



INTEGRATED DEVELOPMENT PLAN (DRAFT)

2018/2019

XHARIEP DISTRICT MUNICIPALITY
20 LOUW STREET
TROMPSBURG

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Municipal Vision and Mission

Vision: An idealized view of where or what an organisation would like to be in the future - “where we are going”

A community-oriented municipality characterized by a sound political and administrative capacity with sustainable and enabling business environment.

The key words and phrases in the vision must be interpreted as follows:

- **Municipality**: A municipality consists of the political structures, the administration and the community (Systems Act Section 2).
- **Community**: A social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.
- **Sustainable**: That “meets the needs of the present without compromising the ability of future generations to meet their own needs”. It rests on three “pillars” i.e. economic development, social development and environmental protection.
- **Enabling**: To make possible or easy. Enabling environments are those where participants feel safe enough to develop relationships and to share experiences ...

Mission: An organization’s present business scope and purpose - “who we are, what we do and why we are here”

- To facilitate and support local municipalities (*Kopanong, Letsemeng and Mohokare*) in rendering effective services to the communities.
- To create value and make a difference, everywhere we engage.
- To better the lives of the Xhariep District community and promote Public Private Partnership.
- Create a safe healthy environment proactive of disaster risk management

Values: Is that quality of anything which renders it desirable or useful

Leadership	Innovation and continuous learning	Passion
Mutual Trust	Honesty	Respect
Confidentiality	Inclusiveness	Transparency
Anti-fraud and corruption	Responsiveness	Accountability
Integrity		

EXECUTIVE SUMMARY

Introduction

The Municipal Systems Act (No.32) of 2000 (MSA) requires that local government structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The MSA identifies the IDP as the vehicle to be used in the achievement of these goals. In conforming to the Act's requirements the Xhariep District Municipal Council has delegated the authority to the Municipal Manager to prepare the IDP.

The Municipal Finance Management Act (Act no. 56 of 2003) secures sound and sustainable management of the financial affairs of the municipality and other institutions in the local spheres of government. It does this by ensuring that its developmental programmes are aligned to its budget, and in so doing Xhariep District Municipality, through its integrated development planning process, therefore delivers in accordance with the community needs and priorities, whilst committing to the budgetary programmes as enacted by the Auditor-General.

Xhariep District Municipality's commitment to developing a "caring and livable municipality" will be the focal point of the 2018/22 IDP, with a specific emphasis on the alignment of the Municipal Vision, strategy and implementation. The focus of the 2017/18 IDP is on building a more inclusive developmental local government that would translate the Municipality's vision into action.

Xhariep Municipal Area at a glance

Xhariep district is located in the southern sector of the Free State Province and is a semi-arid region with a dispersed settlement pattern. It is a typical rural district with upwards of 20 small towns and 3 remote towns. The phrase towns are used here within the context of Xhariep. The distinct features of the towns and their size in terms of population and services rendered do not provide normal town status to any of these rural nodes. They do however perform an important role as service centres for the population within their catchment areas.

Xhariep consists of three local municipal areas, with Letsemeng forming the south-western section, Kopanong the middle section, Mohokare the south eastern section.

The district is the smallest compared to the others within Free State Province with about 5.2% share of the total provincial population. The population of the District stands at 146, 259 with a negative growth rate of 1.07. Sixty (60%) of the population is in the working age cohort of 15-64 years.

Approximately 74 % of the District comprises of Extensive Agriculture that is used for livestock farming, especially sheep and cattle which, respectively, produce wool and meat. Intensive Agriculture in the Xhariep District makes up 21% of the main land uses. The areas adjacent to the Orange River in the south mainly consist of irrigated land where maize, wheat and Lucerne are produced. About 15% of the cultivated fields (45 223 ha) is indicated as irrigated

CHAPTER 1: SITUATIONAL ANALYSIS AND SPATIAL OVERVIEW

Introduction

The situational analysis and statistics presented in this chapter indicate the developmental challenges facing Xhariep District Municipality, such as poverty, unemployment and service delivery backlogs. The programmes and projects in this IDP are informed by this scenario. The first step in the IDP process was to look at the existing situation of the Municipality.

During the Analysis Phase the process focused only on the relevant aspects of issues influencing the development of the municipality. The purpose of this phase was also then to ensure that the selection of strategies and projects will be based on:

- The qualitative priority needs and challenges on local residents.
- Proper quantitative information on all those priority issues.
- Clear knowledge of the availability of local resources, and
- A holistic understanding of the dynamics or key issues determining the various development priorities within the municipality.

Community Survey 2016 (CS 2016) is a large-scale survey which happened in between Censuses 2011 and 2021. The main objective of the survey is to provide population and household statistics at municipal level to all stakeholders including the government and private sector to support planning and decision-making.

