

# **Xhariep District**

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# **MAYORS FOREWORD**

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## **Mayors Foreword**

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It is indeed an honour for me to present the Xhariep District Intergrated Development Plan (IDP) for 2008/9. Our Integrated Development Plan is a broad development policy framework representing the turning point for development in our district.

The plan came as a result of broad consultation and contribution from all role players which included organized business, labour, youth and community based organizations to whom we are all accountable. The meaningful contribution of the provincial government sector departments is also appreciated.

Through these partnerships and the planning process towards the finalisation of this document, we have all acknowledge and commit ourselves to promote good governance and provision of quality services for all our people. Our Integrated Development Plan serves as a basis for our common strategic vision and provides a detailed plan for future strategies and developments in our district.

While we remain conscious of the huge challenges of poverty and high levels of unemployment, we remain confident that with all the natural resources and many opportunities presented to us, we will ultimately overcome these obstacles by continuously engaging one another.

I wish to thank all of our social partners that collaborated with us in ensuring that we carry out our constitutional obligation. I also extend my appreciation to management and staff of the municipality for their continued support, commitment and dedication

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**M Peterson (Clr)**  
**Executive Mayor**

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# **MUNICIPAL MANAGER**

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## **Municipal Manager**

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# **EXECUTIVE SUMMARY**

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## Executive Summary

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The process of developing a credible IDP has been consultative but challenging in terms of ensuring the local Municipalities participate in an effective and meaningful manner.

It must be noted that we did not receive the full co-operation of the local Municipalities.

We have acknowledged that the local Municipalities IDP must inform the District strategic approach for the next three years. A number of sector plans have been formulated with various stakeholders including the local Municipalities.

The concept of the Districts transforming itself into a shared service unit must be further explored.

The District can play a significant role in co-ordinating resources to facilitate district wide economic development, skills enhancement and development projects.

The District needs to review its organogram based on the development objectives of the District and assigned powers and functions. This should be undertaken against the backdrop of recent policy pronouncement by the Municipal Demarcation Board (MDB) of adding Naledi Local Municipality within the jurisdiction of Xhariep district.

Systems and processes improvement programme will be introduced in order to bring greater efficiency.

All sectors plans were dealt with based on the credible IDP process, the following key areas were identified:

- Vision and strategy reflects alignment with the PGDS and conveys an expression of development commitment across the three spheres.
- Districts: evidence of plans for capacity building for LMS
- Plans for equitable service delivery
- Human resources strategy
- Skills development
- Governance
- Community participation

**The greatest challenges is the issues of poverty, local economic development, HIV/AIDS and social ills such as alcohol and substance abuse and the rise in teenage pregnancies**

The assigned district responsibility of co-ordinating district-wide economic development initiatives is critical in growing the district economy and potentially this would yield a positive net effect on the revenue bases of the district and its local municipalities. The establishment of the Development Agency will certainly improve the roll out of the economic programme in the District and would be imperative in this instance.



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Accelerated service delivery must be implemented in the District in order to improve the lives of all people in the Xharip District through working with local municipalities and other spheres of government in pursue of good practices that would be used in the effective provision of municipal services.

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**(4)**  
**DISTRICT FRAMEWORK**

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# **District Framework**

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## **Introduction**

In terms of Section 34 of the Municipal Systems Act, 2000, Local Municipalities must adopt a Process Plan of the IDP review process to be followed. This document outlines the process, which is envisaged within the Xhariep District Municipal area of jurisdiction. The IDP should be prepared in alignment with the budget and performance management plan objectives of the municipality, resulting in the development and submission of the Service Delivery and Budget Implementation Plan (SDBIP). The development of this IDP should be in consultation with national and provincial departments and constituent local municipalities as well as the community in the area of jurisdiction of the Xhariep District.

## **Scope of work**

This IDP is for 5 years in accordance with the elected term of Council. The IDP should be reviewed and updated every financial year in accordance with the resources and changing circumstances of the District and the Free State Province in its entirety

## **Legislative Framework**

The Local Government: Municipal Systems Act, 2000(MSA) determines that the municipality, after the start of its elected term adopt a single, inclusive and strategic plan for the development of the municipality. The preparation of the Xhariep District IDP as its objective, to provide a 5 year strategic plan, integrating the IDP's of its constituent Local Municipalities, within its boundaries. In terms of Section 27 of the Municipal Systems Act, a district municipality must adopt a framework for the IDP. The framework requires consultation between the district municipality and the local municipalities during the process of drafting their respective IDPs. Therefore, the framework binds both the district and local municipalities.

## **District Framework Process**

Guidelines by the Department of Provincial and Local Government (DPLG), provides that the IDP of a District Municipality must determine the priorities for harnessing development, as follows:

**TABLE 1: TIME FRAME FOR IDP & PMS DISTRICT FRAMEWORK 200**

**PHASES**

ACTIVITIES	Responsible	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>PHASE 1 PLANNING PROCESS</b>												
District Framework IDP & PMS	District											
Participation Process	District											
MEC comments Review	District											
Bindings, Plans, policies, Public Notice	District											
<b>PHASE 2 ANALYSIS</b>												
<b>Community and Stakeholder Analysis</b>	District											
Priorities	Municipalities											
<b>Municipal Wide Analysis</b>	DFE											
Economic Priorities	DACEL											
Environmental priorities	Dev planning											
Spatial priorities	Dev planning											
Socio-Economic priorities,	All Departments											
Institutional & transformation	Municipality											
Legal Framework compliance	Municipality											
alignment of priorities	Municipality											
<b>PHASE 3 STRATEGIES</b>												
Vision, mission	Municipality											
Development priorities, objectives	Municipality											
Strategies, Project/Programme												
Identification	Municipality											

	ACTIVITIES	Responsible	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>PHASE 4 PROJECTS/PROGRAMMES</b>													
<b>Project proposals</b>	Priority Projects/Programmes	All Departments											
<b>Project costing</b>	CAPEX & OPEX	Finance											
	Projects Targets based Indicators (PMS)	All Departments											
<b>PHASE 5 INTEGRATION</b>													
	MEC comments	District											
	Sectoral Plans	Local Gov											
	Operational plans	All Departments											
	PMS	District											
	Local integrated Plans/Programmes	All Departments											
<b>PHASE 6 APPROVAL</b>													
	First Draft IDP	Mayor/Council											
	Public notice	IDP											
	Inviting Comments/Public Notice 21 days	District											
	2nd Draft IDP	District											
	IDP Representative Forum Meeting	IDP Forum											
	Incorporating/Responding to Comments	All Departments											
	Approval	Council											
	Submissions	District											
<b>PHASE 7 IMPLEMENTATION</b>													
	Business Plans Implementation	All Departments											
	Monitor	IDP											
	Review	IDP											
	Reporting: Quarterly to MM, MEC, M/C	IDP											
	Half yearly to Council	IDP											

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	Annually to MEC and communities	IDP											
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**Table 1:** the above outlines the process to be followed during the IDP planning and budget process during a financial year, in terms of the provisions of the MSA and Local Government: Municipal Finance Management Act, 2003 (MFMA). Section 23 of the MFMA, states that the mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council, a time schedule outlining key deadlines for the:

- Preparation, tabling and approval of the annual budget integrated development plan in terms of Section 34 of the MSA.
- Moreover, the MFMA states that the municipal council must, at least 30 days before the start of the budget year, consider the approval of the annual budget.

In compliance with the above, the Xhariep IDP/Budget timeframe makes provision for the Executive Mayor to table the IDP and Budget Plan by September of each financial year for the 5 year term of council and approve the annual budget not later than end May of each financial year.

### **Roles and Responsibilities**

The Executive Mayor and the Municipal Manager of the Xhariep District are the overall accounting and responsible persons for the monitoring and implementation of the IDP review process.

### **IDP Technical Committee**

The IDP technical team is chaired by the Municipal Manager and consists of the Chief Financial Officer and Executive Managers and other senior officials. The role of this committee is to provide -

- overall management and co-ordination of the planning process
- relevant technical, sectoral and financial information for analysis and determination of priorities.
- contribute technical expertise in the consideration and finalization of the strategies and implementation of projects

The technical committee meets quarterly to assess the progress made and to guide the process of IDP preparation.

### **IDP Coordinators Forum**

The co-ordinators forum of IDP managers from local municipalities and the district provides a platform where the district and local municipalities can discuss areas of mutual interest and provide alignment between all municipalities. The IDP co-ordinators meet at least once a month to discuss the alignment process.

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## **IDP Representative Forum**

The District Executive Mayor is chairing the IDP representative forum which consists of the district IDP technical committee, IDP co-ordinators, all councillors in the district, representatives from stakeholders in the district, the mayors of local municipalities and municipal managers of local municipalities. The IDP representative forum ensures effective and efficient public participation on matters of the IDP review. This structure meets to:consult on the contents of the IDP

- monitor the implementation of the IDP
- discuss the development, implementation and review of the municipality's PMS and
- monitor the municipality's performance in relation to the key performance indicators and performance targets set by the municipality;

## **Procedure for Alignment and Consultation**

### **(A) Levels of Alignment**

The District Municipality will for the duration of the IDP process, promote horizontal and vertical alignment between the various role players.

### **(B) Vertical Alignment:**

Between spheres of government, role players are:

- National departments
- Provincial departments
- Para-statal institutions (Eskom, Telkom, Rand Water etc.)



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**Horizontal Alignment:**

Major role-players in horizontal alignment are:

- local municipalities within the Xhariep District area of jurisdiction.
- geographical; (neighbouring municipalities such as Kapanong and Letsemeng)
- institutions; (governmental and non-governmental organizations)
- communities in the Xhariep District

**TABLE 2**  
**HORIZONTAL ALIGNMENT ACTIVITIES OF DISTRICT AND LOCAL MUNICIPALITIES**

<b>ALIGNMENT ACTIVITY</b>	<b>DISTRICT MUNICIPALITY</b>	<b>LOCAL MUNICIPALITIES OTHER SECTORS</b>
Information on priority issues	Water and sanitation	Kapanong water and sanitation
Joint decision on IDP guidelines		
District-level strategy workshop		
Technical inputs to project planning		
Sector programmes under responsibility of the district		
Submissions of draft IDP		
Comments on the draft IDP's		
Compiling District-level summary of local IDP's		

## PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL

**TABLE 3  
OUTLINES LIST OF BINDING PLANS AND LEGISLATION**

Category of Requirements	Sector Requirements
For a municipal level plan in line with prioritization of each Municipality in the District	Water Services Development Plan
	Integrated Transport Plan
	Integrated Waste Management Plan; State of the Environment Report
For sector planning to be incorporated as a component in the IDP	Municipal Housing plans
	Local Economic Development Strategies;
	Financial Plan; Medium term budget plans
	Capital Investment Programme
	Spatial Development Framework.
	Performance Management System
	Integrated HIV/AIDS Programme
	Integrated Poverty Alleviation and Gender Equity Programme
For compliance with normative frameworks	Disaster Management Plan
	National Environmental Management Act
	Development Facilitation Act principles
	Free State Spatial Development Framework

### **Procedures and Principles for the Monitoring of planning**

#### **(a) Mayoral Committee and Council**

The Mayoral Committee, together with the Xhariep District, has an oversight role in the IDP preparation and drafting. The Mayoral Committee would be consulted before the IDP framework, priority issues and the adoption of the IDP is submitted to Council for approval.

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**(b) Adoption of the IDP framework**

The IDP framework needs to be adopted by the Xhariep District as a process to be undertaken in preparing for the approval and adoption of the IDP 2007-2012. Section 27 of the MSA states that the municipality consults with the local community in adopting the process and gives notice to the local community of particulars of the process it intends to follow. The Xhariep IDP framework has been forwarded to the IDP technical committee for consideration and after that, it was sent to the Xhariep District for approval. The IDP framework will be advertised in the local newspapers in order to make communities aware and to encourage participation.

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**(5)**

**IDP FRAMEWORK OVERVIEW**

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# **IDP FRAMEWORK OVERVIEW**

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## **INTRODUCTION**

### **Purpose of the Framework**

The District Framework guides and binds both the district and local municipalities in the municipal area in the IDP planning process. The building blocks of this framework aim at proper consultation, coordination and alignment of plans (planning process) with the three constituent local municipalities. It guides the consultative process of an entire district and it also informs the process plans of the local municipalities.

The legislative requirement of a district framework is section 27 of the Municipal Systems Act, 32 of 2000 and section 84 (1) (a) of the Municipal Structures Act, 1988.

### **Legislation Impacting on the Process**

The Municipal Systems Act determines that the district municipalities, within a prescribed period, after the start of its elected term, follow a consultative process to prepare and adopt integrated development frameworks for their IDP processes.

The mentioned framework binds both the district and its local municipalities to align their process plans with this framework.

The district framework provides the linkage for binding relationships to be established between the District and Local Municipalities in the district. To this end, it must:

- Identify plans and planning requirements binding in terms of national and provincial legislation on the district municipality and local municipalities.
- Identify matters to be included in the integrated development plans of the district as well as local municipalities.
- Specify principles to be applied and approach to be adopted in respect of those matters and determined procedures to be followed.
- The district framework is developed in consultation with local municipalities in a joint workshop organized by the district. On the other side local municipalities are required to develop their process plans explaining explicitly how their planning process, drafting, adoption and reviewing of their IDPs will unfold.
- The district IDP is informed by this framework and IDPs of the local municipalities.

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## **Components of the District IDP Framework**

The Xhariep District Municipality's IDP Framework informs all process plans and guides the roll-out of the integrated development planning process for Letsemeng, Kopanong and Mohokare Local Municipalities within its district. This framework also binds Xhariep District, Kopanong, Letsemeng and Mohokare Local Municipalities to a specific programme and it ensures proper consultation, co-ordination and alignment of the planning processes of all these municipalities

### **The Framework Entails the Following Elements:**

- national and provincial requirements;
- Matters that require district and local municipal alignment;
- Elements of the IDP process;
- Framework programme with timeframes;
- Mechanisms and procedures for alignment;
- Mechanisms and procedures for consultation; and
- Procedures and Principles for monitoring the planning process and amendment.

### **National and Provincial Requirements**

The following, but not limited to, serve as a base of list of national pieces of legislation from both the National and Provincial government, and programmes that are binding to municipalities in terms of the development of the IDP:

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## **Cross Cutting National Planning Requirements**

- Local Government: Municipal Systems Act, 32 of 2000
- Local Government: Municipal Structures Act, 17 of 1998
- Municipal Finance and Management Act,
- National Environmental Management Act
- Water Act
- Water Services Development Plan
- Disaster Management Act
- Integrated Transport Plan
- Integrated Energy Plan
- Integrated Waste Management Plan
- National Spatial Development Perspective
- Integrated infrastructure Planning

## **Provincial Planning Requirements**

- Free State Spatial Development Framework
- State Owned Enterprises and sector Departments Plans
- Provincial Growth and Development Strategy

## **Matters considered during the IDP Review**

Both the district and the local municipalities had to consider the under mentioned issues in an effort to improve the quality and applicability of the IDP:

- Comments of the MEC on all IDPs in this district.
- Inputs .various role-players, including community, political leaders, etc.
- Comments received during the IDP Assessment and Engagement sessions.
- Legislative requirements such as inclusion, preparation or review of the sectoral plans;
- Consideration of weaknesses identified through Mayoral Road shows.
- Greater alignment with Provincial programmes.

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**(6)**  
**ELEMENTS OF THE IDP**  
**PROCESS**

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## **ELEMENTS OF THE IDP PROCESS**

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### **Purpose of the IDP Review**

The review process ensures that the integrated development plan is: strategic, aligned, participatory, integrated, and implementation oriented

### **The IDP has to be reviewed annually in order to:**

- Inform other components of the municipal business process including institutional, financial planning and budgeting;
- Ensure proper integration and alignment either within a municipality and/or between the District municipality and the Local municipalities
- Inform the cyclical inter-governmental planning and budgeting cycle
- Reflect the light of changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects, programmes of the IDP and
- Address the shortcomings in the comprehensive IDP preparation and incorporate improvements in the review.

### **The outcomes of the review process may include:**

- A refined understanding of the situation around priority issues;
- Refined/amended/additional objectives;
- Revised or new strategies, including strategies to improve implementation;
- Revised or new projects; and
- Reflection of the above in revised integrated plans and programmes including a revised Medium Term Expenditure Framework (MTEF).

### **Review activities include revision of:**

- Projects /formulation of new projects by project task teams;
- Sector programmes; and
- Integrated programmes (e.g. LED programme / Integrated Spatial Development Framework / Financial plans and programmes)

All IDP planning processes undergo the under mentioned five phases, namely:

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## **1.1 The Preparation and Analysis Phase**

The IDP planners should familiarize themselves with national and provincial policies, plans and programmes, especially those reflected by 5 year Local Government Strategic Agenda, e.g. the eradication of bucket by 2007, and dismantling of informal settlements etc. These matters must be taken into account to enable service delivery and ensure IDP's that are developmental. The analysis phase aims to understand the existing circumstances within the municipality. This phase requires an understanding the causes of priority concerns and the links between them. Analyses therefore, seeks to understand how concerns and issues are linked together within the system, e.g. when considering the environment as having a valuable set of assets that need to be protected and well managed provides a pro-active approach to long-term planning and development.

## **1.2 The Strategy Phase**

This phase is an important part of the IDP as the municipality must decide on its future development direction; the municipality must develop its vision, a set of objectives to meet the vision, and strategies to achieve these objectives. Special attention should be given to current and future needs and priority areas.

These resources are limited and municipalities must prioritize as much as possible. There are also environmental limitations that act as obstacles in the delivery process.

## **1.3 The Project Phase**

The purpose of this phase is to develop project proposals, and to undertake sufficiently detailed project planning to ensure that there is an effective link between planning and delivery. Projects need to be prioritized as municipalities may not have enough resources for all identified projects. Projects are further linked to budgets, indicators, time frames and performance.

## **1.4 The Integration and Alignment Phase**

This phase aims to check that project proposals are in line with the vision, objectives and strategies developed and resources available. Alignment with all relevant policies and plans, which in turn are linked to a medium term budgetary framework. All plans are integrated at this phase.

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## **1.5 The Approval Phase**

The IDP ensures that all interested parties and stakeholders have been given a chance to comment on the draft IDP before the Council adopts it. Evaluation and feedback should be conducted on and during the process of the IDP. In terms of the MSA municipalities are required to formulate an IDP made up of the following components:

- A vision of the long term development of the municipality.
- Assessment of the existing level of development in the Xhariep district which must include an identification of the need for basic municipal services
- The district development priorities and objectives for its elected term
- The district development strategies which must be aligned with any national or provincial sectoral plans and planning requirements
- A spatial development framework which must include the provision of basic guidelines for a land use management system
- Municipal operational strategies
- A disaster management plan
- A financial plan, which must include a budget projection for at least the next three years;
- Compilation timeframes

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**(7)**  
**Corporate Framework**  
**Overview**

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# Corporate Framework Overview

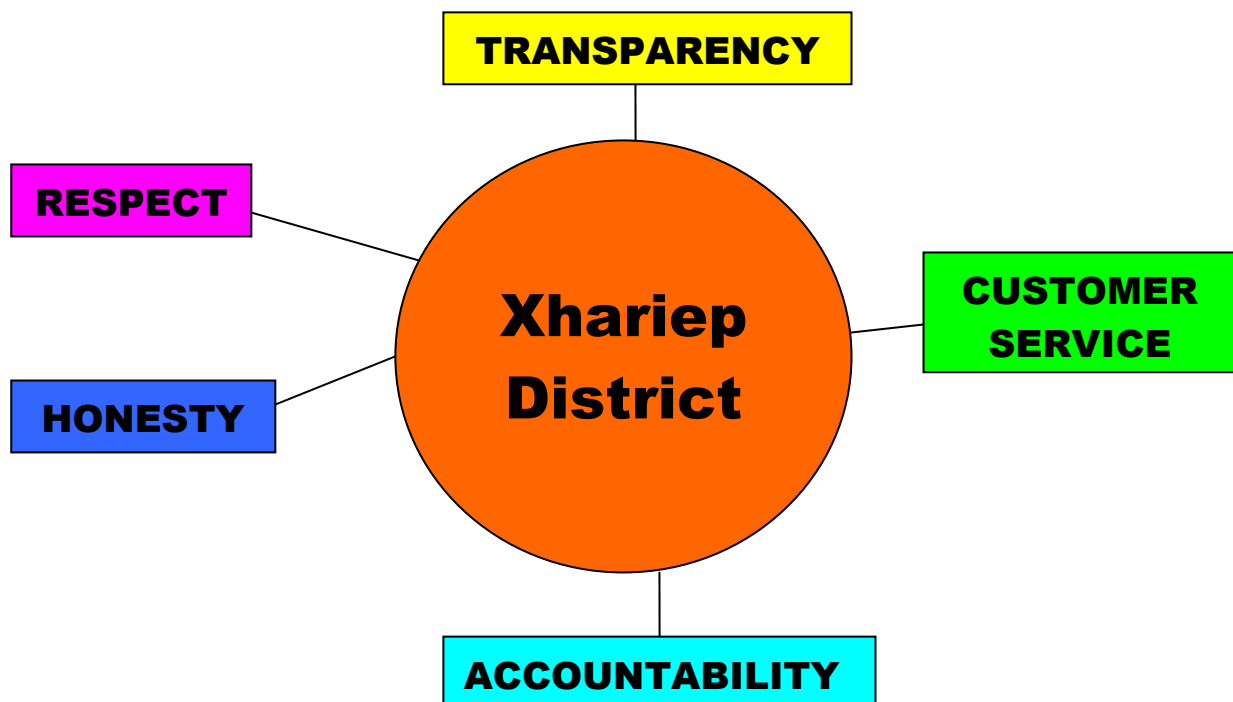
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## Vision Statement

To be a vibrant water driven tourist, agriculture and mining region that uses its resources to add value in a sustainable and effective manner in order to address our social, economic and environmental needs to the benefit of our citizens

## Mission Statement

## Core Values



## Objectives:

- Unemployment and poverty
- Housing backlog
- Economic Development
- Financial Sustainability
- Human resources development
- Requesting for Xhariep to be a presidential Nodal Point

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**(8)**  
**KEY MUNICIPAL OBJECTIVES**

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## **Key Municipal Objectives**

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### **The National Targets**

The following are key delivery flagship activities that all local municipalities must prioritize in the planning

#### **2.1 Sanitation**

##### **Must ensure alignment on Provincial and national targets**

- A budget and a plan must ensure that all households have access to basic sanitation by 2010
- Eradication of bucket toilets by 2007 Are meeting the target
- Develop a plan that will ensure bulk infrastructure development and capacity enhancement

#### **2.2 Water**

- Budget and plan must ensure that all households have access to basic water services by 2010
- The district must ensure the quality water and must provide the monitoring programme

#### **2.3 Electricity**

- Budget and plan must ensure that all households have access to electricity by 2012
- Resource capacity, human and financial

#### **2.4 Transport and Roads**

- Regional approach to provision and maintenance of roads (new & old)
- A budget and plan for new roads and operational and maintenance (O & M) of roads
- Develop a plan for pavements
- Resource capacity, human and financial

#### **2.5 Storm Water and Drainage**

- A budget and plan to manage and maintain storm water drainage

#### **2.6 Waste Management**

- Budget and plan must ensure that all communities can access refuse removal services by 2010
- Capital budget to ensure that all roads are upgraded and maintained
- Environmental impact assessment and waste management options are included in waste management strategy

- 
- Evaluation and implementation of environment of environmental friendly practices for recycling, landfill sites and economic opportunity

### **2.7 Free Basic Services**

- All local municipalities must draw the budget to manage implementation of the Free Basic Services
- All local municipalities to develop a policy to manage Free Basic Services for poor households.



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**(9)**  
**SITUATIONAL ANALYSIS**

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## **Introduction**

Building on from the context provided in the previous Chapters, this particular section of the IDP provides a broad overview of the prevailing situation in XDM. The key objective is to highlight issues such as service delivery etc and it concludes by listing identified priority that require direct intervention over the IDP planning circle.

An attempt is made to align this IDP to the following key areas as per the FSPGDS:

- Efficient governance and administration
- Economic development & environmental issues
- Social development & infrastructure services
- Justice, crime prevention and security issues

## **Demographic Profile**

### **Population Size and Ethnic Composition**

Xhariep has an estimated population of approximately 135 000 people. Its population size has grown with a lesser average of 2.21% per annum since 1996, compared to that of province (2.6%). The district has a fairly even population distribution with most people (41%) residing in Kopanong whilst Letsemeng and Mohokare accommodate only 32% and 27% of the total population, respectively. The table below gives a breakdown of the population distribution per local municipal area:

**TABLE 1**

**POPULATION DISTRIBUTION PER LOCAL MUNICIPAL AREA, 2001**

Area	Total Population	Percentage of District Population	Density (Km <sup>2</sup> )
Kopanong	55 942	41.37%	3.68
Letsemeng	42 979	31.78%	4.22
Mohokare	36 316	26.85%	4.15
<b>Total / Average</b>	135 237	100.00%	3.96

*Note: Density refers to the number of people per km<sup>2</sup>  
Source: Stats SA (Census 2001)*

Besides the population growth that was recorded between 1996 and 2001, the ethnic composition also changed somewhat. The Coloured population showed an increase of almost 5 % whilst the White Population showed a decrease of almost 3%. The majority of the people living in Xhariep are African, followed by the Coloured and White population groups. The Indian race group has the least in number.

