployment	Office of The Municipal Manager
1	10	Street Lights	Technical Services
1	11	Toilets	Technical Services
1	12	Cleaning Of dumping sites	Technical Services
1	13	Roads bridge	Technical Services
1	14	Electricity for households	Technical Services
1	15	Improving of water services	Technical Services
1	16	Availability of Sites	Corporate Services
2	1	Pave Roads	Technical Services
2	2	Maintenance of gravel roads	Technical Services
2	3	Sports facilities	Technical Services
2	4	New sites	Technical Services
2	5	Title deeds	Corporate Services
2	6	Housing for middle income	Corporate Services
2	7	Social and youth development programs	Corporate Services
2	8	Church sites	Corporate Services
2	9	Business sites	Corporate Services
2	10	High and fluctuation rates of municipal services	Financial Services
2	11	Skills development for community	Corporate Services
2	12	Refuse removal	Technical Services

2	13	Cleaning of illegal Dumping sites	Technical Services
2	14	Employment of securities in governmental institutions	Corporate Services
2	15	Bridge	Technical Services
2	16	Availability of Sites	Corporate Services
2	17	Sanitation	Technical Services
2	18	Greening of townships	Technical Services
3	1	Pave Roads	Technical Services
3	2	Maintenance of gravel roads	Technical Services
3	3	Sports facilities	Technical Services
3	4	New sites	Technical Services
3	5	Title deeds	Corporate Services
3	6	Housing for middle income	Corporate Services
3	7	Social and youth development programs	Corporate Services
3	8	Church sites	Corporate Services
3	9	Business sites	Corporate Services
3	10	High and fluctuation rates of municipal services	Financial Services
3	11	Skills development for community	Corporate Services
3	12	Refuse removal	Technical Services
3	13	Cleaning of illegal Dumping sites	Technical Services
3	14	Employment of securities in governmental institutions	Corporate Services
3	15	Availability of Sites	Corporate Services
3	16	Sanitation	Technical Services
3	17	Bridge	Technical Services
4	1	Pave Roads	Technical Services
4	2	Maintenance of gravel roads	Technical Services
4	3	Sports facilities	Technical Services
4	4	New sites	Technical Services
4	5	Title deeds	Corporate Services
4	6	Housing for middle income	Corporate Services
4	7	Social and youth development programs	Corporate Services
4	8	Church sites	Corporate Services
4	9	Business sites	Corporate Services
4	10	High and fluctuation rates of municipal services	Financial Services
4	11	Skills development for community	Corporate Services
4	12	Refuse removal	Technical Services
4	13	Cleaning of illegal Dumping sites	Technical Services
4	14	Employment of securities in governmental institutions	Corporate Services
4	15	Availability of Sites	Corporate Services
4	16	Sanitation	Technical Services
4	17	Bridge	Technical Services
5	1	Water	Technical Services

5	2	Educational Bursaries	Corporate Services
5	3	Street light	Office of Municipal Manager
5	4	Skills Development for business people	Office of Municipal Manager
5	5	By-laws for business	Office of Municipal Manager
5	6	RDP Houses	Office of Municipal Manager
5	7	New Sites	Technical Services
5	8	Functionality of Ward Committees	Office of Municipal Manager
5	9	Sports facility	South African Police Services
5	10	Functionality of fire fighter	Corporate Services
5	11	By-laws to control foreigners business	Corporate Services
5	12	Registration of business	Corporate Services
5	13	Electricity back to ESKOM	Financial Services
5	14	Availability of Sites	Corporate Services
5	15	Sanitation	Technical Services
5	16	Maintenance of existing roads	Technical Services
6	1	Water	Technical Services
6	2	Educational Bursaries	Corporate Services
6	3	Street light	Office of Municipal Manager
6	4	Skills Development for business people	Office of Municipal Manager
6	5	By-laws for business	Office of Municipal Manager
6	6	RDP Houses	Office of Municipal Manager
6	7	New Sites	Technical Services
6	8	Functionality of Ward Committees	Office of Municipal Manager
6	9	Sports facility	South African Police Services
6	10	Functionality of fire fighter	Corporate Services
6	11	By-laws to control foreigners business	Corporate Services
6	12	Registration of business	Corporate Services
6	13	Electricity back to ESKOM	Financial Services
6	14	Availability of Sites	Corporate Services
6	15	Sanitation	Technical Services
6	16	Maintenance of existing roads	Technical Services
7	1	Water	Technical Services
7	2	Educational Bursaries	Corporate Services
7	3	Street light	Office of Municipal Manager
7	4	Skills Development for business people	Office of Municipal Manager
7	5	By-laws for business	Office of Municipal Manager
7	6	RDP Houses	Office of Municipal Manager
7	7	New Sites	Technical Services
7	8	Functionality of Ward Committees	Office of Municipal Manager
7	9	Sports facility	South African Police Services
7	10	Functionality of fire fighter	Corporate Services
7	11	By-laws to control foreigners business	Corporate Services
7	12	Registration of business	Corporate Services
7	13	Electricity back to ESKOM	Financial Services

7	14	Availability of Sites	Corporate Services
7	15	Maintenance of existing roads	Technical Services
7	16	Sanitation	Technical Services
8	1	Title deeds	Corporate Services
8	2	Formalisation of sites and church	Corporate Services
8	3	Clinic	Department of Health
8	4	Fixing of Potholes	Technical Services
8	5	Pave roads	Technical Services
8	6	Sports Facility	Technical Services
8	7	Sanitation	Technical Services
8	8	Youth Development and bursaries	Corporate Services
8	9	Unemployment	Office of The Municipal Manager
8	10	Street Lights	Technical Services
8	11	Toilets	Technical Services
8	12	Cleaning Of dumping sites	Technical Services
8	13	Roads bridge	Technical Services
8	14	Electricity for households	Technical Services
8	15	Availability of Sites	Corporate Services
8	16	Improving of water services	Technical Services

COMMUNITY NEEDS	WARD															
	1	2	3	4	5	6	7	8								
Title deeds																8
Over Crowding at Clinics																3
Electricity																2
Roads Bridge,																3
Tar roads & Fix pot-holes																8
Housing - New, Repairs & Maintenance																0
Formalisation of sites																8
Late refuse removal (Dumping site)																8
Social/Youth development programs																3
Sport - Facilities & Maintenance																8
Sanitation & Sewer																8
Educational bursary																0
Poverty																0
High & Fluctuation Rates of Municipal Services																8
Shortage of Doctors and Nurses																3
Improving Water Services (reservoir)																2
Community/Recreational Hall																3
School																0
Local Economic Development / Employment Opportunities																5
School transport																0
Underground infrastructure (electricity, sewage system)																8
Church site																8
Street lights																8
Clean streets & areas																0
Electrical Solar System																0
Projects (co-operatives)																5
Availability of sites																8
NUMBER OF NEEDS SCORED PER WARD																
	16	12	13	12	14	14	14	11								

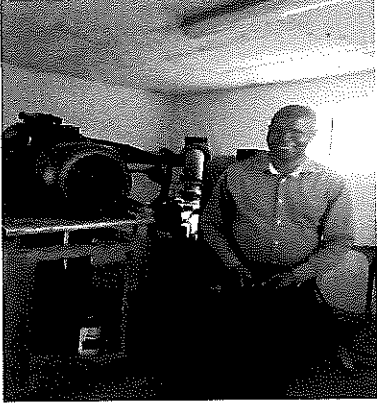


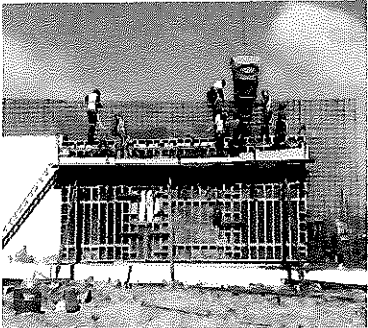
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	<p>DEVELOPMENT STRATEGIES, PROGRAMMES & PROJECTS</p>	
		

1.1 Municipal Strategic Framework

Vision

“A Caring Municipality Excelling in Service Delivery”

The key words and phrases in the vision must be interpreted, following interpretation is suggested.

- **Municipality** : A municipality consists of the political structures, the administration and the community (Systems Act Section 2)
- **Caring**: An institution caring for its citizens and officials amidst the execution of duties and provision of services
- **Excelling**: In stride of achievement beyond the norm towards higher levels
- **Service**: Ensuring we upheld the principles of doing / acting with commitment at acceptable levels
- **Delivery**: We do as promised,

Mission

“We will realize our vision for the benefit of our communities through:

- *Building a capable organization*
- *An efficient and effective financial and administrative backbone*
- *Resilient infrastructure*
- *Reliable and quality basic services*
- *Economic development and job creation”*

1. Leadership Philosophy and Values

(a) Leadership philosophy

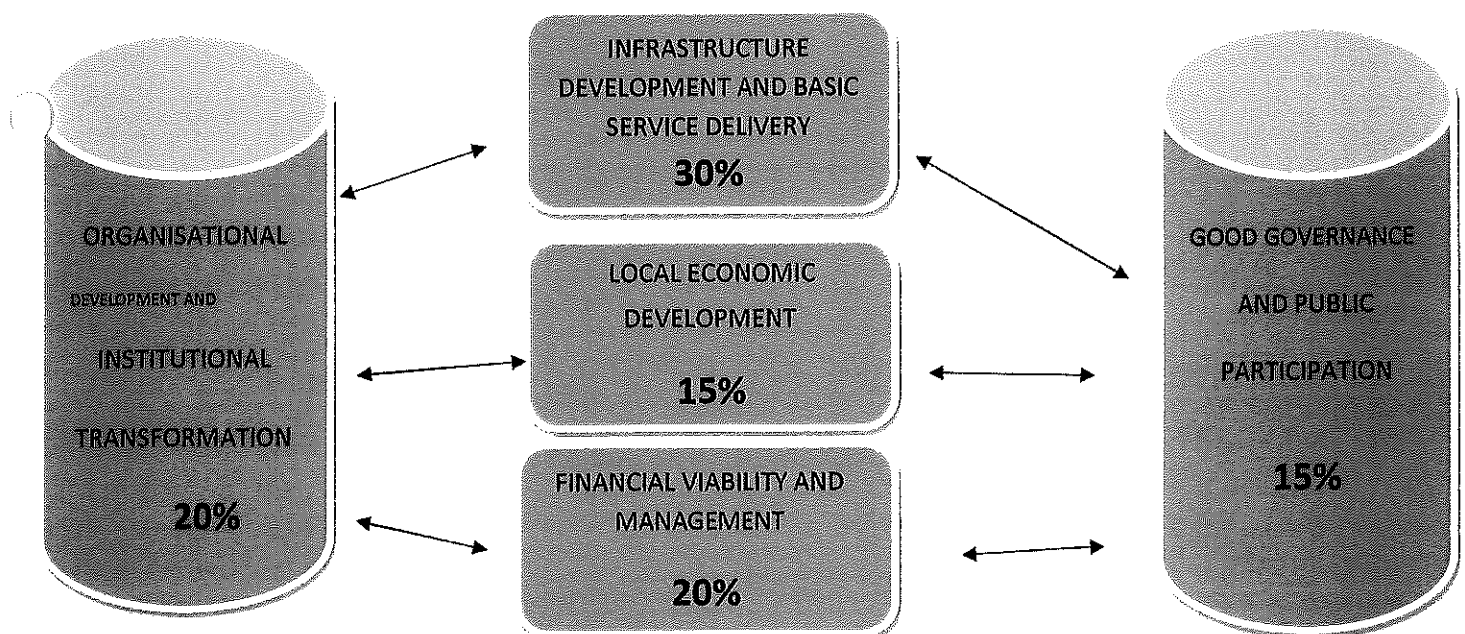
Through understanding and purposefulness we create an environment in which staff flourish, deliver outstanding and sustainable service.

(b) Values

The acronym ARISE must represent the values of the organisation

A	-	Accountability
R	-	Respect (Mutual)
I	-	Integrity (Act with commitment at highest levels)
S	-	Service-oriented
E	-	Ethics

Figure 1.1: Strategic approach



3.2 Basic Service Delivery & Infrastructure Investm

3.2.1 Priority 1: *Water*

Strategic Objective:

To ensure provision of potable and clean water

Outcomes:

- 100% of households in formal settlements have access to basic level of water
- Water infrastructure required to enable achievement of the strategic objective as measured in terms of in this 5-year IDP.
- The percentage of households earning less than R3 200 per month with access to free basic services.