Approximately 1.3 million households were sampled for the survey across the country wherein the Free State province contributed about 6.1% (83 645 sampled households) to the country's 1.3 million sampled households.

The purpose of this document is to provide a summary on key population and household indicators generated from CS 2016. This report is intended to be used as a quick reference to the key indicators and should be used with other municipal reports and/or publications released by Statistics South Africa (Stats SA).

The following point is brought to the attention of the readers:

The information provided is based specifically on *2016 municipal boundary changes* as promulgated by Municipal Demarcation Board (MBD)

Demographic Profile of the Municipality

This summary provides a brief outline of the context, content, process outcomes and impact of the Xhariep District Municipality's IDP.

Overview Statistics

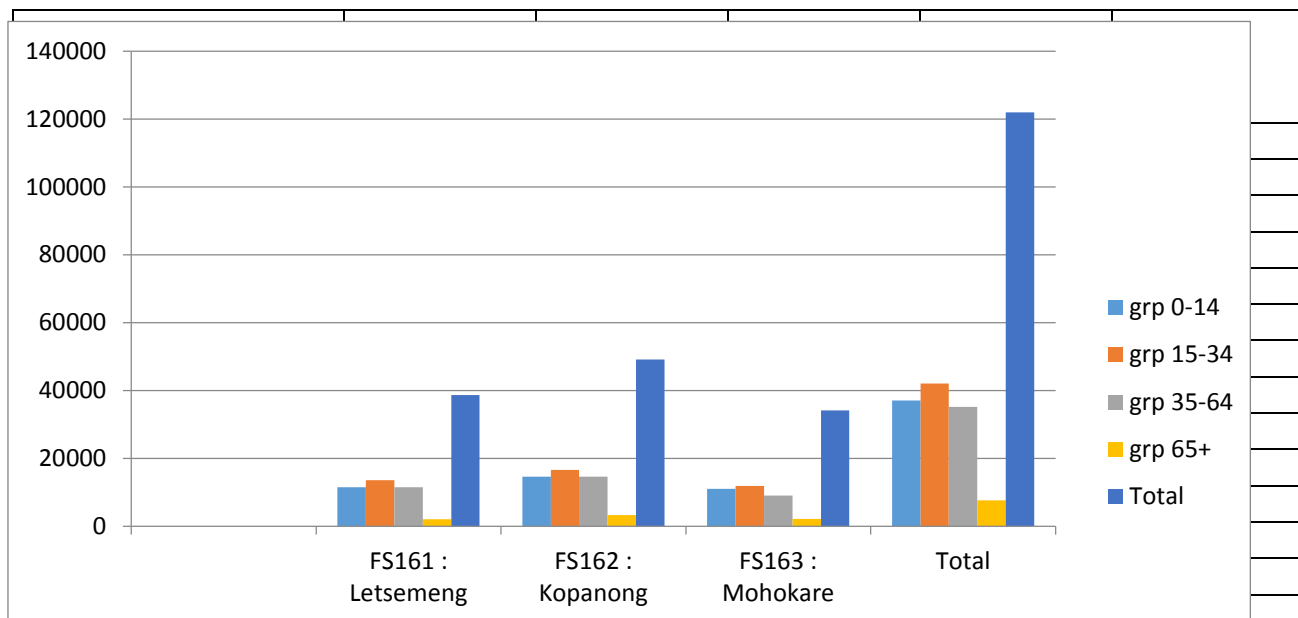
Population	: 121 945
Number of households	: 44 767

Formal : 39 571
 Informal : 5 446
 Backyard shacks : 351

Population by Age Distribution

DC16: Xhariep (YEARS)	group 0-14	group 15-34	group 35-64	group 65+	Total
FS161 : Letsemeng	11478	13551	11499	2101	38628
FS162 : Kopanong	14608	16616	14616	3331	49171
FS163 : Mohokare	10990	11866	9095	2195	34146
Total	37076	42033	35210	7627	121945

Data Source: STATSSA community survey 2016



Brief Summary

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. The municipality measures 34289 km sq.

