



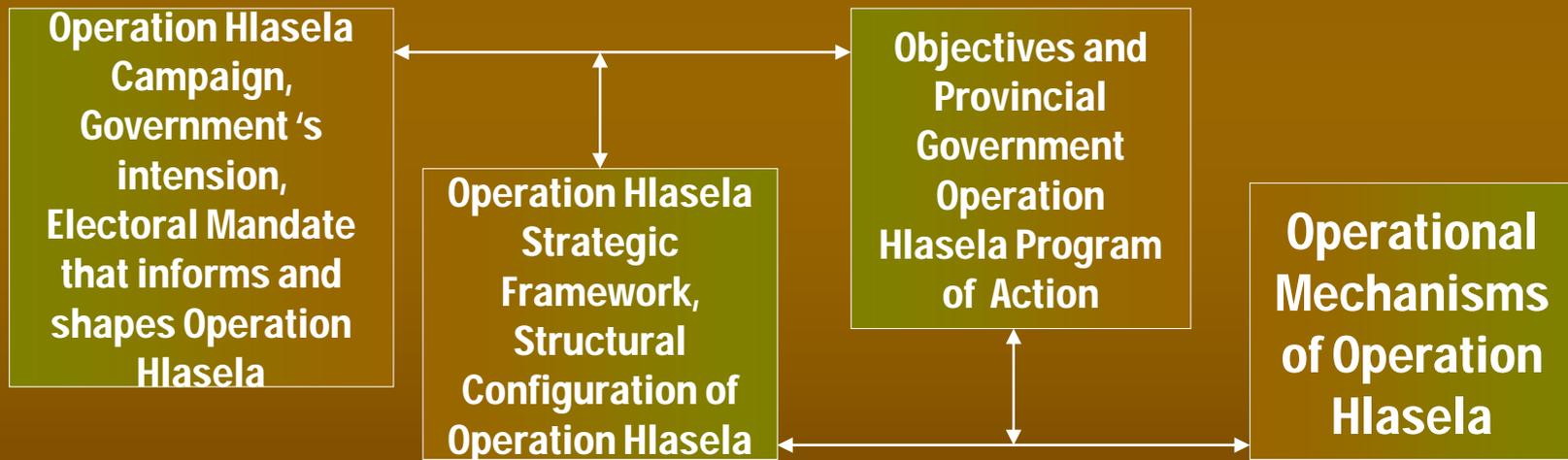
# Operation Hlasela Operational Framework

**Motsamai Motsoari**

**22 September 2009**

# Introduction

- This presentation outlines the purpose, Strategic Framework, Government's intension as well as structural and operational configuration of **Operation Hlasela** as the defining Programme of Action for Government in 2009/2010
- This is done by briefly exploring and unpacking the following:



# Operation Hlasela Campaign (OHC)

- The OHC focuses on mass mobilisation, intervention, collaboration and partnerships to fulfil the notion of “doing more together”.
- OHC is a clarion call to all our social partners and civil society to collaborate with government and to jointly and urgently eliminate duplication and wastage, eradicate poverty, to tackle under-development and to stimulate our economy to improve the lives of our people.

# Partnerships and Collaboration to derive maximum impact

- Share with social partners and civil society challenges facing the province and to equally receive input from these partners
- Invite private sector/business to invest in the province
- Government commitment to support the private sector in the development of N8 Corridor, Airport Link to N8 Development, Bloemfontein-Maseru Rail network, Harrismith Logistics Hub, Xhariep Trans-frontier Corridor and Office Park in Batho Location as part of the Township Revitalisation as well as urgent Government intervention to ensure black participation in the property development sector in the province.
- To develop a common provincial response to the economic global meltdown.