**TABLE 2****ETHNIC COMPOSITION, COMPARING 2001 TO 1996**

Area	African	Coloured	Indian	White
Kopanong	72.52%	17.83%	0.04%	9.62%
Letsemeng	64.99%	25.26%	0.04%	9.71%
Mohokare	89.33%	2.92%	0.02%	7.73%
<b>Xhariep 2001</b>	74.64%	16.19%	0.03%	9.14%
<b>Xhariep 1996</b>	<b>72.92%</b>	<b>11.17%</b>	<b>0.07%</b>	<b>12.19%</b>

*Source: Stats SA (Census 1996 & 2001)*

The above translates into a total of **38 888 households in the district**. The following table gives a breakdown of the number of households per ethnic group and local municipality:

**TABLE 3****ETHNIC COMPOSITION, COMPARING 2001 TO 1996**

Area	African	Coloured	Indian	White	Total
Kopanong	12 826	2 609	6	2042	17 483
Letsemeng	7 967	2 753	11	1 268	11 999
Mohokare	8 306	205	3	892	9 406
<b>Xhariep 2001</b>	29 099	5 567	20	4 202	38 888

*Source: Stats SA (Census 2001)*

**Age and Gender Profile**

The majority of people living in Xhariep (almost 69%) are young and not many changes have been experienced in the age distribution of the region since 1996. Only 5% of the total population is elderly people. This indicates that there will still be a huge demand for social infrastructure, particularly schools and associated infrastructure to accommodate the needs of the youth in future. The table below gives a breakdown of the age profile of the district for 2001 compared with that of 1996.

**TABLE 4****AGE PROFILE PER LOCAL MUNICIPAL AREA FOR 2001 COMPARED WITH THE AVERAGE OF THE DISTRICT FOR 1996 AND 2001**

Area	Children	Youth	Middle Age	Elderly
Kopanong	32.96	34.35	27.83	6.71
Letsemeng	33.51	34.02	27.45	4.66
Mohokare	35.76	36.93	25.60	5.72
<b>Xhariep 2001</b>	<b>33.89</b>	<b>34.95</b>	<b>27.12</b>	<b>5.79</b>
<b>Average 1996</b>	<b>34.15</b>	<b>34.56</b>	<b>24.56</b>	<b>5.48</b>

Source: Stats SA (Census 1996 & 2001)

The gender composition has also shown very little change since 1996, with 50,8% of the total population being female.

Some of the key issues identified during previous IDP workshops as affecting youth (Ages 14 – 35) include:

- High unemployment among the youth.
- High drop out rate at schools.
- Lack of life skills and technical skills.
- Limited access to funding for SMME development.
- Limited tertiary education in accessible locations such as (satellite stations of recognised institutions).
- Rise in teenage pregnancies.
- Alcohol and substance abuse.
- Increasing rate of HIV infections amongst the youth.

### **Efficient Governance and Administration**

This cluster deals with the administration and governance of the XDM. It should be noted that matters relating to institutional arrangements (*i.e.* organisational design, governance structures such as council and its committees as well as administrative management, powers and functions), systems and processes (*i.e.* municipal information systems, IT, public participation, planning, PMS, policies and by-laws), finance and human resources (financial plans, budgeting, capacity building and training) are discussed in Chapter 2: Institutional Framework. This section is therefore dedicated to related matters not captured under the said chapter.

### **Summary of Governance and Administration Challenges Facing XDM**

- MTEIF projections reflect a potential risk of compounding deficit.
- There is a serious lack of capital spending on service delivery programmes.
- Budgets generally appear to focus solely on recurring expenditure.
- Critical financial management policies not fully functional
- There appears to be lack of financial planning and management capacity
- Financial reports unable to be finalised and audited in the required time frames by auditor general leading to outstanding reports as well as an inability to critically assess financial viability of the organisation going forward.
- Municipality not fully implementing certain parts of the MFMA requirements relating to financial reporting and budgeting
- Limited resource base and therefore insufficient pool of income sources.

- No strategy in place to deal with the challenge of the fiscal restructuring at the District level following the abolition of regional services tax / levies which formed one of the major sources of revenue for the DM
- Poor alignment between financial / budgetary planning and IDP processes.

## **Economic Growth, Development & Employment**

This cluster is concerned with matters relating to economic growth (LED strategies, economic sector plans such as Tourism and Land Reform), job creation and poverty alleviation, and environmental management (State of environment reporting, integrated environmental management plans and conservation).

XDM area is predominantly agricultural. Due to its unique topography, vegetation, wildlife and availability of water, the area is also regarded as one of the most scenic in the country, with a large tourism potential.

## **Economic Growth, Development and Employment Analysis**

### **Gross Geographic Product ("GDP")**

The financial contribution of various economic sectors to the GDP of the individual local municipalities, as well as the district municipality as a whole, is indicated in the table below.

<b>TABLE 5</b>							
<b>GDP CONTRIBUTION PER SECTOR, 1996 (R '000)</b>							
<b>GDP SECTOR</b>	<b>KLM</b>	<b>% of DM</b>	<b>LLM</b>	<b>% of DM</b>	<b>MLM</b>	<b>% of DM</b>	<b>TOTAL</b>
Agriculture	95545	44.99%	53870	25.36%	62968	29.65%	<b>212383</b>
Mining	288	0.77%	37205	99.02%	79	0.21%	<b>37572</b>
Manufacturing	564	22.41%	1766	70.16%	187	7.53%	<b>2517</b>
Electricity/ Water	3622	38.88%	1225	13.15%	4469	47.97%	<b>9316</b>
Construction	77	8.09%	147	15.44%	728	76.47%	<b>952</b>
Trade	25699	34.56%	14875	20.00%	33795	45.44%	<b>74369</b>
Transport	19235	49.46%	8722	22.43%	10934	28.11%	<b>38891</b>
Finance	33341	36.24%	37493	40.75%	21164	23.00%	<b>91998</b>
Community	2697	41.92%	1159	18.02%	2577	40.06%	<b>6433</b>
General Government	58576	61.27%	14944	15.63%	22077	23.09%	<b>95597</b>
Other Producers	11222	52.13%	5140	23.88%	5164	23.99%	<b>21526</b>
<b>TOTAL</b>	<b>250866</b>	<b>42.41%</b>	<b>176548</b>	<b>29.84%</b>	<b>164142</b>	<b>27.75%</b>	<b>591556</b>

**Source: Stats SA, 1996**

From the above it is firstly evident that the area of Kopanong makes the largest contribution to the total GDP of the DM (42.41 %), followed by Letsemeng (29.84 %) and Mohokare (27.75 %). Secondly, income from the agricultural sector (35.90 %) makes the largest contribution to the GDP of both Kopanong as well as XDM as a whole, followed by general government (16.16 %) and the finance sector (15.55%).

Comparing the total population of the DM to the total GGP of the district, and assuming that the GGP has not increased drastically over the period 1996 to 2001, the GGP per capita is calculated at R4 858, the second lowest of the Free State districts and only slightly higher than Thabo Mofutsanyana DM.

The economy of the district is stagnant and lacks diversification in relation to active and productive economic sector. This places the area at tremendous economic pressure and risk of compounding increase on poverty and unemployment.

## **Employment**

The employment and unemployment figures for XDM are summarized below:

**TABLE 6**  
**COMPARISON BETWEEN PERCENTAGE EMPLOYED AND UNEMPLOYED FOR 1996 AND 2001 PER LOCAL MUNICIPALITY**

Area	1996		2001	
	% Employed	% Unemployed	% Employed	% Unemployed
Kopanong	76.80	23.20	34.7	55.3
Letsemeng	68.60	31.42	41.5	58.4
Mohokare	73.62	26.38	35.0	54.0
<b>Xhariep</b>	<b>73.01</b>	<b>27.00</b>	<b>37.2</b>	<b>62.8</b>

*Note: Unemployed include those not economically active  
Source: Stats SA (Census 1996 & 2001)*

It is evident from the above that the unemployment in the region has increased by almost 36% over the period 1996 to 2001. The highest increase is experienced in Kopanong, where unemployment increased by 32% for the same period. The population of Xhariep has increased by 10.9% since 1996 and unemployment by 14% for the same period. This implies that the population of the district could be worse off since 1996.

## **Income levels**

XDM residents are ravaged by high levels of poverty resulting from low regular incomes. The income distribution analysis of individuals in the district shows much the same pattern as that found across the Free State, with the majority of people, not earning a formal income at all, or falling within the lower income brackets. Within Xhariep District Municipality, 63,88 % of respondents during the 1996 census, indicated that they earn no income, 27,79 % earned between R1 and R1000 per month, 4,86 % earned between R1001 and R2500 per month and a mere 3,47 % earned above R 2500 per month. Reading these figures in conjunction with the abovementioned unemployment rates, provides a better understanding of the actual poverty level within the region. A notable portion of the population who indicated that they are employed, earn a nominal income, with which they often have to support a large number of dependants.

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## **Economic Development Planning Initiative**

An economic summit was organised by the Xhariep municipality in 2005 in order to pull together different stakeholders and to collaborate on a shared vision and programme to address regional economic development challenge.

During this summit the following key economic priority sectors were identified to have potential and needing to be further developed to support objectives of economic growth and job creation in the district:

- Agriculture & Farming
- Winery
- Mining
- Tourism
- SMME development

### **The summit resolved on the following key points. In order to sustain economic growth and development, the following activities would have to be pursued:**

- The municipality will strive to engage all Sectors, Public and Private Partners to enhance Agricultural activities, especially for Emerging Farmers - [At least one meeting will be held in all municipalities quarterly];
- Local municipalities will avail land for Agricultural purposes with the involvement of the Departments: Agriculture, Land Affairs and the Land Bank – [By June 2005 negotiations will have been made with the above mentioned departments];
- Local Economic Desk Coordinators will be appointed to support communities with Local Economic Development matters [If funding so allows, municipalities to budget accordingly by March 2005];
- Municipalities will liaise with SETA's and various government departments, like the Department of Labour, Local Government and Housing, etc. to capacitate/ train communities, including personnel in various sectors on various Local Economic Development related fields - [ongoing support to be provided so that at one training session is had quarterly];
- Municipalities will lobby for and access funding from various government departments, (like the Department of Local Government and Housing, Economic, Environmental Affairs and Tourism), including the private sector (e.g. banks, NGO's and other funding organisations) - [Municipalities to lobby for funding continuously, especially after prioritization of projects in the IDP, which should take place by October each year]; and
- Municipalities will ensure that information is disseminated to various communities, with the involvement of Community Liaison Officers and GCIS – [Municipalities to disseminate information (e.g. Newsletters) to communities once a month].

**In order to build capacity of SMMEs and to provide them with effective support, the following responsibilities will have to be performed by the various stakeholders:**

- XDM will ensure that coordinated activities are carried out monthly in strengthening capacity of SMMEs in the region;
- Funding will be accessed and secured from relevant departments and the private sector (Banks, Ntsika, Khula Umsobomvu, Free State Development Corporation etc.);
- The presence of SEDA in the area will be leveraged fully.
- Negotiations will be made by municipalities and the Department of Agriculture to access land for agricultural activities and Land Bank for funding;
- The Marketing and investment Strategy for the district will be implemented to ensure community and business involvement in LED;
- Municipalities will ensure that a percentage of all business ventures/ tenders is awarded to SMMEs

The following table gives a summary of strategic actions that needs to be followed up by various responsible agencies in taking forward the summit resolutions.

**TABLE 7**

**KEY ACTIONS TO TAKE FORWARD THE SUMMIT RESOLUTIONS**

ACTIVITY	RESPONSIBLE AGENT	TIMEFRAMES
Engage all Sectors, Public and Private Partners to enhance Agricultural activities, especially for Emerging Farmers	Xhariep DM, Local Tourism Office	Quarterly
Avail land for Agricultural purposes	Municipalities	Continuously
Lobby for and access funding from various government departments	Xhariep DM	Continuously
Facilitate funding for SMME promotion	Ntsika(confirm whether this still stands as was), Province, DM	Continuously
Develop District Marketing and investment Plan	Xhariep DM with support from Province	2007
Establish Public Private Partnerships	All role players (District – leading role),Province	Continuously
Register SMMEs in the region	Xhariep DM	Continuously
Speed up Development of Business Sites in Gariiep Dam	Municipalities jointly, Private sector invited to contribute	
Access funding for LED programmes/projects	XDM	Continuously
Skills Development and Training	Xhariep, Department of Labour, LGWSETA	Continuously
Audit of SMMEs and projects	Xhariep DM	Continuously



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## **Summary of core Issues for Economic Development**

### **The following core issues were highlighted during the IDP workshops:**

- Local Economic Development plan and identified programmes in it are not fully implemented in a manner that can significantly alter existing strategic economic challenges
- Lack of growth and diversification in the local economy
- High unemployment rate
- Limited skills capacity
- Lack of job opportunities
- Lack of entrepreneurship
- Small number of SMMEs active in the region
- Poorly organised / coordinated programmes of support for emerging SMMEs
- No functional incentive programmes for investments attraction exist in the district and within its LMs
- Lack of effective investments in the region resulting in high levels of unemployment and loss of existing opportunities in the economy
- Under-utilisation of region's economic opportunities
- Outflow of skills (braindrain) and money from the area to larger urban centres.

### **Environmental Profile**

XDM has responsibility for environmental management and planning. Better ways of managing the environment can increase opportunities for a balanced natural resource utilisation and also contribute to improved Eco-Tourism sector development which is needed by the local economy. The prevailing physical environmental characteristics are described below.

#### **Topography**

Xhariep topography is generally low lying and undulating slopes with high altitude areas along the mountainous pockets in the southern part of the district. It is mainly covered by Eastern grasslands and dry Karoo savannas. In general, altitudes vary from 2060m above sea level at Bakenkop in the north-eastern quadrant to 1100 m above sea level in the western quadrant of the study area.

#### **Morphology**

The morphology of the area encompassing Koffiefontein and Petrusburg can broadly be described as plains with medium relief. The area is categorized by slightly irregular plains and pans with a nominal slope.

The morphology of the area encompassing a large area of the Smithfield can broadly be described as Plains with medium relief categorized by slightly irregular and undulating plains with a nominal slope.

The morphology of the largest portion of the study area can be described as lowlands with hills with a slight slope. This includes the largest section of the Orange River. The Zastron area can be categorized as Lowlands with mountains.

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The areas adjacent to the Orange River (approximate localities Phillipolis to Luckhoff and Lesotho border to the area south of Rouxville) can be categorized as closed hills and mountains with moderate to high relief. The Orange River section to the west of Phillipolis and south of Luckhof has hills and the section from the Lesotho border to the south of Rouxville has low mountains.

### **Geology**

The geology of the entire district can generally be classified as rocky and sandy with the following rock formations present.

### **Ecca Group**

The area from Phillipolis to Petrusburg to the western boundary of the study area is underlain mainly by the Ecca Group.

The Prince Albert, White Hall and Tierberg Formations make up the Ecca Group (Pe). The thickness of the group together makes up 340 m –360 m. The Prince Albert formation maintains a relatively constant thickness of between 34 m –46 m. It consists of black carbonaceous shale and dark bluish-green to grey massive micaceous shale with silty lenses. An iron-rich concretion horizon is followed by grey to olive-green micaceous shale / mudstone. The thickness of the White Hill Formation varies between 10 m – 18m but regional thinning northwards has been recorded.

The unit consists mainly of thinly laminated carbonaceous shale that weathers to a white colour. The uppermost Tierberg formation attains a thickness of approximately 300 m. This unit consists of mudstone, light-green to greenish-grey shale with concretionary horizons. Shale with interbedded siltstone and fine-grained sandstone comprises the upper portion of this unit.

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### **Beaufort Group**

Most of the remainder of the study area (Rouxville – Aliwal North – Bethulle - Phillipolis – Edenburg – Bloemfontein – Thaba Nchu - Lesotho) is underlain Beaufort Group. The Beaufort Group (P-Trb) comprises the Adelaide and Tarkastad Subgroups. The Adelaide Subgroup attains a maximum thickness of 400 m. It consists of a 10 m – 15 m thick marker sandstone at the base, followed by siltstone and grey to reddish mudstone with subordinate lenses of sandstone. The topmost part of the unit consist of bluish to greenish-grey shales and red to purple mudstone.

The Tarkastad Subgroup consists of cream to khaki coloured, medium grained, feldspatic sandstones with interbeds of red, purple and green mudstones. The sandstone horizons are thicker and more prominent than those of the underlying Adelaide Subgroup. The Sandstone layers are particularly well developed at the bottom and towards the top of the unit.

### **Molteno Formation**

The portion of the study area from the Orange River – Rouxville – northeast to the Lesotho Border is underlain by the Molteno formation. The Molteno Formation (T<sub>rm</sub>) consists as grayish-green and red to purple mudstone with bands of fine- to coursegrained sandstone. Lenses of grit, scattered large pebbles, cobbles and boulders up to 6 kg in weight, occurs in certain sandstone beds.

### **Elliot Formation**

Small portions of the study area (which is underlain by the Molteno Formation) is underlain by the Elliot Formation. The Elliot Formation (T<sub>re</sub>) is made up predominantly of maroon or green mudstone and three sandstone interbeds. The mudstone has no bedding and weathers easily. The medium-grained, feldspatic sandstone bands are well bedded.

### **Intrusives**

The sedimentary rocks of the Karoo Supergroup have been invaded by numerous dolerite intrusions of Jurassic age. Dolerite dykes – generally up to 10 m wide and several kilometers long and dolerite sills, often undulating and in some cases dipping to form ring structures occur in the study area. The maximum occurrence of sills is attained in the Beaufort Group. Scattered volcanic pipes, diatremes and relic volcanous are present especially in the Molteno and Elliot Formations. Kimberlite dykes have also been noted.

### **Alluvium**

Alluvion occurs patchily in broad valleys along streams and rivers, and is made up of a variety of loose material. Alluvium thicknesses generally vary between 1 m – 10 m and can consist of clayey sand, sandy silt, limestone, sand, pebbles and small boulders.

### **Soil potential analysis**

All the soils occurring in a land type are assigned to a soil category, depending on the soil form and series. The fifteen categories employed group together similar soils for the purposes of their potential, with the lowest number referring to the soil category with the highest potential.

#### **These categories are as follows:**

- Soils with humid topsoil horizons.
- Freely drained, structureless soils.
- Red or yellow structureless soils with a plinth horizon.
- Excessively drained sandy soils.
- Dark clay soils which are not strongly swelling.
- Swelling clay soils.
- Soils with a pedocutanic (blocky structured) horizon.
- Imperfectly drained soils, often shallow and often with a plinth horizon.
- Podzols.
- Poorly drained dark clay soils which are not strongly swelling.
- Poorly drained swelling clay soils.
- Dark clay soils, often shallow, on hard or weathering rock.
- Lithosols (shallow soils on hard or weathering rock).
- Duplex soils (a sandy topsoil abruptly overlying a clayey, structured subsoil), often poorly drained.
- Non-soil land classes (rock, erosion, wetlands and disturbed land) (Source: Xhariep Environmental Management Programme, 2004)

Due to the soil conditions and the soil potential, the district's grazing capacity varies from 6 ha per livestock unit in the east to 13 ha per livestock unit in the west. This contributes to the different farming practices found in the region.

### **Use of ground-water**

Due to severe water shortages in the Free State and especially parts of the Xhariep district, ground water sources are utilised to supplement potent water supplies.

The following Municipalities utilize ground water to supply or supplement their raw water supply:

**TABLE 8**

**Extent of utilization of groundwater by municipalities, 2004**

Locality	Groundwater is currently the only source of water supply	Groundwater is currently a supplementary and/ or an emergency source of water supply	Groundwater is currently not used, was utilised in the past
Jacobsdal		•	
Petrusburg	•		
Koffiefontein		•	
Luckhoff			•
Gariiep dam			
Phillipolis		•	
Bethulie			•
Springfontein		•	
Trompsburg	•		
Fauresmith	•		
Jagersfontein	•		

Edenburg		•	
Reddersburg		•	
Zastron			•
Rouxville			
Smithfield		•	

Source: Xhariep Environmental Management Programme (2005)

## Surface Water

Two main drainage systems occur in the greater district area. The primary drainage system is the Orange River (primary drainage region D) which drains 67 % of the area. The secondary drainage region is the Vaal River (primary drainage region C) represented by the north-west flowing Modder and Riet Rivers which drain the remaining 33 % of the area.

The major dams in the area and their location in terms of primary drainage region and their storage capacity are listed in the Table below:

**TABLE 9**

**MAJOR DAMS WITH STORAGE CAPACITY IN THE MUNICIPAL AREA**

Name of Dam	Drainage basin	Storage capacity (x10 <sup>6</sup> m <sup>3</sup> )
Smithfield Dam	D 24	4.55
Bethulie Dam	D 34	4.60
Gariep Dam	D 35	5 673.80

Source: Xhariep Environmental Management Programme (2005)

According to the Xhariep District Municipality the following rivers and dams also occur in the area:

**TABLE 10**

**Other surface water drainage and storage systems**

Letsemeng	Kopanong	Mohokare
Orange River; Van der Kloof Dam	Orange River; Van der Kloof Dam; Gariep Dam; Kalkfontein Dam; Wuras Dam; Wolwas Dam; Bethuli Dam; Tussen die Riviere	Orange River; Caledon; Matungo Dam; Riet River

DWAF indicated that surface water quality is good except at the towns where sewerage treatment works are not properly maintained. Point-source pollution of surface water occurs at these localities. Pollution potential of river regimes and groundwater reserves exist that can pose a serious health hazard for water users.

## Flora

The area can be categorised into different biomes as indicated in the table below. A Biome refers to a group of similar types of communities characterized by their distinctive plant types.

**TABLE 11**

**BIOME CLASSIFICATION**

*Louw & Robello*

	BIOME	% (approximately)
1.	52. Eastern Mixed Nama Karoo – Nama Karoo Biome	70
2.	32. Kimberly Thorn Bushveld – Savanna Biome	5
3.	37. Dry Sandy Highveld Grassland – Grassland Biome	15
4.	40. Moist Cold Highveld Grassland – Grassland Biome	10

## Acocks

	BIOME	% (approximately)
1.	36. False Upper Karoo	73,0
2.	40. False Orange River Broken Veld	1,5
3.	False arid Karoo	2,5
4.	17. Kalahari Thornveld invaded by Karoo	1,0
5.	50. Dry CYMBOPOGON-THEMADA Veld	10,0
6.	49. Transitional CYMBOPOGON-THEMADA Veld	6,0
7.	48. CYMBOPOGON-THEMADA Veld	6,0

*Source: Xhariep Environmental Management Programme (2005)*

### **Fauna**

A large variety of mammals occur within the XDM area that stretches over a variety of different biomes. The most important mammal species present within the area of discussion must be the red data species. They include the white tailed rat; sclater's golden mole; spotted necked otter; brown hyena; small spotted cat; klipspringer; red hartebeest and square-lipped rhinoceros. The major threats to these species include both habitat loss and harvesting.

Problem species present within the area include the vervet monkey; black-backed jackal and the caracal. A couple of species perceived to be problem species also occurs and include both the bat-eared fox and aardwolf. Increased public awareness is required in helping with the conservation of these species. Other relevant mammal species present in the area include the antbear and rock dassie.

