

**Maluti a Phofung Local  
Municipality**

## **Background**

Maluti-a-Phofung is one of the largest local municipalities in the district, Thabo Mofutsanyane, but also displays poverty levels that are astronomical. It is part of the Presidential Nodal Point earmarked for special attention. Significant progress has been made in relation to service delivery but much investment is still needed to upset the high levels of poverty that have characterized the area.

The greater part of the municipality is located in the former homeland of Qwaqwa. It is a place with abnormal human settlement, with relatively higher population density compared to other municipalities in the district.

The new democratic order and the constitution has placed enormous responsibilities in the hands of municipalities to, amongst others, ensure that they play a developmental role as they are closest to communities as opposed to provincial and national spheres of government.

Government at various levels developed programmes that will ensure that the lives of the communities are improved.

## **INTERGRATED DEVELOPMENT PLANNING**

The main challenges facing Maluti Phofung municipalities are as follows:

- Low levels of employment
- Inadequate Infrastructure network e.g. electricity, water, telecommunication, roads and
- Poor social infrastructure in the form of health facilities, schools, clinics etc.
- Environmental challenges and Low education levels

The 2004/5 financial year IDP has been reviewed and submitted for comments to the Department of Housing, Local Government. Presentations have been made to the IDP rep forums and public meetings. Most of the projects which were IDP priorities for 2003/2005 are completed and others currently being implemented. The municipality will soon start with the development of their five year strategic plan.

The participation of government departments in the IDP is improving tremendously. Partnerships have been forged with some government departments (Agriculture, Social Development, Minerals and Energy, Economic Affairs and Tourism and Environment, Transport, Housing and Local Government, DWAF, DEAT etc) in the implementation of programmes. The participation of departments, which are committed to the IDP Process, is highly commended. It is also important to mention that some other departments do not participate as expected. Those departments that are not participating need to be encouraged.

### **Recommendation**

Only projects identified through IDP's process should be funded and implemented by government departments and state own enterprises.

Integrated Development Planning should be built into the Performance Management Systems of the municipality.

Political support within the municipalities is highly commended. The Mayor is championing this programme while the Municipal Manager are managing the programme (IDP).

Thabo Mofutsanyana District municipality has a PIMSS center, which supports the Local Municipalities. Maluti a Phofung Municipality have an IDP strategic Manger whose function is to compile and manage the IDPs. IDP training has been organized for new Councilors.

### **ORGANISATIONAL DESIGN**

The present staff complete of Maluti a Maluti a Phofung Local Municipality is 878. Number of budgeted vacancies is 30. The organization of the municipality was redesigned and approved by council on the 31<sup>st</sup> January 2006. It needs to be noted that re-organization process was done in accordance with the Service Delivery mandate, as per the Municipal System Act, MFMA, Housing Policy.

### **Staffing the organization.**

<b>DEPARTMENT</b>	<b>NEW ORGANISATION PLANNED STRENGTH</b>	<b>TOTAL NEW POST</b>
Municipal office	13	1
Corporate Services	82	31
Councilors	67	68
Community Services	433	206
Infrastructure	246	0

LED & Tourism	12	8
Housing	19	9
Public Safety	527	140
Financial Services	70	14
Parks Sports & RAC	137	60
Good Governance	32	14
Internal audit	10	5
Spatial Dev. & Planning	21	10
<b>TOTAL</b>	<b>1669</b>	<b>566</b>

### **EMPLOYMENT EQUITY**

The employment equity plan and equity policy has been developed and approved by council in terms of legislation. Annual submission to Department of Labour has been done. The Municipality is still striving to place women in to their top management structure. (Section 57).

### **SKILLS DEVELOPMENT**

The skills development plan is in place and it is submitted to LG –SETA annually. The skills development levy is been paid to SARS on a monthly basis to ensure compliance. Maluti a Phofung Local Municipality conduct Learnerships in conjunction with Maluti FET College.

### **PERFORMANCE MANAGEMENT SYSTEM**

Section 57 managers have signed performance contract with the Municipal manager, which has also signed his with the Executive Mayor. Performance contract of each director and the municipal manager is appraised using PMS as a baseline.

### **INTERGOVERNMENTAL RELATIONS (IGR)**

IGR meetings are held quarterly with special meetings being convened as and when necessary. The members of the IGR serve as the Technical Task Group

that supports and advise the District Mayors Forum. Clusters meetings with different department are held by - monthly.