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Warden requires upgrading of aged and ageing water infrastructure	To implement a bulk water scheme to the entire Warden community						
		Building of dam in Warden	38%	60%	100%		
Provide infrastructure for new human settlement developments in Thembalihle and Ezenzeleni	-To provide 1600 connections to stand	Provision of sewer connection services human settlement in Zamani	1600 without services	400	510	400	290
		Number of stands in Zamani without sewer network and connections	1530 without	400	400	400	330
Upgrading of water infrastructure. Current infrastructure are too old and not large enough to handle water volumes requirements	Upgrading of Water Treatment Works in Vrede and Thembalihle	Upgrading of Water Works	Water works 1 Raising Main - 1 Pump station - 1		1		
		Rising main			1		
		Upgrading of a pump stations			1		

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Thembahle Extension 4 does not have adequate infrastructure to provide bulk water to residents	To construct a 2 Megaliter reservoir for Thembahle Extension 4	Number of 3Mgl reservoir constructed	64%	100%			
Ageing infrastructure in need for constant repairs and maintenance	To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	Percentage of repairs and maintenance performed in terms of operating schedules	60%	100%	100%	100%	100%
It is necessary to ensure safe quality drinking water to Phumelela communities to prevent the outbreak of diseases	To ensure compliance with the national requirements for water safety	Completion of a Water Safety Plan	1		1		
		Water plants in the municipality to be registered (Percentage of plants)	2		2		

Alignment with Outcome 9: Improved Access to Basic Services

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base- line	Performance Targets				Capacity to implement
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
Percentage of households with access to basic level of Water	To ensure that 100% of households in formally established townships have access to at least RDP standard of water	Percentage of households in formal areas with access to basic level of water	100%	100%	100%	100%	100%	Yes
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	1	0	1	0	0	To be implement ed
Water to schools and clinics	To ensure that all schools and clinics have access to water	Percentage of schools and clinics in the municipal area with access to water	100%	100%	100%	100%	100%	

3.2.2 Priority 2: Sanitation

Strategic Objective:

To ensure provision of reliable sanitation and related effluent

Outcomes:

- Increase in access to sanitation
- Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Lack of adequate sanitation facilities, according to at least RDP standards, in Warden	To provide 200 households in Ezenzeleni with sewerage infrastructure connections)	Number of houses in Ezenzeleni provided with sewerage infrastructure connections)	430		430		
Eradication of septic tanks (upgraded to full waterborne) in Warden	To upgrade the septic tanks in Warden to full waterborne sanitation systems	Number of sanitation units upgraded from septic tanks to full waterborne systems	650	0	300	350	
Upgrading of sanitation infrastructure in Zamani	Construction of sewerage network in Zamani and provide house connections and structures	Number of sewerage network upgrades	1	1	1	1	
		Number of household structures and connections provided	430	0	430		
Provide infrastructure to support bulk services in Extension 4 (Vrede)	To provide 500 housing units with sanitation structures	Number of stands provided with sanitation structures	500	0	500		

Alignment with Outcome 9: Improved Access to Basic Services

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base- line	Performance Targets				Capacity to implement /achieve?
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
Percentage of households with access to basic level of sanitation	To ensure that 100% of households in formally established townships have access to at least RDP standard of sanitation	Percentage of households in formal areas with access to basic level of water	100%	100%	100%	100%	100%	
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	0	0	1		0	Yes

3.2.3 Priority 3: Municipal Roads and Storm Water

Strategic Objective:

To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality

Outcomes:

- Repair and paving of roads according to the targets and projects indicated in the 5-year IDP

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Ensure that access roads are in a good order to enable sustainable social and economic activities: Various roads currently in poor condition and in need for repairs (not necessarily only access roads)	To pave Church street in Vrede	Pave road in Vrede	1km	430m			
	To pave roads in Extension 2	Number of roads paved in Ezenzeleni	644m	244, 300m			
	To pave roads in Themballihle and Extension 4	Kms of road paved in Themballihle	2.7 km	1.5km, 570m			
		Kms of road paved in Extension 4	4.4km	4.4km			

3.2.4 Priority 6: Waste management (including Solid Waste and Landfill Sites)

Strategic Objective:

To ensure good waste management in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

Outcomes:

- Registration and establishment of landfill sites.
- Development of a waste management plan

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Landfill sites in Memel-Zamani not registered and/or compliant with requirements to be fully licensed	Relocation of landfill sites	Start with process of relocating landfill sites, public participation (4.04.18): Number of landfill sites	0 sites to be relocated)	0	1	1	

Alignment with Outcome 9: Improved Access to Basic Services

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base- line	Performance Targets				Capacity to implement / achieve?
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
Percentage of households with access to basic level of refuse removal	To ensure that all households in formal residential areas have access to refuse removal services at least once every two weeks	Percentage of households in formal area with access to refuse removal at least once every two weeks	100%	100%	100%	100%	100%	Yes
	To review the Integrated Waste Management Plan	Number of Waste Management Plans reviewed	1	0	1	0	0	0
Operational Clean Cities and Towns implemented	To comply with all the requirements of Operation Clean	Complete compliance with all the requirements of Operation	1		1			

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base- Line	Performance Targets				Capacity to implement / achieve?
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
Landfill / waste disposal sites (registered) Warden, Vrede	Cities and Town To ensure that all landfill and waste disposal sites are licensed and registered	Clean Cities and Town Number of licensed and registered landfill sites	2	0	2			Over long- term

3.2.5 Priority 7: Energy and Electricity

Strategic Objective:

To ensure increase in access to electricity for the Phumelela area

Outcomes:

- Sufficient provision of electricity.

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Inadequate high mast lights (or economic alternatives), considering safety considerations in the residential areas	To construct an additional 4 high mast lights	Number of high mast lights put up	16	4	4	4	4
provision of electricity in Phumelela	Electricity of household connections in Ext 4	Connections of houses in Thembalihle Ext 4	328	200	300	200	485

Alignment with Outcome 9: Access to Basic Services

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Performance Targets				Capacity to achieve the	
			Base-line	Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	target?
households with access to electricity	To ensure that at least 100% of households will have access to basic level of electricity.	Percentage of households in formalized urban areas with access to basic level of electricity	100%	88%	100%	100%	100%	Yes

3.2.6 Priority 8: Cemeteries and Parks

Strategic Objective:

To ensure effective management of graveyards and cemeteries in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Formulate and implement a schedule for the regular maintenance of parks, by providing adequate equipment, planting trees and buying

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Inadequate provision for, and maintenance of graveyard and cemeteries (including sites for such facilities)	<p>To ensure that the new Grave yard are registered with the Department of Health. Underground study to be conducted for new graveyard</p> <p>To ensure adequate provision for well-maintained graveyards and cemeteries.</p> <p>To ensure the upkeep of grass not longer than 30cm</p> <p>To focus on key parks in all three towns to improve their overall conditions.</p>	Number of graveyards expanded in Thembalihle Vrede, Extension 6	new site				
		Number of underground studies conducted and all graveyards	0				
		Fencing of Vrede Grave yard	3				
		Fencing of Warden Grave yard 1					
	To maintain existing graveyards and cemeteries	Fencing of Memel Grave yard 1					

2.7 Priority 9: Sport and Recreational Facilities

Strategic Objective:

To ensure access to quality sport and recreational in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

Outcomes:

Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Inadequate sport facilities to provide recreational and exercise opportunities for the Phumelela youth	Upgrade the exiting recreational facilities in all town. To ensure access to quality sports and recreation	Number of sport stadiums upgraded in Vrede town, Phase 5	1 (needs upgrading)	1	1		
	To upgrade the Vrede sport stadium, sport facilities in Memel	Number of sport stadiums upgraded in Theimbahle	1 (needs upgrading)	1	1		
		Number of sport facilities upgraded in Memel, Phase 1	1	1			
	To identify land for a new sport facility in Warden	Land identified for a new sport facility in Warden phase 3	1	1	1		

3.3 Local Economic Development

3.3.1 Priority 4: Local and Rural Economic Development

Strategic Objective:

To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP

Outcomes:

- (Number of) employment opportunities created through targeted IDP projects
- (Number of) employment opportunities created through EPWP initiatives

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Performance Targets			
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21
Municipality is a pilot site for the launching of the Community Works Programme High level of unemployment and inability of the local economy to create jobs	To launch the Community Work Programme in the Phumelela Municipality	Jobs created through the CWP					
	To undertake a dairy farm project	Number of jobs created through the dairy farm project					
	To undertake the Broiler Chicken Project	Number of jobs created through the Broiler Chicken Project					
	To undertake a Piggery project	Number of jobs created through a Piggery project	0				
	To undertake water and sanitation projects in rural areas (farms)	Number of jobs created through water and sanitation projects in rural areas (farms)	0				
The municipality has not yet utilized the benefits of the EPWP to assist with job creation in the area	To fully implement the EPWP Programme in the municipality	Number of jobs created through the EPWP	0	68	0		

Alignment with Outcome 9: Community Works Programme Implemented and Cooperatives Supported

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base-line	Performance Targets				Capacity to achieve the target?
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
Community Works Programme implemented and cooperatives supported	To ensure implementation of the CWP in at least two wards of the municipality	Number of CPW's implemented in at least two wards of the municipality	0	0	0	0	0	Yes (Pilot)
	To create employment opportunities through the CWPs, EPWP and other initiatives	Number of job opportunities created	68	68	0	68	68	
Job Creation	To create job opportunities through support to cooperatives	Number of job opportunities created through support to cooperatives	60	70	80	100	100	No
		Number of cooperatives	60	60	60	60	60	No

3.4 Institutional Transformation & Development

Strategic Objective: Institutional Transformation and Development

To facilitate institutional transformation and development in the Phumelela local municipality as measured in terms of the outcome indicators listed below

Outcomes:

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- Targets in the review of organizational structure in line with the IDP and powers and function; and
- Skills development targets in the municipal Skills Development Plan.

Performance Objectives, Indicators and Targets

Alignment with Outcome 9: Institutional Transformation and Development

Alignment with Outcome 5: Institutional Transformation and Development									
Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base-line	Performance Targets				Capacity to achieve the target?	
			Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21			
The municipality to advertise critical position	To ensure the position of the DCS and DTS is advertised and filled By competent staff	A position of DCS and DTS is filled by by competent staff	2/4	4/4	4/4	4/4	4/4	Yes	
Advertising of middle Managers position and support staff	Ensure the appointment of competent middle managers and support staff	Attract skilled and competent personnel	4/6	6/6	7/7	8/8		Yes	
Percentage of MMs and senior managers with signed performance agreements	To ensure that the MM and other senior managers has an annually revised performance agreement that is aligned to prescribed legislative time-frames	Number of annually revised performance agreement of the MM that is aligned to national priorities and the FSGDS, signed within the prescribed legislative time-frames	4	1	1	1	1	Yes	
		Number of annually revised performance agreements of senior managers that are aligned to national priorities, signed within the prescribed legislative time-frames	3	3	3	3		Yes	
		The structure reviewed in line with powers and function, IDP and Budget	1	1	1	1		Yes	
Alignment of Organisational structure to IDP and Budget	Ensure that the structure is aligned and linked to IDP and Budget.								
Development and review of appropriate Policies and by-laws	Ensure that we have an institution that is policy driven regulated environment	No of policies and by laws adopted by Council	10	16	20		25	Yes	

Skills Audit	To ensure that we conduct a skills gap.	WSP complied and approved by Council	1	1	1	1	1	Yes
	To ensure that training is done in line with WSP	No of training interventions						
Organisation Performance	To ensure that there is a culture of performance in place	Clear job descriptions	50%	50%	60%	70%	100%	Yes
	Cascading to middle management	Clear lines of communication						

3.5 Financial Viability and Management

3.5.1 Priority 5: Institution Building

Strategic Objective: *Financial Viability and Management*

To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001

Outcomes:

- The percentage of a municipality's capital budget are in actually term the spent municipality's integrated development plan;
- the percentage of a municipality's budget actually spent on implementing
- financial viability as expressed by the following ratios:

$$A = \frac{B - C}{D}$$

Where - "A" represents debt coverage; "B" represents total operating revenue received; "C" represents operating grants; "D" represents debt service payments (i.e. interest + redemption) due within the financial year;

$$A = \frac{B}{C}$$

Where - "A" represents outstanding service debtors to revenue; "B" represents total; "C" outstanding represents revenue actually received for services

$$A = \frac{B + C}{D}$$

Where - "A" represents; "B" cost represents coverage all available; "C" represents cash; "D" at investineaparti presents monthly fixed operating expenditure

Performance Objectives, Indicators and Targets

Status Quo (Challenges arising from status quo analysis)	Objectives	Performance Indicator	Base-line	Y1: 2015/16	Y2: 2016/17	Y3: 2017/18	Y4: 2018/19
An unqualified audit opinion	To implement the 2016/2017 Audit Action Plan (move towards clean audit)	Number of corrective and internal control interventions identified in the Audit Action Plan addressed	Audit Action Plan available: Total of 5 issues	22	5		

Alignment with Outcome 9: Financial Viability and Management

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base-line	Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	Capacity to achieve the target?
Percentage of municipalities that are overspending on OPEX	does not overspend on OPEX	Operational expenditure as a percentage of the amount budgeted for operations per		Not exceeding 100%	Not exceeding 100%	Not exceeding 100%	Not exceeding 100%	
		Number of reports indicating operational expenditure as a percentage of budgeted OPEX	4	4	4	4	4	
		Capital expenditure as a percentage of the amount budgeted for capital per quarter		100%	100%	100%	100%	
Percentage of municipalities under spending on CAPEX by target date (2017-2022)	To ensure that the municipality effectively utilized allocated capital budget	Number of reports indicating capital expenditure as a percentage of budgeted CAPEX	4	4	4	4	4	
		Percentage of operational expenditure spent on repairs and maintenance		8% or more	8% or more	8% or more	8% or more	
Percentage of municipalities spending less than 5% of OPEX on repairs and maintenance by 2017-2022	To ensure that the municipality spent at least 5% of OPEX on repairs and maintenance	Number of reports indicating expenditure on repairs and maintenance as a percentage of budgeted OPEX	4	4	4	4	4	

Key Departmental Tasks	Objectives	Performance Indicator	Performance Targets					Capacity to achieve the target?
			Base-line	Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
debtors exceeding 50% of own revenue	do not exceed 50% of own revenue	relation to own revenue	Exceedin g	Exceedin g				Yes
	Ensure Sound Financial Management And viability	Draft Municipal budget and present to Council for approval by end of March and end May respectively	1	1	1	1	1	Yes
		Present monthly cash-flow report to Municipal Manager		2	12	12	12	Yes
	Ensure development and approval of Revenue Enhancement Strategy	Ensure annual Tariff setting and communication of tariffs with public	1	1	1	1	1	Yes
		Conduct regular meter-reading and recording of data	1	1	1	1	1	Yes
		Ensure correct billing in accordance with services used against correct tariffs	1	1	1	1	1	Yes
		Conduct credit control (Debtors management)	1	1	1	1	1	Yes
		Cash and Cash-flow management	1	1	1	1	1	Yes
	Expenditure Management	Cash and cash flow management	1	1	1	1	1	Yes
		Provide alternative options for customers/community to pay accounts	0	0	1	1	1	Yes
		Contract and Account management	0	12	12	12	12	Yes
	Budget Preparation / Implementation	Procurement management (Develop and implement Procurement Plan)	1	1	1	1	1	Yes
		Conduct annual disposal management	0	1	1	1	1	Yes
		Ensure implementation of good governance responsibilities	1	1	1	1	1	Yes

		Provide monthly Section 71 Reporting before 10 th work day of every month to Municipal Manager	12	12	12	12	12	12	Yes
		Ensure and provide quarterly reporting to Council i.t.o section 52 (d)	4	4	4	4	4	4	Yes
		Ensure and provide for regular reporting to Council in terms of section 46 – AFS	1	1	1	1	1	1	Yes
		Lead the Audit Process of the municipality, including the development and implementation of Audit Action Plan	1	1	1	1	1	1	yes

3.6 Good Governance and Public Participation

3.6.1 Alignment with Outcome 9: Good Governance and Public Participation

Strategic Objective: *Good Governance*

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

Outcomes:

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.
- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.