# Operation Hlasela Pillars

**High impact and Urgency**

**External & Internal Comm.**

**Do-ability and realism**

**Resource Allocation**

**Targeted Basket of services**

**Project Management**

**Alignment and Synergy**

**Coalition and Collaboration**

**Locality with wall to wall services**

# Electoral Mandate that Informs Operation Hlasela

- On 15 June 2009, the Premier delivered The State of the Province Address and launched Operation Hlasela.
- Underlying the Premier's message is the 2006 Local Government Manifesto as well as 2009 Manifesto of the Ruling Party which spells out the following priorities:



Together, we can build better communities

Together we can do more



# Electoral Mandate that Informs Operation Hlasela

## 2006 Local Government Manifesto

- Improve the way government provides housing to ensure better quality houses closer to economic opportunities
- Improve services at hospitals and clinics, schools, police stations and other government centres in our communities
- Implement large projects that will help create more work opportunities

## 2009 Election Manifesto

- Human Settlement
- Prioritising Education, Health care and Safety
- Creating decent work



# Electoral Mandate that Informs Operation Hlasela

## 2006 Local Government Manifesto

- Pool resources to build more and better roads, infrastructure for water and sanitation, and schools and clinics where they are needed, in rural and urban areas alike.
- Implement other special programmes in rural and urban areas where the poorest people live, including assistance in setting up food gardens
- Assist those who want to set up small businesses with skills, credit and other forms of support

## 2009 Election Manifesto

- Infrastructure and Rural Development
- Rural Development and Poverty Eradication
- Poverty Eradication



# Electoral Mandate that Informs Operation Hlasela

## 2006 Local Government Manifesto

- To ensure that everyone pulls in the same direction in building better communities, every district and metro will hold a Summit for Growth and Development within one year of the elections. These Summits will bring together social partners - government, business, labour and community organisations - to develop concrete steps towards higher rates of local economic growth and poverty-reduction.