## **AVAILABILITY OF WARD COMMITTEES**

This is ward participatory system with full time executive Mayor, Speaker, 9 Mayoral committee members and 43 ward councilors. The council comprises of 67-councillors.34 wards and 33 PR councillors.44 male and 23 female. 10 full times which 7 are male and 3 female. PR councilors are deployed to each ward to work hand in hand with ward councilor responsible for the ward.

Council adopted a Ward Committee System of ten members per ward in 2001.All wards have ward committees who are trained in Community Based Planning methodology.34 CDW were appointed and still attend training on different government programmes. 14CDW are still awaiting approval from Department of Local Government and Housing.

Council meets By Monthly but special council meetings are convened whenever necessary. (e.g. 2005 – 6 ordinary council meeting 3 special are held) Inputs from wards are referred to the relevant portfolio Committees and included in the council agenda for discussion. Monitoring of ward committees in compliance with rule 165(1) of standard Rule and Orders is done.

The ISRDP Forum is one of the structures that exist within the Municipality composes of different Municipal Directorate and sector Departments, which operate at local level.

The clusters meeting members range from Government Departments and Non-Governmental Organizations that implement programmes and projects within the Municipality's jurisdictional area. The participation of the Government Departments and NGO's is improving over time with the recognition that collaborative effort of all Government Departments and NGO's yield better results and optimal service delivery.

## **The Impact**

The outcome of the interaction between government departments has resulted in:

- Partnerships being forged between the departments and the municipalities which result in better and optimal service delivery
- Understanding roles and responsibilities of different Government Departments
- Sharing of different policy imperatives
- Maximum utilization of limited resources
- Targeted service deliver efforts towards most needy areas
- Information sharing and understanding the direction that the government is taking in implementing IDP's, PGDP & NSDP.

## **PUBLIC PARTICIPATION**

The following processes and mechanisms were put in place to enhance community participation in keeping with the provisions of the Local Government: Municipal Systems Act, 2000.

### **I. Open Council Meetings**

This is an opportunity for the local community to interact with the councilors in open council meeting. This open session of council was held on the 13<sup>th</sup> of March 2006 to coincide and mark the anniversary of the second election of developmental local government.

### **II. Mayoral Outreach Programme**

Together with the Mayoral Committee the Executive Mayor reaches out to the ward communities throughout the jurisdiction of Maluti a Phofung Municipality. e.g. Budget meetings and public hearings.

### **III. Community Meetings**

The Municipal Communications Unit together with the Social facilitator are working together with the community to ensure community involvement in municipal planning processes and government programmes and activities. These meetings take the form of:

- Public Information days
- Information tables etc.

#### IV. Ward system

Through partnership from DPLG, GTZ, DFID and support from government department Maluti A Phofung node has successfully developed 15 ward plans through Community Based Planning methodology. Maluti a Phofung municipality consists of 34 wards and each ward has a ward committee, which is chaired, by a ward councilors. MAP has Traditional Authorities who also participate in the planning processes of the municipality. The mandate of the ward councilors has expired and new wad committee needs to be elected.

#### V. Imbizo Focus Week

During the months of April 2006 the Mayor will be, we hold the Imbizo Focus Weeks.

#### VI. IDP Process

Through the IDP Representative Forum, communities are participating through the stakeholders, community organizations and also through the IDP outreach programme.

#### VII. Budgetary Processes

Community Participation also occurs through budget processes and programme prioritization processes



## **NUMBER OF CONTRIBUTION OF COMMUNITY DEVELOPMENT WORKERS (CDWs)**

VIII. Ward Committees in all wards have been formed, however the mandate of ward committee will expire during April 2006. The capacity of ward committees needs to be enhanced to enable them to handle the community service that they have to provide. Community Based Planning training will be provided to the ward communities and community development workers to enable them to develop community or ward development plans.

20 CDW were appointed and still attending training on different government programmes. 14 CDW are still awaiting approval from Local Government and Housing.

They have been trained on data collection and they are currently being exposed to the learner ship programme, which covers.

- Computer Training
- Intergovernmental Issues
- CDW Mentor

## **LOCAL ECONOMIC DEVELOPMENT**

LED Strategy seeks to respond to the following challenges:

- The development and maintenance of infrastructure and services
- Promotion of SMME's
- Development of new economic sectors
- Retention and expansion of existing businesses
- Development of human capital
- Investment attraction

The key LED goals are:

- Increasing the revenue base of Maluti a Phofung municipality.
- Diversification of the current economic base through the development of new sectors that seek to add-value to our resources
- Creating opportunities for enterprise growth and development
- Building skills through training programmes that facilitate employment opportunities for the local communities
- Is promoting safe and secure environment. Eg.crime prevention strategies.