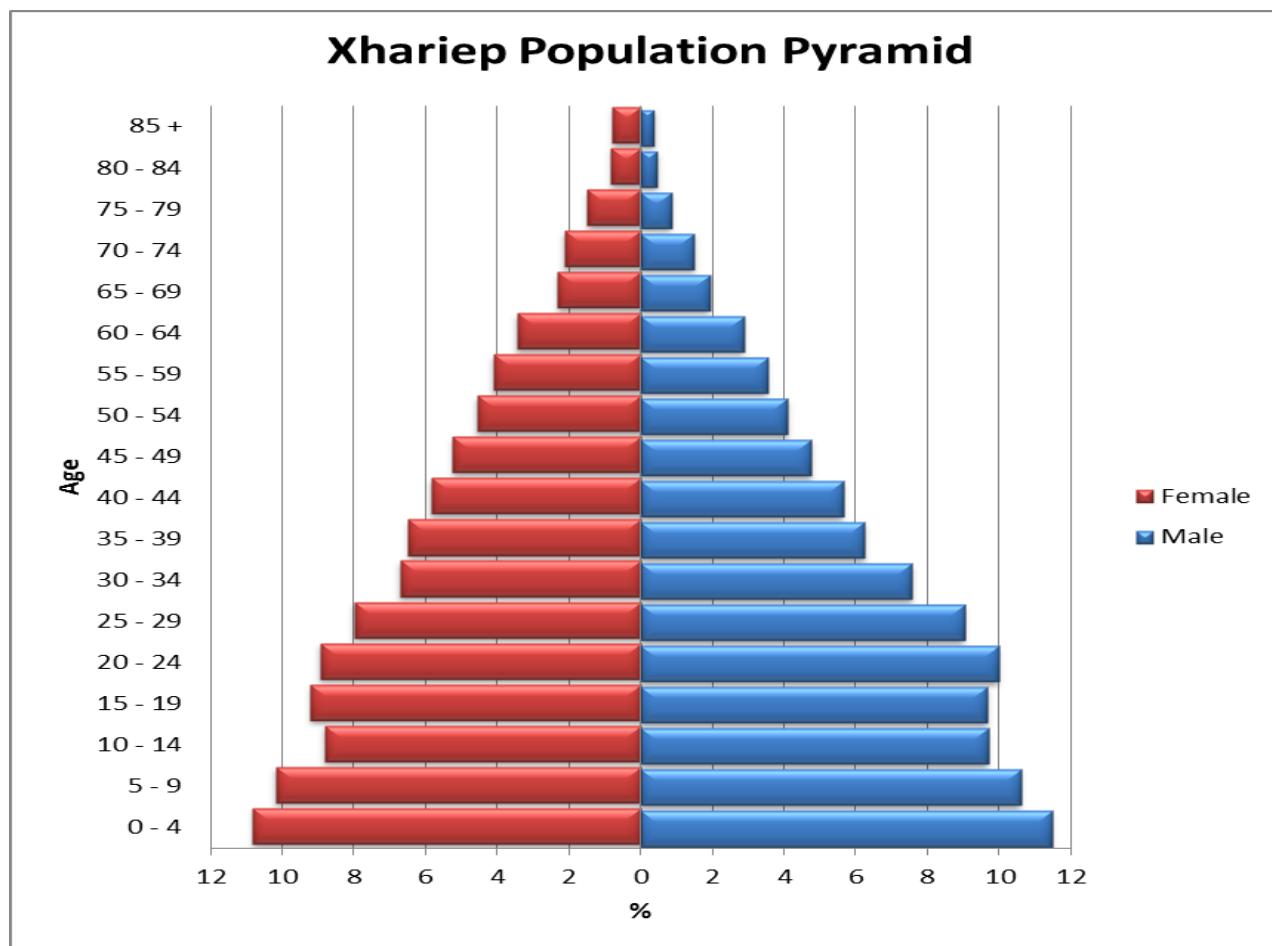
It is bordered by Tokologo Municipality in Lejweleputswa District to the north, Mangaung Metro and Mantsopa Municipality in Thabo Mofutsanyana District to the north-east. Other borders are with the Kingdom of Lesotho to the east, Ukhahlamba Municipality in Eastern Cape Province to the south, Pixley ka Seme Municipality in Northern Cape Province to the west and Frances Baard Municipality in Northern Cape Province to the north-west.

Topographically the district is bordered for most of its eastern border by the Maluti and Drakensberg mountains. Hydrological the district is located between the Vaal River to the

north, and Orange River to the south, with rivers within the district draining towards these rivers.

Xhariep consists of three local municipal areas, with Letsemeng forming the north western section, Kopanong the middle section, Mohokare the south eastern section of the district.

Population Pyramid



Xhariep District was estimated at a population of approximately 164 000 people in 2007. According to the 2011 Census statistics, its population size has declined with a lesser average of 2.21% per annum since 2007 to 2011. The current district's populations is at 121 945 people as per the 2016 census survey statistics