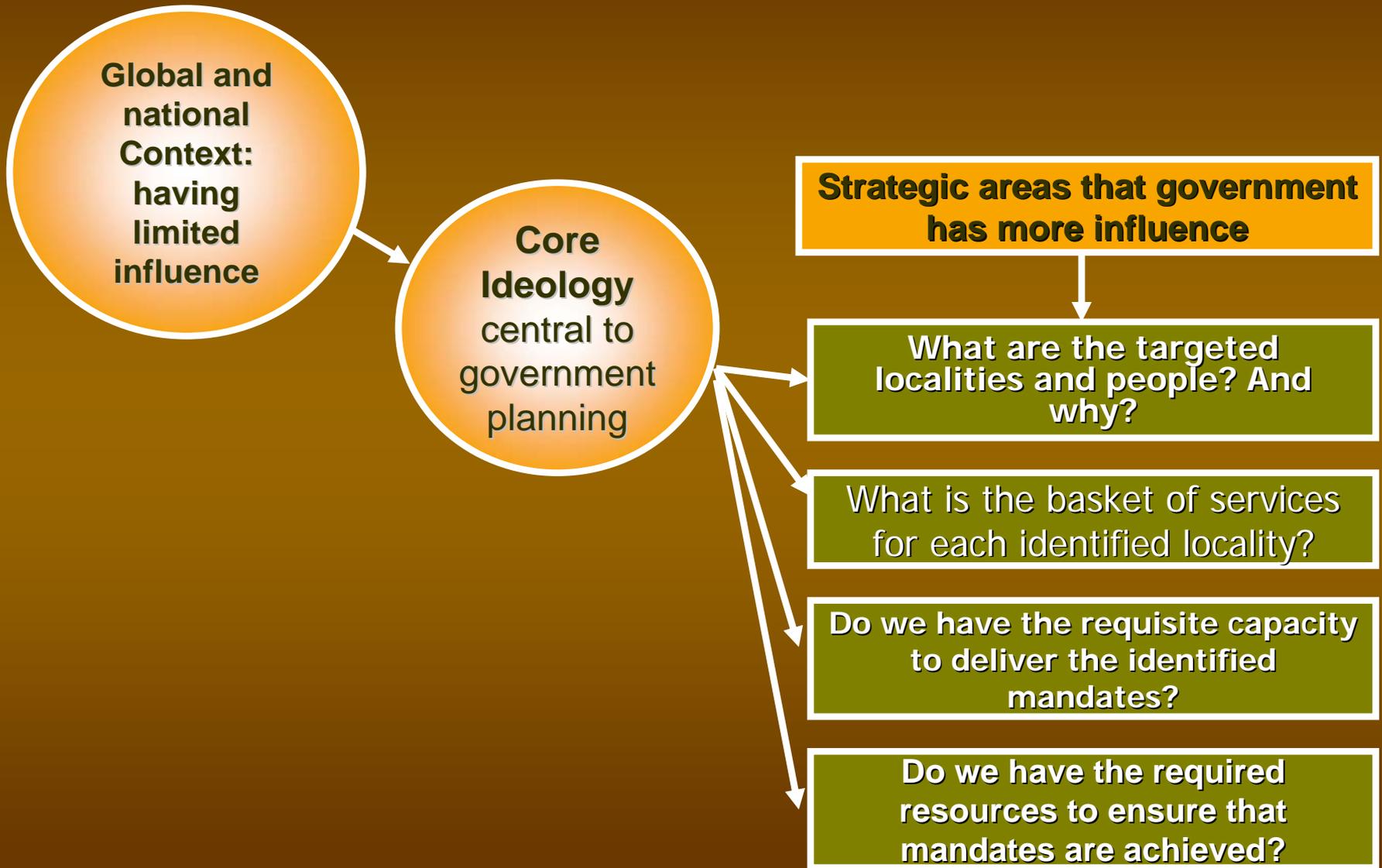


## 2009 Election Manifesto

- Co-ordinating and integrating government, social partners and civil society efforts



# Operation Hlasela Strategic Framework



# Electoral Mandate that Informs Operation Hlasela

- The 2006 Local Government Manifesto as well as 2009 Manifesto of the Ruling Party which has been converted into the following ten Medium Term Strategic Framework covering 2009-2014 mandate period:
  - speeding up economic growth and transforming the economy to create decent work and sustainable livelihoods
  - strengthen our skills and human resource base
  - improve the health profile of the nation
  - comprehensive rural development strategy linked to land and agrarian reform and food security
  - intensify the fight against crime and corruption
  - massive programme to build economic and social infrastructure
  - build cohesive, caring and sustainable communities
  - sustainable resource management and use
  - pursuing African advancement and enhanced international co-operation
  - building a developmental state including improvement of public services and strengthening democratic institutions



# Objectives and Programmes of Operation Hlasela

- Based on the electoral mandate which forms the basis of the 2009-2014 MTSF priorities, the main objectives of Operation Hlasela are the following:
  - To improve the living conditions of the people of the Free State province.
  - To turn the tide against poverty
  - To set the province on a higher and sustainable growth trajectory.
  - To foster integrated development across all three spheres of government.
  - To create jobs and expand employment opportunities.
  - To provide social protection
  - To fight against crime and corruption.



# Objectives and Programmes of Operation Hlasela

- At the heart of Operation Hlasela is **accelerated service delivery based on locality**. The following have been identified as priority municipalities based on their growth potential and needs:
  - Motheo District: Mangaung (Thaba Nchu, Botshabelo, Ladybrand, Batho Location )
  - Lejweleputswa District: Matjhabeng (Welkom, Thabong, Henneman, Phomolong & Virginia, Meloding ),
  - Fezile Dabi District: Metsimaholo, Mafube, Ngwathe, with specific emphasis on the towns of Sasolburg, Parys, Heilbron and Cornelia, Vredefort & Frankfort.
  - Thabo Mofutsanyana District: Dihlabeng, Setsoto & Maluti a Phofung, with specific reference to Paul Roux, Makholokweng, Diyatalawa Agri- Village, Roadside, and Qwaqwa .
  - Xhariep District: Xhariep Development Corridor, turn-around strategy for the district, Kopanong LM (Jaggersfontein)



# Operation Hlasela Programmes/projects

- To give practical meaning to Operation Hlasela, a total of 70 programmes/projects have been identified based on the potential and needs of specific localities in the province.