The anchor projects identified respond to these challenges as they also flow from the LED Strategy. They cover tourism, agriculture, manufacturing and SMME development and mainly focus on value-addition to local resources and skills development. Our LED Strategy is also aligned to the PGDP's strategic intervention of stimulating economic growth and reduces poverty and unemployment through:

- The establishment of food security projects e.g. Poultry projects.
- Human Resource Development
- Consolidation, development and diversification of existing manufacturing sectors
- Exploitation of tourism capabilities e.g Wetsi cave project.

## **2) Social Cohesion & National Identity**

The following is the list of the community halls, which have been constructed by the Local municipality ;

### **Namhali MPCC**

This center is located in remote areas, which is central to the rural settlement patterns, which can conveniently support the needs of communities in terms of:

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- Business service centers
- Job opportunities
- Health facilities
- Government services and Communication
- GSIS

### **Tlholong MPCC**

Soil turning was done during December 2006. The project is under construction at the moment. MPCC's are seen as another way of bringing services to communities.

### **Harrismith inland port**

The project has been initiated by the Free State Development Cooperation its main purpose is to efficiently deal with transportation of cargo on N3 to and from Johannesburg /Durban and stimulate economic development within the greater MAP.

The feasibility study for the project has been concluded and the location of the port will be at Tshiame Industrial area. The spin off of some of the project will be located within the MAP. The project also addresses the Moral Regeneration Programme.

### **Poverty Alleviation Programmes**

Maluti a Phofung Municipality is one of the areas, which is highly vulnerable to veld fires. The **Working on fire programme** has been implemented and 44 job opportunities have been created.

286 Community Child Care Forums members have been trained on project planning matrix.

<b>Income generating initiatives</b>		
<b>Number of LED and Tourism initiative</b>	<b>Budget Allocation</b>	<b>Location Ward</b>
15	R11.13M	<b>21,22,27,34,2.3</b>

### **Job creation**

SOCIAL IMPACT ON TARGET GROUPS					
DIRECTORATES	MEN	WOMAN	YOUTH	DISABLED	TOTAL
MUNICIPAL INFRASTRUCTURE	24488	9914	11108	59	45569
COMMUNITY SERVICES	14	21	-	-	35
LOCAL ECONOMIC DEVELOPMENT AND TOURISM	120	143	-	2	265
PUBLIC SAFETY	45	47	-	-	92
SPATIAL DEVELOPMENT AND PLANNING	131	131	-	-	262
LAND AND HOUSING	1600	1200	375	25	3200
SPORTS AND RECREATION					
<b>TOTAL PER GROUP</b>					
<b>SUSTAINABLE JOBS CREATED</b>					

## INFRASTRUCTURE

### ACHIEVEMENTS TO DATE

The water and sanitation services are been rendered by Maluti-a-Phofung water on Council owned ringfencing utility.

Water and Sanitation South Africa (WSSA) was appointed as the strategic partners throw a competitive bidding process.

The section 78 (1-4) processes were followed.

Table 1

Municipality	Population	Households	Households Served with water	Households without not served with water
Maluti A Phofung	550 436	126 000	72 000	54 000

Municipality				
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<b>Water and Sanitation</b>	<b>05 December 2000</b>	<b>2006</b>	<b>Backlogs</b>
Houses with waterborne sewerage	8000	31527	60000
Houses with VIP toilets	0	5700	50300
Houses with bucket system	4819	164	164
Houses with standpipes (commicial)	18719	36030	0

Project completed as from the 05 December 2000 related to water and sanitation amounts to R 113 686 628.41 and the following employment is applicable.

### **Electricity**

Electricity service within the supply area of the Municipality of Maluti-a-Phofung are rendered by the Municipality. Electricity Revenue Management Services are rendered by a contractor after the appointment was completed following are competitive bidding process according to the Municipal Finance Management Act. The Department of Mineral and Energy Affairs approved the building of a 20 MVA substation in Tsheseng. The substation was completed in October 2005. The Municipality can now electrify the Qwa Qwa rural area as sufficient capacity exists. An Electricity Master plan was completed for the division.

<b>Electricity</b>	<b>05 December 2000</b>	<b>2006</b>	<b>Backlogs</b>
Prepayment meters	32000	63000	23000
Conventional meters	4213	5982	0
Bulk meters	712	991	0

Projects were completed as from 05 December 2000 related to electricity to an amount of R 107 146 881.00 and the following employment is applicable.

## **Roads**

An roads master plan was compiled to understand the magnitude of the roads to be maintained, regravelled and paved.