Performance Objectives, Indicators and Targets

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base- line	Performance Targets				Capacity to achieve the target?
				Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	
Simplified IDPs focusing on planning for basic delivery of a set of 10 critical municipal services	To align the IDP with the Simplified IDP Framework	Number of simplified IDPs that is aligned with the identified 10 critical services completed	0	1	1	1	1	Yes
Number of municipalities with functional Organizational Performance Management Systems	To ensure that the municipality has a functional Organizational Performance Management System	Number of organizational performance reviews conducted	0	0	4	4	4	Yes
		Number of reports compiled in terms of section 46 of the Systems Act	1	1	1	1	1	Yes
Administration of indigents	To ensure that the indigent register is updated at least once a year	Number of updates of the indigent register	1	1	1	1	1	Yes
		Number of SDFs reviewed annually	1	1	1	1	1	Yes
		To finalize the Land Use Management framework	1	0	1	1	1	Yes
		To finalize a land audit	0	1	0	0	0	Yes
Initiatives supportive of Outcome 8: Human Settlements	To formalize settlements through targeted upgrading initiatives	20% percentage of informal settlements formalized	20%	20%	20%	20%	20%	Long-term
		Number of wards with fully functional ward committees	8/8	8	8	8	8	Yes
		Number of ward committee meetings held	64	64 (8x8)	64 (8x8)	64 (8x8)	64 (8x8)	Yes
Deepen democracy through a refined ward committee system	To ensure that all ward committees meet monthly	Number of ward committee reports tabled to and	16	16 (twice a year)	16 (twice a year)	16 (twice a year)	16 (twice a year)	Yes

Requirement of Outcome 9			Performance Targets				Capacity to	
Integrated Reporting Template	Objectives	Performance Indicator	Base-line	Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	Capacity achieve the target?
		considered by Council						
Community Complaints System	To implement a community complaints system	Number of complaints, queries and requests registered from the community and attended to	0	To be finalized when system has been implemented	To be finalized when system has been implemented	To be finalized when system has been implemented	To be finalized when system has been implemented	Yes
		Community Complaint System implemented and reviewed annually	1	1	1	1	1	Yes
Functional Councils	To ensure optimal functionality of Council in terms of the requirements of the Municipal Structures Act	Number of functional Councils, including the timely distribution of Agendas and Minutes	6	6	6	6	6	Yes
		Oversight Committee established and oversight report produced	1	1	1	1	1	Yes
		Percentage of Council Resolutions implemented	70%	70%	70%	70%	70%	Yes
		Municipal Audit Action Plan implemented (percentage)	100%	100%	100%	100%	100%	100%
Operational Clean Audit	To have a fully functional Internal Audit function	Rolling three year audit plan approved and annually reviewed	1	1	1	1	1	Yes
		To have a fully functional Audit Committee	4	4	4	4	4	Yes
Anti-corruption	To annually review the anti-fraud and anti-corruption strategy	Number of annual review of the Anti-fraud and Anti-corruption strategy	1	1	1	1	1	Yes
Special Focus Groups	To ensure that special focus groups are mainstreamed in the municipal programmes and projects	Finalization of a policy to regulate the approach towards focus groups	0	1				Yes

Requirement of Outcome 9 Integrated Reporting Template	Objectives	Performance Indicator	Base- line	Y1: 2017/18	Y2: 2018/19	Y3: 2019/20	Y4: 2020/21	10 achieve the target?
Improvement of Government/governance Structure/functionality of Council Committee	To ensure functionality of Section 80 Committee, ward committees, Oversight Committee and LLF. Adopt organization wide schedule of meetings and comply with.	Section 80 resuscitated LLF properly constituted Audit committee established Schedule of dates adopted by Council	100 100			100%		Yes
Communication Strategy	Better use of Municipal Web- site Improve way of communication with public and stakeholders	Ensure functional Web-site Convene Quarterly engagement with stakeholders	1	1	1	1	1	
			4		4		4	YES

SUMMARY OF PHUMELELA CAPITAL PROJECTS 2017/18/19

IDP REF	PROJECT DESCRIPTION	WARDS/REGION	BUDGET - YEAR 1	BUDGET - YEAR 2
IDP/CP001/17	PMU	Wards: ALL	1 073 332, 00	1 118 000, 00
IDP/CP002/17	Vrede - Thembalihle Ext. 1: Upgrade of Sport Facility – PH3	Wards: 3	176 000, 00	
IDP/CP003/17	Ezenzeleleni-Warden: Construction 1.5km paved road + Storm water	Wards: 7	199 473, 85	
IDP/CP004/17	Zamani - Memel : Construction of 2km paved road	Wards:1	146 347, 81	
IDP/CP005/17	Ezenzeleleni-Warden: Upgrade of Sport Facility	Wards:7	2 230 208, 89	
IDP/CP006/17	Thembalihle-Vrede Ext 4: Constr. of new 3.5 ML Concrete Reservoir	Wards:3	4 382 411, 10	1 513 844, 91
IDP/CP007/17	Thembalihle: Constr. of 2km paved road and Storm Water	Wards:3	143 310, 44	
IDP/CP008/17	Constr. of water network in Thembalihle 512 stands	Wards:3	4 100 143, 58	214 000, 00
IDP/CP009/17	Thembalihle Ext. 5: Construction of sewer network – 358 stands	Wards:3	3 643 745, 00	
IDP/CP010/17	Zamani-Memel: Construction Sewer & Water - Lindelani, 200 stands	Wards:1	4 090 114, 53	2 800 000, 00
IDP/CP011/17	Ezenzeleleni-Warden: Construction. Of water network, 411 stands	Wards:7	3 266 847, 00	2 939 631, 96
IDP/CP012/17	Zamani-Memel: Construction of sport facility	Wards:1	8 555 212, 95	264 001, 18
IDP/CP013/17	Vrede-Thembalihle: Ext.1: Upgrade of Sport Facility	Wards:3	1 071 529, 89	
IDP/CP014/17	Fencing of cemeteries in Phumelela	Wards:2,3&4	1 142 169, 89	1 142 169, 69
IDP/CP015/17	Construction Outfall Sewer & Pump station; 350 Stands in Ezenzeleleni	Wards:7		3 004 921, 96
IDP/CP016/17	Footbridges in Thembalihle and Zamani	Wards:3		2 400 000, 00
IDP/CP017/17	Installation of six High Mast lights in Phumelela	Wards: ALL		1 819 000, 00
IDP/CP018/17	Upgrading of roads in Vrede, reseal	Wards:3		3 190 000, 00
IDP/CP019/17	Ezenzeleleni: Construction. of 2km paved road and Storm Water – PH2	Wards:7		3 100 000, 00
	Totals:	ALL	R30 954 000, 00	22 364 000, 00

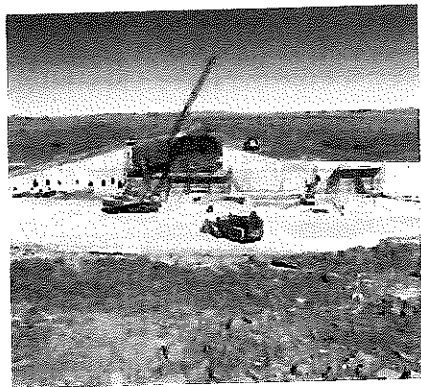
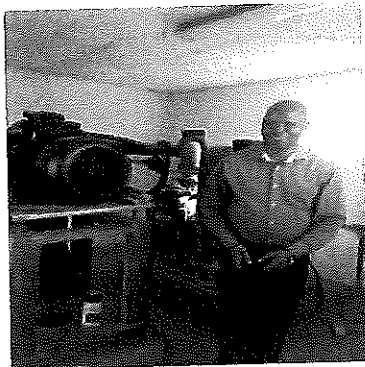
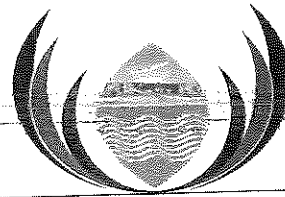
SECTOR DEPARTMENT PROJECTS

Sector Department	Project Type	Town	Cost
Dept of Education	Media Centre(Memmel Public)	Memmel	
Dept of Education	1 Toilet block(Memmel Public)	Memmel	
Dept of Education	Nutrition Centres(Thembinfudo)	Vrede	
Dept of Education	Nutrition Centres(Intuthuko E49)	Vrede	
Dept of Education	Refurbishment/renovation of hostel(Vrede C/S Hostels)	Vrede	
Dept of Education	Refurbishment/renovation of hostel(Memmel P/S hostel)	Memmel	
Dept of Health	Individual project(Warden EMS Station)	Warden	
Dept of Police, Roads and Transport	Vrede Transport Route	Vrede	R121 million
Dept of Police, Roads and Transport	P16/2 Vrede - Memmel	Vrede & Memmel	R150 million
Dept of Police, Roads and Transport	Vrede Transport Route	Vrede	R80 million
REID	Ukulula Brick making project	Warden	R308 274
RLCC	Portion 1/733	Memmel	R1 473 528
DARD		Memmel	R1 million
DARD		Memmel	R500 000
CASP	A Nkhulhu-Kala Denmark-	Memmel	R500 000
CASP	T Motang Vlakspuit Farm-Memmel	Memmel	R500 000
CASP	S Mthombeni- Happy	Memmel	R500 000

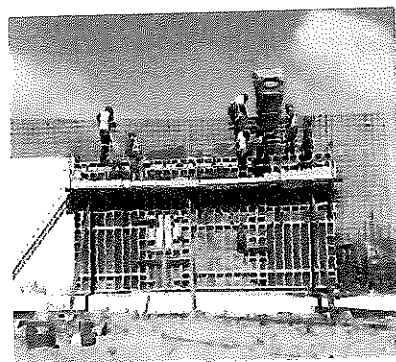
	Daily- Memel		
Description of Project/Programme(Eg. Activities/Commodities)	Provide 50 Beef female cattle and 2 Bulls	Memel	R1 million
Description of Project/Programme(Eg. Activities/Commodities)	Provide 25 Beef female cattle and a Bull; the farm activities are beef cattle and the required cattle is to expand	Memel	R500 000
Dept of Water and Sanitation	Phumelela Bulk Water Supply Phase 2 of 2	Phumelela	
Dept of Water and Sanitation	Replacement of AC pipe in Memel/Zamani	Memel/Zamani	
Dept of Water and Sanitation	Replacement of AC Pipes in Warden	Warden	
Dept of Water and Sanitation	Refurbishments of W/TW in Thembalihle	Thembalihle	
Dept of Environmental Affairs	Construction of Office Complex	Memel	R1 million
Dept of Health	Clinic	Warden	R 500 000
Dept of Health	District Hospital	Vrede	
Dept of Education	Small Primary School	Vrede	R6 million
Dept of Education	Small Primary School	Memel	R4 880 000
Dept of Transport	Surfaced	Vrede	R4 million
Dept of Transport	Rehabilitation of Provincial tarred road	Vrede	
Dept of Transport	Surfaced	Vrede	
Dept of Transport	Surfaced	Warden	
Dept of Transport	Surfaced Roads	Vrede	
Dept of Transport	Rehabilitation of Provincial tarred roads	Vrede	
Dept of Education	Library	Memel	
Dept of Housing and Infrastructure	Capital	Vrede	R370 000
Dept of Housing and Infrastructure	Capital	Vrede	R74 206 000

Dept of Housing and Infrastructure	Capital	Vrede	R557 000
Dept of Housing and Infrastructure	Capital	Vrede	R23 million
Dept of Housing and Infrastructure	Capital	Vrede	R1 500 000

**PHUMELELA
MASIPALA MUNICIPALITY MUNISIPALITEIT**



**HIGH LEVEL
SECTOR
PLANS**



4.1 Spatial Development Framework

The Phumelela Spatial Development Framework can be categorized reviewed by the assistance of CoGTA and NRDL into the following development categories:

- Primary Urban Development areas;
- Agricultural Development Area;
 - Intensive area;
 - Extensive area;
 - Urban area.
- Enabling framework of linkages and nodal development; and
- Tourism development.

The objectives of the Phumelela Spatial Development Framework are as follows:

- To develop a spatial pattern which will promote integration of all communities
- To promote an environment which will contribute and facilitate local economic growth and be compatible with the needs of small, micro and medium enterprises
- To stimulate agricultural development
- To ensure that existing infrastructural services are maximized to the benefit of all the residents
- To develop a spatial framework which accommodates the diverse socio-economic needs of the local communities and potential investors
- Promote the sustainable use of land and resources
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of the community and the environment
- Stimulate economic development opportunities in rural areas
- Support the equitable protection of tenure and land use rights
- Promote accountable, open and transparent decision-making in terms of land use and development
- Improve co-operative governance and information sharing

How does the Plan relate to the status quo analysis?	The SDF make provision for the integration of communities, but this is a long-term objective, because the lack of adequate resources makes it impossible for the municipality to launch large-scale initiatives and projects on its IDP to achieve the objective. The aim is to make provision on the IDP for settlement and spatial utilisation patterns that will gradually enable the municipality to achieve this aim. Current spatial and land utilization practices supports this aim, and new human settlement areas are already situated closure to existing commercial and economic centers.
Relation to strategic Objectives	The strategic objectives of the municipality are formulated to reflect the spatial formations suggested in the SDF. Water, sanitation, electricity, refuse removal, housing and local economic planning are done in terms of the spatial guidelines of the SDF.
Programmes and Projects	A comprehensive list of long, medium and short term SDF projects has been developed and approved by Council on 31 March 2012.