1

**Effective Monitoring and Evaluation Unit in the Premier's office will come into effect by July 2009**

3

**Operation Clean Audit by 2014**

6

**Presenting the Free State Youth Commission Act Repeal Bill to the Free State Legislature by June 2009**

5

**Establishment of the Planning Commission**

4

**Employment of highly skilled professionals by the Provincial Government and seconded to municipalities to assist with the development and implementation of master plans focusing on water, sanitations and infrastructure**

2

**Strategic Advisory Committee of the Premier (as part of the Planning Commission) established by June 2009**



# Operation Hlasela Programmes/projects

7

Launching a National Youth Service (NYS) project to clean and rehabilitate public hospitals and other public facilities

8

Re-launch the National Skills Development Programme with a specific focus on maths, science, commerce and technology

10

Launch a Regional Innovation Centre in partnership with Central University of Technology

11

Maseru-Bloemfontein rail network starting from September 2009

14

Transfer at least 50% of property where government is leasing into black hands starting in July

12

N8 Development Corridor (including the Bloemfontein airport interchange)

9

Premier's office will convene, restructure and coordinate the Free State Skills Development Forum with relevant social partners and entities immediately

13

Township revitalisation programme



# Operation Hlasela Programmes/projects

**15**  
Launch the  
Provincial Fund

**17**  
Xhariep  
Development  
Transfrontier  
Corridor

**18**  
Development of the Free State  
Tourism Master plan with emphasis  
on the Vredefort Dome Development  
and the Maluti Development corridor

**16**  
Harrismith  
Logistics Hub as  
part of the  
Premier's lead  
projects

**20**  
Development of  
Agro Processing  
Plants such as the  
peanut butter  
manufacturing  
plans and salt pans  
of Soutpan

**19**  
Office Park Development to  
build government offices  
and service points in  
townships. Starting with  
Batho location in  
Bloemfontein

**21**  
Implementation of the solar  
geyser project in Free State  
for the Informal  
settlements in partnership  
with the National  
Department of Energy:  
Target: 40 000 units using  
local labour for installation  
and maintenance

**22**  
Create in excess of  
50 000 jobs by  
December 2009



# Operation Hlasela Programmes/projects

23

Expand Early Childhood Development programme and ensure that all ECD centres are registered and run professionally

28

Launch of the 32-School FIFA World Cup Tournament in August 2009

29

Capacitating PACOFS to fulfil its responsibility of developing the arts and cultural potential of our province

24

Intensify programme for universal introduction of Grade R in all our schools

26

Phase out learner transport and expand learner hostel programme by 2010 school calendar year

25

Review the school nutrition programme to ensure that feeding is done by local women groups who must be empowered to run an effective and empowering programme and extending it to secondary schools

27

Establish Premier's Bursary on Scarce Skills by 2010 academic year



# Operation Hlasela Programmes/Projects

30

Interdepartmental Committee for MACUFE has been finalised to present the biggest pilgrimage of the arts and culture

35

Re-open teacher training colleges which will focus on retraining teachers especially in the areas of maths and science and this process will commence immediately

32

Eradicate Platoon Schools (15) in the Free State

31

Meeting with all teachers to reiterate once more non-negotiable on education as contained in the manifesto

36

Convene a Health Summit with all stakeholders to agree on a turn-around strategy by July 2009

33

Maths and Science Saturday classes will be extended to cover all schools in the province immediately

34

Ensuring that learner and teacher support material are delivered to schools before the reopening by December each year



# Operation Hlasela Programmes/projects

**37**

**Strengthening  
the Provincial  
Council on Aids**

**38**

**Provision of basic  
medication and basic  
equipment with  
immediate effect**

**39**

**Improving coordinating mechanisms so  
that we have a much more structured  
relationship with the NGOs that are active  
in the disability sector**

**40**

**Cluster will  
prioritise Anti-  
poverty  
initiatives and  
escalate the War  
on Poverty to a  
higher level**

**41**

**Piloting  
innovative ways  
of linking the  
social security  
grants with  
sustainable  
economic  
activities in all  
five districts**