### **Mineral and Heritage Resources:**

The following natural and heritage resource base exists in the area:

**TABLE 12**

#### **Mineral and Heritage Resources, 2004**

Resources	Letsemeng	Kopanong	Mohokare
Minerals	Diamonds; Salt; Gravel & Sand; Clay	Diamonds	Sand
Heritage sites	Historical buildings & Monuments of 2nd World War Kanonkop (Koffiefontein); Voortrekker Memorial Anglican Church used in the Boer War (Petrusburg); The cairn of commander Ds Lubbe (Jacobsdal); Stone Church and Ossewa Tracks (Luckhoff); Battle of Driefontein Graves of English soldiers (rural areas)	Mostershoek museum (Reddersburg); A monument was erected at the Reformed Church for citizens who died in the Anglo Boer War (Reddersburg); Old jail and the house where Lourens van der Post was born (Phillippolis); Adam Kok, ghe Griqua leader's house, kraal and structure where gunpowder was kept (Phillippolis); Boomplaats Anglo-Boer War Greats	Smithfield Historical site, church building where a farmer killed and buried people

*Source: PIMS Centre (2004)*

### **Disaster Management – Risk Assessment Profile**

DMs have been tasked with the responsibility of co-ordinating disaster management efforts within the district. It is for this reason that it is important to understand the likelihood and kind of a disaster that can affect communities in the district. The following table gives an overview of the

type of hazards that can cause a disaster to happen, the communities at risk as well as the intensity and probability of the disaster to occur and also what the anticipated effects of the hazard can be:

**TABLE 13**  
**LIKELIHOOD OF HAZARDS THAT CAN CAUSE A DISASTER IN XHARIEP, 2004**

Type of Hazard	Community at Risk	Nature of the Disaster	Probability of the Disaster to occur
Transport related hazards	Main traffic routes	Road Accidents	High
	Railway lines	Rail accident	Low
	Unpopulated areas	Air	Low
Socio-economic crisis	Poor communities	Unemployment	High
Floods	Low laying areas	Isolation of communities, damage to property and endanger lives.	Low
Fires	Along main roads	Loss of live and property	High
	Communities without electricity, Informal settlements or Densely populated areas	High wind velocity can increase risk of spreading of fires	Low
Drought	Most of the farms are affected	Affects more than one town	Medium
Endemic disease	All communities that lack information	Affecting a town or more than one town	Low
Water, sanitation	Urban areas	Lack of water to a town, Water poisoning	Low
Communication	Telephone, radio, electronic data	Loss of communication and data	Low

*Source: Xhariep Disaster Management Plan (2005)*

**State of Household Access to Basic Services Provision**

As indicated earlier, it should be noted that the district has no primary competencies or authority for basic services such as water, sanitation, refuse / waste removal and electricity supply. However, as a developmental local government Xhariep has interest in ensuring that these services are adequately provided by its LMs who have primary authority for their provision. In addition, the district has a constitutional role of coordinating support for local municipalities so that they can be better capacitated to perform their mandates. The section below gives an analysis of the state of service provision in the entire district.

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## **WATER SUPPLY:**

### **Bulk Water Supply**

#### **Letsemeng**

The Petrusburg Node and farms utilise boreholes as the supply of potable water. The boreholes are not sustainable and an alternative source will have to be found to supply the Petrusburg node in future. The Koffiefontein and Jacobsdal Nodes extract water from the Kalkfontein Dam while the latter also extracts water from the Orange-Riet Canal. Oppermans also extracts water from the Orange-Riet Canal. The water extracted are purified locally while both the Koffiefontein and Jacobsdal purification plants seem to be inadequate to cope with the increased demand for potable water. There is also a need to increase the storage capacity in Jacobsdal. The Luckhoff node extracts water from the Sarel Hayward Canal and Van der Kloof Dam. Both the purification plant and reservoir need to be upgraded in future to cope with future demand.

#### **Mohokare**

Rouxville gets its water supply from the Kalkoenkrans dam and boreholes. Water shortages are experienced during dry seasons and access to alternative sources need to be investigated. The purification works is working at capacity while a new reservoir is required. Smithfield obtains its water from the Caledon river, which is then purified at the local purification plant. There are also 7 boreholes which supplements the water supply from the river. Zastron obtains its water from the Montagu and Kloof dams as well as boreholes. The current capacity of the reservoir, pump station and purification works is sufficient for the next five years.

#### **Kopanong**

Most of the towns in the area utilises water from the Bloemwater pipelines running through the area, except Jagersfontein and Fauresmith, which get their water from the mineshafts in Jagersfontein. The water quality from the mineshafts is poor and the purification plants will need to be upgraded or an alternative water source need to be established to supply these two towns. Water shortages are also experienced during summer when low rainfall is recorded. The pipeline between Fauresmith and Jagersfontein is also very old and leakages occur regularly. The supply of water to Reddersburg and Edenburg from the Bloemwater pipeline needs to be supplemented with boreholes and in summer water shortages can be experienced. The water pumps at these two towns are also in poor condition and regular maintenance work is needed. All of the other towns also use boreholes to supplement their water received from Bloemwater. Bethulie's pump station is too small and its capacity will need to be increased in future.



## Internal water supply

The level of internal water reticulation within XDM is depicted in the table below:

<b>TABLE 14</b>						
<b>Internal water reticulation in urban areas in Xhariep, 2003</b>						
LM	Individual Connections: Metered	Individual Connections: Not Metered	Communal Standpipe	None	Total with access to water	Percentage Backlog
Letsemeng	7858	5602	13	1635	13473	11%
Kopanong	14561	3114	803	1534	18478	8%
Mohokare	5161	8	0	0	5169	0%
<b>Xhariep</b>	<b>27580</b>	<b>8724</b>	<b>816</b>	<b>3169</b>	<b>37120</b>	<b>8%</b>

Source: Local Municipalities (2005)

According to the municipalities approximately 92% of residents in urban areas in Xhariep have access to water. Most of the ervens with access to water are metered. Residents in the urban areas in Mohokare have 100% access to water services. Letsemeng has the greatest backlog, with 11% of all urban households not having access to water. Information pertaining to service levels on farms is not readily available and is therefore not reflected in the table above. However, if one compares the above with the Census 2001 figures it is clear that the increase in backlogs recorded is attributable to level of service on the farms.

### Summary of water supply challenges

- Entire Letsemeng area in terms of bulk water supply – water expensive.
- Petrusburg – bulk supply not sufficient – alternative source needs to be identified
- Koffiefontein – purification plant too small and alternative water source needs to be identified
- Luckhoff – upgrading of purification plant and reservoir
- Jacobsdal – upgrading of purification plant
- Fauresmith – Replace main water line from Jagersfontein and valves at reservoir
- Trompsburg – Bloem Water pipeline
- Rouxville – additional water supply source required
- Smithfield – additional water supply source required
- Edenburg – water pressure in Ha-Rasebei
- Jagersfontein – water purification pumps not functioning
- Phillippolis – internal leaks place pressure on bulk supply
- Redersburg – Replace pipe from reservoir to town

### Based on anecdotal evidence received from LMs current backlogs are estimated as follows:

- 3169 erven not yet having access to potable water
- Installation of 816 individual household connections to ervens currently serviced with communal taps
- Metering of 8724 individual household connections not yet metered.

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## **Sanitation**

### **Bulk sanitation**

#### **Letsemeng**

Oxidation ponds service most of the urban areas in Letsemeng. In all of the cases the pumps at the oxidation ponds are under strain and will need upgrading in future. Only the Koffiefontein Node is serviced by an activated sludge plant to CSIR standards. The plant does not have sufficient capacity for future extensions and are being upgraded to accommodate the future need.

#### **Mohokare**

All three areas utilise oxidation ponds. The present capacity in Rouxville needs to be increased to accommodate future network connections.

#### **Kopanong**

All of the towns utilises oxidation pond for the treatment of sewage, except Jagersfontein where a French drain system is in place. Most of the pumps at these treatment works are under strain and will need upgrading in future. The wastewater is also not measured at these treatment works due to maintenance problems on the metering equipment.

Most of the problems experience with sanitation in these towns relates to blockages in the system which causes overflow at manholes in residential areas. Some of the oxidation dams are also too small to cope with future demand (Bethulie, Gariepdam, Phillipolis and Trompsburg) and will have to be extended in future.

### **Internal reticulation**

The level of sanitation services of the urban areas within the LMs are depicted in the following table:

**TABLE 15**

**SANITATION LEVELS IN URBAN AREAS OF XHARIEP, 2004**

LM	Water-borne	Septic tank	Pit or VIP latrine	Bucket system	None	No. of households complying with RDP standards	% age households not complying
Letsemeng	4093	4	0	1995	0	4097	33%
Kopanong	13985	6	251	1257	2051	15499	18%
Mohokare	5458	1	0	1458	0	6917	17%
<b>Xhariep</b>	<b>23536</b>	<b>11</b>	<b>251</b>	<b>4710</b>	<b>2051</b>	<b>26513</b>	<b>20%</b>

Source: IDPs of Local Municipalities (2005)

According to information gathered from the local municipalities approximately 20% of Xhariep urban residents have no access to a basic level of sanitation (RDP standards). Letsemeng is the area with most residents not having access to a basic level of sanitation.

There is a noticeable increase in the backlog of basic sanitation lack of provision in Mohokare. This increase in numbers of households without basic sanitation is also compounded by rapid urbanisation as people flee poverty in farms areas to live in urban centres.

**Summary of sanitation provision challenges:**

- Lack of dedicated programmes designed to address increasing backlogs for provision of basic sanitation
- Compounding backlog resulting from fast paced urbanisation
- Poorly maintained infrastructure networks throughout the district
- Koffiefontein – purification works is being upgraded
- Petrusburg, Luckhoff, Jacobsdal – sewage pumps need to be upgraded
- Rouxville – oxidation dams and distribution to under serviced areas
- Philippolis – oxidation dams too small
- Trompsburg – extension of oxidation dams
- Jagersfontein – main outfall from charlesville to be constructed and six pumps need to be replaced
- Fauresmith – outlet from dam 1 to dam 2 to be corrected
- Gariiep Dam – extend oxidation ponds
- Bethulie – extend oxidation ponds.

**Electricity**

**Bulk Electricity Supply**

Eskom is the sole provider of electricity in the district. The local municipalities collect payments on behalf of Eskom in the former White areas, except in the case of Jacobsdal, where Eskom provides electricity. No municipality in the district currently provides free basic electricity to indigent people. At the moment all households including the indigents purchase electricity at cost.

## Internal Electricity Reticulation

The level of internal reticulation of urban areas in the local municipalities is depicted in the table below:

<b>TABLE 16</b>					
<b>ELECTRICITY PROVISION IN URBAN AREAS OF XHARIEP, 2004</b>					
LOCAL MUNICIPALITY	INDIVIDUAL CONNECTIONS	NETWORK ONLY	NONE	NO. OF ERVENS WITH ACCESS TO ELECTRICITY	% OF HOUSEHOLDS WITHOUT ELECTRICITY
Letsemeng	6374	0	2828	6374	31%
Kopanong	13778	2459	2722	13778	27%
Mohokare	6179	0	288	6179	4%
<b>Xhariep</b>	<b>26331</b>	<b>2459</b>	<b>4711</b>	<b>26331</b>	<b>21%</b>

Source: IDPs of Local Municipalities (2005)

Approximately 79% of all ervens in urban areas of Xhariep have access to electricity. Mohokare has the highest service rate at approximately 96%.

## Summary of the key challenges facing the provision of electricity

### Bulk Supply Of Electricity

- Eskom is the service provider to mainly the rural area and previous disadvantaged areas
- Centlec is the main supplier in the district and also provide distribute electricity to some communities
- Implementation of Free Basic Electricity

### Internal electricity reticulation

- 7170 sites do not have access to electricity
- Kopanong and Letsemeng are the areas worst off.

### Roads, Streets And Stormwater

The table below provides a summary of the level of street infrastructure provided in each urban area:

<b>TABLE 17</b>			
<b>LEVEL OF STREET INFRASTRUCTURE IN URBAN AREAS IN XHARIEP, 2003</b>			
Local Municipality	Tarred (km)	Gravelled (km)	Graded (km)
Letsemeng	77.9	55.7	74.3
Kopanong	78	293	2.6
Mohokare	21	60	90
<b>Xhariep</b>	<b>176.9</b>	<b>408.7</b>	<b>166.9</b>

Source: Local Municipalities (2005)

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Most of the road network in the district is provincial roads, with the N1, N6 and N8 as proclaimed national roads. The present condition of both tarred and graveled roads are very poor, thus limiting access to communities and economic opportunities. Although the district municipality is responsible for the maintenance of roads serving the district as a whole, these roads have not been identified, leaving a vacuum in terms of responsibility. It is thus important that powers and functions relating to road infrastructure be clarified in future.

### **Summary of key challenges for roads and stormwater provision**

- Most of the road network in the district is dirt roads. Poor maintenance of these roads impact on the accessibility of the district
- The main connector roads in the district are still dirt roads which impact on effective service delivery. The district head quarter in Trompsburg is only accessible from some of the towns via dirt roads.
- Street network is also in poor condition due to a lack of capacity and resources of local municipalities to maintain these.
- Storm-water systems are not in place in most areas, thus impacting on the maintenance of the streets
- Powers and functions in terms of road and street maintenance need to be re-evaluated.

### **Waste Management**

Waste management is the competency of a DM but Xhariep has not developed adequate capacity to perform this function effectively. The table below indicates the number of waste disposal sites operated in the area. Most of these sites are not registered and applications will have to be lodged to legalise these sites. Most communities in the urban areas have access to a waste removal system at least once a week.

**TABLE 18****WASTE REMOVAL SERVICES, 2004**

LM	No. of waste sites	No. without permit	No. of sites with sufficient capacity	Frequency of waste collection
Letsemeng	5	1	4	Once per week
Kopanong	11	10	8	Once per week
Mohokare	5	5	0	Twice weekly
Xhariep	21	16	12	Once or Twice weekly

Source: IDPs of Local Municipalities (2005)

**Summary of key challenges for waste removal service**

- Waste removal is currently being removed and treated by each municipality (most municipalities burn waste)
- Cost for waste removal is very high due to old methods
- Plastic creates problems
- No service in rural areas
- None of the waste disposal sites comply with legal requirements and no central facility is available
- There is currently a great need for vehicles and equipment

**Parks, Sport and Recreation and Cemeteries**

All urban areas have parks. However, these are poorly maintained due to a lack of funding and resources. Most of the parks in the previous disadvantaged communities have not been properly developed and therefore illegal occupation of these parks occurs. There are ample sport and recreation facilities in the district. However, the condition of these facilities is poor due to a lack of maintenance and vandalism. Some of these have been rented to clubs that charge community members a fee to utilise these facilities. This hampers poor communities to gain access to these services. A new regional sport complex was recently developed in Trompsburg.

**TABLE 19****SPORT AND RECREATION FACILITIES AVAILABLE, 2002**

Local Municipality	Letsemeng	Kopanong	Mohokare	Xhariep
Multi-function Stadium:	6	1	5	12
Soccer fields:	4	26	8	38
Rugby Field	3	9	4	16
Golf:	2	6	3	11
Athletics:	4	10	5	19
Swimming pools:	4	7	0	11
Cricket:	2	0	0	2
Hockey:	0	0	1	1
Tennis:	4	29	14	47
Netball:	2	14	5	21
Squash:	1	1	1	3
Bowls:	4	8	3	15
Badminton:	1	0	2	3
Boxing:	0	0	0	0
Karate:	1	0	0	1
Basketball:	0	2	1	3
Horse racing:	3	1	3	7

Source: PIMS Centre (2005)

Cemeteries are provided in each of the urban areas. Farming communities either utilise private cemeteries on farms or bury their loved ones in town. The following cemeteries facilities are available in the area:

<b>TABLE 20</b>			
<b>Cemeteries operational in the area, 2004</b>			
<b>Local Municipality</b>	<b>Number of cemeteries closed</b>	<b>Number of cemeteries in use</b>	<b>Average number of burials per month</b>
Letsemeng	3	20	250
Kopanong		23	20
Mohokare	5	6	16
Xhariep	8	49	95

*Source: IDPs of Local Municipalities (2005)*

### **Summary of challenges for services relating to Parks, Sport and Recreation and Cemeteries**

The following issues were raised during the IDP workshops:

- Most of the parks are undeveloped or poorly maintained
- Sport and recreation facilities are in a poor condition due to the lack of resources to maintain them and vandalism.
- There is a need for different sporting codes to be accessible to communities
- The current capacity of cemeteries is a problem. Jacobsdal, Bethulie, Rouxville and Zastron urgently require additional cemetery space.
- The maintenance is inadequate
- Not all cemeteries are properly developed with amenities like fencing, potable water and ablution facilities.
- Illegal burials take place on land not earmarked for cemeteries.

### **Communication network**

Access to telecommunication has improved in recent years with the installation of cell phone networks. However, access to these services in poorer communities and farming areas remains a problem. Public phones area available in urban areas and some rural communities can access these at schools. However, the majority of farm workers rely on the farmer.

Large areas within the district also do not receive proper television and radio coverage. Only limited number of channels is broadcasted to this area. Printed media, particularly in English is also a problem.

### **Summary of challenges for telecommunication network services**

- Insufficient television channel coverage
- Insufficient telephone network and coverage
- lack of public phones
- No regional radio station
- Lack of radio station coverage in some areas
- Lack of mobile phone network in some areas.

## State of Housing Provision

Access to housing provision is a recognised fundamental necessity. The competency for housing provision is a shared responsibility between all three spheres. Xhariep municipality does not have a dedicated Housing sector plan. Provincial Housing and Development Board in the Free State provides a range of subsidies for various forms of housing support aimed reducing housing backlogs. Below is a table that gives status of existing housing backlog as well as the total number of housing subsidies approved since 1994.

**TABLE 21**

**Backlog in housing and residential sites, 2004**

LM	No. of formal houses	Vacant residential erven	Informal housing		Backlog residential sites	Total housing backlog
			Formal	Informal settlement		
Letsemeng	8396	1150	1800	450	450	2410
Kopanong	9405	1738	817	3523	1785	4340
Mohokare	4629	0	2263	0	0	2263
<b>Xhariep</b>	<b>22430</b>	<b>2888</b>	<b>4880</b>	<b>3973</b>	<b>2235</b>	<b>9013</b>

Source: IDPs of Local Municipalities (2005)

### Summary of housing service provision challenges

- Lack of a Housing Sector plan to guide municipal approach to housing delivery
- Lack of information of the last financial year 2004/5 housing subsidy allocations for Xhariep municipalities
- The Kopanong Local Municipality has the greatest backlog in housing provision. Although a few residential erven is still vacant, the need arise to plan for those residing in informal settlements.
- Letsemeng on the other hand, has a huge shortage in terms of erven, especially in Koffiefontein, Jacobsdal and Petrusburg.
- Almost the entire area experiences a housing shortage that varies between + 100 to 1 000 units per town. The total housing backlog for the area is estimated at 9013 housing units for 2004.

### Land Reform

Land reform is necessary to transform tenure and land ownership patterns in the district so as to give rise to effective empowerment of the "poor" and ensure equitable distribution of the land resource to all groups of people. A land reform summit was arranged in May 2005 by the province in order to:

- To outline the District proposed Land Reform policy and seek inputs from various Stakeholders across the board which will play a developmental role within the district;
- To come up with strategic objectives of the district in land reform, as one of the district priorities

**This summit came with a number of resolutions which must be implemented at municipal level. It will be imperative for Xhariep district to prepare and adopt its own land reform strategy in line with the summit resolutions of 2005. These are listed below:**



- 
- To ensure that the District transfer about 30% of agricultural land to the previously disadvantaged people by 2014;
  - The Department of land affairs should undertake a proactive role in purchasing land and placing it under trusts so that it is easy accessible for willing buyers;
  - The XDM should play a Coordinating role in land reform processes;
  - Training and Mentoring should be provided for emerging farmers (i.e. capacity building of emerging farmers);
  - XDM should also play a central role in terms of funding, drafting of policies, etc;
  - Purchasing price of land should be market related or linked;
  - Develop programmes for financial management;
  - Emerging farmers should identify people to be trained;
  - All stakeholders such as mentors (Commercial farmers), Land Bank, SARS, DWAF, International Institutions and all spheres of government should be committed and work together for the land development initiative;
  - Land reform policy should also be drafted in other languages, considering the regional demographics;
  - Land reform process be directed towards poverty alleviation and job creation;
  - Stakeholders should unit in their actions so as to attain the set objectives of land reform and development;
  - Both buyers and sellers should conduct their business in good-faith so that the land reform program can be achieved;
  - There is currently a moratorium placed on sale of land to foreigners

Most of the local IDPs also indicated the need for more commonage land. At present commonage is rented to both commercial and emerging farmers. Councils need to review their leasehold agreements and will in future favour emerging farmers. However, the need exist to make more land available to emerging farmers than what is presently owned by the council. Community projects for food security are also on the increase and land is required for this purpose. Another concern that has been raised in all of the IDPs of the local municipalities is the lack of proper management of commonages, in so far as a land development and management policy is concerned.

### **Summary of challenges for the land reform programme**

- Finalisation of Land restitution: Bethany with 5333 ha & Oppermansgronde with 34000 ha.
- Lack of grazing land for emerging farmers
- No commonage policy
- Lack of management of commonages
- Lack of full ownership of properties
- Commercial farmers hiring municipal outfall land
- Only 0.32% of land has been restituted in the District.
- Finalisation of Land restitution: Bethany & Oppermans
- Lack of grazing land for emerging farmers

### **Social and Human Development**

This cluster is concerned with matters that relate to the **people development, service delivery** (i.e. – services delivered to household and non-residential consumers such as water, sanitation, refuse/ waste, disaster management, fire & rescue, electricity, roads / stormwater, telecoms, housing, health, education, social welfare, postal services etc).

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### **Health Service Provision**

Health service provision is a competency of province. Analysis of existing infrastructure indicate that the district is adequately served with lower level infrastructure like clinics for minor ailments compared to other similar municipalities in the province. However, some health services, like the drug depot, laboratory services and the regional hospital are still difficult to access since local households can only access these in outside regional centres like Bloemfontein Verify with the regional office).

**TABLE 22****HEALTH SERVICES AVAILABLE IN XHARIEP, 2003**

	Letsemeng	Kopanong	Mohokare
Fixed Clinics	5	10	4
Mobile Clinics (weekly range)	6	6	6
Vehicles	13 + 5 subsidised	11 + 8 subsidised	21 + 11 subsidised
Ambulances	4	9	6
Commuter Services	2	3	4
Radio-graphic Services	1 X-ray, 1 Sonar	2 X-ray, 1 Radiographer, 1 Supplementary Radiographer, 1 Community service Radiographer	2 X – ray, 1 Community Service Radiographer
District Hospitals (laundry, mortuary & theatre services)	0	Diamond hospital (Jagersfontein) – 32 beds	Stoffer Coetzee Hospital (Smithfield) – 23 beds Embekweni Hospital (Zastron) – 25 beds
Community Health care	1	0	0

Source: Department of Health (2005)

There is presently Home Based Care Support Groups established in all 17 towns of Xhariep. 9 out of 17 towns have established VCCT volunteer groups. Nevirapine is available in all district hospitals (Jagersfontein) and its clinics as well as clinics in Kopanong and Letsemeng. A step-down facility is operational at both Smithfield and Petrusburg. An Assessment Panel for Disability Grants is established in Smithfield, Rouxville, Zastron and Koffiefontein. This service can be extended in future to areas where supporting services are available.

There is also gardening projects in all 17 towns and 105 schools are covered with the Primary School Nutrition Programme. Approximately 1800 learners have been registered on the scheme. All clinics are on a 24-hour call service. This implies that in a case of an emergency the staff on duty needs to be contacted by the patient or community to come and open the facility. HIV / AIDS infections in the district are said to be high even though the anti-natal statistics from local clinics has not been analysed for this year's IDP, figures from last year IDP are still relevant for indicating patterns of prevalence. These are indicated in the table below:

**TABLE 23****HIV/AIDS STATISTICS FOR XHARIEP DISTRICT, JANUARY 2003 – OCTOBER 2003**

	Letsemeng	Kopanong	Mohokare	Xhariep
Condom distribution	100905	101896	106983	<b>309784</b>
HIV/AIDS test done on Antenatal Client (ANC)	360	253	334	<b>947</b>
Antenatal Client HIV positive	64	49	97	<b>210</b>
HIV test done on clients 5 years and older (Excl ANC)	303	473	362	<b>1138</b>
HIV positive 5 years & older (excl ANC)	119	166	143	<b>428</b>
HIV test done on child under 5 years#	43	16	13	<b>73</b>
HIV positive under 5 years#	20	8	9	<b>37</b>

Source: Xhariep District Municipality HIV/AIDS Response Plan (2005)

## **Summary of health care service challenges**

The majority of challenges raised in the IDPs of the local municipalities relates to the present level of service offered by the Department in the various towns. The following is a summary of these challenges:

- Availability of 24 hour health services and emergency services to all communities.
- Aftercare facilities and support services to patients and terminally ill.
- Public transport services for patients.
- Availability of professional medical staff.
- Availability of medicine at clinics.

## **Education and Training**

The illiteracy rate for the region is 22.74% according to Census 2001 (Stats SA, 2003). This has shown an increase of 1.33% since 1996. Letsemeng has the highest number of school going children while Kopanong has the highest number of learners attending institutions of higher learning. Letsemeng has also the highest number of school going children not attending school. Many schools are closing down, especially in the rural areas. The following table gives a breakdown of the school facilities in the district for 2003:

**TABLE 24**

### **EDUCATION FACILITIES IN THE DISTRICT, 2003**

Area	Primary	Farm Primary	Combined	Intermediate	Secondary	Total
Kopanong	11	20	6	4	8	49
Letsemeng	6	21	9	2	2	40
Mohokare	7	37	3	3	2	52
<b>Xhariep</b>	<b>24</b>	<b>78</b>	<b>18</b>	<b>9</b>	<b>12</b>	<b>141</b>

*Source: Department of Education (2005)*

There is presently 1 independent combined school in Letsemeng, 2 independent primary schools in Kopanong and 1 independent combined school in Mohokare. The rest of the schools listed above are all public schools.