The Municipality's draft reviewed SDF has been approved by Council.

4.2 Municipal Waste Management Plans

Each of the urban units has one waste disposal site. However, the capacity and condition of two of these sites need to be improved as soon as possible. The Vrede site is located near the airstrip and is not fenced in, (because of theft). Furthermore the site has insufficient capacity for even short-term use. The site within Memel is situated close to the Pampoenspruit, which is a tributary to the Seekoeivlei wetland area. This site is also unfenced as a result of theft, and will have to be expanded or relocated for future demands. Warden's sit addition of an incinerator.

Currently a huge problem with regard to integrated waste management is the fact that, although there are adequate personnel available, disposal sites are not equally well managed throughout the Phumelela municipal area. The possibility of recycling in the area has been investigated, and a service provider has been identified to assist the Municipality in this regard.

The Municipality has taken various initiatives to ensure sound management of waste management in its area of jurisdiction. These are prescribed below:

Table / Figure 5.3: *Waste Management Requirements*

Vrede	<input type="checkbox"/> Disposal sites must be less than 500m from residential areas. <input type="checkbox"/> Meetings were conducted with the community to ensure buy-in in respect of the re-allocation of disposal sites. <input type="checkbox"/> A new site has been identified, which is on the Rietkuil Road; 2.5 kms from town. A decision has been taken to budget R500 000 in the 2009/10 budget for this purpose.
Warden	<input type="checkbox"/> The disposal site is currently on private land, and (following a court case in this regard) it must be relocated. However, no agreement regarding the site for possible relocation has been reached. The area initially identified by the Municipality not approved. A decision has been reached to appoint advisors to assist with the investigation into the issue.
Memel	<input type="checkbox"/> Disposal site comply with basic requirements.

In the absence of an integrated Waste Management Plan, the waste management strategy of the Municipality is described in the strategy formulation section of this IDP; within its context of national, provincial and sectorial integration requirements. In summary, that approach could be explained as follows:

The Municipality's waste are driven by management the following principle's strategies

Sustainable Living

Municipalities are in a unique position to encourage the kind of lifestyle choices that will promote sustainable living. They can achieve this by taking into account economic, social and natural environmental factors in their decisions and the activities that they undertake.

Economic Incentives

Recycling is an activity that needs both financial and logistical support, especially in the early stages of an initiative, if it is to be successful and sustainable. Such support could include the following:

- ☐ Direct cash payment in return for materials delivered or collected e.g. at a buy back facility
- ☐ Subsidies for collection and transport of materials for recycling
- ☐ Tax incentives, including tax exemption for recyclers who purchase new recycling equipment; low interest loans for purchase of recycling capital equipment; landfill charges or taxes; and raw material charges.
- ☐ Enhancing market conditions for recycling by ensuring the supply of recyclable materials and simultaneously stimulating demand for products made from recycled materials.

Regulations

Government might set targets to promote recycling. Although there is currently no law requiring recycling, future recycling targets might be regulated by law. Such targets should set realistic levels of recycling within achievable timeframes and be agreed in consultation with the key role-players in the recycling chain.

The Phumelela Local Municipality's plans for integrated waste management response planning is as to the plan follows:

(1) Review the regulatory guidelines for waste management in the area

The Municipality will review its by-laws, policies, strategies, plans and programmes related to waste management in order to ensure that it is in line with the National Waste Management Strategy and Action Plan and to ensure that there is a sound and effective statutory framework in place for waste management practices in the municipality. It is envisaged that the integrated statutory framework will ultimately address the waste management needs of the municipality holistically.

(2) Conduct a comprehensive waste situation analysis

The Municipality will conduct a comprehensive analysis and survey of the waste situation, challenges, constraints and actual waste disposal capacity in the area. The aim will be to obtain accurate and reliable data that could be used to inform the envisaged by-laws, programmes and strategies aimed at effective and environmental friendly waste disposal.

Such a survey would address the following issues:

- ☐ A Gaps and Needs Analysis.
- ☐ A Waste Generation Model.
- ☐ Economic Analysis of Options concerning Landfill Sites.
- ☐ Collection Needs.

(3) Awareness campaigns

The Municipality plans to make extensive use of awareness campaigns as an inexpensive way of working towards achieving its waste management objectives.

The Municipality intends to set up a data-base with the aim of keeping records of all waste management and waste disposal statistics, as required by the National Waste Management Strategy, as soon as the necessary administrative capacity is in place.

The Municipality is planning to gradually introduce and popularize waste recycling initiatives. However, due to resource and capacity constraints, these initiatives will for the short and medium term focus on awareness creation.

The Municipality does not currently have the resource and budget capacity to invest in alternative waste collection and transportation. The immediate focus will be to sustain current levels of services and make the community aware of the importance of sustainable waste collection practices.

~~Given the current capacity limitations of the Municipality, short to medium term strategies will focus on~~
developing and implementing a waste classification system. In this regard, mention could be made of the following categories of waste ¹:

Solid Waste is waste of a solid nature generated by a person, business or industry.

Domestic solid waste (General Waste) is solid waste generated by single or multifamily residential dwellings, and solid waste of a non-hazardous nature, generated by wholesale, retail, institutional or service establishments such as office buildings, stores, markets, restaurants, theatres, hotels, warehouses, industrial operations and manufacturing processes.

Hazardous waste is any waste which by reason of chemical reactivity, or toxic, explosive, corrosive or other characteristics causes danger or is likely to cause danger to human health or the environment, whether alone or in combination with other wastes. Hazardous waste is categorized in four hazard ratings with 1 being the most hazardous and 4 being the least hazardous.

Medical waste is any waste generated by hospitals, clinics, nursing homes, doctor's offices, medical laboratories, research facilities and veterinarians, which are infectious or potentially infectious.

Special waste is a non-hazardous waste, which due to its nature requires special or separate handling at a sanitary landfill. Special wastes include but are not limited to tires, asbestos, demolition waste, industrial sludge's of a non-hazardous nature, paper mill sludge, olive oil waste, abattoir wastes and petroleum waste oil.

In terms of waste disposal sites, the short to medium term emphasis of the Municipality will be on solving issues related to the location of landfill sites (too close to urban areas) ² and the fact that some landfill sites are located on private property.

The Municipality's its do not allow capacity to fully comply contra with all the requirements mentioned above. However, once the current challenges relating to the existing landfill sites are resolved, the Municipality will amend its waste management strategies to ensure a gradual introduction of initiatives aimed at ensuring full compliance

4.2.1 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> • The municipality aims to address the gap between the national target for access to waste removal and the access levels in the municipality, but a shortage of resources is a critical challenge in this regard. • The municipality has invested in long-term initiatives to relocate the landfill sites in order to prevent legal action and to facilitate the licensing and registration of landfill sites.
Relation to strategic Objectives	<ul style="list-style-type: none"> • The municipality needs to promote safe waste management practices in order to prevent hazardous risks that may prevent the municipality from achieving targets related to water, sanitation and a safe and secure environment.
Programmes and Projects	<p>The municipality has included the following objectives in this IDP:</p> <ul style="list-style-type: none"> • aims to achieve the target of the national government in terms of access to refuse removal; and • relocation of one landfill site.

4.3 Disaster Management Plan

The municipality has adopted the draft Disaster Management Plan. During the work session, the following was outlined:

- It was also noted that the District Municipality should play more of an active role in assisting the local Municipalities.

The following was identified by the participants:

Steps for Incident

- Create ground for the disaster management to vacate
- Inform affected communities regularly
- Assess regularly

Operational Structure of the Disaster Management Committee:

- Mayor
- Emergency services
- Police
- Hospitals
- Community based organizations

Risk Response

Proactive:

Pro-action refers to determining possible disasters, maintaining the area and educating the public on possible disasters. Disasters were further classified into the following:

NATURAL DISASTERS:

- Fire
- ^{Floods} Snow
- Storms
- Disease/s
- Drought
- HIV/Aids

The Municipality is especially exposed to fires, soil erosion, the indiscriminate destruction of natural vegetation and storms as major potential sources of disasters. Especially in Thëmbalihle the houses are old and not properly constructed, and therefore especially exposed to storms.

Other disasters that impact directly on the budget of the municipality include:

- (1) Motor vehicle accidents.
- (2) Livestock that graze in residential areas.
- (3) Sewerage spill-over into the Cornelius River.
- (4) A water tank that is not properly maintained and is causing unnecessary water losses.

Susceptibility and Vulnerability

Assessment Susceptibility

The susceptibility of an area to a particular emergency, hazard or disaster refers to the likeliness of such an event actually happening in that particular area. Physical characteristics, spatial structure and historical occurrence all determine the likeliness of a disaster or the susceptibility to a disaster. As an example, an area which has never received any snowfall will be less susceptible to snow hazards than areas who have frequently experienced heavy snow in the past. As most of these disasters are unpredictable to a large degree, the relative susceptibility is indicated within the Prevention and Mitigation framework as an expression of high, medium or low susceptibility.

Furthermore the susceptibility to a particular disaster could differ across the geographical area of the municipality. The specific areas most susceptible to a disaster are also indicated within the Prevention and Mitigation framework.

Vulnerability

Vulnerability refers to (a) the possible extent of loss in lives and property in an area, should a disaster occur and (b) the ability of a community of the particular area to adapt to or deal with the occurrence of such a disaster.

The locality of a community in relation to a potential flood would be an indication of a high vulnerability. Furthermore the availability of emergency response services to a community also determines its vulnerability. Where a community with a high susceptibility to a disaster is a considerable distance from such emergency services the vulnerability of that community would be considered high.

Table 5.4: Risk and Vulnerability Assessment

Type of Incident	Areas to be affected	Probability	Consequences
Floods	Zeekoeivleipoort Lincolnshire, Mont Pelaaan, Merinodal, Verkykerskop, Themabalihle, Warden, Aanvang, Jachtkop. County Claire Vaalkop Paardeplaats Oudewoning Koefontein Memel	40%	People without shelter No telecommunication
Heavy Snow	Zeekoeivleipoort, Lincolnshire, Mont Pelaaan, Merindodal , Merinodal Verkykerskop Hlomisa		People cut off from others Residents cut-off from food supplies Residents cut-off from medical care Deaths Transportation disrupted Roads inaccessible
Veld fires	The whole of Phumelela	100%	Dead animals Disease Residents cut-off from medical care Deaths Residents cut-off from food supplies
Dam Wall Breakages	Vrede/Themabalihle Dam: Farms: Dippenaarsdal 1347 Kelkklip 1326, Mizpah 141, Ziklag 140 Vrede Dam: Squatters in Themabalihle	10%	People drowned People without shelter Damages to infrastructure Residents cut-off from medical care Disease

Type of Incident	Areas to be affected	Probability	Consequences
	Emanzini Resort Private Property around dam Cornelis River: Warden Residents residing on banks of river		
Road Blockages	N3 –Warden	50%	Accidents Detours Delay in people on their way to medical care Water shortages
Transportation: hazardous/toxic Substances	All people alongside the route of transportation All other people travelling on the route Towns, i.e. Warden next to N3,	5%	Toxic contamination Injuries Accidents Medical care needed Traffic Control needed Emergency medical care needed
Oxidation Ponds (Vrede)	Residents of Extention 3 Thembalihle	5%	People in aid of medical care People without shelter Damages to infrastructure People in aid of emergency medical care
Airplane crashes	Residents residing in the area where crash occurred	2%	Need of Emergency Medical Care Fire fighting Damages to infrastructure Traffic control needed Temporary shelter needed
Road accidents	People using the road	50%	Need for emergency medical care Transportation needed Traffic Control needed Fire fighting needed
Stock disease (Foot & Mouth)	Animals in the areas where the disease occurred	30%	Need of Veterinary care Need of medical care
Civil Violence	All people in area where civil violence occurred	10%	Need of assistance of Safety & Security Need for Emergency medical care Temporary shelter needed
Droughts	All people and animals in area where drought occur	30%	Need for food and grazing Need for Water Dead Carcasses Lack of nutrition

Prevention and Mitigation (Contingency Plans)

The responsibility of the municipality is not only to react to disasters, but to ensure that a potential disaster is prevented. These prevention strategies are indicated within the Disaster Management Act, Act 57 of 2002, section 47:

(1) A municipal Disaster Management Centre, ~~to the extent that it has the capacity, must give guidance to organs of state, the private sector, non-governmental organisations, communities and individuals in the municipal area to assess and prevent or reduce the risk of disasters, including-~~

- (a) ways and means of-
 - (i) determining levels of risk
 - (ii) assessing the vulnerability of communities and households to disasters that may occur
 - (iii) increasing the capacity of communities and households to minimise the risk and impact of disasters that may occur, and
 - (iv) monitoring the likelihood of, and the state of alertness to, disasters that may occur;
 - (b) the development and implementation of appropriate prevention and mitigation methodologies;
 - (c) the integration of prevention and mitigation methodologies with the development plans, programmes and initiatives; and
 - (c) the management of high-risk developments
- (2) A municipal Disaster Management Centre must promote formal and informal initiatives that encourage risk-avoidance behavior by organs of state, the private sector, non-governmental organisations, communities, households and individuals in the municipality

4.3.1 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none">• The municipality's exposure to risk (then specifically in the rural areas) must be combatted through the interventions planned in the disaster management plan. This element is a priority for the farming community in the municipality, but the role of the municipality is complicated by the lack of resources and the fact that disaster management is in essence a district function.
Relation to strategic Objectives	<ul style="list-style-type: none">• The effective management of disaster has implications for the ability of the municipality to implement, execute and achieve all of its strategic objectives, because it impact directly on the risks that may face the municipality. The one specific strategic objective that is core to the disaster management strategy is to ensure effective firefighting in the Phumelela municipal area.• There has been plans to develop waste recycling capacity in the Phumelela area in previous IDPs, but a lack of adequate resources has prevent this from materializing.
Programmes and Projects	<ul style="list-style-type: none">• The municipality is planning to train ten firefighters over the next three years, which will assist in alleviating the demand from the rural farming community for the municipality to assist with combatting veld fires.• The municipality is also in the process of improving coordination and communication with the district municipality to synergize disaster management efforts in the area.