**42**

**Give attention to the  
lifespan and  
environmental aspects of  
all VIP toilets. Clean all  
and put in place a  
sustainable sanitation  
project to mitigate  
against possible disease  
arising out of their poor  
management starting in  
July 2009**





# Operation Hlasela Programmes/projects

**49**

**Establishing Local Economic Development Agencies in Lejweleputswa, Thabo Mofutsanyana and Fezile Dabi by June 2009**

**50**

**Consider two Rural Local Economic Development Agencies for the economic revitalisation programme of the Xhariep District**

**53**

**Pilot three cooperatives in Bethulie, Verkeerdevlei and Excelsior**

**51**

**Engaging the IDC to do a value-chain research, especially for the agricultural sector to re-establish the Free State as the country's bread basket**

**52**

**Pilot the establishment of fully functional Agri-villages in Thaba Nchu, Vrede, Cornelia Bethany and Xhariep**

**55**

**Implement a radical township revitalisation programme which aims at improving the image and value of our townships as decent places of residence.**

**These include Batho Location in Bloemfontein, Marabastad in Kroonstad, Thabong in Welkom**



# Operation Hlasela Programmes/projects

**55**

Old townships will all receive face-lifts to replace the old dilapidated structures, upgrading of old pre-1994 municipal two-roomed houses into decent four-roomed houses, the upgrading, tarring and paving of roads as well as the replacement of old infrastructure

**57**

Providing housing for widows, military veterans, farm workers and the elderly who continue to fall through the cracks of the housing programme

**56**

Implementing a continuous and sustainable cleaning and greening campaign in each and every town

**58**

Data for beneficiaries of housing will henceforth be captured at local level and verified by our anti-corruption and anti-fraud units to eliminate any possible corruption

**59**

Zero tolerance on crime and corruption. Tightening the regulatory regime and instruments dealing with anti-corruption and supply chain management at provincial, district and local level.



# Operation Hlasela Programmes/projects

**60**

**Producing a directory of government services which will be distributed to all libraries across the province**

**61**

**Working with Mangaung Municipality to assist with its transition into a metropol by 2011**

**62**

**Accelerated support and capacitation for the following priority municipalities:**

**Mangaung**

**Metsimaholo**

**Mafube**

**Moqhaka**

**Setsoto**

**Maluti a Phofung**

**Ngwathe**

**Specific emphasis on:**

**Sasolburg**

**Cornelia**

**Parys**

**Heilbron**

**Welkom**

**Harrismith**

**Ficksburg**

**Ladybrand**

**Batho Township Thaba Nchu, Botshabelo and Owaqwa**

# Operation Hlasela Programmes/projects

**63**

**Transferring government houses in Thaba Nchu and Sasolburg to their rightful owners with the necessary title deeds**

**64**

**Introducing a campaign to promote responsible citizenship through the payment of services and a culture of individual and household savings**

**65**

**Implementing a comprehensive strategy to fight crime and corruption and to secure safe and cohesive communities.**

**66**

**Increasing police visibility and move towards the full employment of reservists and the installation of CCTV cameras at strategic points in major centres and townships**

**67**

**Assist the Provincial Commissioner to build much needed police stations in the Free State, especially Bloemspruit**

**68**

**Continue to engage on cross-border policing and security of farms and farm dwellers**



# Operation Hlasela Programmes/Projects

**69**

**Destroying unused buildings which serve as hide-outs for criminals without notice**

**70**

**Finalise a model through which the Maluti taxi operators benefit through shareholding into the Maluti Bus Service. The MEC to make an announcement in due course**

- **All these projects and programmes serve as the basis of Operation Hlasela in the short, medium and long-terms.**



# Structural Configuration of Operation Hlasela

- The Project Management Office will be established in the Premier's Office
- The Steering Committees consisting of Heads of Department and Districts as well as Municipal Managers of the identified localities have been established to further institutionalize Operation Hlasela throughout the province,
- The purpose of the Steering Committees is to focus exclusively on their assigned localities until the completion of the projects/programmes .
- Each Steering Committee is led by a **Coordinator** whose primary task is to oversee the projects/programmes, and to ensure that the required financial and human resources are allocated to get the work done within the set timeframes.
- The Project Office together with the Steering Committees identify and formally appoint the technical professionals in each focused area, drawn from Section 57 managers, provincial and national government personnel as well as other agencies such as DBSA, SEDA, DTI including institutions of higher learning in the province.