The pupil/teacher ratios differ drastically from school to school. The following table gives an overview of these ratios:

**TABLE 25**

### **EDUCATOR / PUPIL RATIO IN PUBLIC AND FARM SCHOOLS, 2003**

Area	Primary (1 teacher / # of children)	Farm (Primary) (1 teacher / # of children)	Combined (1 teacher / # of children)	Intermediate (1 teacher / # of children)	Secondary (1 teacher / # of children)
Kopanong	30.6	16.7	32.4	26.7	27.8
Letsemeng	24.2	15.8	30.6	35.0	25.7
Mohokare	30.8	18.4	26.0	15.2	61.4

*Source: Department of Education (2005)*

It is evident from the above that in most cases a ration of less than 35 learners per teacher is achieved throughout the district, except for Mohokare where a ratio of 61.4 children per teacher is recorded in the secondary school. This is not desirable and needs urgent attention.

**TABLE 26****TOTAL NUMBER OF LEARNERS ENROLLED AT PUBLIC AND PRIVATE SCHOOLS, 2003**

Area	Primary	Farm (Primary)	Combined	Intermediate	Secondary
Kopanong	4227	434	2491	1257	3278
Letsemeng	1136	411	4766	1191	719
Mohokare	4472	1013	853	335	2888
<b>Xhariep</b>	<b>9835</b>	<b>1858</b>	<b>8110</b>	<b>2783</b>	<b>6885</b>

Source: Department of Education (2005)

In most of the towns in the Xhariep district, there are early childhood development centres established. The Department of Social Development finances some of these. However, it was felt in the IDP workshops that the standard of education conducted at these centres are not always of high quality due to a lack of resources and proper regulation.

**Summary of education and training challenges**

- Shortage of institutions for higher learning & sectoral schools (technical and agricultural schools)
- High level of illiteracy – (ABET)
- Lack of community participation (forums, SGBs etc)
- Transport network for farm schools
- Poor secondary pass rate
- Brain drain from the region
- Lack of capacity of schools – overcrowding
- High learner / educator ratio

**Social Development Service Profile**

Social development and welfare is a primary competence of the national department of Social Development. However, as a developmental local government also tasked with the role of protecting its citizens against the scourge of poverty, Xhariep has interest in monitoring its social development programmes and their impact on poverty. The following welfare facilities are available to offer support to community members in the Xhariep District:

**TABLE 27****WELFARE FACILITIES IN XHARIEP DISTRICT, 2003**

	Kopanong	Letsemeng	Mohokare
Old age home	3	4	1
Victim support centre	1	2	1
Orphanage	1	0	0
Street Children Shelter	0	0	1
Social Development Regional office	2	1	1

Source: Local Municipalities (2005)

The following table gives a breakdown of these disabilities in the district:

**TABLE 28**  
**PERCENTAGE OF PERSONS WITH DISABILITY PER LOCAL MUNICIPALITY, 2001**

Area	Sight	Hearing	Communication	Physical	Intellectual	Emotional	Multiple
Kopanong	2.43	1.15	0.24	1.96	0.84	1.14	1.34
Letsemeng	1.39	1.07	0.13	0.99	0.27	0.43	1.09
Mohokare	2.81	1.11	0.26	2.4	0.51	0.99	1.36
<b>Xhariep</b>	<b>2.2</b>	<b>1.12</b>	<b>0.21</b>	<b>1.77</b>	<b>0.57</b>	<b>0.87</b>	<b>1.27</b>

*Source: Stats SA (Census 2001)*

### **Summary of social development services provision challenges**

- Shortage of adequate pension points
- High levels of domestic violence
- Shortage of Department of Home Affairs
- General lack of facilities for the disabled (care center and schools)
- Rising level of abuse and rape
- Old age centers

### **Justice and Crime Prevention**

The justice and crime prevention cluster is concerned with matters relating to public safety, crime and law and order. (ie- Geographic distribution, levels of prevalence and scale of occurrence of crime, initiatives to prevent crime etc). Crime in Xhariep is very low if compared with other places in South Africa. However, workshop participants in the IDP review process indicated that high levels of drug and alcohol abuse with related family abuse occur in the area. Youth delinquency was also singled out as a problem due to the lack of recreation activities in the area.

The table below provides a summary of the SAPS facilities available in each of the local municipal areas.

**TABLE 29**  
**SAPS facilities available in the district, 2003**

Area	Police station	Satellite station	Mobile station
Kopanong	10	0	1
Letsemeng	4	0	0
Mohokare	3	2	1
<b>Xhariep</b>	<b>17</b>	<b>2</b>	<b>2</b>

*Source: Local Municipalities (2005)*

### **Summary of Safety and Security challenges**

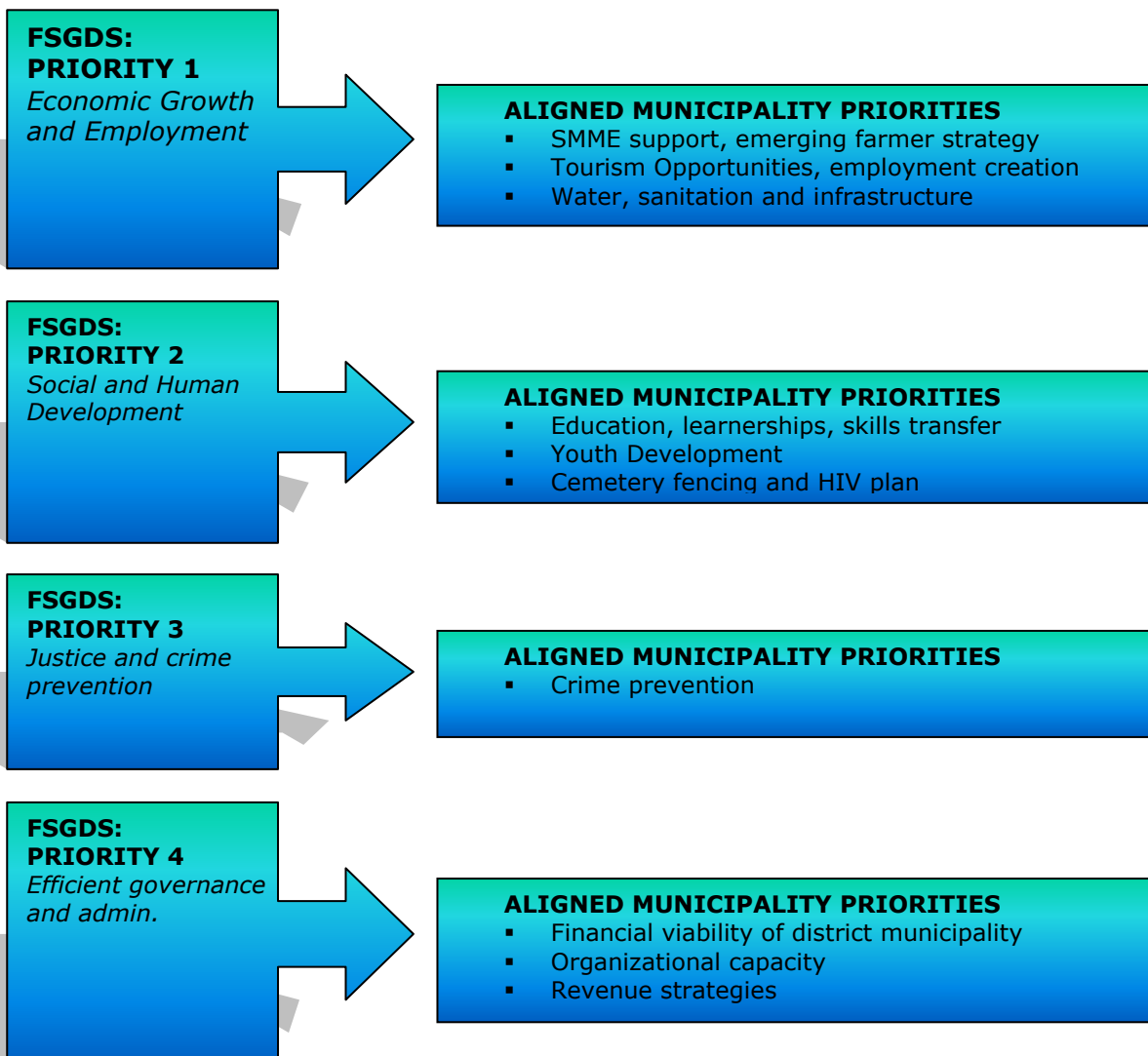
- High level of stock theft
- Increase in rape, domestic violence
- Shortage of police resources (manpower and vehicles)
- Not enough police stations (Poor access due to long distance)
- Lack of woman police officers and shortage of magisterial human resources
- Community participation in crime prevention not satisfactory

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## Summary Of Key Priorities For 2006/07

Based on the above analysis the following key priorities were identified for attention during 2006-7. These are also given according to clusters which are adopted from the FS Provincial Growth and Development Strategy and modified to suite municipal reporting and implementation arrangements.

1. Water, Sanitation and Infrastructure.
2. Economic Development and SMME support.
3. Employment creation.
4. Tourism opportunities along NI and Gariep Dam.
5. Emerging farmer strategy and housing backlogs.
6. Financial viability, revenue strategies and organisational capacity of XDM.
7. Education, skills transfer and capacity building.
8. Special programmes: Youth, Women and people with disabilities.
9. Crime prevention.
10. Youth development.



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**(10)**  
**INSTITUTIONAL**  
**ARRANGEMENTS**

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# Delegated Powers and Functions

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## **Mandate**

The Constitution (1996) assigns LG comprising both DMs and LMs the mandate of developing their particular areas of jurisdiction. Widely interpreted, this implies that municipalities must within their financial and institutional capacity strive to achieve the objects of LG, namely:

- To promote democratic and accountable government for local communities.
- To ensure provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage the involvement of communities and community organisations in matters of local government.

The Constitution further requires that municipalities structure and manage their administrative, planning and budgeting processes to prioritise basic needs of their residents as well as promote social and economic development of the community, whilst participating in national and provincial development programmes.

## **Powers and Functions**

In recognition of the fact that LG comprises both DM and LMs, Section 156 of the Constitution (1996) assigns executive authority to municipalities in respect of, and the right to administer LG matter listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial government. Further, in view of varying functional competencies of individual municipalities, there is an imperative for division of powers and functions. These assigned powers and functions were further re-confirmed in the Municipal Structures Act, No 117 of 1998 (as amended in 2000, 2003).

The Minister of Provincial and Local Government has authority to assign certain functions to LMs<sup>1</sup>. In this regard, in 2003, the Minister issued a ministerial determination in relation to assignment of these powers and functions – water, electricity, sanitation and municipal health services. In relation to the Free State province the Minister had decreed that these powers and functions will be exercised solely by local municipalities (category B):

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<sup>1</sup> According to Government Gazette No. 25076 Notice No. 830 of 13 June as from 1 July 2003.

**TABLE 3.1:****FUNCTIONS PERFORMED BY LMS ON BEHALF OF THE DM**

Section	Function
Section 84(1)(b)	Potable water supply systems
Section 84(1)(c)	Bulk supply of electricity which includes for the purposes of such supply, the transmission, distribution and where applicable, the generation of electricity (mention special arrangements e.g. CENTLEC)
Section 84(1)(d)	Domestic waste-water and sewage disposal systems
Section 84(1)(i)	Municipal health services

The Minister also indicated in Section 84(1)(i) that the Environmental Health Function would from 1 July 2004, be no longer performed by LMs on behalf of the Districts. However, following an agreement between LMs and the District in the case of XDM, this function has remained with the LMs.

Critically, the Municipal Structures Amendment Act (Act 33 of 2000) provides for an extensive annual review of the division of powers and functions between Category B and Category C to ensure effective implementation of these assigned powers following an advice provided by the Municipal Demarcation Boarding emanating from the Boards' annual capacity assessment report.

The MEC has recently re-adjusted powers and functions between category A and B municipalities through a provincial gazette no.25 published on 11 April 2008. The said gazette authorize Xhariep District municipality and its local municipalities to perform the functions or exercise the powers as set out as follows:

**Table 3.1****XDM Readjusted functions from 11 April 2008 as Promulgated by Member of the Executive Council (MEC) responsible for Local Government and Housing**

Section	District Function	Letsemeng LM	Kopanong LM	Mohokare LM
Section 84(1)(a)	Integrated development planning for the DM, including developing IDP framework incorporating IDP processes of all the LMs.	No	No	No
Section 84(1)(b)	Bulk supply of water that affects a significant proportion of municipalities in the district	Yes	Yes	Yes
Section 84(1)(c)	Bulk supply of electricity that affects a significant proportion of municipalities in the district	Yes	Yes	Yes
Section 84(1)(d)	Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district	Yes	Yes	Yes
Section 84(1)(e)	Solid waste disposal sites in so far as it relates to: determination of a waste disposal strategy, regulation of waste disposal, establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one LM in the district	Yes	Yes	Yes
Section 84(1)(f)	Municipal roads which form an integral part of a road transport system for the entire area of the DM <sup>2</sup>	Yes	Yes	Yes
Section 84(1)(g)	Regulation of passenger transport services	No	No	No

<sup>2</sup> There are currently no roads complying with the definition of Municipal roads.

Section	District Function	Letsemeng LM	Kopanong LM	Mohokare LM
Section 84(1)(h)	Municipal airports serving the entire area of the DM	No	No	No
Section 84(1)(i)	Municipal health services serving the area of the district as a whole	Yes	Yes	Yes
Section 84(1)(j)	Fire fighting services serving the entire area of the DM including: planning, co-ordination and regulation of fire services, specialized fire fighting services such as mountain, veld and chemical fire services, co-ordination of the standardization of infrastructure, vehicles, equipment and procedures, and training of officers.	Yes	Yes	Yes
Section 84(1)(k)	Establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.	No	No	Yes – abattoirs only
Section 84(1)(l)	Establishment, conduct and control of cemeteries and crematoria serving a major proportion of municipalities in the district.	No	No	No
Section 84(1)(m)	Promotion of local tourism for the DM area	No	No	No
Section 84(1)(n)	Municipal public works relating to any of the above functions or any other function assigned to the district municipality.	Yes	Yes	Yes
Section 84(1)(o)	Receipt, allocation and if applicable, distribution of grants made to the district municipality	No	No	No
Section 84(1)(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the DM in terms of national legislation	No	No	No

\* Note: Yes - indicates that a particular LM will perform that function on behalf of the DM; No implies that the DM may perform that function.

It is imperative to note that the said gazette provided for no adjustment / change to Xhariep District Municipality in performing local municipal functions. **The authorization as entailed in the gazette came into effect on 01 July 2008.**

Looking at the efficiency gains, government has reviewed the capital grants flows that historically were disbursed through district municipalities *en-route* to local municipalities. The capital grants flows have been changed since the advent of the Municipal Infrastructure Grant (MIG)<sup>3</sup> and these are routed directly to local municipalities for the provision of infrastructure services. This had a negative impact on the exercise of section 84(1) (o) *receipt, allocation and if applicable, distribution of grants made to the district municipality.*

Subsequently, the repeal of the Regional Service Levy (RSC) by the National Treasury from 01 July 2006 and compensation of the district for the loss of revenue in the short to medium term (up to three years) has made section 84 (1)(p) – *the imposition and collection of taxes, levies and duties as related to the above function or as may be assigned to the district municipality in terms of national legislation* to fall off.

The MDB assessment of capacity for the 2007/ 08 period for Xhariep District Municipality indicate that the district is only performing the following functions:

- Local Tourism - specifically the maintenance of tourism sites;
- Municipal planning – the development and implementation of district-wide IDP framework;
- Cemeteries, funeral parlours and crematoria – Xhariep district is discharging an inspection function;
- Monitoring of refuse and waste disposal sites, for which it has one available staff member

<sup>3</sup> MIG is a consolidated capital grant transferred to municipalities for provision of infrastructure services and meeting service delivery targets set by government. For an example, the eradication of buckets by 2007, provision of water 2009; basic sanitation 2010, electricity supply 2012, etc.

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This assessment indicates that out of 16 district functions, Xhariep district municipality is only performing 3 (19% ) of these functions.

### **Implications of the P & Fs to the DM**

The implications of these P & Fs discussed above relate mainly to availability of appropriate and adequate capacity in the form of human and/or financial resources, in the case of XDM. It is worth noting that the role of the DM is limited to co-ordination and integration and/or supervision with respect to most of the P & Fs above, particularly, where these do not fall directly within the District's legislative domain. Even so, sufficient financial and human resources are required to ensure effective execution of these roles. The same requirement applies with respect to P & Fs that fall directly within the DMs legislative domain. The challenges listed below are identified as hindering XDM from undertaking some of its legislative functions:

**Financial incapacity:** Municipality officials view this status largely as a function of the formula used to calculate equitable shares, which emphasises population size thereby failing to take full cognisance of the vast size of XDM. This challenge is further compounded by a stagnant economic growth and an economy that is least diversified. The result has been a steady escalation of needs over time, thereby requiring even greater financial intervention. Proposed interventions to address this situation include soliciting for and directing special grants towards specific projects that have an inherent revenue generation capacity for the DM; harnessing the DM's investment potential e.g. mining, a variety of water-based resources, alongside other aspects of the regions natural resource such its flora and fauna; enhancing the District's project implementation capacity and investing in a robust marketing strategy.

**Limited skills-base:** This is as a result of the DM's inability to attract and retain skilled personpower. In addition, the district faces great challenges with respect to skills development, particularly in aspects such as learnerships. Proposed intervention to address XDM's weak skills-base include enhancing the aspects mentioned above, maximising on opportunities that arise through National and Provincial government secondments and most critical, expanding capacity at the grassroots through a multivariate approach seeking to enable indigent communities, access various forms of training and skills development.

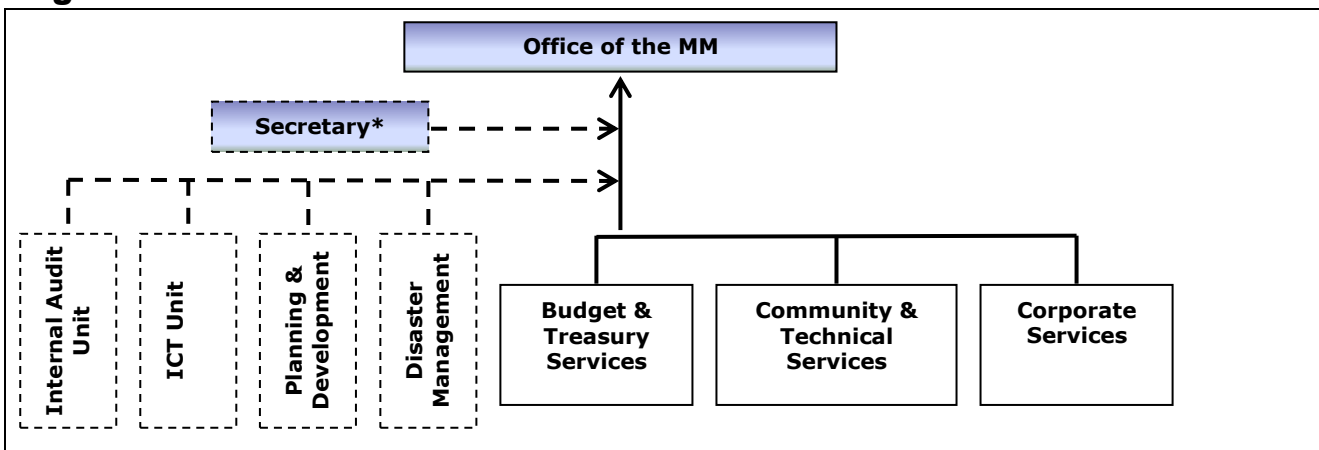
## Internal Capacity

Functional roles that result from the relevant P & Fs are performed by different departments at XDM. Shown below is the organisational structure of XDM, followed by a discussion of the P & Fs relevant to specific offices within the District.

## Proposed XDM Organisational Structure

The organisational structure shown below is developed in compliance with legislative requirements and with a view to ensuring that the District has appropriate and adequate human resource capacity to deliver on its P & Fs. However, this structure is yet to be adopted by Council. The proposed organogram should be extensively interrogated and a corresponding approach be mapped out on the progressive population of the organogram given financial constraints that afflicts the municipality.

**Figure 1: Administrative Functions**



\* Secretary shown in dotted box above is a position rather than a function

- The following positions in the offices above are currently held in acting capacity: MM, Internal Auditor, Manager PMS (under Planning & Development) and the position of Secretary.
- In the structure above, Section 57 Managers hold the following offices: Budget and Treasury Services; Community and Technical Services and Corporate Services.

### **N/B:**

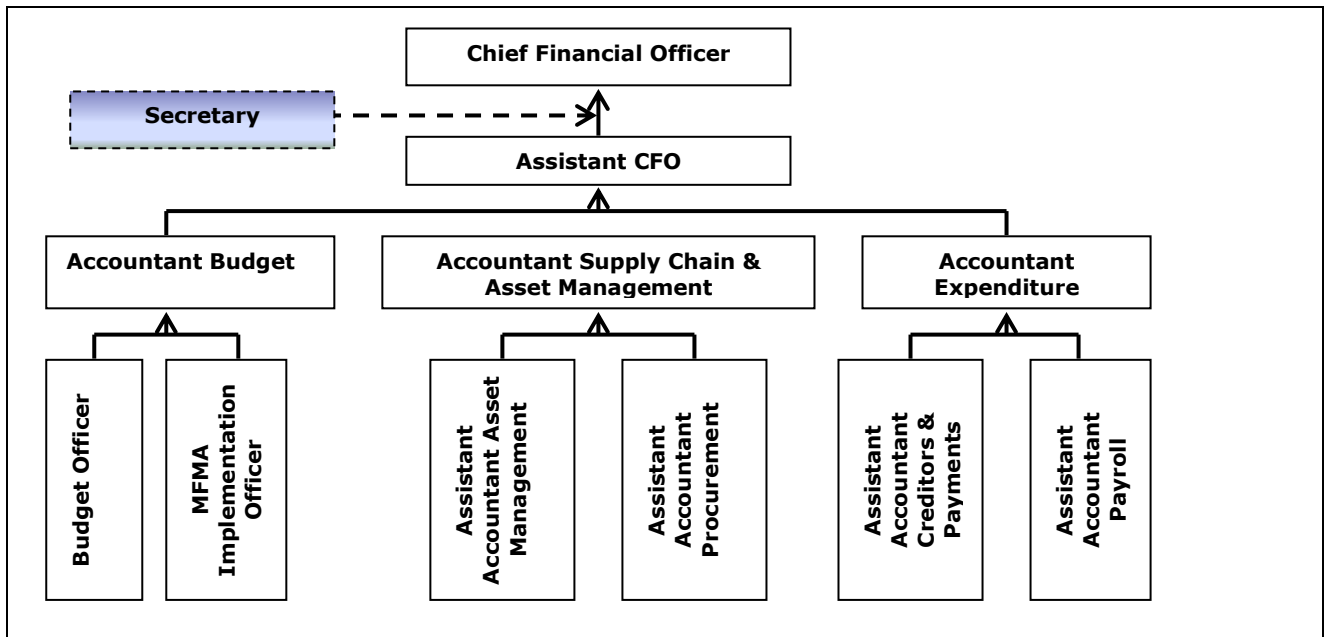
*The current functional structure does not incorporate the following units (shown above):*

*ICT, Planning and Development and Disaster Management. Instead it carter for the*

*Offices of the æ IDP Managers, data capturing clear reporting to the IDP manager and the position of executive secretary in place of secretary shown above. The MM is the administrative head of the DM and has responsibility for the formation and development of an economical, effective, efficient and accountable administration, which is equipped to implement the IDP; operate within the municipality's performance management system; and remains responsive to the needs of the local community to participate in municipal affairs As the accounting officer the MM has oversight responsibility for all managers. The MM in turn accounts to the Executive Mayor and the Council on administrative matters*

*(see political leadership below).*

**Figure 2: Budget and Treasury Structure**



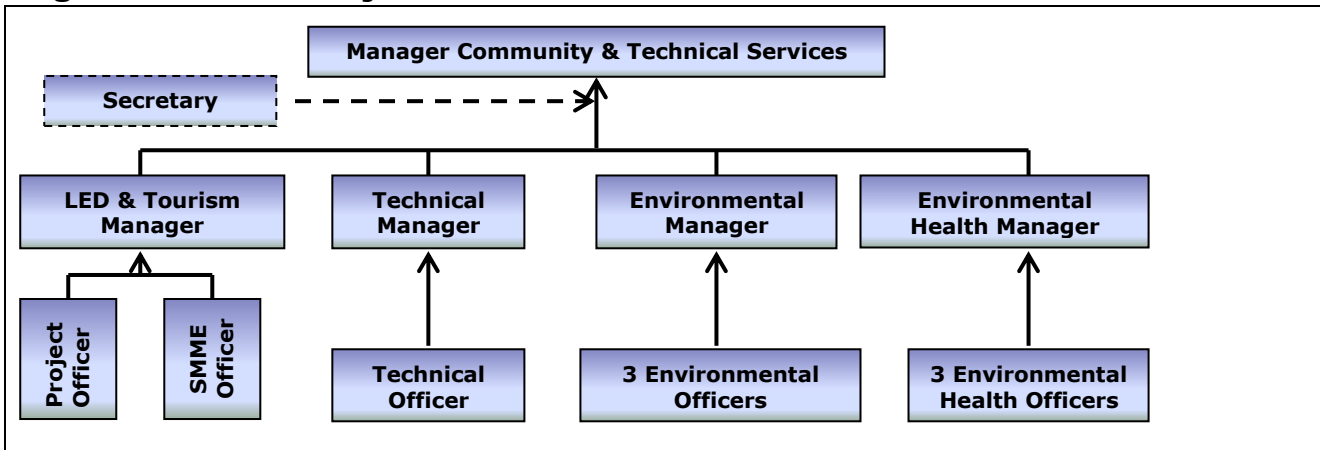
Vacant positions shaded

*N/B: The following positions (in the existing structure) are replaced in the proposed structure (shown above): Accountant Finance, Controller Income, Controller Expenditure, IT Support Officer, 2 Senior Clerks Income, Cashier, Senior Clerk Payroll, Senior Clerk Expenditure (this position remains vacant) and Senior Clerk Procurement.*

Financial Services is responsible for proper management of council finances including advising the Council on the institution’s financial position. This directorate has 3 divisions, namely: Budget, Expenditure and Supply Chain and Asset Management.