4.4 Environmental Management Planning

A major component of this environmental programme is an assessment of the legal requirement necessary for sustainable development in Phumelela. This section constitutes an indication of those requirements.

☐ The National Environmental Management Act principles:

Section 2 of The National Environmental Management Act (107 of 1998), or referred to as NEMA, requires all organs of the State to implement and adhere to the principles set out in Chapter one of NEMA. All organs of State also have the responsibility to protect, promote and conserve the needs of the people. NEMA Section 2 also stipulates that the organs of State have to serve as a framework for environmental management and it is their duty to guide the implementation of this Act. It is therefore a prime requisite of the Phumelela local municipality to incorporate this wider environmental analysis.

NEMA sets clear principles for guidance in the stipulation of general principles for the environmental programme (Section 2 of NEMA).

These principles are summarized below:

1). Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.

2). *Development must be sustainable socially (people), environmentally (planet) and economically (prosperity).* 3). *Sustainable development requires the consideration of all the relevant factors, including the following:*

- To avoid and minimize:
 - the disturbance of ecosystems and loss of biological diversity
 - the disturbance of landscapes and sites that constitute the cultural heritage
 - pollution and degradation of the environment
 - waste (re-use or recycle)
- The responsible and equitable use of renewable and non-renewable resources
- That a risk prevention approach are taken, and
- The prevention of negative impacts on the environ
- Environmental justice must be pursued so that adverse environmental effects shall not be distributed in such a manner as to unfairly discriminate against any person.

At the core of the NEMA principles are thus primarily the needs of the people, and social, environmental and economical sustainable development. These core guidelines act as excellent indicators when measuring all potential development.

☐ Strategic Environmental Assessment principles:

Strategic Environmental Assessment (SEA) aims to ensure that environmental issues are addressed from an early stage in the process of formulating policies, plans and programmes, and incorporated throughout this process. In The development and understanding of SEA will assist in practically implementing sustainability and moving towards a true integration of economic, social and biophysical goals.

Ten principles are proposed for SEA in South Africa. These principles are the fundamental premises underpinning SEA methodologies in South Africa and provide the theoretical base for the development of local SEA processes.

The following is the ten principles of SEA for South Africa:

1. SEA is driven by the concept of sustainability;
2. SEA identifies the opportunities and constraints, which the environment places on the development of plans and programmes;
3. SEA sets the criteria for levels of environmental quality or limits of acceptable change;
4. SEA is a flexible process, which is adaptable to the planning and sectoral development cycle;
5. SEA is a strategic process, which begins with the conceptualization of the plan or programme;
6. SEA is part of a tiered approach to environmental assessment and management;
7. The scope of an SEA is defined within the wider context of environmental processes;
8. SEA is a participative process;
9. SEA is set within the context of alternative scenarios;
10. SEA includes the concepts of precaution and continuous improvement.

☐ The Environmental Conservation Act (Act 73 of 1989)

The MEC may, through the Environmental Conservation Act (ECA), identify those activities that will have a detrimental effect on the environment, and those activities will be prohibited. The MEC also has the right to identify areas of limited development for any activities relating to infrastructure, land use or resources. This could be areas with red-data species, wetlands or any other environmentally sensitive areas.

The following table is a summary of the environmental management functions of the different departments and the applicable legislation.

Phumelela Environmental Issues

In order to ensure that the negative impacts of the priority environmental issues are minimized there needs to be a sound understanding of the relationship between the causes and the effects of these issues.

In the following table the various environmental problems associated with the proposed projects, (set out in the analysis phase), are presented, together with the most prominent causes of these environmental problems. The various effects of these environmental problems on the people, as well as the communities/towns being affected by these problems are also presented.

Table / Figure 9: Environmental problems, causes, effects and people being affected

Environmental problems, risks and threats	Causes of the problem	Effect(s) of the problem on the environment	People being affected
Cemetery development	<ul style="list-style-type: none"> Shortage in capacity Increased number of deaths, due to HIV/AIDS 	<ul style="list-style-type: none"> Shortage in burial sites Creates an unhealthy environment Loss in arable land 	All urban areas
The provision of waterborne sanitation	<ul style="list-style-type: none"> Population growth, thus increased demand for sanitation systems Contamination of underground water through the old sanitation systems 	<ul style="list-style-type: none"> Increase in water use, which leads to a decrease in the resource 	Rural areas Vrede
The upgrading of the refuse sites	<ul style="list-style-type: none"> Insufficient and unfenced waste disposal sites Not sufficient capacity Waste management not effective 	<ul style="list-style-type: none"> Pollution Creates an unhealthy environment 	Vrede
Increased water supply	<ul style="list-style-type: none"> Population growth, thus 	<ul style="list-style-type: none"> Decrease in the water resource 	Vrede
	<ul style="list-style-type: none"> increased demand for water Improvement of water supply Will improve the lives of the people 		Warden
Parks and Sports field development	<ul style="list-style-type: none"> There is a need for more recreational facilities 	<ul style="list-style-type: none"> Disturbance of natural resources: trenches will be dug, trees will be cut down Visual pollution 	All towns
The provision, upgrading and maintenance of transport routes	<ul style="list-style-type: none"> Poor infrastructure of roads Neglect of maintenance of roads 	<ul style="list-style-type: none"> Increase in air pollution (increased amount of private vehicles on roads) Increase in accidents Damage to land alongside roads 	All towns
The installation of area Lighting	<ul style="list-style-type: none"> For improved lighting, and safety 	<ul style="list-style-type: none"> Visual pollution: Erection of towers or masts Impact on the biodiversity 	Memel Vrede

Environmental problems, risks and threats	Causes of the problem	Effect(s) of the problem on the environment	People being affected
			Warden

Activities/projects that will need an Environmental Impact Assessment (EIA), will be mentioned below.
 The additional activities not mentioned below, would all require scoping reports.
 Activities, which will require an Environmental Impact Assessment (EIA), are:

- The construction of proper infrastructure for water and sanitation services
- The new cemetery sites
- The construction and maintenance of roads
- The construction of infrastructure for electricity
- The establishment of a sports field

4.4.1 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> • Landfill and waste disposal sites that are too close to residential areas, illegal refuse dumps and waste water management practices that endanger water sources are some of the issues in the Phumelela area that necessitates the formulation and implementation of an Integrated Environmental Management Plan.
Relation to strategic objectives	<ul style="list-style-type: none"> • Development of legislatively compliant and environmentally friendly waste disposal sites. The municipality will gradually relocate current waste disposal sites and improve the management thereof to ensure that the negative environment impact thereof is limited. • The strategic aim is to promote environmental health by the way in which the waste disposal function is managed.
Programmes and Projects	<ul style="list-style-type: none"> • The municipality adheres to the requirements for environmental impact studies where projects are undertaken that may potentially have a negative impact on the environment. • Awareness campaigns regarding environmental issues have been included in previous IDPs, but a lack of adequate resources has prevented the effective implementation thereof. However, the concept is still part of the municipality's-termprogramme longofaction.

4.5 Infrastructure Investment Planning

The municipality does not have an updated Infrastructure Investment Plan. It has developed a document with guidelines to inform infrastructure investment planning in the area for the purposes of compiling the IDP.

These are as follows:

Table 5.7: Infrastructure

Priority	Issue	Targeted for infrastructure investment over the next five years	Short description of main infrastructure issues / considerations
1	Water and sanitation	Yes	<input type="checkbox"/> Ageing infrastructure require replacement / high maintenance costs <input type="checkbox"/> Increase access has put huge pressure on infrastructure, and require exponential infrastructure expansion <input type="checkbox"/> Required to support envisaged economic and social expansion
2	Streets and Stormwater	Yes	<input type="checkbox"/> Declining condition of access roads <input type="checkbox"/> Need to expand good quality internal roads to previously disadvantaged areas
3	Waste Management	Yes	<input type="checkbox"/> The Municipality needs to solve problems related to the location of landfill sites (close to urban areas) and the fact that some landfill sites are located on private property
4	Electricity and lights	Yes	<input type="checkbox"/> <i>Limited scope:</i> With the exception of Warden, Eskom distributes electricity throughout the region. Although the distribution of electricity is seen as an additional source of income to the council, the network within Warden is old and in desperate need of repair, the proper metering of this service will also need to be attended to.
5	Cemeteries	Yes	<input type="checkbox"/> Insufficient capacity of existing sites
6	Local Economic Development	Yes / No	<input type="checkbox"/> The prioritisation will be through the proper maintenance and upgrading of water, sanitation and roads infrastructure. <input type="checkbox"/> The Municipality does not have the budget or resource capacity to invest in expensive economic infrastructure.
7	Land Development and Land Reform	No	<input type="checkbox"/> Not a municipal core function –the municipality's r identification of land for redistribution and in so-doing supporting sector departments.
8	Disaster and Environmental Management	No	--
9	Institutional Development	No	--
10	Sport and Recreation	No	<input type="checkbox"/> Sport and recreation facilities are essential to improve the quality of life of citizens, with specific focus on previously disadvantages areas. <input type="checkbox"/> Low municipal priority, considering the extent of needs and demands versus the capacity limitations of the municipality.
11	Safety and Security	No	<input type="checkbox"/> Not a municipal core function –the municipality's r identification of land for redistribution and in so-doing supporting sector departments.
12	Transversal Programmes	No	<input type="checkbox"/> Initiatives to be funded through the operating budget.


4.5.1 Water

Core Issue	Description
Sufficient Bulk water Supply	Bulk supply of water sources as well as the maintenance of storage and purification infrastructure and equipment (especially in Warden) should enjoy highest priority as this would be the biggest direct threat of being able to provide sufficient potable water to households.
Individual connections	The continuous individual connection of erven to available reticulation networks is the most direct activity of providing water to households. Although other resource constraints exist, such connections should not be neglected as a result and should receive constant implementation.
Water losses	Large volumes of water are lost from the network annually due to illegal connections, wastage and leakages from old pipelines. These losses could be reduced by proper metering and leakage repair, resulting in accountable water and financial savings.
Water provision to Rural Areas	The farm workers in Phumelela have difficulties in obtaining water from the farmers, resulting in them having to travel long distances to get water and transport it to their homes. The intention is that councillors/officials should engage in negotiations with the farmers to try and persuade them to provide water to their workers
Shortage of personnel	None of the town units within the municipality has sufficient technical human resources to be able to upgrade and maintain the water infrastructure beyond basic repairs. Organizational structures should include sufficient technical personnel as far as possible.
Maintenance and upgrading of equipment	Maintenance and upgrading of equipment will facilitate the constant and uninterrupted provision of water services. Proper equipment will also ensure a long term cost saving through maintenance rather than constant replacement.

4.5.2 Internal Roads and Stormwater Drainage

Core Issue	Description
Insufficient storm water drainage in various areas.	The lack of storm water drainage contributes greatly to the poor state of roads. The provision of adequate storm water drainage will drastically limit the need for maintenance.
Weak condition of roads.	Roads are not maintained regularly with the result that the condition of poor roads deteriorate rapidly. Large trucks make use of many of the major roads in Phumelela due to its border with Mphumalanga and Kwa-Zulu Natal and contribute further to the poor state of the roads.
Established urban areas with no roads.	Streets in urban areas fulfill an important role in that it ensures the delivery of goods and services, but more importantly it forms the medium for public transport. Streets should therefore always be in a good and safe condition.
Structured maintenance programme.	Sustained maintenance is required to minimize infrastructure losses and breaks in service delivery.

4.5.3 Waste Management

Core Issue		Description
Condition and capacity of waste disposal sites		Waste disposal sites in Vrede and Warden are in poor condition and the fences that have been erected were stolen. The capacity of these sites is only sufficient for the short term.
Position of waste disposal sites		The waste disposal site in Memel is situated near the Pamponspruit and holds a danger of polluting the Seekoeivlei wetland. This site will have to be relocated within the near future.
Buying of Bulk Containers with equipment		The residents in the townships of Phumelela tend to through their refuse (with the exception of ash) on street corners etc. resulting in a huge necessity to place bulk containers on strategic places for that purpose. However, the relevant equipment to remove the containers must also be obtained
Equipment for the rehabilitation of waste disposal sites		Throughout Phumelela there is a need for a Bulldozer to rehabilitate the waste disposal sites. Comparison between the purchase of a bulldozer and the renting of equipment occasionally should be done.
	Alignment with priorities Development Perspective of AsgiSA	A massive investment in infrastructure
	National Spatial	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

4.5.4 Electricity

Core Issue	Description
Reclamation of electrical distribution infrastructure.	Electricity is seen as a reliable source of income for the municipality, but the municipality provides electricity only in Warden. Negotiations with Eskom will have to be undertaken to transfer the service provision function to the Eskom in all the other towns.
Old distribution networks causing power dips and failures.	The electricity network and infrastructure is very old and the capacity is not sufficient for current usage. This causes power dips and failures on a regular basis. The replacement of the entire network or parts thereof should be a priority to the municipality and Eskom.
Small cluster of erven without electricity.	The clusters of households in the various towns that are not connected to the electricity network should receive attention. These households should be connected to the network as soon as possible to provide equality of services to all.
Stealing of electricity / electrical infrastructure.	Theft of electricity cables contributes to the problem of power failures. This is an expense the council and Eskom has to make, but the money can rather be used for upgrading and maintaining the network. The theft should be stopped at all cost.
Insufficient area lighting in most areas.	The lack of area lighting in most areas makes nightlife dangerous and difficult. Crime is more evident in these areas and especially women and children are vulnerable in these situations.