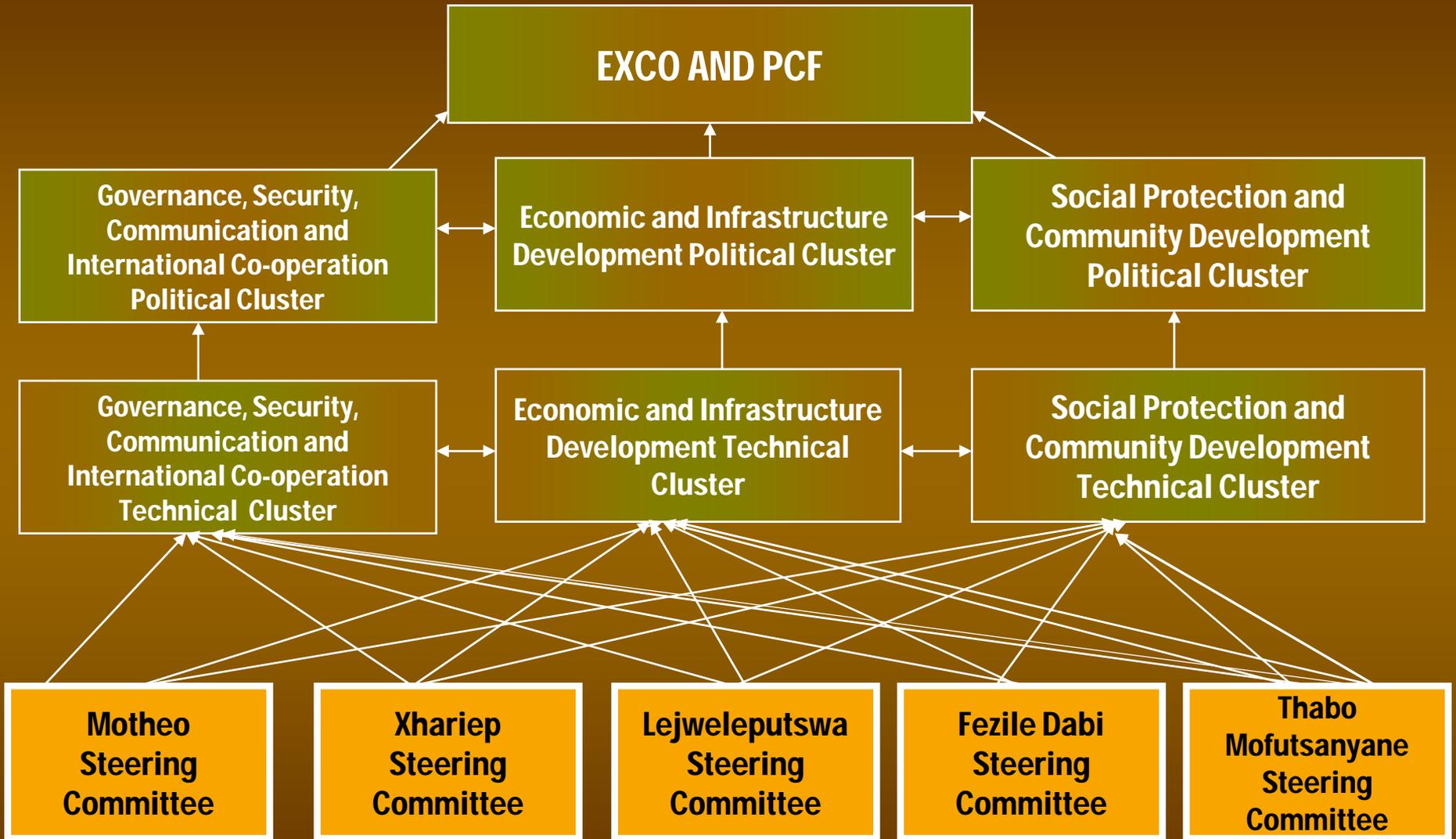


# Structural Configuration of Operation Hlasela

- Given that programmes and projects that define Operation Hlasela are central to the province's Programme of Action, the structural configuration or the implementation of Operation Hlasela is located within the newly reconfigured three clusters to attain:
  - Integration and coordinated approach to implementation
  - Foster co-operation and shared perspective
  - Lessen fragmentation and avoid disjuncture
  