The CFO is responsible for formulating financial policies, financial control, budgeting and costing, loans and investment, evaluation of assets and property as well as monthly and quarterly management reporting to the MM, Committees and the Council. He is also responsible for continuous auditing of financial activities, procedures and outsourced activities.

**Figure 3: Community and Technical Services Structure**



All the positions above are vacant, apart from that of the LED & Tourism Officer as per the existing structure.

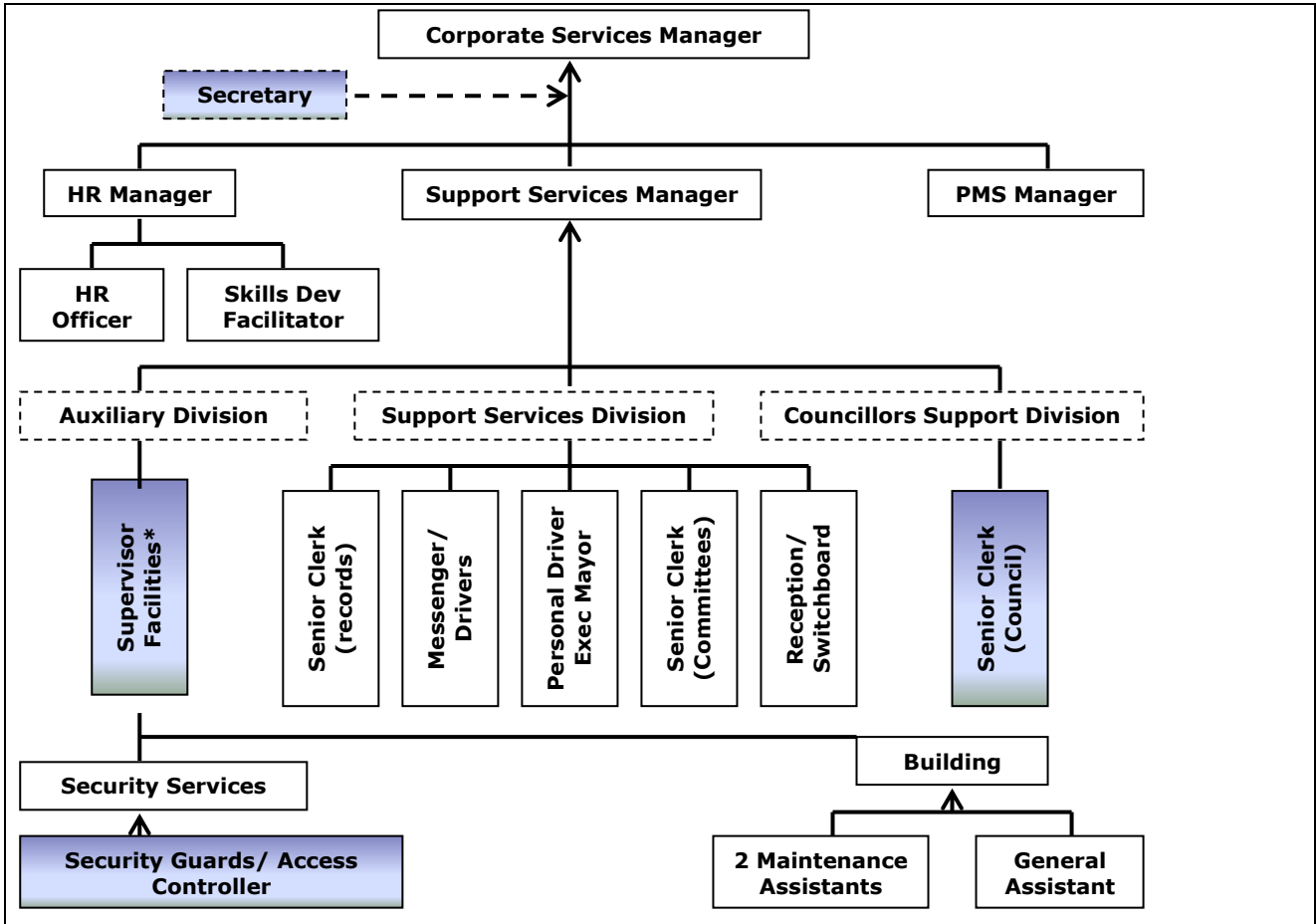
**N/B:** *Changes in the proposed structure (shown above) are as follows: position of LED & Tourism Manager as shown above replaces LED & Tourism Officer with 2 subordinate Poverty Alleviation Officers; Technical Manager as shown above replaces Technical Officer; Environmental Manager with 3 subordinates (responsible for each of the LMs) replaces Environmental Clerk. An additional position of Environmental Health Manager with 3 subordinates (responsible for each of the LMs) is created, while the Disaster Management Unit moves to the Office of the MM.*

Manager community and Technical services is responsible for overseeing technical projects geared towards service delivery within the District. Actual functions are performed by various managers reporting directly to this office.

The LED and Tourism office is responsible for empowerment and strengthening of SMMEs. Part of its functions include facilitation of skills development; capacity building and entrepreneurial development; training programmes; information dissemination, after-care programmes as well as the encouragement and facilitation of strategic partnerships for small businesses in the XDM area. This division is also responsible for the promotion of trade and investment in order to draw new investment to the area. In this regard, the division notes the high potential of tourism within XDM and identifies requisite intervention in the form of information dissemination and marketing as well as support to local tour operators, tourism product owners, etc.

The Project Officer assists in business plan development, facilitating capacity building workshops etc. This office works closely with relevant sector departments such as Agriculture, Tourism etc.

**Figure 4: Corporate Services Structure**



\* Position held in an acting capacity; vacant positions shaded

**N/B:** The proposed structure (shown above) differs from the existing structure in the following ways: A position of HR Manager is created as shown above, as opposed to HR Officer. The PMS Manager reports to the CSM, whereas this position previously reported to the MM. The stadium is done away with as this unit is currently managed by Kopanong.

Corporate Services Department - responsible for the internal organisational support services and has 3 divisions, namely: Administration and Legal Services, Auxiliary Services, HR and Training.

While the HR function is up and running, there are still capacity constraints in that there are still no reconciliations made from the attendance register. There is no link between the Corporate Services manager's department and Performance management system. Performance Contracts have not yet been signed and some employees still do not have employment contracts. There is an HR officer appointed to deal with HR matters.



Human resources section is responsible for recruitment, personnel management and overseeing contractual arrangements between XDM and staff. Part of the section's responsibility includes implementation of the Employment Equity Plan and Workplace Skill Plan of council as well as promotion of healthy labour relations.

Auxiliary Services is responsible for cleaning and maintenance as well as security of municipal property.

**Table 1: Roles and Responsibilities relating to P & Fs:**

District Function	Relevant Office	Status
Integrated development planning for the DM, including developing IDP framework incorporating IDP processes of all the LMs.	Municipal Manager/ IDP Manager	
Municipal roads which form an integral part of a road transport system for the entire area of the DM <sup>4</sup>	Community & Technical Services	PMU currently implementing
Regulation of passenger transport services	LED & Tourism	
Municipal airports serving the entire area of the DM	LED & Tourism	
Establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.	LED & Tourism	
Establishment, conduct and control of cemeteries and crematoria serving a major proportion of municipalities in the district.	Community & Technical Services	
Promotion of local tourism for the DM area	LED & Tourism	
Receipt, allocation and if applicable, distribution of grants made to the district municipality	Financial Services	
The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the DM in terms of national legislation	Financial Services	

### **Organisational Financial Management**

The Regulations on the Systems Act read with other LG financial legislation such as the Municipal Finance Management Act put emphasis on the need to build and ensure strict financial management discipline. XDM complies by having in-place sound financial systems and process management for finances. However, in view of the dire financial situation facing the municipality, more needs to be done in this regard.

### **Financial support systems**

Table 2.4 below summaries the mechanisms currently utilised to ensure effective financial management at XDM.

<sup>4</sup> *There are currently no roads complying with the definition of Municipal roads.*

**Table 2: Financial Management Mechanisms**

ITEM	CURRENT STATUS
Electronic budget control and vote allocation system	Implemented, but in the process of further streamlining.
Submission of financial statements	Implemented but to a large extent, still outsourced.
Rendering of accounts and debt collection	Implemented and handled by own personnel.
Auditing of financial statements and Audit Report	The annual reports for 2003/4 and 2004/5 need to be prepared.
Financial budgets	A financial budget system is in place
Service Delivery & Budget Implementation Plan (SDBIP)	Still to be drafted and implemented.

Source: Xhariep District Municipality (2005)

### **Financial Management Support Policies**

Table 2.5 below gives an assessment of implementation of key management policies in XDM.

**Table 3: Evaluation of Financial Management Policies**

Policy	Status	Implementation	Effective
Credit control	IP	Y	Yes
Investment	IP	Y	Due for amendment
Asset management	NIP	N	To be drafted
Fleet management	IP	Y	To be amended
Expenditure control	IP	Y	Needs improvement
Budget process	IP	Y	Yes
Travel & Subsistence	IP	Y	Needs improvement
Telephone management	IP	Y	Needs improvement
Information systems & IT	IP	N	Being prepared
Supply chain Management	IP	Y	Reviewed & implemented

IP – In place; NIP – Not in place; Y – Yes; N - No

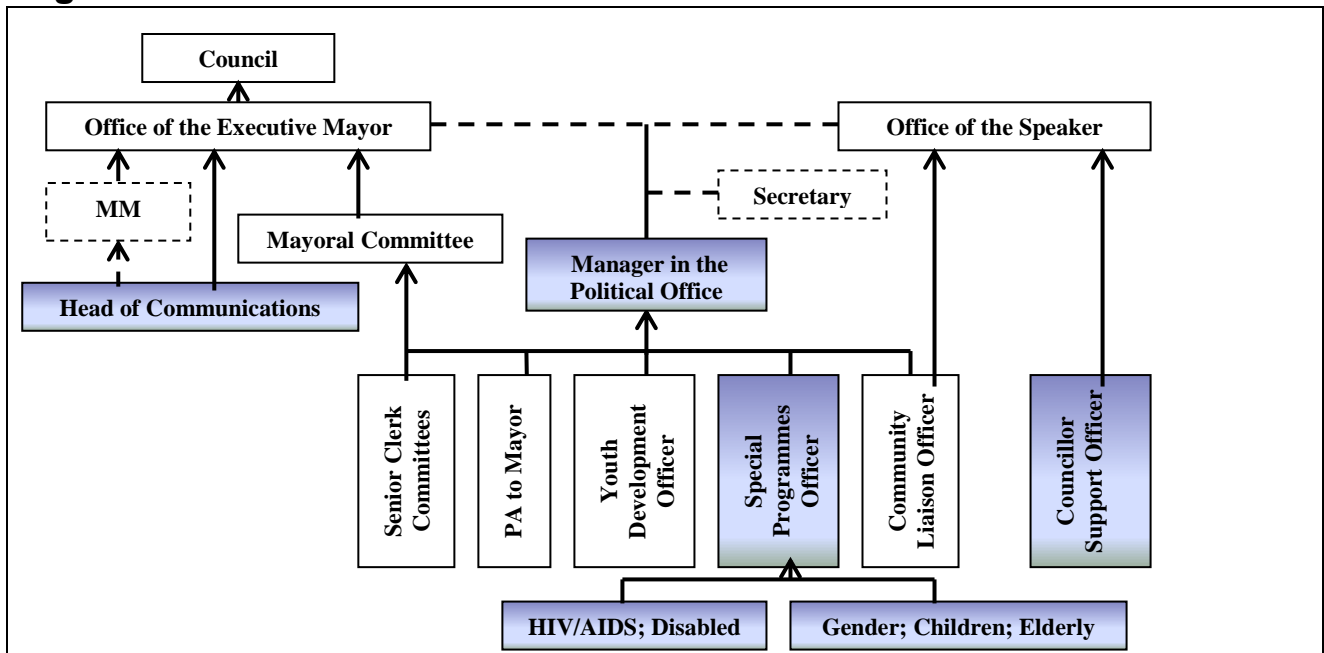
### **Building Financial Management Capacity**

The Budget and Treasury Department is in need of additional staff. The current budget incorporates vacant positions within the Department. There is also need for further training for existing staff. The MSIG vote has previously been applied towards skills training.

## Political Leadership

### Structure of the Political Office

**Figure 5: Political Office Structure**



\* Vacant positions shaded  
 \* Terms of YDO Office and manager are pegged to the term of office of the principal (Mayor)  
 SCC – supports the Mayoral Committee (secretarial role)  
 CLO – public participation

**N/B:** New positions created in the proposed structure (shown above) include Head of Communications; Special Programmes Officer as shown above and Manager in the Political Office replaces Senior Political Administrator.

The Council, composed of fourteen (14) councillors with an Executive Mayor, Speaker and three councillors of the Mayoral Committee as full-time members is the supreme decision making organ in the Municipality. Council meets quarterly and Special Council Meetings may be called by the Speaker to deal with urgent matters. XDM uses a system of governance that applies a combination of mayoral and ward committee system.

Portfolio Committees are chaired by members of the Mayoral Committee and comprise other councillors and senior officials. The following Portfolio Committees informs the Mayoral Committee:

**Table 4: Realigned Portfolio Committees, 2004**

Portfolio committee	Advisory capacity to Mayoral Committee
Corporate Services Governance	All institutional transformation needs; Human Resource issues
Finance and LED	All financial aspects except approval of tenders
Community & Technical Services	Aspects relating to LED and Tourism, Development Planning, Technical services, Environmental Health & Disaster Management

Source: *Xhariep District Municipality (2005)*

Established section 79 committees include: Rules Committee and Performance Audit Committee. Furthermore, an Audit Committee is established in terms of the Municipal Finance Management Act, 2003. A Tender Committee is yet to be established in line with proposals in the Supply Chain Management and Preferential Procurement Policy (2004). The Mayor is the political head of the Municipality. The office of the Mayor is directly responsible for special programmes including HIV/AIDS, People with disabilities, Gender issues, Children and the elderly and youth affairs. The MM of the DM reports to the mayor who in turn reports to Council. The manager in the political office links the administrative and political arms of the Municipality. The holder of this office reports to the Mayor and the speaker and represents the mayor in the IDP Steering Committee.

### **Commentary on XDM Internal Capacity**

XDM faces serious administrative challenges that undermine its ability to effectively and efficiently perform its P & Fs. Firstly; the existing organisational structure fails to respond to the assigned P & Fs in terms of distribution of requisite functional roles. Worse still, the municipality faces a problem of inappropriate and inadequate human resource capacity in certain specialised roles. This hampers service delivery as programme/ projects are not implemented, meaning that the IDP is not actualised. This situation is blamed on several issues largely revolving around limited financial resources and inability to attract and retain skilled manpower, considering the areas remote location. While it is true that the DM faces a dire financial situation, it is also imperative that proper financial management measures are put in place to ensure warranted expenditure. The municipality also needs to be a lot more innovative with respect to accessing alternative resources, in cash or kind. As in the past, situations where staff seconded by National and Provincial government end up not being fully utilised should be brought to an end. This aside, there is need to engage more aggressively in LED to generate sustainable sources of income. Better relationship management with the LMs could also go a long way towards ensuring sharing of resources.

### **Intergovernmental Relations Framework**

XDM needs to develop stronger and more cohesive relationships with the various local municipalities as well as with other government structures. Currently the lines of communication, trust and the working relationships with the local municipalities are not functioning as effectively as they could if there was a formal IGR structure in place. A more harmonious working relationship with other levels of government is critical for planning, support, co-ordination and implementation purposes.

### **Composition of District Inter-governmental Forum**

The Intergovernmental Relations Act of 2005 states that the purpose of the district intergovernmental forum is “to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the district.” It goes on to highlight the composition of the forum as follows:

- a) the mayor of the district municipality;
- b) the mayors of the local municipalities in the district or, if a local municipality does not have a mayor, a councillor designated by the municipality; and
- c) the administrator of any of those municipalities if the municipality is subject
- d) to an intervention in terms of section 139 of the Constitution.

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e) the chairperson of the forum may invite any person not mentioned to a meeting of the forum.

### **Role of District Intergovernmental Forums**

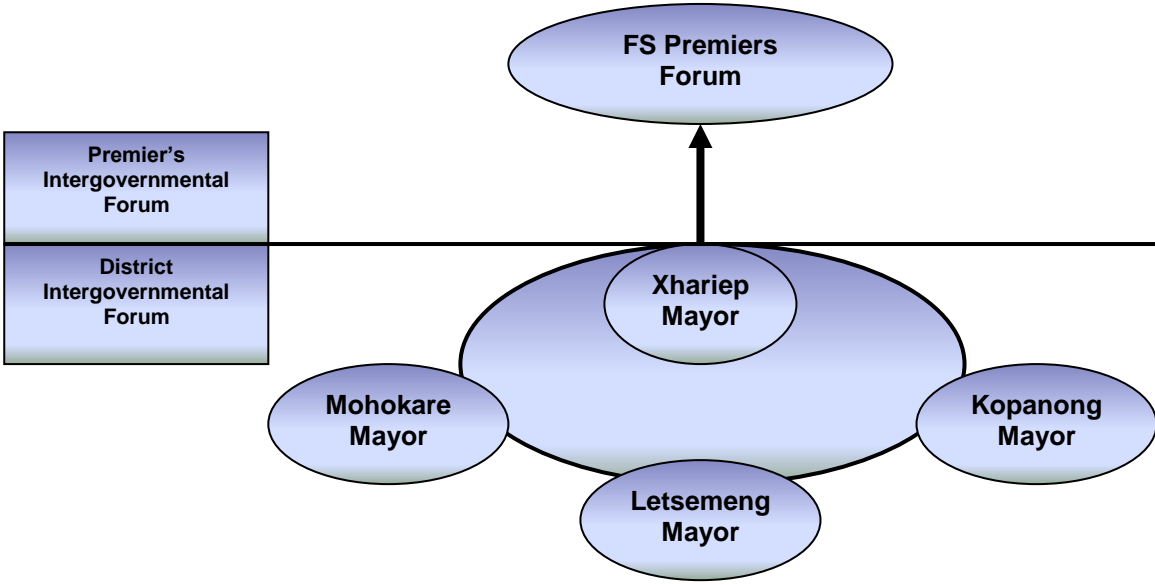
The act also clearly spells out the role of these forums. Ultimately the key role is identified as to “Serve as a consultative forum for the district municipality and the local municipalities in the district to discuss and consult each other on matters of mutual interest, including-

- drafting national and provincial policy and legislation relating to matters affecting LG interests in the district;
- Implementation of national and provincial policy and legislation with respect to such matters in the district;
- Matters arising in the Premier’s intergovernmental forum affecting the district;
- Mutual support in terms of section 88 of the LG: Municipal Structures Act, 1998 (Act No. 117 of 1998);
- Provision of services in the district;
- Coherent planning and development in the district;
- Co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the municipalities in the district; and

### **Plan**

- 1) Meet monthly at different LMs on a rotating basis
- 2) Invite LM managers to present progress plans every quarter
- 3) Invite presentations from CDW’s, Provincial officials and DPLG annually
- 4) The Chairperson will set the agenda for each meeting but suggestions for inclusions from the LMs are welcome
- 5) The forum will meet at least once per year with service providers and other role players concerned with development in the district to co-ordinate effective provision of services and planning in the district.
- 6) XDM will be responsible in its co-ordinating role for providing administrative and support services to the forum.
- 7) Although not an executive decision making body the forum may adopt resolutions arising from discussions and the intergovernmental consultation.

The Mayor of Xhariep District would also be involved in the Free State Premier’s intergovernmental forum at the invitation of the Premier. The role of that forum is also to build the co-operative spirit, ensure service provision, realise national priorities and to monitor implementation of policy and legislation amongst district’s and metropolitan municipalities. The Mayor is responsible for co-ordinating the intergovernmental relations with all the LMs just as the Premier is responsible for co-ordinating the same with the Districts in the Province.



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**(11)**  
**PERFORMANCE**  
**MANAGEMENT SYSTEM**

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## **PERFORMANCE MANAGEMENT SYSTEM**

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The Performance Management System (PMS) has been introduced as one of the instruments to be used in ensuring that municipalities are developmental-oriented in orientation and practice. PMS should be seamlessly integrated to other complementing municipal core processes – *IDP and budget*. It is envisaged in the Municipal System Act (2000 as amended in 2002) that the municipality shall establish and develop PMS that commensurate with its resource capacity, suited to its unique circumstances, lays a solid foundation for accountability to Council and critical stakeholders and contribute towards economical, effective, efficient management of municipal affairs. Critically, the Act obligates municipalities to implement the following PMS core components an integral part of municipal planning and budget processes. These are:

- Setting appropriate key performance indicators as yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its IDP. In addition, these should also be informed by the general key performance indicators as prescribed by the Minister responsible for provincial and local government;
- Setting measurable performance targets with regard to each of those development priorities and objectives. Importantly, these should articulate with service delivery targets / millennium development goals set by the South African government;
- Monitoring performance;
- Measuring and reviewing performance;
- Taking steps to improve performance; and
- Establishing a process for regular reports and complying with reporting requirements as prescribed in the Municipal Finance Management Act (2003)

PMS lays a solid foundation for embedding and developing service delivery budget implementation plans (SDBIPs) which are essentially operational plans for the implementation of the budget and IDPs.

Xhariep district municipality will be developing service plans / sdbips for each of the directorate as an integral part of the IDP amendment processes. These service plans will be used in the development of reviewed performance agreements for acting municipal manager and section 56 employees for the 2008/2009 financial year as provided for in the recently enacted regulation on *Local Government: Municipal Performance Regulation for Municipal Managers and Managers directly accountable to municipal managers* that came into operation on 01 August 2006.



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Xhariep district municipality's PMS has been developed and encapsulated in this reviewed IDP. The PMS framework for Xhariep will entail the following:

- Developed strategies with corresponding measurable performance targets;
- Developed service plans (sdbips) with corresponding measurable performance targets;
- Reviewed performance agreements for the acting municipal manager and section 56 employees for 2008/09 financial year;
- Regular reporting - developed and council endorsed monthly budget statements; quarterly progress reports; mid-year budget and performance assessment report and annual reports

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**(11)**  
**SPATIAL DEVELOPMENT**  
**FRAMEWORK**

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## PHYSICAL CHARACTERISTICS

XDM constitutes the southern parts of the FSP. The physical characteristics of the District have an impact on development as certain physical characteristics influence human settlement and development. It is therefore important that the physical characteristics are identified for purposes of consideration when designing development projects and programmes.