Various maintenance programs were logged for the patching of tar roads and regravelling of roads. Maintenance programs also includes the construction of storm water channels and stone pitching projects.

Roads, footbridges, storm water and public facilities as from 05 December 2000 to an amount of R 118 619 594.35.

## **FREE BASIC SERVICES**

The Council has allocated R43, 4M to fund Free Basic Services (FBS), of which R11, 1M shall be utilized to fund indigent households, R14m for the provision of Free Basic Electricity and further R17, 9M to subsidize free basic water to households. All Households are entitled to rebate on their first R25 000 on site improvement value per annum. To further illustrate our commitment in this regard, registrated indigents who own property within our municipality will get:

60% rebate on rates and taxes

100% of the refuse charge

100% of the sanitation charge

6kl of free water

50kl of electricity

R23m written off for indigent and the indigent policy in place

Table below shows the provision of Free Basic Water

Households (HH)		Total Served				No Infrastructure		Below RDP
Total HH <sup>5</sup>	Total Indigent	Total HH %	%	Total Indigent	%	Total HH	Total Indigent	Total HH
96 693	55 595	93 542	97	53 761	97	3 151	1 834	13 377

## Solid Waste Management

Currently refuse are collected at 29897 points within Maluti-a-Phofung. Consultants were appointed to execute an feasibility study for the rendering of services at the unserviced areas which are mainly in the rural area. Council now awaits the 2<sup>nd</sup> phase feasibility study report before an informed decision can be taken with regard to the service delivery mechanism. Illegal Landfill sites where closed and the Landfill sites in Intabazwe was rehabilitated at an amount of R 2 224 248.24.

## HOUSING DELIVERY

Housing provision in MaP is showing a positive result.

AREA	UNITS BACKLOGS	HOUSING
Tlholong	335	500
Intabazwe	818	3000
Tshiame	681	1440
QwaQwa Rural	2673	25000
Disaster Park	838	2000
BluegunBosch	1490	2450
Mandela Park	1100	1000
<b>Total Number of houses 35860</b>	<b>7935</b>	

## URBAN EFFICIENCY SPATIAL PLANNING AND ENVIROMENTAL MANAGEMENT

Most of the people within Maluti-A-Phofung are residing in Qwaqwa and the land on which they are living is communal land. The communal land where these people live has not been planned and survey and some of the people are residing on land that is not habitable. Through the geotechnical investigations that have been done it is clear some of the people will need to be moved as they are within floodlines and on steep slopes, because of shortage of land for

development within Qwaqwa the municipality has formed a task team together with Department of Land Affairs to deal with the acquisition of land as most of the is state land. The municipality is in the process of formalizing the rural areas and at this stage the environmental management for the rural area is also complete and will guide the municipality on how to implement projects in environmentally sensitive areas.

The municipality has managed to prepare the Spatial Development Framework, which clearly indicates the vision of the municipality in terms of spatial development.

The municipality has completed township establishment applications for the following areas, which will uplift the shortage of planned erven within MAP:

Schoomplaat (Land restitution)	1004
Tsiame E	1000
Intabazwe-Harrismith corridor	2500
Thlolong Extension 5	743

#### **MUNICIPAL FINACIAL VIABILITY**

<b><u>CAPITAL EXPENDITURE BUDGET</u></b>		
Planning and Development	4 412 000	
Public Safety	3 339 750	
Sports and Recreation	12 017 089.31	
Municipal Infrastructure	31d 821 450	
Waste water Management	18 699 954.72	
Water	20 277 499.62	
Electricity	27 038 446.35	
LED	2 000 000	
Departmental Request	4 920 000	
<b>Total Capital Expenditure Budget</b>		<b>124 526 190</b>
<b>OPERATIONAL EXPENDITURE BUDGET</b>		



Salaries, Wages and allowance	91 517 716.35	
General Expenses	163 856 395.36	
Repairs and maintenance work	10 957 545	
Capital Expenses	2 346 782	
Contribution : Capex	3 857 833	
Contribution	56 447 632	
<b>Total Operational Expenditure Budget</b>		<b>328 983 903</b>
<b><u>INCOME</u></b>		
Rates & Taxes	96 978 536	
Electricity	89 050 000	
Refuse	13 093 912	
Grants & subsidies	100 044 000	
Restricted Grants	6 412 775	
Other	23 430 945	
MIG (National)	72 691 000	
Department of Mineral & Energy	16 970 000	
<b>Total Operational Income Budget</b>		<b>418 671 168</b>

ANNEXTURE A  
MAP PROJECTS LIST