- The ultimate structural configuration of the cluster will be as follows:

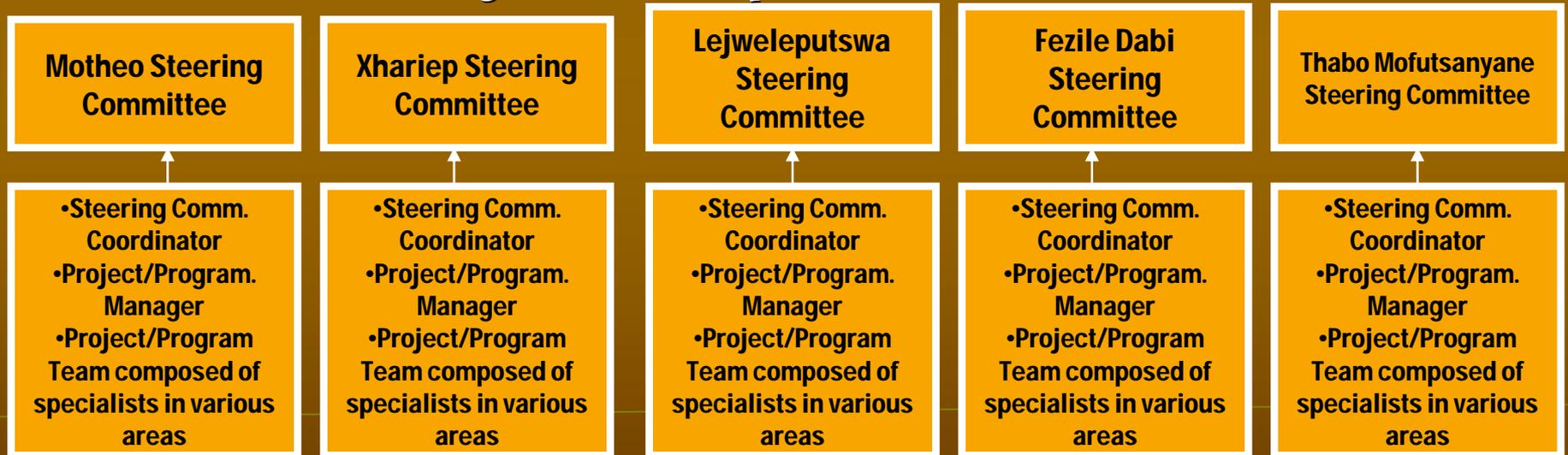


# Structural Configuration of Operation Hlasela



# Structural Configuration of Operation Hlasela

- Each Steering Committee supported by Project Management Office appoints project/programme managers to oversee specific areas of responsibility. Project/programme managers must have project management skills and should be competent to manage the projects on day to day basis.
- These managers have to establish their own project teams consisting of competent and appropriately skilled officials and other supporting agencies. The project teams will have to be formally appointed and will be expected to do the work on a full time basis to ensure that set goals are accomplished with the set time lines.



# Operational Mechanisms of Operation Hlasela

- The objectives of the Steering Committees are, inter alia:
  - To conduct needs analysis of the identified municipalities. Firstly, examining available information at municipalities, provincially and from other credible sources
  - Arrange onsite visits with technical professionals drawn from Section 57 managers, provincial and national government professionals, Stats SA and CDWs to take stock of services that must be rendered and verify the information available
  - To consolidate and break down the Premier's injunctions including inputs from the locality into implement able chunks linked to provincial and local resources for each and every one of the identified localities.