Physical Features	Description	Annexure
<b>Geology</b>	The geological formations within the municipality change from east to west. The most dominant rock formations are Tarkastad subgroup and Beaufort group in the eastern region, Adelaide subgroup and Beaufort group in the central region and Volksrust formation and Ecca group in the western region. Karoo dolerite formation is scattered throughout the area ( <i>Source: Council for Geoscience, 2001</i> ).	Annexure A: Mineral deposit map - geological composition of the district.
<b>Rainfall</b>	XDM falls within the summer rainfall area of South Africa (SA). It has low rainfall compared to the rest of the FSP. The eastern part of the municipality receives the highest rainfall.	Annexure A: Rainfall map (AA).
<b>Biological Productivity</b>	Biological productivity is directly related to the rainfall. XDM is less suited for crop production and therefore yields low production capacities per hectare. However, the most eastern area of the district can be used to produce crops economically.	
<b>Grazing Capacity</b>	The grazing capacity varies from east to west within the district, with the lowest number of hectors required per live stock unit in the east. In general, XDM has a low grazing capacity with the largest part having a grazing capacity below 9ha per livestock unit. This can be attributed to the low rainfall the district receives.	
<b>Broad Land Uses</b>	XDM is characterised as farming area, with sheep farming practised within the central region and cattle and game farming in the western part. The eastern section has more of small scale subsistence farming as well as wheat and maize farming.  A few significant heritage resources occur in the area which can be used as tourist attractions. Care should however be taken when developing these areas in order to preserve the cultural and natural heritage for posterity.	Annexure A – Maps: <ul style="list-style-type: none"> <li>• Land Uses - Agriculture map.</li> <li>• Location of towns and administrative districts</li> <li>• Soil types</li> <li>• Rainfall (AA)</li> <li>• Maximum daily temperature (AA)</li> <li>• Minimum daily temperature (AA)</li> <li>• Agricultural types</li> <li>• Topography</li> <li>• Vegetation types</li> <li>• Surface water</li> <li>• Mining (including mineral deposits)</li> </ul>

		<ul style="list-style-type: none"> <li>• Locality of schools</li> <li>• Sensitive localities</li> <li>• Biological productivity (B276.04)</li> <li>• Grazing capacity (B276.05)</li> <li>• Sensitive areas (B0276.07)</li> <li>• Gravity Model Attraction (B0276.08)</li> </ul>
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AA – Annual Average

### **Spatial Overview**

XDM covers the largest area in the FSP, yet has the lowest population, making it the least densely populated district in the province. It borders Motheo District Municipality (Mangaung and Naledi Local Municipalities) and Lejweleputswa District Municipality (Tokologo) to the north, Letsotho to the east and the Eastern Cape and Northern Cape to the south and west respectively. The DM comprises three LMs: Letsemeng, Kopanong and Mohokare.

**Letsemeng:** Letsemeng forms the western part of Xhariep District and borders the Northern and Western Cape Provinces, the former via Jacobsdal. It is renowned for diamond, salt and slate mining as well as irrigation farming along the Orange Riet Canal and Van der Kloof Dam. It comprises 5 towns connected by a tarred road via Koffiefontein. The R705 links Jacobsdal with Koffiefontein; the R48 links Petrusburg, Koffiefontein and Luckhoff to the north-south; and the R704 links Koffiefontein, Fauresmith and Jagersfontein. However, Jagersfontein is linked to Trompsburg by a dirt road, which hampers effective service delivery between the district and the LM. To travel to Trompsburg from any of the towns in the district on a tarred road would necessitate going via Bloemfontein. The N8 route traverses the area to the north and links Kimberley and Bloemfontein via Petrusburg.

The Port Elizabeth railway line starts at Koffiefontein and connects (at Springfontein) with the Johannesburg/Cape Town railway line to continue in an easterly direction towards Port Elizabeth. The area accommodates Oppermans, just west of Koffiefontein, which is part of a land restitution project. Several pans occur in the area while the Van der Kloof dam, Kalkfontein dam and Wuras Resort are some of the more prominent water sources available in the area. Both the Riet River and Orange River drains through the area in a westerly direction. Although there are ample water sources available in the area, access to potable water in some of the towns remains problematic. The northern parts of the municipal area surrounding Petrusburg are good cultivated agricultural land while the southern area is renowned for livestock farming.

**Kopanong:** Kopanong forms the middle section of the District and comprises 9 towns of which Trompsburg is the main centre. This area is predominantly used for mixed farming particularly small livestock farming to the south. It accommodates the Bethany restitution project close to Wuras Resort just south of Bloemfontein. It is also home to one of the main tourist attractions of the district, namely the Gariiep Dam with its nature reserve alongside it, which is situated on the border with the Eastern Cape. A small portion of the Van der Kloof dam falls within the local municipal area and forms the border with the Northern Cape.

Fauresmith and Jagersfontein are both renowned for mining while Phillippolis is a prominent tourist destination because of its historic value.

The N1 and N6 routes traverse the area with most of the towns situated along the N1 route. Reddersburg is situated along the N6 route. The Port Elizabeth and Cape Town/Johannesburg railway lines traverse the area and connect at Springfontein. All the towns are connected by a tarred road, despite the long distances between the towns. The R706 links Jagersfontein to Bloemfontein and therefore people travelling between Jagersfontein and Trompsburg go via Bloemfontein to avoid the more direct link, still in a dirt state. The R717 links Reddersburg to Edenburg, which also links Phillippolis to Trompsburg. Bethulie is accessible from Trompsburg via Gariiep Dam on the R701. The road between Springfontein and Bethulie is still in dirt state, forcing people to travel via Gariiepdam. Smithfield is accessible from Trompsburg via Reddersburg or Gariiepdam and Bethulie as the road between Trompsburg and Smithfield is in dirt state.

**Mohokare:** Mohokare forms the eastern section of the district and comprises 3 towns, with Zastron as the main centre. Rouxville lies at the center of the municipal area with Smithfield and Zastron to the west and east respectively. The area borders Lesotho and the Eastern Cape and accommodates the Caledon and Orange Rivers as well as the Tussen-die-riviere Game Reserve. The area is predominantly characterised by mixed farming. But, game farming is a growing activity.

The N6 route traverses the area and connects Smithfield to Rouxville. A railway line connecting the Bloemfontein / Durban railway to East London and Port Elizabeth also runs through the area. Access to Zastron is gained via the R26 past Rouxville. Direct access to Mohokare from Trompsburg is via Smithfield on a dirt road, which hampers effective service delivery between the district and the LM.

### Micro Spatial Overview

Besides understanding the regional composition of the District, sound understanding of local spatial dynamics and issues based on reviewing individual towns is important. This section provides a brief summary of the main spatial issues in each town within the wider District.

<b>Letsemeng Local Municipality</b>		
<b>Town</b>	<b>Description</b>	<b>Spatial Issues</b>
Koffiefontein	Koffiefontein/Dithlake serves as the municipal administrative seat within Letsemeng Municipality. It is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein. Access to the town is via the R48 between Petrusburg and Luckhoff. The main social and economic functions of the town include: (a) main LM administrative centre, (b) regional agricultural services centre, (c) diamond mining operations, (d) regional social services centre.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of former separated town areas.</li> <li>▪ Shortage of all forms of housing.</li> <li>▪ Dilapidation of bridge connecting the town to the surrounding towns.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Development/expansion of municipal buildings and functions.</li> <li>▪ Sustainable management of land.</li> </ul>
Petrusburg	Petrusburg/Bolokanang serves as a commercial and social service centre within Letsemeng Municipality. It is situated approximately 55 km northeast of Koffiefontein. Access to the town is via the N8 between Bloemfontein and Kimberley. The main social and economic functions of the town include: (a) main regional agro-processing centre, (b) secondary agricultural service centre, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Shortage of municipal land surrounding existing town, impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Effective infrastructural development in areas where agri-processing is dominant.</li> <li>▪ Sustainable management of land.</li> <li>▪ More direct benefit from major transport routes.</li> </ul>
Jacobsdal	Jacobsdal/Ratanang serves as an economic growth and tourism development node within Letsemeng Municipality. It is situated approximately 45 km northwest of Koffiefontein. Access to the town is via the R705 between Koffiefontein and Modderivier. The main social and economic functions of the town include: (a) regional agricultural services centre, (b) key regional tourist destination, (c) main regional agro-processing centre, and (d) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Access to land by emerging farmers; Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Effective infrastructural development in areas where agri-processing is dominant.</li> <li>▪ Land availability for social application such as community hall and cemeteries.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> </ul>
Oppermans	Oppermans serves as a general agricultural service centre within Letsemeng Municipality. It is situated approximately 12km west of Koffiefontein. Access to the town is via the S647	<ul style="list-style-type: none"> <li>▪ Shortage of all forms of housing.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Land availability for social application such a community hall and cemeteries.</li> <li>▪ Sustainable land management.</li> </ul>

	between Koffiefontein and Luckhoff. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	
Luckoff	Luckhof/Relebohile serves as a general agricultural service centre within Letsemeng Municipality. It is situated approximately 85 km south of Koffiefontein. Access to the town is via the R12 between Koffiefontein and De Aar. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing units.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Land availability for social application e.g. cemeteries and community hall.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> </ul>

### Kopanong Local Municipality

Town	Description	Spatial Issues
Trompsburg	Trompsburg/Madikgetla serves as the regional administrative seat within Kopanong Municipality. It is situated approximately 108 km south of Bloemfontein. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) main local municipal administrative centre, (b) regional agricultural services centre, (c) regional social centre for health services, (d) social functions such as residence, education and social development services, and (e) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Shortage of housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Development / expansion of municipal buildings and functions.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit from major transport routes.</li> </ul>
Reddersburg	Reddersburg/Matoporong serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 65 km northeast of Trompsburg. Access to town is via the R717 between Edenburg and Dewetsdorp. The main social and economic functions of the town includes: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit form major transport route.</li> </ul>
Edenberg	Edenburg/Ha-Rasebei serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 39 km north of Trompsburg. Access to the town is via the R717 between Trompsburg and Reddersburg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing units.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit form major transport route.</li> </ul>
Jagersfontein	Jagersfontein/Ithumeleng serves as a commercial and social service centre within Kopanong Municipality. It is situated approximately 67 km northwest of Trompsburg. Access to the town is via the R704 between Fauresmith and Trompsburg. The main social and economic functions of the town include (a) diamond mining operations,	<ul style="list-style-type: none"> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> </ul>

	(b) regional social centre for health services, (c) general agricultural service centre to surrounding farming areas, and (d) social functions such as residence, education and social services.	
Fauresmith	Fauresmith/Ipopenng serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 77 km northwest of Trompsburg. Access to the town is via the R704 between Koffiefontein and Jagersfontein. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Shortage of housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Sustainable land management.</li> </ul>
Springfontein	Springfontein/Maphodi serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 22 km south of Trompsburg. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit form major transport routes.</li> </ul>
Phillipolis	Phillipolis/Poding-tse-Rolo serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 53 km southwest of Trompsburg. Access to the town is via the R48 between Koffiefontein and De Aar. The main social and economic functions of the town include: (a) key regional tourist destination, (b) secondary agricultural service centre, and (c) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Need for effective commercial integration of the former separated town areas.</li> <li>▪ Shortage of housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Land availability for social application e.g. cemeteries and community hall.</li> <li>▪ Sustainable land management</li> <li>▪ Conservation of areas surrounding local rivers.</li> </ul>
Bethulie	Bethulie/Lephoi serves as a regional agricultural service centre within Kopanong Municipality. It is situated approximately 52 km south of Trompsburg. Access to the town is via the R701 between Gariep Dam and Smtihfield. The main social and economic functions of the town include: (a) regional agricultural services centre, (b) key regional tourist destination, and (c) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Access to land by emerging farmers.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers;</li> </ul>
Gariepdam	Gariepdam serves as a service centre and tourism attraction within Kopanong Municipality. It is situated approximately 62 km south of Trompsburg. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) key regional tourist destination, (b) general agricultural service centre to surrounding farming areas, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of housing.</li> <li>▪ Infill planning and development of the buffer area between the two town areas;</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> <li>▪ More direct benefit form major transport routes.</li> </ul>

## Mohokare Local Municipality

Town	Description	Spatial Issues
Zastron	Zastron/Matlakeng serves as the municipal administrative seat within Mohokare Municipality. It is situated approximately 158 km east of TROMPSBURG and an estimated 181 km southeast of Bloemfontein. Access to the town is via the R26 between Wepener and Rouxville. The main social and economic functions of the town include: (a) main local municipal administrative centre, (b) regional agricultural services centre, (c) regional social centre for health services, (d) social functions such as residence, education and medical services, and (e) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas;</li> <li>▪ Development and expansion of municipal buildings and functions.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> <li>▪ More direct benefit form major transport routes.</li> </ul>
Smithfield	Smithfield/Mofulatshepe serves as a service centre and tourism attraction within Mohokare Municipality. It is situated approximately 68 km west of Zastron. Access to the town is via the N6 between Bloemfontein and Aliwal North. The main social and economic functions of the town include: (a) key regional tourist destination, (b) general agricultural service centre to surrounding farming areas, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Need for effective commercial integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing units.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Land availability for social function such a community hall and cemeteries.</li> <li>▪ Conservation of areas surrounding local rivers.</li> <li>▪ More direct benefit form major transport routes.</li> <li>▪ Poor road access between Smithfield and TROMPSBURG.</li> </ul>
Rouxville	Rouxville/Roleleathunya serves as a general agricultural service centre within Mohokare Municipality. It is situated approximately 30 km west of Zastron. Access to the town is via the R26 between Zastron and TROMPSBURG. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> <li>▪ More direct benefit form major transport routes.</li> </ul>



## Regional Interaction

The table below provides a brief summary of the area as well as the number of farms found within Xhariep and per LM area.

**Table 1: Composition and Size of District Municipal Area, 2001**

LM	No. of Farms	Area in Km <sup>2</sup>
Kopanong	3 059	15 190.54
Letsemeng	2 062 (* 197)	10 192.48
Mohokare	2 308	8 748.53
<b>Total</b>	<b>7 429 (* 197)</b>	<b>34 131.55</b>

*Note: (\* 197) number of smallholdings in addition to number of farms  
Source: Surveyor General Bloemfontein, 2001*

Although Kopanong represents the largest geographical area by far, it also records the lowest density within the district. From the table below it is evident that Letsemeng has the highest population density and thus proving the highest pressure on land resources.

**Table 2: Population Figures and Density Levels**

Area	Total Population	Percentage of District Population	Density (Km <sup>2</sup> )
Kopanong	55 942	41.37%	3.68
Letsemeng	42 979	31.78%	4.22
Mohokare	36 316	26.85%	4.15
<b>Total/ Average</b>	<b>135 237</b>	<b>100.00%</b>	<b>3.96</b>

*Note: Density refers to the number of people per km<sup>2</sup>  
Source: Stats SA (Census 2001)*

The potential interaction of the various towns with each other was measured by using Zipf's Gravity Model, which states that the potential force of attraction between two bodies or towns is proportionally equal to the product of their population and inversely proportional to the square of the distance between them.

The distances between the various towns within Xhariep are indicated in the table below:

**Table 3: Distances Between Town Areas of Xhariep (kms)**

TOWN	KOFFIEFONTEIN	PETRUSBURG	JACOBSDAL	OPPERMANSGRONDE	LUCKHOFF	TROMPSBURG	EDENBURG	REDDERSBURG	FAURESMTIH	JAGERSFONTEIN	PHILLIPOLIS	SPRINGFONTEIN	GARIEP DAM	BETHULIE	ZASTRON	SMITHFIELD	ROUXVILLE
KOFFIEFONTEIN	0																
PETRUSBURG	55	0															
JACOBSDAL	45	76	0														
OPPERMANSGRONDE	12	67	57	0													
LUCKHOFF	42	97	87	30	0												
TROMPSBURG	125	180	170	137	136	0											
EDENBURG	115	152	160	127	175	39	0										
REDDERSBURG	141	141	186	153	317	65	26	0									
FAURESMTIH	48	73	93	60	48	77	67	93	0								
JAGERSFONTEIN	58	310	103	70	234	67	57	83	10	0							
PHILLIPOLIS	109	134	154	121	83	53	92	118	61	71	0						
SPRINGFONTEIN	147	202	192	159	158	22	61	87	99	89	42	0					
GARIEP DAM	173	242	218	199	131	62	101	127	139	129	48	40	0				
BETHULIE	177	232	222	189	188	52	91	144	129	119	100	30	52	0			
ZASTRON	283	249	328	295	325	158	171	145	235	225	235	165	187	135	0		
SMITHFIELD	215	218	260	227	257	90	82	77	167	157	167	88	119	67	68	0	
ROUXVILLE	253	256	298	318	288	128	141	115	205	195	205	135	157	105	30	38	0

Source: Xhariep District Municipality

The distances between some of these towns as well as their current projected populations provided the basic input to the Gravity Model with the resulting potential attractions.

**From the plan various key potential interaction areas are identified, including:**

- ✎ The major interaction of the entire district and especially the northern towns such as Petrusburg and Trompsburg, via Edenburg;
- ✎ Strong regional interaction is also expected and evident between Koffiefontein and Oppermansgronde, Edenburg and Reddersburg, Zastron and Rouxville and Bethulie and Trompsburg, via Springfontein

In general the defined municipal headquarters should experience a natural interaction with the surrounding towns. This would result in traffic volume pressure on the regional distribution routes connecting the main towns of Trompsburg, Zastron and Koffiefontein with each other. Subsequently the upgrading and maintenance of such routes will have to enjoy priority to facilitate the interaction between towns. The potential attraction between certain nodal points (eg. Zastron, Trompsburg, Koffiefontein and their surrounding towns) and the actual interaction between these areas as well as with Bloemfontein on a daily basis, clearly defines a natural regional development corridor.

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It is expected that such as corridor will stimulate the key development areas within the region, and the natural interaction between the towns falling within the corridor and other smaller towns will eventually diffuse development to the entire region in a systematic and manner. As the Spatial development Framework is a holistic framework, the detail of such as development corridor will defined during implementation.

### **Areas of Need**

An investigation of the socio-economic characteristics of the district was undertaken at the LM level in order to identify specific geographic areas of need. Statistics SA 2001 data was utilised to asses the following socio-economic parameters:

- ✗ Water Supply.
- ✗ No Piped Water.
- ✗ Community water pipe distance less than 200 meters from yard.
- ✗ Lack of piped water and Community water stands (as described above).
- ✗ Sanitation level.
- ✗ No sewerage.
- ✗ Pit and bucket latrines (with and without ventilation).
- ✗ Pit/bucket (with and without ventilation) and without sanitation.
- ✗ Access to electricity (lighting).
- ✗ No electricity (lighting).
- ✗ Access to refuse removal.
- ✗ No refuse removal.
- ✗ Access to landlines (telephones).
- ✗ Informal dwellings.
- ✗ Traditional dwellings.
- ✗ Traditional and informal dwellings.
- ✗ Population Distribution.
- ✗ Employment.
- ✗ Average annual income.
- ✗ No income.
- ✗ Limited annual income (R1 – R 19 200).
- ✗ Poverty.
- ✗ Educational level.
- ✗ No schooling.
- ✗ Limited education (up to grade 5).
- ✗ Walking distance to schools.

### **Water Supply**

Bulk water supply standards per LM according to data information from Stats SA (Census 2001) is summarised in the table below<sup>5</sup>:

### **Areas of Potential**

#### **National Spatial Development Perspective**

##### **1) National Spatial Development Vision**

Government's national spatial development vision can be described (National Spatial Development Perspective [NSDP] page 35) as follows:

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***SA will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:***

- ✎ by fostering development on the basis of local potential
- ✎ by focusing economic growth and employment creation in areas where this is most effective and sustainable
- ✎ by supporting restructuring where feasible to ensure greater competitiveness
- ✎ by ensuring that development institutions are able to provide basic needs throughout the country.

## **2) Normative Principles**

The NSDP proposes the following normative principles to be used as a guide by all spheres of government when making decisions on infrastructure investment and development spending:

- ✎ Government spending on fixed investment, beyond the constitutional obligations to provide basic services to all citizens, should be focused on localities of economic growth and/or potential for sustainable economic development in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities. In these areas government's objective of both promoting economic growth and alleviating poverty will best be achieved.
- ✎ In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending beyond basic services should focus on social investment, such as human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities. The further concentration of people in need in areas of low potential should therefore not be encouraged.

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**(12)**

**IDP ASSESSMENT FOR 2007**

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# **IDP ASSESSMENT FOR 2007**

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## **Present were:**

- 1) Letsemeng Local Municipality
- 2) Mohokare Local Municipality

## **Absent without apology:**

- 1) Xhariep District Municipality

## **Absent with apology:**

- 1) Kopanong Local Municipality

## **LETSEMENG LOCAL MUNICIPALITY**

### **Key Performance Areas**

#### **1) Spatial Analysis**

- ✘ SDF plan is aligned with the NSDP and FSDGS
- ✘ A plan to close the buffer zone is implemented
- ✘ Soil analysis for township establishment is done

#### **2) Service Delivery**

- ✘ There is compliance with EPWP principles
- ✘ There is plan to spent MIG funds and the consultants appointed to assist
- ✘ O&M plan address old infrastructure
- ✘ High capacity to implement the IDP
- ✘ Social Development, DPLG and CSIR are among others, the social partners
- ✘ IDP targets will be met
- ✘ Bucket eradication backlog is included
- ✘ Plan for standpipes is on way informed by four boreholes
- ✘ Assistance with pipelines is required form relevant sector department
- ✘ Child care and HIV/AIDS statistics could not be accessed from provincial Health department
- ✘ There are hundred incomplete houses since 1998, no developments reported since then

#### **3) Institutional Arrangement and Constitutional Mandate**

- ✘ A combined Equity plan and HRD strategy in place
- ✘ PMS, SCM and aligned Asset Management policy in place
- ✘ Powers and functions are stated and clarified

#### **4) LED**

- ✘ Social Development, DPLG, DME and CSIR are among others, the social partners collaborating with the municipality on LED

#### **5) Financial Viability**

- ✘ SDBIP is in place
- ✘ Monthly financial reports are sent to treasury
- ✘ There are responses to audits and imbizos
- ✘ Application for fund was made to the DBSA, municipality is awaiting the response
- ✘ Funding for township establishment is sourced from MIG

#### **6) Good Governance and Community Participation**

- ✘ Improvements to be made in relation to community participation
- ✘ Code of conduct in place, all officials and politicians signed
- ✘ No adequate support from sector department

CDW's confuse their role as civil servants with politics.

The District needs to take the Issues outlined seriously and ensure that during the year 2008 it puts in a programme to roll out the concerns raised.

## Infrastructure and Services - Water

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION (EXAMPLES)	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Sufficient Bulk water supply	Bulk supply of water sources as well as the maintenance of storage and purification infrastructure and equipment should enjoy highest priority as this would be the biggest direct threat of being able to provide sufficient potable water to households.	Y	N	B	Y	Y	B
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.			B	Y	Y	B
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.			A	Y	Y	A
Water provision to Rural areas	The farm workers 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			A	Y	Y	A
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. Organisational structures should include sufficient technical personnel as far as possible.			A	Y	Y	A
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.			A	Y	Y	A
Management of Capital projects	Although the municipality does not have the capacity to design and management large capital projects yet. Constant effort should be made increase internal capacity to monitor and manage such projects to ensure compliance with internal planning and constantly becoming less dependent.			B	Y	Y	B
<b>CURRENT CHALLENGES</b>	* <i>lack of funding</i> * <i>lack of dedicated rollout capacity,</i>						
<b>INTERVENTIONS</b>	* <i>DISCUSSIONS WITH DEPT WATER &amp; FORESTRY FOR FUNDING / PROJECT</i> * <i>DISCUSSIONS WITH FARMERS ON BOREHOLE WATER</i>						

## Sanitation

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Sufficient Bulk capacity	Bulk sewerage infrastructure capacity upgrade as well as the maintenance of such infrastructure and equipment should be viewed as the highest priority as no sanitation system can be implemented without the ability to dispose of effluent sufficiently and safely.						

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Upgrading sub standard services	The continuous provision of suitable sanitation services to all unserved erven is the most direct activity in addressing current backlogs. In some cases night soil removal, which is below the RDP standards, are still in use and need to be replaced with a more acceptable system.			A	Y	Y	A
Rural sanitation provision	Within the drastic resource shortage of the municipality, the plight of rural communities is pushed to the side. Efforts will have to be made to include rural areas within the projects and budget of the municipality			A	Y	Y	A
Shortage of personnel	None of the town units within the municipality has sufficient technical and human resources to be able to upgrade and maintain the sanitation infrastructure beyond basic repairs. Organisational structures should include sufficient technical personnel as far as possible.			B	Y	Y	B
Maintenance and upgrading of network and equipment	Maintenance and upgrading of equipment will facilitate the constant and uninterrupted provision of sanitation services. Proper equipment will also ensure a long-term cost saving through maintenance rather than constant replacement.			B	Y	Y	B
<b>CURRENT CHALLENGES</b>	Funding						
<b>INTERVENTIONS</b>	National Provincial						

## Waste Management

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Condition and capacity of waste disposal sites	Waste disposal sites is in a poor condition and the fences that have been erected were stolen. The capacity of these sites is only sufficient for the short term.			A	Y	Y	A
Position of waste disposal sites	The waste disposal site is situated at XXXXXXXX and holds a danger of polluting the surrounding wetlands. This site will have to be relocated within the near future.			A	Y	Y	A
Buying of Bulk Containers with equipment	The residents in the townships tend to through their refuse (with the exception of ash) on streetcorners 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			B	Y	Y	B
Equipment for the rehabilitation of waste disposal sites	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.			B	Y	Y	B
Illegal dumping and pollution	The entire waste management system would be ineffective if the community at large does not adhere to and support it. <b>Illegal dumping</b> , in especially the former township areas, places strain on the ability of the municipality to effectively remove refuse from residential areas and furthermore contributes to the pollution of the natural environment. Community education, even more effective systems and strict control measures could address this problem.			C	Y	Y	C
<b>CURRENT CHALLENGES</b>	Funding						
<b>INTERVENTIONS</b>							



## **Electricity and Lights**

Eskom distributes electricity throughout the region. Although the distribution of electricity is seen as an additional source of income to the council, the network is old and in desperate need of repair, the proper metering of this service will also need to be attended to.