4.5.5 Cemeteries

Core Issue	Description
Insufficient capacity of existing sites.	Due to the rapid rate that cemeteries are occupied many of the cemeteries can only provide in the short-term need. New cemeteries will have to be developed in Vrede, Zamani and Ezenzeleni.
Public facilities at cemeteries.	Most of the cemeteries in Phumelela are not provided with public facilities. Unfortunately these facilities are a target for vandalism and are thus expensive to maintain.
Possible effects of HIV/AIDS.	The number of deaths has increase drastically over the last few years mostly due to HIV/AIDS. Reducing the number of people infected with HIV/AIDS will reduce the short-term need for cemeteries.

4.5.6 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> The Phumelela municipality faces two key challenges in terms of infrastructure investment, namely to maintain, upgrade and/or replace ageing infrastructure, and secondly to expand infrastructure to new areas targeted for human settlements and development. The guidelines developed by the municipality attempt to identify the areas and functional challenges to achieve these two key issues.
Relation to strategic objectives	<p>The following strategic objectives in this IDP relate to these planning guidelines:</p> <ul style="list-style-type: none"> To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014 To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014 To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality To ensure good waste management in the Phumelela municipal area To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014 To ensure effective management of graveyards and cemeteries in the Phumelela municipal area To ensure access to quality sport and recreational in the Phumelela municipal area
Programmes and Projects	<ul style="list-style-type: none"> Refer to the relevant Programmes and Projects in Section C of the IDP.

4.6 Local Economic Development (LED) Strategy

Thabo Mofutsanyana held a LED Summit from 30 January to 1 February 2002, with the key-participants local municipalities, national and provincial departments, tourism enterprises, the IDC, Khula, Ntsika, banks, Vodacom, MTN, Eskom, Telkom, NGOs, business organisations, NAFCOC, institutions of higher learning, local businesses, etc. The summit came up with strategies and recommendations on the following:

Key issues:

- Job creation and sustainable communication
- Wealth creation and prosperous societies
- Infrastructure creation and human capital development
- Future hope creation for the youth, woman and disabled

Main strategies

- Woman economic empowerment and social empowerment of
- Development of the youth entrepreneurs and innovators
- Individual development, infrastructure development a
- Supplier development of agricultural products, craft

The LED Summit was held amidst current realities in the district, such as the closing down of businesses, factories and industries, the decline in the agricultural sector and other retrenchments, leading to the decline of the local economy. As a result just about half of the population was left unemployed, which in turn had an adverse effect on buying power in the region.

The purpose of the LED Summit was therefore to come up with strategies that will deal with / answer the following :

- How to revive the local economy of the district
- How to create opportunities for employment and job creation
- How to improve living conditions of people in a sustainable manner

The primary focus is on :

- Growing newly established small and medium enterprises
- Capacity building on newly established business in terms of business management and business accounting
- Promotion of especially agriculture, tourism, retail and manufacturing sectors

The summit also endeavored to create an environment that would produce sustainable opportunities for SMME's in the short and long term with a view to :

Widening the scope of business opportunities

- Entrepreneurship development through relevant training
- Active financing of small business
- Small business participating in job creation
- Wealth creation for economic growth

Economic regeneration study

The District Municipality has applied to the Local Economic Development Fund of the Dept. of Local Government & Housing for an economic regeneration study. However due to the limited resources, the study eventually focused only on the specific nodal municipality, viz. **Maluti A Phofung**.

Strategic guidelines for LED

National policy documents

- White Paper on Local Government
- Free State Growth and Development Strategy
- Local Economic Development Policy Paper

Strategic guidelines

Focal economic, sectors and geographical areas for promotion

- Tourism (eco-tourism) – Memel, Clarens, Qwaqwa, Bethlehem, Ficksburg, Fouriesburg, Harrismith, Kestell, and Reitz
- Agriculture (agricultural products and agri-businesses)
- Whole area of Thabo Mofutsanyana
- Fruit production: Ficksburg
- Horticulture: Reitz and Bethlehem

Basic principles for promotion

- Labour intensive techniques
- Use of SMME's in projects such as repairing roads
- Create district markets
- Promote involvement of women
- Good marketing strategies
- Improve knowledge (empowerment through training)
- Maintenance of infrastructure (roads, water, sanitation)
- Manage spread of HIV

4.6.1 The Integrated Local Economic Development (LED) Programme

The LED programme provides an overview of interventions to promote economic development and employment generation in the Municipality, in a co-ordinated way to achieve a significant impact. The LED Programme consists of:

- a socio-economic analysis,
- strategy guidelines on local economic development and
- a consolidated summary of independent LED projects and LED activities which are part of the designed projects.

In March 2008 the Integrated Local Economic Development Programme was reviewed at a workshop for the purpose of reviewing the plan. The outcomes of the review are stated below:

- The workshop identified an imbalance in the economy of Phumelela Municipality.

- The economy of the area is driven by agriculture, as is illustrated in the following pie chart:

It is imperative for the Municipality to diversify the economy. The high dependence on agriculture renders it vulnerable to economic instability when indices and market indicators for the agricultural sector decline. Furthermore, a local economy based in a single commodity type finds itself inadequate to respond to diverse local needs and for the broad based economic empowerment.

The following key areas were pointed out:

- The NDP must be linked to the Phumelela Municipality LED Strategy, Free State Growth and Development Strategy;
- The SMME development strategy as well as a Rural development plan must create the integration to building the local economy;
- The Municipality must ensure that it play a role in facilitating and stimulating the economic growth patterns in the area by creating "an economics and local people environment will build the local " in w economy.

4.6.2 Alignment with the requirements of the Framework for simplified IDPs

How does the Plan relate to the status quo analysis?	<ul style="list-style-type: none"> • High levels of unemployment and poverty in the Phumelela area • The Phumelela Municipality has been identified as one of the pilot sites for the implementation of the CWP in the Free State.
Relation to strategic objectives	<p>The LED Strategy relates to the following objective in the IDP:</p> <ul style="list-style-type: none"> • To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP
Programmes and Projects	<ul style="list-style-type: none"> • Refer to the LED Programmes and Projects in Section C of the IDP.

What is LED?

The World Bank's current defines LED as follows: "Local Economic Development (LED) offers local government, the private sector, the not-for-profit sectors and the local community the opportunity to work together to improve the local economy. It aims to enhance competitiveness and thus encourage sustainable growth that is inclusive."

Another definition is "an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms."

The White Paper on Local Government (1998) introduces the concept of "developmental local government" which is defined as "Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives." However the same document makes it clear that "Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities". Thus, local economic development is about creating a platform and environment to engage stakeholders in implementing strategies and programmes.

While the Constitution (1996) places a great responsibility on municipalities to facilitate LED, the schedule in the Constitution that lists the functions of municipalities does not include LED. This has contributed to an interpretation that sees LED as an un-funded mandate for municipalities. National Government's LED Framework (2006) therefore emphasised that municipalities are not responsible for creating jobs but should rather invest in providing the overall economic and social conditions conducive to creating employment opportunities. LED is therefore about creating a platform and environment to engage stakeholders in implementing strategies and programmes.

Stages of LED

In the early stages of LED, activities focussed strongly on the marketing of locations to external investors, often linked with incentive systems such as tax breaks and/or reduced costs of public services (such as water and electricity) and infrastructure development. In a second phase, attention shifted to endogenous economic potentials, striving to support the competitiveness of existing firms, promoting entrepreneurship and business start-ups. This was often done via entrepreneurship development and training programmes, business support and business linkage mechanisms, providing access to finance, skills development, rural development and sectoral development approaches.

Since the late 1990s, a more holistic approach to LED has become prevalent.

LED Framework (2006)

This Framework emphasised that local government is not responsible for creating jobs but should rather invest in ~~providing the overall economic and social conditions conducive to creating employment opportunities.~~ Local economic development is therefore about creating a platform and environment to engage stakeholders in implementing strategies and programmes. The Framework emphasizes that municipalities have a key role in creating an environment conducive for investment through the provision of infrastructure and quality services, rather than by developing programmes and attempting to create jobs directly.

Activities:

Establishment of LED Forum

Review of LED Strategy

Development of Tourism Sector Plans

Establishment of Business Forums / Chambers

4.7 Institutional Development

The Phumelela Local Municipality has reviewed its organizational structure annually. Currently the high-level organizational structure of the Municipality is as follows:

The overall purpose of strategic human resources management is to:

- ☐ Ensure adequate human resources to meet the strategic goals and operational plans of the Municipality –the right people with the right skills at the right time.
- ☐ Keep up with social, economic, legislative and technological trends that impact on human resources in the Municipal area and in the voluntary sector.
- ☐ Remain flexible so that the Municipality can manage change if the future is different than anticipated.

The Municipality's Strategic Response to Human Resources comprehensively addressed in its Human Resource

4.7.1 Personnel Component and Employment Equity

Table / Figure 37: Total Number of Employees in the Municipality

Employment Category		African		Coloured		Indian		White		Total		Total
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	8	5	0	0	0	0	0	1	8	6	14
SOC 100	Directors and Corporate Members	5	2	2	0	0	0	0	0	7	2	9
SOC 200	Professionals	6	3	0	0	0	0	0	0	6	3	9
SOC 300	Technicians and Trade Workers	23	5	0	0	0	0	1	0	24	5	28
SOC 400	Community and Personal Service Workers	24	5	0	0	0	0	0	1	24	6	30
SOC 500	Clerical and Administrative Workers	18	17	0	0	0	0	0	1	18	18	36
SOC 700	Machine Operators and Drivers	10	0	0	0	0	0	0	0	10	0	10
SOC 800	Labourers	109	34	0	0	0	0	1	0	110	34	143
	Apprentices	0	0	0	0	0	0	0	0	0	0	0
Total		203	71	2	0	0	0	2	3	207	75	282

(Source: Municipal Employment Equity Plan, 2011/12)

Total anticipated no of employees on 1 July 2015	284
Total anticipated payroll amount (on which levy payment is based) for 2018/19:	R68 258 475.52
Casual Workers:	11
Contract Workers:	12
Part-time Councillors:	13
Full-time Councillors:	2
Total Councillors:	15

(Source: Municipal Employment Equity Plan, 2015/16)

Table / Figure 39: Employee profile

Employment Category		Race						Age categories						Total				
		African		White		Total		21-30		31-40		41-50				51+		
		M	F	M	F	M	F									M	F	
Legislators																		
	Mayor	1				1		1				1				1	0	1
	Local Government Legislators (Councillors)	7	5		1			13	1	1	4	2	2	3		8	6	13
Total:		8	5		1			14	1	1	4	2	2	3		9	6	14
Directors and Corporate Managers																		
11131	Municipal Manager	1				1		1					1			0	1	1
11133	General Managers	2				2		3			2		1			2	1	3
1211	Corporate Services Managers		1				1	1					1			0	1	1
1212	Finance Managers	2				2	0	2			1		1			2	0	2
1213	Human Resource Managers																	
1214	Policy and Planning Managers	1				1		1					1			1	0	1
1221	Engineering Managers	1				1	0	1			1					1	0	1
1222	Construction Managers																	
Total:		7	2			7	2	9			4		4	1		6	1	9
Professionals																		
Corporate Services	Core Admin	1	2			1	2	3			2		1			1	2	3
	Core Finance	4	2			4	2	6			4	2				4	2	6
	Legal																	
	IT	1									1					1	0	1
	Procurement															0	0	0
Total:		6	4			5	4	9			7	2	1			6	2	9
Technicians and Trade Workers																		
Corporate Services	Core Admin			1		1		1					1			1		1
	Core Finance																	
	Legal																	
	IT																	
	Procurement																	
Technical Services	Roads and Storm water/ WATER SERVICES	23	5			2	3	5	8			10	18			23	5	8
Total:		23	5			2	3	9	8			10	18			24	5	9

Employment Category		Race				Age categories										Total	
		African		White	(Total)		21-30	31-40	41-50	51+					M		
		M			M												
Financial Services	Procurement				0										0		
	Client Services																
	Community Libraries																
Corporate Services	Core Admin	23	2		23	2	26		6	2	7			23	2	25	
	Core Finance																
	Legal																
	IT																
Services																	
Community Safety	Traffic Management	1			1	0	1		1					1	0	1	
Municipal Planning	LED/IDP/Urban Planning		1		0	1	1		1					0	1	1	
Total:																	
Clerical and Administrative Workers																	
Corporate Services	Core Admin	13	12		13	12	25		13	11	1			13	12	25	
	Core Finance	5	6		5	6	11		3	4	1	2	1	5	6	11	
	Legal																
	IT																
	Procurement																
Financial Services	Client Services		2		1	0	3	3	2		1			0	3	3	
Total:		18	20		18	21	39		16	15	2			18	21	39	
Machine operators and Drivers																	
Corporate Services	Core Admin					0									0		
	Core Finance																
	Legal																
	IT																
	Procurement																
Community Services	Technical (General)	10			10		10		1		7	2		10	0	10	
Total:		10			10		10		1		7	2		10	0	10	
Labourers																	
Corporate Services	Core Admin	1			1	0	1				1			1	0	1	
Community Services	Parks	6	5		6	5	11		1	1	2	1	1	3	2	11	
	Community Facilities	44	2		44	2	46		14		13	1	17	1		44	
	Cemeteries	9	2		9	2	11			3		1	1	5	1	9	
Community Safety	Public Safety	3			3	0	3		1		1		1		3	0	
Technical Services	Roads and Storm water	11	9		11	9	20		1	1	5	1	5	3	4	11	
	Solid Waste and Landfill	38	3		38	3	41		1	1	8	1	11		18	3	
	Water supply and waste water	27	6		27	6	33		1	2	9	3	11		6	27	
	Electricity																
Total:		139			139		166								139		
Total:		187			189		255								189		