# Operational Mechanisms of Operation Hlasela

- Operation Hlasela programmes and projects form the basis of the work of the clusters and therefore Operation Hlasela Programme of Action should be developed to inform and shape the work of the Steering Committees for each district.
- The Programme of Action should be based on the 4WH principle: What? Why? Who? Where? and How? principle and performance indicators should be based on the SMART principle:



- The following format informed by the national Programme of Action should be used

Strategic Policy Objective:					
Project/Programme/ Action	Indicator/ Measure	Timeframe	District	Municipality and Area	Responsibility

# Operational Mechanisms of Operation Hlasela

- The implementation of Operation Hlasela should be well thought and located within government planning cycle and instruments.
- Line function departments form the core of Steering Committees and should guide the implementation of Operation Hlasela projects and programmes.
- Operation Hlasela priorities should be reflected in line function departments' strategic and annual performance plans. Therefore, implementation of Operation Hlasela projects and programmes by the Steering Committees should be in line with what is contained in line function departmental plans.
- At local government level, the implementation of Operation Hlasela projects and programmes should be reflected in the IDP and strategic plans .



# Operational Mechanisms of Operation Hlasela

- Clusters will play a central and pivotal role in Operation Hlasela.
- Their role will be to **process**, to **monitor** and to **verify** all the reports as well as **unblocking obstacles**.
- The Director General will oversee the overall implementation of Operation Hlasela. The day to day coordination of Operation Hlasela will be the responsibility of the **Steering Committee** and **Project Management Teams** under the leadership of the appointed Coordinators.
- The budget and expenditure oversight role including alignment of budget and actions will be carried out by **Treasury: CEO** in conjunction with the **DG**, **cluster Co-chairpersons** and the **Steering Committee Coordinators**.
- The **Coordinators** will meet with the **DG** fortnightly to ensure that the strategies, people processes and operations are streamlined



# Operational Mechanisms of Operation Hlasela

District	Steering Committee	Coordinator	Secretariat Support
<b>Motheo</b>	Mr. Malope, Motheo MM, Mangaung MM and relevant departments	<b>Mr. K. Ralikontsane</b>	P. Ramanamane Gibson Dikgetsi Mr Leburu
<b>Xhariep</b>	Dr Moorosi, Xhariep MMLocal MM	<b>Dr. Maharaswa</b>	Chris Mekomela Bukeka Phillips Ms Campher
<b>Lejweleputswa</b>	Prof Ramela, Ms Nthongoa, Lejweleputswa MM and relevant departments	<b>Mr. Peterson</b>	Audrey Mahlatsi Pule Motseki Mr Mokhele
<b>Fezile Dabi</b>	Mr. S. Molala, Fezile Dabi MM, Metsimaholo MM and relevant departments	<b>Mr Khunyeli</b>	Lindi Molibeli Moss Mogamisi Mr Abrahams
<b>Thabo Mofutsanyane</b>	Mr. Mokoena, Mr. Moloi, Maluti-a-Phofung MM and relevant departments	<b>Adv. Msibi</b>	Selby Selepe Ben Leeuw Mr Bhembe

# Premier's Operation Hlasela Political Campaign

Objectives of the Premier's Operation Hlasela Campaign are:

- The Premier's campaign will focus mainly on communities identified as part of Operation Hlasela Campaign.
- The Campaign will build on ground work done by the Steering Committees
- The main purpose will be to interact with the involved communities at political level and to inform them about Operation Hlasela Campaign and to ensure that it is understood, embraced and fully supported
- The clusters including municipalities and SALGA will jointly visit the identified areas per district led by the Premier to derive maximum impact



# Premier's Operation Hlasela Campaign

- To monitor the work done by the advanced technical teams
- To listen to community feedback on Operation Hlasela Campaign
- To address delivery related obstacles
- To emphasise a balance between people's rights as well as their responsibilities
- To ensure that local people are employed to do the work and that systems will be established to ensure fairness and transparency at local government level
- The Campaign will be more focused and purposeful
- To ensure that the poor have access to basic services



**Thanks**