The underlying causes of the service realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Reclamation of electrical distribution infrastructure.	Electricity is seen as a reliable source of income for the municipality, which needs to be increased. Negotiations with Eskom will have to be undertaken to transfer the service provision function to the municipality in all the other towns.			C	Y	Y	C
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.			A	Y	Y	A
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.			B	Y	Y	B
Stealing of electricity / electrical infrastructure.	Theft of electricity cables contributes to the problem of power failures. This is a 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.			B	Y	Y	B
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.			B	Y	Y	B
<b>CURRENT CHALLENGES</b>	Funding						
<b>INTERVENTIONS</b>							

## **Streets and Stormwater**

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Insufficient storm waterdrainage 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.			C	Y	Y	C
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 and contribute further to the poor state of the roads.			A	Y	Y	C
Established urban areas with no roads.	Streets in urban areas fulfil 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.			B	Y	Y	B
Structured maintenance programme.	Sustained maintenance is required to minimize infrastructure losses and breaks in service delivery.			A	Y	Y	B
<b>CURRENT CHALLENGES</b>	Funding						
<b>INTERVENTIONS</b>							

## Housing and Land

Since the provision of housing does not fall under the core competency of the local municipality, the main focus is on the promotion of housing developments through assisting in the provision of erven and beneficiary administration.

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Housing backlog.	Housing is a basic need. The housing backlog is high, approximately XXXXXX and will have to be addressed to provide quality of life to these citizens.			A	Y	Y	A
Availability of residential land.	In most areas, the future expansion of residential areas are hampered by the <b>availability of open land</b> . The municipality will have to focus on in-fill planning and securing land from surrounding and willing land sellers.			B	Y	Y	B
Administration and Management of projects.	To ensure proper construction and transfers, as well as countering corruption, all housing projects will have to be managed properly.			B	Y	Y	B
Housing maintenance and support.	To address the backlog the community will need to build their own houses, but they will need the relevant support. Capacity building programmes need to be undertaken to assist people in building their own houses and to maintain the houses they have built or received.			B	Y	Y	B
Related services infrastructure requirements	Housing projects should not be seen in isolation and support service infrastructure will have to be supplied to areas earmarked for housing development. The subsequent costs and ability of the municipality to deliver such services should also be considered.			B	Y	Y	B
<b>CURRENT CHALLENGES</b>	Funding						
<b>INTERVENTIONS</b>							

## Cemeteries

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
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.			A	Y	Y	A
Public facilities at cemeteries.	Most of the cemeteries are not provided with public facilities. Unfortunately these facilities are a target for vandalism and are thus expensive to maintain.			B	Y	Y	B
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.			B	Y	Y	B
<b>CURRENT CHALLENGES</b>							
<b>INTERVENTIONS</b>							

## ECONOMIC DEVELOPMENT - AGRICULTURAL DEVELOPMENT

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Very little value adding taking place.	The fact that very limited value adding is taking place places a large burden on the agricultural sector and makes the region very vulnerable to factors influencing agriculture. Many of these factors cannot be controlled such as the weather and prices. To limit the vulnerability to markets it is important to add value to products before it is exported out of the municipality.			A	Y	Y	A
Good agriculture potential.	The area has proven that it has good agricultural potential. This should be exploited, but as mentioned above the necessary supporting sectors will have to be developed before the agricultural sector can expand.			A	Y	Y	A
Role of emerging farmers.	Emerging farmers need support from existing commercial farmers and the Department of Agriculture in terms of knowledge and information sharing. The agricultural sector should be made more accessible to emerging farmers.			A	Y	Y	A
<b>CURRENT CHALLENGES</b>	Funding						
<b>INTERVENTIONS</b>							

## TOURISM DEVELOPMENT

Tourism promotion is to the advantage of the area.

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Co-ordination of efforts	To maximise the potential of tourism within the area it is important that there is a coordinated approach in planning and developing the tourism industry. This will limit duplication and strengthen existing efforts.			B	Y	Y	B
Seekoeivlei development	The XXXXXXXXXX area forms the core of tourism attraction. It will however need to be developed to secure any substantial income to the area. Support infrastructure and services will furthermore determine the success of such a development.			B	Y	Y	B
Cultural tourism attraction	The cultural diversity of the area, coupled to the increase in international cultural interest should be exploited as integral part of the tourism effort.			B	Y	Y	B
Accessibility of facilities	Accessibility refers to both physical accessibility as well as socio-economic affordability.			C	Y	Y	C
<b>CURRENT CHALLENGES</b>	CO-ORDINATION						
<b>INTERVENTIONS</b>							

## LIGHT INDUSTRIES & SKILLS DEVELOPMENT

Linked with national initiatives to develop skills, Xariep is faced with realities and challenges.

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Low market potential	Consumer price indexes should be targeted to stimulate local markets and expenditure.			B	Y	Y	B

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Cost of infrastructure and services	To establish industries are expensive. Furthermore, the specialised services needed by many of the industries are not found in Xariep. The key is to develop what is existing and to encourage people to start small.			A	Y	Y	A
Organized and mobile labour force	A large contribution to the high unemployment rates are the fact the a major portion of the potential labour market is unskilled or unstructured, making it difficult to access information and opportunities which might arise.			B	Y	Y	B
Skilled labour force	Skilled labourers are leaving the area constantly and should be engaged in the LED process to retain them. Unskilled labourers should also be trained locally for local potentials and needs.			B	Y	Y	B
<b>CURRENT CHALLENGES</b>	Co-ordination						
<b>INTERVENTIONS</b>							

#### SOCIAL DEVELOPMENT

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Sufficient capacity of facilities	Clinics in Xariep cannot cope with the demand on the services provided due to limited personnel. Available clinics are too small to serve the entire community.			B	Y	Y	B
Specialized equipment for emergency cases	Due to the major roads crossing through the municipality serious accidents occur from time to time and specialized equipment is needed to deal with patients.			C	Y	Y	C
Functioning of regional health system	Residents have difficulty in accessing regional health facilities timeously due to a referral system.			A	Y	Y	C
Health services to rural households	Rural areas are not served well by health services. Too little visits to service points and the limited care provided by the mobile clinics are the biggest problems.			A	Y	Y	A
<b>CURRENT CHALLENGES</b>	Funding and Co-ordination						
<b>INTERVENTIONS</b>							

#### EDUCATION

Education is for the most part a crucial part of higher provincial structures and the role of the municipality is only seen as one of supporting SGBs, liaising with the Department of Education, assisting in the provision of land and facilities, and promoting regional policies aimed at maintaining a high quality of education for both the younger learners as well as adults and the labour market.

Core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/C	Y/N	Y/N	A/B/C
Secondary pass rate	If the secondary pass rate are low it leads to more people having limited opportunities to jobs. Poor attendance by both children and teachers are a problem.			C			C
Discipline of learners and educators	Discipline or lack thereof is the largest single contributor to poor pass rates. Mechanisms should be considered to address discipline of both learners and educators.						
Parent Involvement	Parent involvement in the education of children, and in the management, maintenance and functioning of the school and its facilities should improve education standards.						

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Adult literacy	High levels of adult illiteracy occur within the various areas of the community and this in return increases poverty and health risks due to ignorant residents. The local ABET programme will have to be expanded and promoted to address this issue.						
Tertiary education opportunities	The rural areas as well as smaller towns do not have direct access to local tertiary satellite education services. This results in a rapid decline in the higher education levels within the area as well as an outflow of youth seeking education opportunities in major centres. Local access to student loans, satellite services and information could remedy this situation.						
<b>CURRENT CHALLENGES</b>							
<b>INTERVENTIONS</b>							

### PUBLIC SAFETY AND SECURITY

The municipality needs to support police services in combating crime in the area. Specific core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Mainly stock theft	Stock theft accounts for most of the crime reports. Rural communications channels and community co-operation could assist in reducing these crimes.						
Increase in violent crimes and substance abuse	A slight, but notable increase in violent crimes and domestic violence has been experienced in recent times and is for most part associated with substance abuse. Community awareness and co-operation should be able to curb these crimes.						
Community co-operation	Intelligent policing is dependent on the input of the entire community in terms of both resources and basic information. Currently these efforts of community involvement is hampered by intimidation and the fact that all roleplayers are not involved in a structured system. A Sectoral Policing Forum could address these problems.						
Capacity of local stations	The capacity of SAPS stations is limited due to a lack of equipment and vehicles and inadequate police officers. This problem is caused by a lack of financial resources.						
<b>CURRENT CHALLENGES</b>							
<b>INTERVENTIONS</b>							

### SPORT AND RECREATION

The development of the youth and recreation facilities for the people in the areas remains a high priority. The underlying core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6

		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Quality of existing facilities	Existing sport facilities in the area to be maintained. And/or improved						
Co-ordination of sporting codes	Co-ordination of different sporting codes within the area could improve utilisation. A functional local sports committee should be able to address issues of co-ordination.						
<b>CURRENT CHALLENGES</b>							
<b>INTERVENTIONS</b>							

### ENVIRONMENTAL MANAGEMENT

The physical environment and resources in the area need to be monitored and protected. Although this focus area will now be managed by the District Municipalities, it cuts across development issues to be addressed by the municipality during the implementation of the IDP. These strategies and projects should take into consideration the existing environmental problems and threats as well as the environmental assets which require protection and controlled management.

CORE ISSUES	DESCRIPTION	2007 – 2008			2008 – 2009		
		1	2	3	4	5	6
		Y/N	Y/N	A/B/ C	Y/N	Y/N	A/B/ C
Physical environment and resources in the area need to be monitored and protected.	Develop mechanisms to facilitate partnership with District Municipality, take into consideration the existing environmental problems and threats as well as the environmental assets which require protection and controlled management			A	Y	Y	A
<b>CURRENT CHALLENGES</b>	Personal (Funding)						
<b>INTERVENTIONS</b>							

## PUBLIC PARTICIPATION- COMMUNITY

DEVELOPMENT SECTOR	URGENCY OR IMPORTANCE	RECOMMENDED GRADING FOR IDP REVIEW	STATUS DESCRIPTION	2007-2008 PROGRESS		
				GOOD	FAIR	POOR
Water					X	
Sanitation					X	
Waste management					X	
Electricity and Lights				X		
Street and Storm Water						X
Housing and Land						X
Agricultural Development						X
Tourism						X
Health and Welfare				X		
Cemeteries						X
Edu and Training						X
Industrial and Security						X
Safety and Security					X	
Sports and Recreation					X	

IDP Review Local Municipality(no indication was given in the present IDP)

### **MOHOKARE LOCAL MUNICIPALITY**

#### **1) Key Performance Areas**

#### **2) Spatial Analysis**

- ☒ SDF is aligned with NSDP, FSGDS and LUM although implementation requires funding
- ☒ SDF needs to be reviewed
- ☒ Statistics from Stats SA were utilized

#### **3) Service Delivery**

- ☒ No consolidated stats on substance abuse, crime prevention & support HIV/AIDS and social relief
- ☒ Housing sector plan not reviewed, it is difficult to indicate exact number of houses to be built without looking at the number of applicants/beneficiaries

- ✘ Water and sanitation backlog is not reflected
- ✘ Plan to spend MIG fund is in place but not outlined in the IDP
- ✘ Bucket and electricity targets are set and indicated
- ✘ Assistance is required on housing sector plan

#### **4) Institutional Arrangement and Constitutional Mandate**

- ✘ Organogram, HRD, WSP and skills development plan in place
- ✘ Retention strategy need to be clearly defined
- ✘ Budget office not in place
- ✘ IDP is driven from the MM's office and delegated to the IDP officer
- ✘ Equity plan is in place and emphasis on youth

#### **5) LED**

- ✘ There is a continuous program to develop SMME's
- ✘ Capacity to implement local economic development still need to be improved
- ✘ Gaps and issues of skills development are in line with ASGISA

#### **6) Financial Viability and Management**

- ✘ There is capacity and capability in treasury – CFO
- ✘ SBDIP needs to be developed

#### **Good Governance And Community Participation**

- ✘ Functional structures such as ward committees and CDWs are in place
- ✘ There is communication policy but the challenge is still implementation
- ✘ The municipality does prepare annual report and submit to AG as required by MFMA

#### **Sector Departments – Comments**

- ✘ **LG:** CDW should act like civil servants and according to the code of conduct
- ✘ **LG:** IDPs of the LMs must inform those of the DM to co-ordinate the development
- ✘ **LG:** IDP are silent with regard to the second economy
- ✘ **LG:** No indication on how the farm lands will generate employment to provide better living conditions
- ✘ **Housing:** housing demand are not specified in 2007/2008 financial year in both municipalities
- ✘ **Housing:** No reflection of the greening plan
- ✘ **Housing:** LMs should move away from low cost houses to middle class house (credit – linked houses)
- ✘ **DBSA:** funding can be resourced from DBSA where process plan need to be implemented
- ✘ **PWRT:** IDPs should reflect street and local roads plan
- ✘ **Safety:** LMs should play a role in crime prevention and get in partnership with local police
- ✘ **LG:** Acknowledged the ownership spirit that the LMs have on the process
- ✘ **LG:** Municipalities should indicate the need for support to fill the identified gaps

#### **Recommendations / Way Forward**

- ✘ LGH to provide support to the district
- ✘ Local economic development issues to be factored in the DM final IDP
- ✘ Road shows to the district led by the DDG and DDH of Unit (OTP) by 25 May 2007



It is imperative that the recommendations be taken seriously and a programme be developed to deal effectively with the issues outlined.

The assessment that was conducted was based on a community interaction process while conducting the review.

Communities had the opportunity to indicate what they believed was good service delivery and bad service delivery.

It also give the District and the locals an opportunity to deal with the issues in the year to come.

**(13)**  
**SECTOR PLANS**

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Given the enormity of development challenges that face Xhariep and its local municipalities, it would be strategic that collaborative partnership are forged with other spheres of government and state agencies to deal with these developmental challenges in a systematic manner. This would lay a foundation for facilitating integrated development in the district.

The district will be using enabling local government legislative and policy framework particularly the Constitution of the Republic of South Africa and the Inter-Governmental Relations Framework Act to build the mentioned collaborative partnerships. Importantly, the 5 Year Local Government Strategic Agenda – roadmap for this term of local government that encourages collaboration across spheres of government will be used as a framework for these partnerships.

The Xhariep District Municipality due to unforeseen time constraints was not able to engage each provincial sector department to determine what projects will be implemented by these departments in the district. However, information gleaned from budget vote speeches of Members of the Executive Council (MECs) and annual performance plans of these departments over the Medium Term Revenue Expenditure Framework (MTREF) period were used to identify a number of approved projects that will be implemented in Xhariep district.

Table Free State Provincial Sector Departments

FREE STATE PROVINCIAL GOVERNMENT PROJECTS – 2008 -2011	
SECTOR DEPARTMENT	PROJECTS / SERVICE DESCRIPTION
Premier's Office	Launching of the cluster system at the district level
	Convene Xhariep district National Spatial Development Perspective (NSDP) workshop
	Implementation of sector project – Xhariep Youth and Wellness Project
Public Works, Roads and Transport	Upgrading of Springfontein – Bethulie , R78, 886,000 millions have been budgeted for 2008/09 financial year. This is a multi-year project that started in 2007 and it is projected that it will be completed in 2010
	Continue to implement EPWP massification project (building of access roads in rural areas of the province) at Rouxville

FREE STATE PROVINCIAL GOVERNMENT PROJECTS – 2008 -2011	
SECTOR DEPARTMENT	PROJECTS / SERVICE DESCRIPTION
Local Government and Housing	Assistance provided to enhance the functionality of Xhariep district inter-departmental Monitoring, Reporting and Evaluation (MRE) forums
	Supporting Xhariep district municipality on the provision of accurate information with regard to MIG and Provincially funded projects
	Supporting the district in the development of a district wide IDP framework aligned to the Free State Growth and Development Strategy (FSGDS)
	100 subsidies for Farm-worker Housing at Bethany
	Provision of basic resources for the CDWs
	Supporting Xhariep district municipality and its local municipalities in filling vacant post of municipal managers and section 56 managers
	Training of 300 ward committees on local governance
	Municipal support programme implemented at Xhariep District and Mohokare Local municipalities
	Providing hands-on support to Letsemeng Local Municipality in the development of a budget aligned to the IDP
	Assist Xhariep district municipality with the appointment of the Head: District Disaster Management Centre
	Training the Xhariep district and its local municipalities in the compilation and implementation of the IDP
Public Safety, Security and Liaison	Conduct an impact assessment workshop at Xhariep district on Tiisa Thuto project
	Establish a Community Action Teams (CATs) to campaign against alcohol and substance abuse at Phillipolis police station precinct
	Ensure that there is an existence of effective Community Safety Forums (CSF) at all local municipalities in the province
	Support and co-ordinate social crime prevention initiatives / projects at Rouxville an Smithfield police stations
	1 campaign per district targeting the elderly at pension payout on safer issues (Trompsburg, Koffiefontein,
Health	Phase 2 of Trompsburg will commence in the second quarter of 2008

FREE STATE PROVINCIAL GOVERNMENT PROJECTS – 2008 -2011	
SECTOR DEPARTMENT	PROJECTS / SERVICE DESCRIPTION
Tourism, Environmental and Economic Affairs	Deployment of development specialist to assist the Xhariep district municipality in enhancing its capacity to develop credible LED strategies and bankable projects
	Establish an office to manage Lake Gariep project by Xhariep municipality
	Support the Xhariep municipality in leveraging resources for Lake Gariep initiative from Industrial Development Corporation (IDC)
	Facilitate the implementation of the amalgamation of Gariep and Tussen die Riviere nature reserves
	Conduct Xhariep district workshop on Responsible Tourism
	Host Xhariep training workshop on building Tourism SMME capacity
	5 Integrated Waste Management Strategy (IWMS) for all districts developed
	Hold five district clean – up campaigns
	Host a bi-annual co-operative seminar in 5 districts
	20 business support and information sharing seminars in the 5 districts
Sports, Arts and Culture	300 young people from all the five district in the province will be taken to a tour to expose them to the heritage landscape and history of the province, heritage sites at national levels as well as those found in Lesotho seeing that our histories are linked.
	Conduct public hearing on geographical names between June – November 2008 through the ambit of the Provincial Geographical Names Committee
	Provision of library materials to all public libraries in the Free State in line with government BEE policy
	Complete the upgrading of Phillipolis library that started last financial year (2007/2008)
	R2 million will be used in the first phase of building a new library at Ratanang in the Xhariep District
	Implementation of Mass Based Football Development Project (soccer in the zone) in ten town (including Rouxville) in the Province as part of 2010 related sector legacies
	288 volunteers drawn throughout the province in the implementation of these legacy projects – sport in school, sport ambassadors, and siyadlala Mass Participation Programme (MPP) Hubs
	Revitalisation of macro-governance structures of civil society (sport councils) at local, district and provincial levels

FREE STATE PROVINCIAL GOVERNMENT PROJECTS – 2008 -2011	
SECTOR DEPARTMENT	PROJECTS / SERVICE DESCRIPTION
Treasury	Convening a district workshop in Xhariep on the practice of socio-economic analysis
	Training session organised for municipalities on risk management framework and financial asset management framework
Department of Water Affairs and Forestry (DWAf)	Bulk infrastructure project – Jagersfontein pipeline – R18.7 million for 2008/2009
	Provision of institutional establishment, development and oversight support mainly in Xhariep with R2.5 million
	Conduct a feasibility study for Rouxville / Smithfield / Zastron BWS

**(14)**  
**HIV/AIDS**

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# HIV and AIDS Xhariep Plan

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This issue is a national issue and we must create the synonymy with all role player to look at a collective approach in order to evaluate if the impact is being made

Statistics in the area is not too clear in terms of the infected and affected.

## **The following programmes have already commenced:**

- ✘ Voluntary counselling
- ✘ Mother to child treatment
- ✘ Distribution of Female condoms
- ✘ Orphanages programme

## **Statistics**

A concern was raised in terms of statistics however it was indicated that a decline in infections are now occurring, however it was difficult to verify such information. It was also said that infections are taking place at an early age of people in the area. It was also noted with concern that a number of NGO's are receiving funding but not making an impact and that organisations are being formed and closing down at a rapid pace.

## **Audit**

It was suggested that an audit be undertaken and a data base be established in order to measure the impact that is being made in dealing with this pandemic.

## **Suggested Programmes**

Mini soccer league so that sporting awareness and healthy living is promoted.  
HIV/Aids summits to be hosted by the district  
Debates and speech contest to be hosted by schools

## **Interventions needed to be done in the following ways:**

- ✘ Prevention
- ✘ Treatment/support
- ✘ Monitoring and surveillance
- ✘ Human Rights

## **The District needs to ensure it co-ordinates its work based on the following:**

Accelerate poverty reduction strategies safety nets to minimise the impact of poverty.  
Develop programmes to empower woman  
Create an enabling environment for HIV/AIDS test

## **The District will also look at these National approaches and integrate this into the programme**

- ✘ Increase coverage to voluntary counselling and testing promoting regular HIV testing
- ✘ Enable people living with HIV/AIDS to lead a healthy productive life.
- ✘ Special needs for pregnant woman and children.
- ✘ Removal of religious and cultural barriers to affected HIV people.

The Xhariep District have to start the process of ensuring that it develops a comprehensive HIV/AIDS plan In order to ensure that it makes the impact at a District wide Level.



**(15)**  
**LAND AND HOUSING**

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# Land and Housing

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The Xhariep District presently does not have a cohesive Land and housing plan.

The following will be considered when formulating such a plan.

## **Strategic Goal**

The socio-economic Integration and diversification of the people in Xhariep, underpinned by adequate shelter for its people.

## **Mission Statement**

- ✘ Coordinate and facilitate the provision of housing
- ✘ Formulate the appropriate partnerships with relevant stakeholders to the housing sector
- ✘ Facilitate the implementation and management of housing projects
- ✘ Facilitate a (socially and economically viable and sustainable spatial development framework
- ✘ Mobilise the beneficiary community to render positive participation in active projects
- ✘ Promote broader and general public participation in active housing delivery projects.

Please note that the summit recommendations will be used and implemented in 2008/2009

**(16)**  
**ENVIRONMENTAL PLAN**

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## Environmental Plan

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**The District has formulated a water services document that outlines the following key areas:**

- ✘ Plans for future legal waste plans
- ✘ Rehabilitation of existing dumping sites
- ✘ Recycling plant at Koffiefontein
- ✘ Community awareness on current waste management issues
- ✘ Organic Farming
- ✘ The document outlines the following legislative issues
- ✘ The white paper on environmental Management policy
- ✘ The promotion of access of information act
- ✘ Environmental Legislation

The document does not clearly point the issues of Medical Waste

The following is a suggested approach:

### **Objective**

- ✘ Ensuring the safe removal of health care risk waste
- ✘ Co-operation between health care risk generators
- ✘ We must define who is responsible
- ✘ Role of environmental health must be defined
- ✘ Target groups to create partnerships

The Local Municipalities must establish Air Quality Monitoring stations; the District must ensure that during this year 2008 a roll out programme is developed.

The integrated Environmental plan (see annexure) must be placed into an operational plan and programmes and projects be formulated as well as budgets be set aside for the roll out.

**(17)**  
**SOCIAL PLAN**  
**XHARIEP DISTRICT**

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## **Social Plan Xhariep District**

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The participant pointed identified a number of key issues that the community is faced within the District.

### **A number of initiatives was already identified as projects that have commenced they are:**

- ✘ Victim empowerment
- ✘ 4 Shelters for abused woman have been established
- ✘ HIV and AIDS support and Hospice have been developed
- ✘ Aged luncheon clubs have been established
- ✘ Arts and craft youth development programmes developed
- ✘ Love life have been established

### **The following issues have been identified as problems in the District**

- ✘ Alcohol and drug abuse
- ✘ Teenage pregnancy
- ✘ Prostitution
- ✘ Pornography
- ✘ Gambling

An example was given of Koffiefontein in which school safety forums are working very well and committee action teams are effective. The social workers present spoke out in terms of co-ordination and alignment so that all the programmes are effective. The suggested that a forum be established in order to monitor the progress. The religious sector needs to be brought on board in order to ensure the moral regeneration programme unfolds.