7.2 Skills Development

Table / Figure 40: Training for Municipal Employees

No	Course Name or Qualification Title	Name of Provider	Skills Area	NQF Level	Informal / Formal	In-house: External	Includes SAQA reg. unit standards	Duration	Number of employees trained	Actual Cost
1	LLF Training	LGSETA	Administration <i>Technical</i>		Formal	In-house		3 days	13	LGSETA Funds
2	Bachelor of Management and Leadership	University of Free State	Management / Leadership	7	Informal	External	Yes	2 years	1	Municipal Funds
3	MFMP	Kgolo Institute/ Central University of Technology	Financial	6	Informal	External	Yes	1 year	2	LGSETA
4	Collaborative Leadership in Regional Economic Development		Administration	5	Informal	External	Yes	1 week	1	LGSETA Funds
5	Diploma in Human Resource	University of Johannesburg	Administration	5	Informal	External	Yes	2 years	1	Municipal funds
6	water and wastewater Process Controller	Mahube Training and Development	Technical	3	Formal	Internal	Yes	1 year	1	EWSETA Funds
7	Community Water Health and Sanitation	Mahube Training and Development	Technical	4	Formal	Internal	Yes	1 year	14	EWSETA Funds
8	ND: Public Financial Management and Administration	Kgolo Institute/ Central University of Technology	Financial	5	Informal	External	yes	Year	5	LGSETA Funds
9	Batho Pele Principles Training	COGTA	Admin/ Tech / Financial		Formal	Internal		5 days	5	

10	Construction Supervision 4 course	INTEC College	Administration		Informal	External		2 years	2	
11	Records Management Training	Lemark Training Institute	Administration	5	Informal	External	Yes	5 days	3	
12	Electrical Apprenticeship Programme	Electro Educatory Services	Technical		Formal	Internal		3 years	4	LGSETA Funds
13	Water and Wastewater Treatment Operation	Mahube Training and Development	Technical	2	Formal	In-house	Yes	1 year	10 (unemployed)	EWSETA Funds
14	Water and Wastewater Process Controller	Mahube Training and Development	Technical	3	Formal	Internal	Yes	1 year	15 (unemployed)	EWSETA Funds

(Source: Municipal Skills Development Plan, 2015/16)

Table / Figure 41: Summary of Actual Programmes

Total number trained		49
Total Actual Cost of Training		R222 341.25
Total Interventions		Number of interventions planned
Skills priority No	Name of Intervention	
5	ABET	0
0	Administration	20
8	Client Services	0
0	Computer Literacy	0
0	Corporate, legal and support	0
1	Financial	7
9	Life Skills	0
1	Management/ leadership	9
7	Occupational Health and Safety	0
0	Policy development	0
8	Project management/ Planning	0
10	Social/ community/ economic development and planning	0
4	Specialist technical	13
0	Training Skills	0
0	Specialist skills required by legislation	0
	Total interventions not linked to Sector Skills Priorities	0

(Source: Municipal Skills Development Plan, 2015/16)

Table / Figure 42: Total Number of Employees in the Municipality to Receive Training

Employment Category		Race								Total		Total
		African		Coloured		Indian		White		M	F	
		M	F	M	F	M	F	M	F			
SOC 100	Legislators	8	5	0	0	0	0	0	1	8	6	14
SOC 100	Directors and Corporate Members	5	2	2	0	0	0	0	0	7	2	9
SOC 200	Professionals	4	4	0	0	0	0	0	0	4	4	8
SOC 300	Technicians and Trade Workers	23	5	0	0	0	0	1	0	24	4	28
SOC 400	Community and Personal Service Workers	15	4	0	0	0	0	0	1	5	15	20
SOC 500	Clerical and Administrative Workers	7	12	0	0	0	0	0	0	7	12	19
SOC 700	Machine Operators and Drivers	0	0	0	0	0	0	0	0	0	0	0
SOC 800	Labourers	32	11	0	0	0	0	1	0	33	11	44
	Apprentices	0	0	0	0	0	0	0	0	0	0	0
	Total	94	43	2	0	0	0	2	2	88	54	142

(Source: Municipal Skills Development Plan, 2015/16)

4.8 Anti-Corruption Strategy

The Phumelela Local Municipality based its anti-corruption strategy on the following eight (8) objectives:

- To pro-actively manage the anti-fraud responsibilities of the municipality;
- To provide employee guidance if fraud is suspected;
- To issue a clear statement forbidding misconduct, and to popularise this statement amongst all employees;
- To concentrate the responsibility for investigating possible instances of fraud and corruption in a central, non-bias office;
- To issue assurances to all personnel that fraud will be fully investigated;
- To issues clear protection guidelines for those reporting suspected fraud;
- To adopt and apply the norms, standards and principles of the National Anti-Corruption Forum; and
- To create a suitable environment for fraud management.

The Phumelela Local Municipality has identified the following strategies to achieve the objectives mentioned above:

- (1) *Strategy 1:* To implement a risk-based approach towards the management and combating of fraud, corruption and irregularities.
- (2) *Strategy 2:* To formulate clear guidelines that could be used by employees and the public about reporting procedures and methods in instances where fraud and/or corruption are expected.
- (3) *Strategy 3:* To increase institutional response capacity in terms of the ability of Municipality to respond to, and prevent instances of fraud and corruption.
- (4) *Strategy 4:* To make sure that appropriate measures are in place to promote the reporting of instances of fraud or corruption.
- (5) *Strategy 5:* To create and participate in networks of interested parties with a common aim of combating fraud and corruption.
- (6) *Strategy 6:* To institute measures aimed at creating a culture of fraud and corruption control.

The Municipality adopted an Anti-corruption Strategy

4.9 Organisational & Individual Performance Management System

A fully functional Performance Management System (PMS) has been introduced in the Phumelela Local Municipal, consisting of the following elements (or sub-systems):

- (1) **IDP goals and objectives** represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected Council.
- (2) The IDP indicators and targets are annually **aligned** to the **municipal budget** on an activity level (programmes and projects) as part of the IDP review process.
- (3) Funded IDP goals, objectives, strategies, programmes and projects are annually cascaded down into the municipal **Service Delivery and Budget Implementation Plan (SDBIP)**, where it is translated into annual municipal key performance indicators and targets.
- (4) IDP activities are also cascaded down to **Departmental SDBIPs** (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the

- (5) annual individual Performance Plans (which is part of the Performance Agreements of the respective section 57 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 57 managers will be evaluated and performance assessed.

The Municipality has approved an Organisational and Individual Performance Management Policy

INSERT PICTURE

4.10 Municipal Monitoring & Evaluation System

The Municipal M&E System compose of the following elements:

Table / Figure 43: *Elements of the Phumelela LM M&E System*

Design of a Municipal Scorecard	<ul style="list-style-type: none"> • The Municipal institutional scorecards relates directly to the Municipal Service Delivery and Budget Implementation Plan
Daily, monthly and quarterly performance monitoring	<ul style="list-style-type: none"> • Daily capturing of performance details based on activities performance and schedules executed / implemented. • Monthly performance reports from individual supervisors to senior managers (HODs)
Performance Evaluation	<ul style="list-style-type: none"> • Mid-year performance evaluation, based on Municipal SDBIP targets in comparison with actual results achieved • Annual performance evaluation, based on Municipal SDBIP targets in comparison with actual results achieved
Annual Auditing of the PMS	<ul style="list-style-type: none"> • Annual auditing of the Organisational PMS in terms of Chapter 3 of the Municipal Planning and Performance Management Regulations by the Internal Auditors
Reporting and Accountability	<ul style="list-style-type: none"> • Compilation of the Mid-Year Budget and Performance Report in terms of section 72 of the Municipal Finance Management Act • Compilation of the Annual Performance Report in terms of section 46(1) of the Municipal Systems Act • Compilation of the Annual Report in terms of section 46 of the Municipal Systems Act and the Municipal Finance Management Act, sections 121-127 (including the Annual Financial Statements) • Consideration of the Performance Reports by Management, Council and the Audit Committee • Submission of performance reports to the Provincial and National Treasury and COGTA • Advertisement of performance reports for scrutiny and comments by the public

4.11 Communication and Public Participation Policy

The community participation strategy of the Phumelela Local Municipality focuses on compliance with the requirements of the Municipal Systems Act, 2000 and the Municipal Planning and Performance Management Regulations, 2001 in the manner in which the municipality organises its engagement structures and processes. In this regard, overall aim of the Municipality's development culture of municipal governance participation that complements formal representative government with a system of participatory governance. In this regard, the objectives of the Municipality's participation processes are (Systems Act, 2000):

Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its integrated development plan; the establishment, implementation and review of its performance management system; the monitoring and review of its performance, including the outcomes and impact of such performance; the preparation of its budget; and strategic decisions relating to the provision of municipal services.

Contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality; councillors and staff to foster community participation; and use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing the IDP, PMS and community engagement initiatives.

The purpose of communication in local government is to fulfill the mandate and duty to consult with and inform the public about services impacting on their daily lives. Councillors, managers and the public should understand the chain of events in municipal governance and they should be sensitive to all conditions that impact on the environment in which they are operating.

The function of communication in municipalities is directly linked to the function of meeting the information needs of society. Therefore, all councillors and employees should perform their functions with the knowledge that the purpose of all messages is to satisfy the community's

Communication in local government is a process aiming at the sharing of information between a municipality and all its stakeholders. It requires the establishment of an interactive process that should be aligned with the Integrated Development Plan of a municipality. To ensure that the flow of communication is effective and efficient, it is essential that a communication strategy is developed. The purpose of a municipal communication strategy is to convey correct, clear and simple messages on a regular basis to all internal and external stakeholders in a transparent manner. This will, on the one hand, ensure that councillors and career officials:

- Are familiar with the expectations of the stakeholders;
- Convey clear messages to all relevant stakeholders;
- Identify and apply appropriate communication methods; and
- Frequently communicate with all the stakeholders.

On the other hand it would ensure that community members are informed about the processes available to them to participate in local government affairs and to play a watchdog role in the level and quality of services that they are getting from their municipality.

In addition to the theoretical foundation for communication in a municipal setup, there is also a comprehensive policy framework comprising of national government legislation and other policy documents. It is essential that any

municipality's communication strategy is aligned with policy documents

The Municipality has approved a Communication and Public Participation Policy (one policy addressing both elements)

INSERT PICTURE

4.12 Financial Plan

Requirements of Regulation 2 (3) of the Municipal Planning and Performance Management Regulations, 2011 regarding the contents of a municipal financial plan:

- (3) A financial plan reflected in a municipality's integrated development plan must at least-
- (a) include the budget projection required by section 26(h) of the Act;
 - (b) indicate the financial resources that are available for capital project developments and operational expenditure; and
 - (c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) Revenue raising strategies;
 - (ii) asset management strategies;
 - (iii) financial management strategies;
 - (iv) capital financing strategies;
 - (v) operational financing strategies; and
 - (vi) strategies that would enhance cost-effectiveness.

4.12.1 Financial strategies of the municipality

Table / Figure 46: *Financial Strategies*

Revenue raising strategies	<p>To improve the financial viability of the Municipality during the 2011/12 financial year as measured in terms of the following outcomes:</p> <ul style="list-style-type: none"> • Increase the operational cash flows of the Municipality by 15% • Collection rate: 70% per quarter • Creditors to be paid within 30 days • Property Rates Act implemented, as measured in terms of – • The percentage of property owners included on the billing system; and • Property rates collection rates
Asset Management Strategies	<p>To implement an asset management system, as measured against the following indicators:</p> <ul style="list-style-type: none"> • Finalization of an asset and disposal, acquisition and disposal policy • Implementation and updating of an asset register. • Valuation of assets.
Financial Management Strategies	<p>To improve the financial management of the Municipality, as measured in terms of the following indicators:</p> <ul style="list-style-type: none"> • An updated policy register; • Implementation of internal controls according to the internal Action Plan; • Incorporation of the fixed assets register into the financial system; • Regular updating of the Investment Register; and • Regular updating of the Loans Register. • Upgrade / improve the debt control / debt collection capacity of the Municipality • Updating of the indigent register
Capital Financing Strategies	<p>The capital financing strategies of the municipality focus on:</p> <ul style="list-style-type: none"> • The upgrading, repair and maintenance of aging infrastructure. • Servicing of identified service sites in terms of the human settlements plan for the Municipality • Upgrading and expansion of infrastructure according to Council priorities. • The priority capital projects of the municipality are reflected in par. 4.11.2 above.
Operating financing strategies	<p>The operating financing strategies of the municipality are determined according to the following criteria:</p> <ul style="list-style-type: none"> • Government's requirements regarding personnel expenditure as a percentage of the operating budget (less than 30 %) • Repairs and maintenance at least 5% of the operating budget; and • Council's stated priorities identified in terms of the framework for simplified IDPs.
Strategies to enhance cost-effectiveness	<ul style="list-style-type: none"> • Achieving economy by ensuring that appropriate procurement mechanisms and control measures are in place to obtain resources (the required inputs to the management process) at the right quality and quantity at the cheapest possible price (cost);; • Achieving efficiency by putting in place and ensuring the application of institutional control that promote the effective utilisation of and supervision over the activities of resources required to performed (or enable the municipality to perform) the activities required to achieve its IDP goals and objectives; and • Achieving effectiveness by measuring progress towards goal-achievement and putting in place appropriate performance assessment and monitoring and evaluation mechanisms to measure the extent of goal-achievement.