### **Provincial and National**

It was pointed out that the leaders from National and Province must be part of the campaigns as well as be role models for young people.

### **Mentorship**

A programme must be developed in order to create mentorship strategy that can be measured and that an impact can be made.

### **Reward system**

A reward system to be given to people that builds communities and those that assist effectively in developing communities.

### **“Lead by Example” Campaign**

The group felt that this campaign must commence and that the district takes responsibility and co-ordinate his campaign.

It was clearly pointed out that with all the forums and structure that exist we need to co-ordinate all resources. This social Plan will include National and Provincial Plan (in process)

**(18)**  
**COMMUNITY**  
**SAFETY PLAN**

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## Community Safety Plan

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**The workshop pointed out the following key crime issues in the area:**

- ✘ Assault
- ✘ GBH
- ✘ House breaking
- ✘ Stock theft

It was once again pointed out that Koffiefontein is leading in terms establishing a Junior CPF. This structure has been very successful and other areas should attempt to use this as a case study.

The junior station commissioner has also been successful and this was a good motivating factor for young people in the community. It was also pointed out that role modelling is important for community leader to look at all structures needs to be evaluated in order to asses the impact that is made the district must co-ordinate and drive the programmes identified.

Please note that we are formulating this input into an overall Safety Plan for the District. Wards will be interacted upon and further details will be formulated into a comprehensive plan.



**(19)**  
**LOCAL ECONOMIC  
DEVELOPMENT**

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# **Local Economic Development**

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Local Economic development is purely a strategic approach for the local economy to be improved so that people's lives can be improved. Local Economic Development is continuously evolving and should not be understood as it being redefined. Municipalities must understand its role in building the local economies and should never create the impression it can do all things and all projects to stimulate the economy.

Xhariep as a District its economy is driven by 70% of the economy is based on agriculture development. Xhariep as a District must begin to diversify its economy in order to grow and develop its economic base. The participants at the workshop deliberated on a number of issues and outlined the following key areas:

## **Small, Medium, Micro Enterprise Advisory Body (SMME)**

The group discussed this issue in which such a structure exist, but the impact in which the structure made could not be evaluated.

This must be done shortly in order to determine what interventions can be made in order to ensure that a concerted impact driven programme I implemented and that this sector can change the economy of the District.

## **Local Economic Tourism**

The District does have huge potential in this area, particularly the Xhariep Dam that attracts lots of tourist.

### **Two particular projects were identified:**

- ✘ International Gliding Festival: in which hundreds of people attend and this event is very successful.
- ✘ International Endurance Marathon; Hundreds of people nationally and internationally participates in this event.

It is imperative to note that both the events can generate a substantial income for the town it needs to be co-ordinated and the District must meet with the organisers in order to create the proper partnerships that that all can benefit from these events

## **Bio-fuel**

Research was done, the recommendations from the research must be taken forward and placed in a program format in order to generate the results.

The Bio-fuel industry can generate a substantial amount of jobs

## **Agri Processing**

This also got huge potential and must be further explored with the farming associations, in order design further research and develop programmes so that sub-contracting and partnerships can formulated.

## **Natural Resource (Water)**

Xhariep District is rich in the natural resource of water and an approach of creating a supply to other areas that are in need, must be undertaken.

Feasibility study must be conducted in order to determine the true potential of this resource in order for this to be part of the economic strategy.

### **Fish Farming**

The Xhariep Dam has huge potential, fish farming can be a possible project that can be taken forward as a job creation sustainable project

### **Roads**

The N1 Route and the rail routes must also be explored in order to create development corridors. The national road agency must be engaged upon to create a partnership.

### **Boarder Gate**

The area between Lesotho and Zastroene has still got huge potential a process needs to unfold in order to reopen this area.

### **Springfontein**

This area has been identified for potential growth area in which it can create a link as a corridor to other areas.

### **Jacobsdaal**

This is a winery area and have further growth potential. The bottling also takes place in the same area. Further research needs to be undertaken in order to create further economic growth in the area.

### **Heritage Museum**

This area was also identified for potential growth particularly for tourism.

### **Agriculture college and FET College**

The potential of establishing such colleges must be explored and recommendations must be made.

### **Local Advertising Media**

A local advertising media must be established and has the potential to grow and smme can advertise and grow their business through this medium.

### **Land**

A rapid release programme must be formulated by the locals in order to build the local economy.

### **Incentive Policy**

All locals must formulate a policy that will attract investment and grow the local economy.

This policy must be co-ordinated by the District

### **Market Strategy**

With all the projects and programmes identified the district has the potential to grow economically and socially, it is therefore imperative that a marketing strategy be formulated and implemented.

### **Development Agency**

The group strongly felt that there is a genuine need for such an agency to be established in the District. The terms of reference of the agency must be done with time frames. The District must take responsibility for the establishment and the terms of reference Projects and status to be identified and listed as well as the present strategy is being incorporated. Note that this input was made at the recent review we are incorporating this new inputs into the overall LED Strategy

***Please see annexure based on the Local Economic Development Summit and the recommendations that was made.***

**(20)**

**DISASTER MANAGEMENT**

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# Disaster Management

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A workshop was convened with the locals to formulate a framework that will lead to the formulation of a District wide Disaster Plan.

A number of key areas of been identified and the approach to dealing with the disaster management plan.

**The approach was identified:**

- Proactive approach
- Reactive approach

The participants believed that the above should be dealt with in much more detail through a series of workshops.

**The following are some of the key areas identified:**

- Field Fire as a major issue
- Informal settlements in terms of communities utilizing flammable material when constructing shacks.

The proactive issues we based on general maintained roads and Municipal responsibilities.

The areas of the establishment of the structure that will roll out the plan was also discussed.

The recommendations that was made was for a terms of reference of this structure to be developed as soon as possible.

A Framework was developed and is put as an annexure (Please see annexure)

**(21)**  
**TRANSPORTATION**

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# Transportation

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The Department of Public works and transport have commenced with formulating a questioner to specifically deal with Mini-Taxi Transport. The process of developing a Transport plan have commenced in 2005.

Three stages were identified namely Stage 1, Stage2 and Stage 3

## **The following areas of work were identified:**

- Define area and services
- Public transport status quo
- Status quo report update
- Workshop with stakeholders
- Vision, goals and objectives
- Land use
- Operational and rationalization strategies
- Public transport proposal
- Prioritized implementation plan

## **Roads Identified:**

- National Roads
- Main roads
- Secondary Roads
- Other Roads

## **Settlement type areas investigated:**

- Urban Towns
- Urban Townships
- Rural Villages
- Farming Communities

## **The interaction and workshops have developed the following objectives:**

- A public transport vision needs to be developed for the Xhariep PTP
- The PTP applies to all LM's in particular
- With a Vision in place goals supporting the vision needs to be developed
- Each goal will have to be supported by specific objectives that would support specific public transport related projects.

The following example was looked at in terms of formulating a Xhariep wide Vision:

***“To provide and maintain a safe, reliable, effective and sustainable public transport System and service, which addresses the transport needs of the people, supports integrated development and is affordable to both community as well as local, Provincial and National Government”***

**The following goals were outlined:**

- **Goal 1:** Public Transport operational Goal
- **Goal 2:** Public Transport Planning and developmental Goal
- **Goal 3:** Road And Facility infrastructure goal
- **Goal 4:** Public Transport Demand safety Goal

**A number of outstanding issues need to be developed in terms of the following:**

- The Vision for each Local Municipality should be developed in the context of the aspect of Transportation.
- The needs questionnaire should be completed by the relevant taxi stakeholders operating in the District.

The document of the integrated transport plan has not been completed the information was captured base on the documents presented to us.

We will strongly suggest that a follow up meeting be convened to consolidate the information and to commence the process to redesign the Transportation plan within the 2008 and 2009 year.

**(22)**

**WATER SERVICES PLAN**

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# Water Services Plan

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The Xhariep District does not have an overall water services plan, however it attempted to formulate a framework.

## **The following is the content of the Framework:**

- Regulations
- Minimum standards for basic sanitation services:
- Provision of health and hygiene education
- Safe and environmentally sound toilets

Minimum standards for basic water supply services 25 litres per person per day

## **Contents of Regulations:**

### **Water Balance:**

- Measure quantity of water provided (monthly)
- Determine the physical water loss
- Leak repairs

### **Water Management Areas:**

The geographical areas are divided into smaller sub-water management areas  
Sub water management areas for the Xhariep District:

- Caledon
- Kraai
- Vanderkloof
- Orange

***Please see annexure (Water services Plan)***

**(23)**  
**MUNICIPAL MEDIUM  
TERM FRAMEWORK**

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# **Municipal Medium Term Framework**

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## **Introduction**

This chapter provides an account of the municipality's three year budget and attendant medium term financial plan. It articulates the financial standing of the municipalities and indicate what needs to be done in the medium term for leveraging resources that would enable the municipality in meeting development objectives and priorities it has set for itself.

The overall financial position of Xhariep municipality is a challenge in the medium term. This is evinced by the fact that the municipality is projecting deficit of R4.1 million and R3.2 million respectively in the outer years – 2009 / 2010, 2010 / 2011.

The IDP compels municipalities to develop financial plans that would indicate how developmental goals, objectives, strategies and service plans / projects entailed in the IDP would be resourced and financed. Conversely the medium term budget provide and indication on allocated resources to implementation of these service plans and projects.

## **Summary of the medium-term financial outlook**

Xhariep district municipality projected overall expenditure for the 2008 / 2009 medium term budget is R17, 052, 965, which represent a decrease of R4.51 million below the approved budget for 2007/08 financial year.

## **Medium term budget for 2008/09 to 2010 /11**

Xhariep Council and its mayoral committees have reviewed and confirmed challenges that faces the municipality and its municipality for 2008/09 and beyond. The operational budget for the MTEF period will be used in pursuing the following developmental priorities:

- Achieving financial viability for the district to enable XDM to discharge its mandate of providing financial assistance to local municipalities for implementation of infrastructure projects;
- Partnering with local municipalities, government, state agencies and critical stakeholders in the implementation of Xhariep District Growth and Development Strategy;
- Pursuing the implementation of district wide economic development projects such as Lake iGariep initiatives;
- Optimal use of investment in the district made by other spheres of government – building of district hospital, upgrading of roads, development of regional sports complexes, etc;

- Enhancing institutional capacity to progressively discharged assigned district powers and functions through embarking on organisational re-engineering exercise; extensive review of our system and processes and filling section 56 posts as quickly as possible;
- Implementation of the anti-poverty campaign, co-ordinating the development of ward based action for roll-out amongst those in dire need informed by the outcome of the national launch of the Anti-War on Poverty in our district
- Ensuring effective discharging of environmental health services to the populace of the district;
- Effective co-ordination of HIV / AIDS related activities to raise awareness on the effect of this scourge on our communities;
- Maintenance and constant upgrading of our capital asset – the municipal building
- Ensuring strategic use of capital grant received from Regional Bulk Infrastructure Grant of R14 million in 2010-2011 financial year;
- Engaging meaningfully with the policy announcement of the MDB on the re-determination of the boundaries of the district by including Naledi Local Municipality in the district;
- Assisting local municipalities in meeting service delivery targets set by government;

## **Operating revenue and expenditure**

Xhariep District Municipality had proposed an operating revenue/income budget of R17, 052, 965 and an operating expenditure budget of R17, 052, 965 for 2008/09 financial year.

The table below reflect the operating revenue / income and expenditure estimates for the medium term budget:



<b>Details</b>	<b>2007/08 Budget</b>	<b>2008/09 Budget</b>	<b>% difference</b>	<b>2009/10 Budget</b>	<b>2010/11 Budget</b>
	<b>R</b>	<b>R</b>		<b>R</b>	<b>R</b>
<b><i>Income</i></b>					
Own income & interest	1,249,517	603,965		633,965	665,465
Grants and subsidies	10,907,000	16,449,000		13,123,000	28,916,000
<b>Total Income</b>	<b>12,156,517</b>	<b>17,052,965</b>		<b>13,756,965</b>	<b>29,581,465</b>
<b><i>Expenditure</i></b>					
Capital Grants	0				14,000,000
Operating Expenditure	19,394,003	17,052,965		17,930,473	18,885,552
<b>Total Operating Expenditure</b>	<b>19,394,003</b>	<b>17,052,965</b>		<b>17,930,473</b>	<b>32,855,552</b>
Surplus (deficit)	(7,237,486)	0		(4,173,507)	(3,274,087)

The municipality had a balanced budget for 2008/2009. However, there is a projected deficit of R7.44 million for the outer financial years – 2009/10 and 2010/11.

### **Defining characteristics of the operating budget for 2008/2009**

The operating budget comprises the following critical activities:

- A total of R10, 157 058 million will be used for salaries and condition of service related benefits. This represents 59% (inclusive of councilor allowances) of the total operating budget.
- A total of R80, 000 will be used for sitting allowances and disbursement costs for to be established an Audit committee and performance audit committee. The establishment of this committee is demanded by legislation and would assist in strengthening our internal finance controls and procedures.

- A total of R722, 264 will be used in paying auditors fees for auditing our annual financial statement and this would ensure accountability for transfers that we have received from other spheres of government
  
- A total R719, 121 for travelling and subsistence allowances for councillors to enable them to provide oversight and political guidance;
  
- A total R531, 447 for property rate, water and electricity to be paid to Kopanong for services rendered and thus contribute toward the financial viability of our local municipality;
  
- A total of R750, 000 will be apportioned to local municipalities for the provision of environmental health services on our behalf of the District;
  
- A total of R60, 000 for the District Aids Council related activities;
  
- A total of R200, 000 for maintenance of the building which is a capital asset of the municipality

### **Medium-term capital expenditure**

Given the limited Equitable Share (ES) received from the national fiscus, the District is unable to provide resources to its local municipalities for infrastructure development. However, a capital grant of R14,000,000 will be provided from the Regional Bulk Infrastructure Grant for 2010/11 financial year. The municipality will facilitate an engagement with local to agree on infrastructure projects to be co-financed.

## **Financial sustainability plan**

Xhariep District municipality since its inception (1999) has been budgeting for a deficit. The Free State Department of Local Government and Housing has assisted the municipality in the past to address this deficit. The reason for the deficit is a lack of sufficient income to deliver on their mandate (perform their legal duties).

The process of financially turning around the municipality needs to take place, hence the development of this plan. The plan is the beginning process in a long process to get the municipality financially stable and viable. From this plan many other smaller plans will develop to ultimately be incorporated into this plan.

### **Problem Areas**

In order to address the ailing financial position it is imperative to address the reasons therefore and not only to highlight them in a broader sense, but also to break them down into smaller segments where solutions could be found for each little problem. Firstly we will highlight the major problems in each ones sub-heading and develop possible solutions to them.

#### **The major problem areas can be highlighted as the following in no specific order:**

- Lack of sufficient income to fulfil mandate
- Reengineering the whole expenditure framework
- Cleaning up the AG report (systems and processes)

#### **Lack of sufficient income to fulfil mandate**

The major source of income at the moment is from government grants. The main source of income is the equitable share. The RSC levies have fallen away and the equitable share has been increased to accommodate for the loss of income. There is little that one can do to increase the income. We have however analysed all the income lines and will look at new income initiatives.

#### **The following have been highlighted as areas to address:**

- Determine income requirement;
- Look at existing income sources;
- Determine and unbundle new income initiatives; and

- Look into possible donor funding

### **Determine Income Requirement**

In order to plan properly one must know what is required. The municipality needs to determine the perfect scenario where all the mandatory functions of the municipality are fulfilled in the most efficient and effective manner. This is a task that goes hand in hand with determining the expenditure requirements of the municipality. Emphasis should be placed on the efficient and effective manner. Once this figure is determined the municipality will know what it is aiming for. This action needs to be broken down into smaller actions to ensure that the project becomes manageable and to allocate tasks to different individuals.

### **Look at existing income sources**

As indicated earlier, the municipalities' main source of income is government grants. The only other source of income is the rental received from Kopanong.

### **Collection of rent**

In the 2007/8 financial year the municipality received no rental income. This matter needs to be addressed to ensure that the municipal manager collects all moneys owed to the municipality. In order to maximise this revenue stream it needs to be both collected and made market related.

### **Maximise income from building**

The Kopanong municipality has been allocated a section of the building. The balance of the building is used by Xhariep. Xhariep needs to assess the amount of space they require and shuffle around to maximise the use of the building. A letting company needs to be contacted to assess the rent ability of the remaining space and then go ahead with the letting process.

### **Government grants**

The only way to increase the government grants is to create a dialog with the Free State Department of Local Government & Housing and the National, Provincial Treasury, National Treasury and the DPLG once the income required has been determined to obtain additional funding.

### **Determine and unbundle new income initiatives**

Another method of increasing your income is to create new sources. In Xhariep's case we will need to look at the following:

- Is it within the municipality's legislative framework
- How much will it cost to implement
- Where to get the financing to implement

The municipality will need to budget for this process.

**The approach to be followed will need to be a phased approach, the phases can be as follows:**

**Phase 1: Determine new income initiatives**

In this phase the municipality will hold a strategic session with officials and politicians within the municipality, they will need to assess the current situation and identify possible new income sources. Each new project will need to be assigned to an official who will be responsible for this initiative.

**Phase 2: Development of a business plan**

The official responsible for the project will then need to develop either by themselves or through the use of an external expert. In the business plan it is imperative that the funds required and possible funders are identified.

**Phase 3: Accept or reject proposal**

Once the business plans have been prepared the same people that were involved in phase 1 will need to sit again where the different business plans have been developed are presented to them for approval. The municipality will need to accept a few that will yield the best benefits to the municipality.

**Phase 4: Obtaining of funds**

Once business plan gets the go ahead, the funding requirements are determined and the possible funders identified the municipality will then need to present the business plan to all the possible funders identified in the business plan.

**Phase 5: Implementation**

Once the funds have been obtained a project team needs to be developed and the project implemented. Consistent monitoring will be required to ensure that the actual figures are in accordance with the accepted business plan.

**Look into possible donor funding**

An official will need to be delegated this responsibility and their function will be the following:

- Identify all possible donors
- Determine what they fund
- Determine their funding requirements
- Look at possible links to the new income initiatives
- Follow the processes as indicated above

### **Re-engineering the whole expenditure framework**

As with the income it is imperative that the municipality determines expenditure required. In order to plan properly one must know what is required. The municipality needs to determine the perfect scenario where all the mandatory functions of the municipality are fulfilled in the most efficient and effective manner. This is a task that goes hand in hand with determining the income requirements of the municipality. Emphasis should be placed on the efficient and effective manner. Once this figure is determined the municipality will know what it is aiming for.

The expenditure of the Municipality is in the vicinity of R 20 million with income in the vicinity of R 12 million per Annum. This equates to a short fall of R 8 million per annum. As indicated above there are ways of improving income, it will be of no use if the expenditure just increases along with the income. Cost drivers need to be identified and ways of reducing them should be formulated and implemented by the municipality.

### **The cost drivers of the municipality are:**

- Salaries and wages
- Supplier contracts
- Bank charges
- Printing and stationary
- Audit fees
- Water & Electricity purchases and Property Rates
- Legal fees
- Telephone costs
- Training
- Fuel for vehicles
- Insurance
- Travelling and subsistence
- Entertainment expenses
- Repairs and maintenance
- Other initiatives
- Grant expenditure
- Capital expenditure

- Due to the size of the Municipality almost all expenditure items seem to be cost drivers, the ideal situation would be that all departmental heads have a look at their budgets and devise ways and means of reducing their specific expenditure items budgeted for, prepare a plan and present to Council for recognition and approval.

### **Salaries and wages**

Salaries are more than 100% of the budget income, which is totally out of line. This indicates that the gearing of the Municipality is out of line and therefore cannot afford to provide proper services to the community as a result of budget restrictions on other forms of expenditure. A staff-restructuring plan needs to be formulated by an external company, which indicates what the exact staffing requirements are, how to reduce this cost and what the implications will be on service delivery. Due to the financial position of the municipality funds will need to be obtained to formulate the restructuring plan as well as the implementation of the plan. This is probably the most crucial task to be performed by the Municipality.

### **Supplier contracts**

All supplier contracts need to be identified, determined if required and if required renegotiated or placed on quotation / tender.

### **Bank charges**

A meeting should be held with the bank manager in which they must give proposals on how the Municipality can reduce their bank charges expense.

### **Printing and stationary**

Departmentally each departmental head should formulate a plan to reduce this expenditure.

### **Audit fees**

The audit fees of the municipality are determined as one percent of the expenditure of the municipality. The municipality needs to ensure that the account of the AG does not exceed this. The municipality should also engage the AG to request a reduction in their audit fees due to the fact that salaries comprise of 60% of their total expenditure.

### **Water & electricity purchases and Property Rates**

The municipality should engage with Kopanong Local Municipality to discuss and negotiate the water, lights and rates bill along with their outstanding rental accounts. The two municipalities need to reach a common agreement on this matter.

### **Legal fees**

The municipality needs to ensure that they are legally compliant to ensure that they do not incur legal expenses due to negligence. On the same side the municipality should not obtain legal services unless they are sure that they have a valid case and that the money will be recoverable from the accused.

### **Telephone costs**

Telkom should be approached for assistance in the reduction of this expenditure. There is a system available, which makes calls to mobile telephones cheaper, this should be investigated and proposed to Council. The telephone costs are monitored and personnel are required to pay for their private calls, however all personnel are allowed to call numbers beyond the boundaries of area and mobile telephones. Certain personnel should be identified e.g. Heads of Departments, who will be allowed to call externally and the rest of the staff will have to go through the switch board.

### **Training**

The municipality must ensure that all the training initiatives are within the LGSETA framework and claimed accordingly.

### **Fuel for vehicles**

The municipality must negotiate with the local supplier to open an account to possibly get reduced rates. The municipality must implement a log book system that monitors the mileage of the vehicle and links that to the fuel usage of the vehicle.

### **Insurance**

The insurance contract should be reviewed and go out on tender annually to ensure that the assets of the Municipality are insured for the lowest cost available.

### **Travelling and subsistence**

A travel and subsistence policy needs to be formulated to address issues like double trips, allowances, trip database, etc.

### **Entertainment expenses**

All personal entertainment expenses should be scraped, and only municipal entertainment should be incurred and only to a minimum.

### **Repairs and maintenance**

A repairs and maintenance plan needs to be developed to ensure that all repairs are done properly and within the required time frame to ensure that the assets of the municipality are not neglected until they are no longer repairable.



### **Other initiatives**

The municipality should keep these initiatives to a minimum as the municipality is currently not in the position to budget for additional expenses.

### **Grants and subsidy expenses**

Due to the fact that some of the grants received by the municipality are conditional grants, only these grant expenditures should be budgeted for.

### **Capital Expenditure**

Only capital expenditure as highlighted in the IDP should be budgeted for and spent only if there is sufficient cash available to do so.

### **Auditor General Report**

For the municipality to look both attractive to investors as well as donors the municipality must be able to show an unqualified “clean” audit report. Currently this is not achieved by the municipality.

The municipality needs to develop a plan where all AG queries are listed with actions, responsibilities and timeframes. This plan needs to address all the queries from the past and put corrective measures in place to ensure that they do not occur in the future. The plan needs to be vigorously monitored to ensure that it is implemented and managed in an effective manner.

### **Conclusion**

In conclusion a huge effort needs to be put in to turn the Xhariep District Municipality around financially and institutionally. As is evident in this plan all departments have a role to play in the success of the municipality and not only the financial department.

If all politicians and officials under the leadership of the Mayor and the Speaker can work together and come up with positive solutions to address the problem it will be to the benefit of all the people living in the Xhariep area. A large problem divided amongst many makes it a smaller problem but a large problem undivided remains large and unsolvable.

### **Concluding Remarks of the Review 2008 IDP**

The District is faced with many challenges and must embark upon a transformation process that will focus on:

- Cost effective service delivery
- Reducing fragmentation
- Eliminating duplication
- Improving accountability
- Increase focus on human resources development
- Co-ordination within the District

The appointment of people in positions will assist the areas of being more effective.

**The following strategies must be put into place:**

- Improve quality of service within the District and local Municipalities
- Reduce cost of service
- Render equal service
- Improve turn around time in responding to services in order to achieve greater outcomes
- Measured operational performance
- Improved community participation and communication
- Develop creative partnerships

**This IDP attempted to take into account the following in order to create credible IDP:**

1. Consciousness by the Municipality of its constitutional and policy mandate for developmental local Government
2. Awareness by the Municipality of its role and place in the regional Provincial and National Context and the economy.
3. Awareness by the Municipality of its own intrinsic characteristics and criteria for success
4. Comprehensive description of the area – the environment and its spatial characteristics
5. Communication, participatory and decision making mechanisms
6. The degree of intergovernmental action and alignment to government wide priorities

A number of sector plans needs to be further refined particularly the Local Economic development plans needs to be monitored. The concept of the Xhariep District being a “Shared Service Centre” will certainly enhance the concept of a developmental Local Government.

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