Sector Plans			
Critical component	Available / Not available	If available when as it last reviewed	Comments
Spatial development framework	Available	Last reviewed in 2012/13	
LED strategy	Available	Last reviewed in 2011	
Waste Management Plan	Not available		Will be prioritised
Land use Management framework/ strategy	Not available		Will be prioritised
Land reform strategy	Not available		Will be prioritised
Transport Plan	Not available		Will be prioritised
Disaster Management Plan	Not available		Will be prioritised
Environmental Management Plan	Not available		Will be prioritised
Water service development Plan	Not available		Will be prioritised
Energy Master Plan	Not available		Will be prioritised
Electricity Master Plan	Not available		Will be prioritised
Housing Sector Plan	Not available		Will be prioritised
Health Sector Plan (HIV/ Aids Plan)	Not available		Will be prioritised
Institutional Plan	Not available		Will be prioritised
Financial Plan	Available	Last reviewed	

4.12.2 Operating Budget: 2017/18 –2019/20

Table / Figure 44: Operating budget: 2017 - 2018

Operating budget : 2017-2018

Vote	Revenue	Operating Budget Expenditure	Surplus/ (deficit)	Capital Budget
Office of the Mayor	-	2 302 098	-2 302 098	-
Council General	3 150 000	10 442 475	-7 292 475	-
Municipal Manager	-	6 487 165	-6 487 165	-
Budget and Treasury	55 239 200	24 454 471	30 784 729	-
Assessment Rates	12 628 306	-	12 628 306	-
Corporate Services	92 000	8 938 427	-8 846 427	-
Property Services	274 000	756 000	-482 000	-
Property Services: Commonage	4 493 000	-	4 493 000	-
Public Works	-	11 417 192	-11 417 192	1 073 332
Town Planning	30 000	1 437 625	-1 407 625	-
Health	-	-	-	-
Cemetery	145 000	1 585 499	-1 440 499	1 849 077
Library	-	-	-	-
Traffic	54 000	849 718	- 795 718	-
Parks	-	1 690 637	-1 690 637	-
Roads	-	1 000 000	-1 000 000	9 591 667
Solid Waste	10 424 603	7 574 567	2 850 035	-
Sewerage	11 352 190	10 567 940	784 250	-
Electricity Distribution	8 716 908	13 762 430	-5 045 521	2 500 000
Water Distribution	14 820 965	16 949 341	-2 128 377	59 056 197
Other	-	-	-	-
Sport and Recreation	-	-	-	10 383 727
Fire fighting	-	-	-	-

Table / Figure 45: Operating Budget: 2017/18 financial year

Vote	Revenue		Expenditure		Balance surplus/ (Deficit)		
	2017/2018	2018/2019	2019/2020	2017/2018	2018/2019	2019/2020	2019/2020
Office of the Mayor	-	-	-	2 302 098	2 450 828	2 609 789	-2 302 098
Council General	3 150 000	3 307 000	3 466 000	10 442 475	11 085 730	11 760 572	-7 778 730
Municipal Manager	-	-	-	6 487 165	6 910 462	7 358 033	-6 910 462
Budget and Treasury	55 239 200	59 990 321	64 050 053	24 454 471	22 576 563	24 142 373	37 413 758
Assessment Rates	12 628 306	13 575 494	14 593 006	-	-	-	13 575 494
Corporate Services	92 000	98 000	104 000	10 013 796	10 690 371	11 404 317	-10 592 371
Property Services	274 000	293 000	314 000	756 000	802 000	850 000	-509 000
Property Services: Commonage	4 493 000	4 760 000	5 038 000	-	-	-	4 760 000
Public Works	-	-	-	11 417 192	12 189 451	13 004 047	-12 189 451
Town Planning	30 000	32 000	34 000	1 437 625	1 536 989	1 641 080	-1 504 989
Health	-	-	-	-	-	-	-
Cemetery	145 000	154 000	163 000	1 585 498	1 694 127	1 808 283	-1 440 498
Library	-	-	-	-	-	-	-
Traffic	54 000	58 000	62 000	849 718	908 349	970 116	-795 718
Parks	-	-	-	1 690 637	1 807 945	1 931 370	-1 690 637
Roads	-	-	-	1 000 000	1 059 000	1 121 000	-1 000 000
Solid Waste	10 424 603	11 467 060	12 613 780	7 574 567	8 679 126	9 323 380	2 850 035
Sewerage	11 352 190	12 487 410	13 736 150	10 567 940	11 870 226	12 723 200	784 250
Electricity Distribution	8 716 908	9 233 500	9 770 650	13 762 430	14 575 399	15 421 774	-5 045 522
Water Distribution	14 820 965	16 303 770	17 934 750	16 949 341	19 159 466	20 438 523	-2 128 377
							-2 855 696
							-1 607 080
							-1 540 127
							-
							-
							-908 116
							-1 931 370
							-1 121 000
							3 290 400
							1 012 950
							-5 651 124
							-2 503 773

Table / Figure 46: Capital Budget

ADJUSTED CAPITAL PROJECTS TO BE IMPLEMENTED FOR 17/18 FINANCIAL YEAR						
Project Description	Department	Funding	Town	Planned MIG Expenditure 2017/18		
PMU	Planning and Dev	MIG	Shared	1 073 332,00		
Vrede/Thembalihle Ext.1: Upgrading of Sports Facility Phase 4	Sports	MIG	Vrede	186 519,74		
Zamani/Memel: Construction of 2km paved road	Roads	MIG	Memel	2 504 942,85		
Ezenzeleni/Warden: Upgrading of Sports Facility	Sports	MIG	Warden	1 027 696,02		
Thembalihle/Vrede Ext. 4: Construction of new 3,5Ml Concrete reservoir	Water	MIG	Vrede	4 457 481,05		
Warden/Ezenzeleni construction of water network for 510 stands	Water	MIG		2 997 193,20		
Thembalihle: Construction of 2km paved road and Stormwater Phase 2	Roads	MIG	Vrede	2 565 924,67		
Zamani/Memel: Construction of Sports Facility	Sports	MIG	Memel	9 152 425,94		
Fencing of cemeteries in Phumelela	Cemeteries,	MIG	All Towns	3 424 798,80		
Construction of Footbridges in Zamani	Roads	MIG	Memel	323 685,73		
Installation of 3 High Mast lights in Phumelela Vrede/Memel	Electricity	MIG	Vrede/Memel	3 240 000,00		
Upgrading of water treatment works in Memel/Vrede and pump stations	Water	WSIG	Memel	10 000 000,00		
Construction of Dam in Warden/Ezenzeleni	Water	RBIG	Warden	43 500 000,00		
Total				84 454 000,00		

2.4 IDP Strategies, Programmes and Projects Funded Through the Capital Budget

Table / Figure 48: Strategies, Programmes and Projects funded through the capital budget

Institutional					
Objective	Strategies	Programmes/Projects	<u>2017/18</u>	<u>MTEF</u> 2018/2019	<u>2019/2020</u> Funding Source
To establish and operationalise a Project Management Unit	Project Management Unit		R 1 073 332,00	R 1 118 200,00	R 1 124 200,00 MIG

Priority 1: Water					
Objective	Strategies	Programmes / Projects	<u>2017/18</u>	<u>MTEF</u> 2018/2019	<u>2019/2020</u> Funding Source
Whole of Municipality					
	Upgrading and maintenance of water infrastructure (water distribution)	Phumelela: Installation of Water meters Refurbishment of water treatment works and pump stations	R 1 173 786,04 10 000 000,00	R 1 298 253,96 15 000 000,00	R 1 420 000,00 20 000 000,00 MIG WSIG

Thembalihle						
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	Upgrading and maintenance of water infrastructure (water distribution)	Thembalihle/Vrede (Ext 4): Construction of the new 3.5MI Concrete Reservoir (MIS:235687)	4 382 411,10	178 000,00	R	MIG
Ezenzeleni						
		Construction of Cornelis Dam	R 43 500 000	R 23 000 000		DWS
Priority 3: Municipal Roads and Stormwater						
objective	strategies	Programmes / Projects	2017/18	MTEF 2018/2019	2019/2020	Funding Source
To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic	Memel					
	Paving of roads	Zamani/Memel:Construction of 2km Paved Road	R 2 493 737,28	4 103 369,55	R 0.00	MIG
	Vrede					
Paving of roads	Thembalihle: Construction of 2km paved road and storm water phase 2 (MIS:236604)		3 800 000,00	4 142 897,99	3 963 561,56	MIG
	Foot Bridge in Phumelela		1 098 456,25	1 101 543,75	-	MIG

and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	Warden					
	Paving of roads	Ezenzeleni/Warden: Construction of 1.5km paved road and storm water (MIS:221571)	R 199 473,85	R 0.00	R 0.00	MIG
	Warden					
		Ezenzeleni/Warden: Construction of 1Km paved road :Phase 2	2 000 000,00	3 700 000,00	4 220 000,00	MIG

Priority 7: Electricity Reticulation						Funding Source
Objective	Strategies	Programmes / Projects	2017/18	MTEF 2018/2019	2019/2020	
To ensure that at least 92% of households have access to basic level of electricity by 2014	Ezenzeleni					
	Electricity infrastructure upgrading	Phumelela Highmast Lights	R 2 500 000,00	R 1 198 555,12	R 3 000 000,00	MIG
	Ezenzeleni					
	Electrification of houses	Electrification in Warden/Ezenzeleni	R -	R 5 000 000,00	R 8 000 000,00	INEG

Priority 10: Sports and Recreation

Objective	Strategies	Programmes/Projects	2017/18	MTEF	
				2018/2019	2019/2020
	Upgrading of existing sport stadiums	Vrede/Thembalihle Ex1: Upgrading of the sports facility. Ph3	1 898 282,89	R 0.00	R 0.00
	Upgrading of existing sport stadiums	Ezenzeleni/Warden: Upgrading of Sports Facility	1 394 443,94	966 166,05	R 0.00
	Upgrading of existing sport stadiums	Construction of Sports facilities	7 091 000,00	1 198 555,12	5 246 867,35

4.12.5 Expenditure Targets Based on IDP Strategic Objectives: Operating Budget

Table / Figure 49: IDP Strategic Objectives: Funding Contribution through the Operating Budget

Table / Figure 49: IDP Strategic Objectives: Funding Contribution through the Operating Budget

Priority	Objectives	Outcomes (Goals)	Vote	Revenue		Operating Expenditure		
				2017/2018 FY	2018/2019 FY	2017/2018 FY	2018/2019 FY	2019/2020 FY
1: Water	To Ensure that 100% of households in formal in the Phumelela Municipal area have access to basic of water	100% of households in formal settlements have access to basic level of water	Water Distribution	14 820 965	16 303 770	16 949 341	19 159 466	20 438 523
		Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in the 5-year IDP						
		The percentage of households earning less than R1,100 per month with access to free basic service						

2: Sanitation	To Ensure that 100% of households in formal in the Phumelela Municipal area have access to basic of Sanitation	100% of households in formal settlements have access to basic level of sanitation Sanitation infrastructure required to enable achievements of the strategic objective as measured in terms of the performance targets in this 5 year IDP	Sewerage	11352190	12487410	13736150	10567940	11870226	12723200
3: Municipal Roads and Stormwater	To Ensure that 100% of households in formal in the Phumelela Municipal area are maintained and upgraded to facilitate economic and social activity required for sustainable development of the municipality; considering the capacity limitations facing the Municipality	(Number of) employment opportunities created through IDP projects (Number of) employment opportunities created through EPWP	Public works/ Roads				1000000	1059000	1121000

Priority	Objectives	Outcomes (Goals)	Vote	Revenue		Operating Expenditure			
				2017/2018 FY	2018/2019 FY	2019/2020 FY	2017/2018 FY	2018/2019 FY	2019/2020 FY
4: Refuse Removal	To ensure good waste management in the Phumelela municipal area	Three licensed and registered landfill sites 100% of households in formal areas with access to refuse removal services at basic acceptable national standards	Solid Waste	10424603	11467060	12613780	7574567	8679126	9323380
5: Electricity Reticulation	To ensure good that 100% of households in the Phumelela municipal area have access to electricity	100% of households in formal areas with access to electricity	Electricity Distribution	8716908	9233500	9770650	13762430	14575399	15421774
6: Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries	Cemetery	145000	154000	163000	1585498	1694127	1808283
7: Sport and Recreational facilities	To ensure access to quality sports and recreational facilities in the Phumelela municipal area	Adequate provision for, safe and well maintained sports and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5 year IDP	Parks	-	-	-	1690637	1807945	1931370

8: Traffic and Parking	To ensure effective traffic management and parking in the Phumelela municipal area	Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and projects in the IDP	Traffic	54000	58000	62000	849718	908349	970116
				No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
				No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
				No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
				No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
				No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
9: Fire Fighting	To ensure effective firefighting in the Phumelela municipal area	Ten trained firefighters	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated

4.12.6 Revenue Targets According to Source

Table / Figure 50: Revenue Targets according to source

Source	2018/19	2019/20	2020/21
Property Rates	12 556 940.18	13 247 231.15	13 958 722.97
Service charges	37 009 248.73	35 957 757.41	37 409 934.07
Electricity	8 074 248.72	5 880 832.40	6 204 278.19
Refuse Removal	10 028 509.89	10 580 077.91	11 161 982.20
Sewerage	7 828 952.75	8 259 545.15	8 713 820.14
Water	11 077 437.38	11 237 301.94	11 327 853.54
Interests earned	10 786 560.18	11 369 034.43	11 994 331.32
Outstanding debtors	10 662 560.18	1 196 178.43	11 811 968.24
External investments	164 000.00	172 856.00	182 363.08
Transfers recognized	64 948 000.00	70 533 000.00	75 498 000.00
Equitable share	68 083 000.00	74 619 000.00	223 260 000.00
Equitable Share Councilors Remuneration	3 310 000.00	3 474 000.00	3 639 000.00
EPWP Integrated Grant - Income	-	-	-
Finance Management grant	2 415 000.00	2 880 000.00	3 312 000.00
MIG - receipts (PMU)	-	-	-
Municipal Systems Improvement grant	-	-	-

Other revenue	1,892,000.00	1,946,684.00	2,000,376.94
<i>Fines</i>	54 000,00	54 000,00	64000,00
<i>Licenses and permits</i>	27 000.00	28 000.00	30 023.19
<i>Rent of facilities and equipment</i>	316 000.00	333 064.00	351 382.52
<i>Other sources</i>	943 000,00	1 005 000,00	1 069 000,00

4.12.7 Revenue Foregone (Impact of Free Basic Services)

Table / Figure 51: *Impact of free basic services*

Revenue Foregone	FY 2018/19	FY2019/20	FY2020/21
Free electricity	3 460 363.70	3 460 363.70	3 697 052.58
Free sewerage	3 067 295.45	3 073 121.27	3 235 996.70
Free Solid Waste	2 716 170.58	2 721 329.50	2 865 559.96
Free water	290 500.67	291 052.42	306 478.20
Rebate-Property rates			
	9 534 330.40	9 545 866.90	10 105 087.44

Table / Figure 52: *Impact of free basic services, 2017-2020 Financial Years*