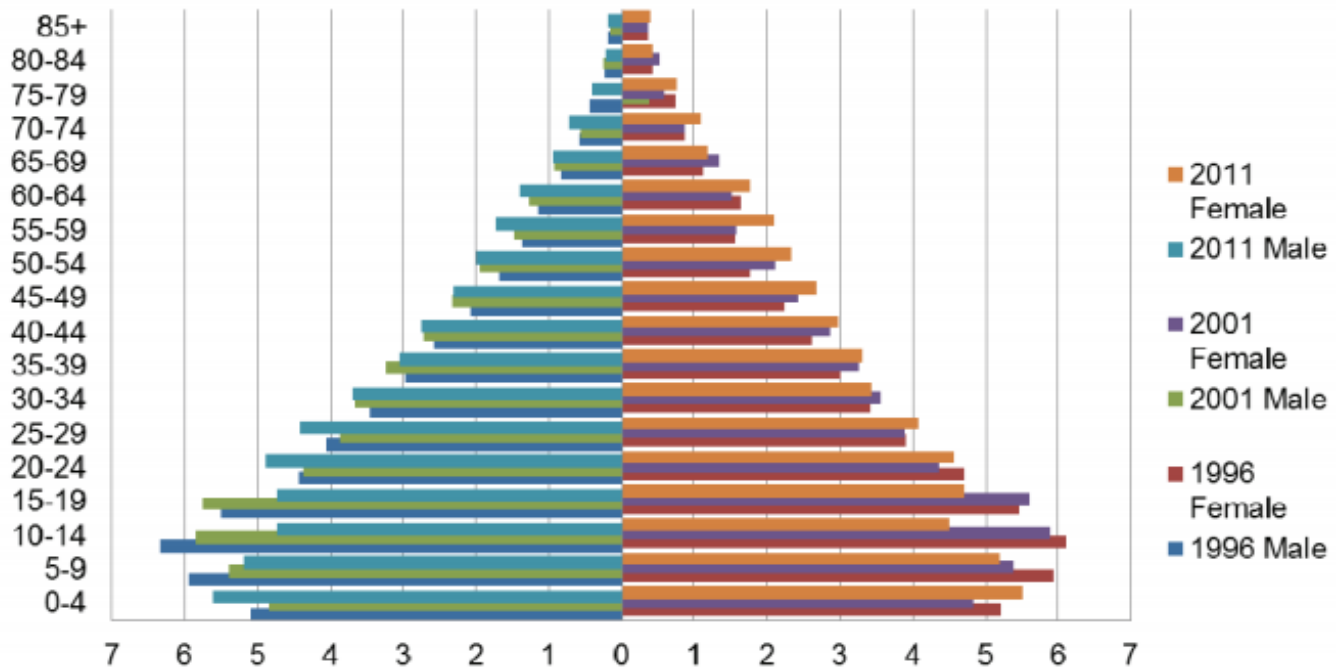
The table below gives a breakdown of the population distribution per local municipality. The table and graph depicts population distribution as per the Community Survey conducted in 2016 which clearly shows a decline in population.

Population per Gender

Sex	Male	Female	Total
Geography 2016 by gender			
Xhariep	60249	61695	121945
FS161 : Letsemeng	19852	18777	38628

FS162 : Kopanong	24083	25087	49171
FS163 : Mohokare	16314	17831	34146

The 1996, 2001 and 2011 Population Comparison Pyramid



Key developmental challenges

- High poverty and unemployment – 46.03% (STATSSA 2011).
- Inadequate access to basic services (water, sanitation, refuse collection, electricity, and housing and primary health care).
- Infrastructure, maintenance and service backlogs.
- HIV and AIDS – 30.8% prevalence rate (Antenatal Care Statistics) and TB.
- Substance abuse.
- Illegal dumping.
- High rate of illiteracy and lack of tertiary institutions (only two site-light institutions)
- Lack of integrated planning between the three spheres of government.
- Unfunded mandates.
- Housing shortage and rectification of incomplete houses.
- Lack of integrated and sustainable human settlements.

Spatial Overview

The table below identifies 17 rural centres for the Xhariep District, grouped per its respective local municipality

Urban centers located within Xhariep District

Letsemeng Local Municipality	Kopanong Local Municipality	Mohokare Local Municipality
Jacobsdal	Reddersburg (Bethanie as a	Smithfield

	Restitution Land)	
Petrusburg	Edenburg	Zastron
Koffiefontein	Jagersfontein	Rouxville
Oppermansgronde	Springfontein	
Luckhoff	Philippolis	
	Bethulie	
	Fauresmith	
	Trompsburg	
	Gariepdam	

Jacobsdal, Koffiefontein, Gariepdam, Trompsburg and Zastron constitute the main economic centres within the district. The above identified urban centres also serve the surrounding rural areas. Xhariep District Municipality enjoys high levels of connectivity to other Free State districts, provinces within South Africa, as well as to airports and harbours.

The N1 road that links the Gauteng Province with the Western Cape Province passes Edenburg, Trompsburg and Springfontein in the central part of the district. The N6 road represents a major transport axis in the south-eastern part of the district linking Bloemfontein with Aliwal North via Reddersburg, Smithfield and Rouxville. Likewise, for the N8 road, constituting a major road link in the north-western section of the district linking Kimberley with Bloemfontein via Petrusburg, and ultimately with the Lesotho Kingdom.

The R26/R711/R712 primary roads that constitute a major road link on the eastern border of the Free State Province originate in the south-eastern part of the Xhariep District at Rouxville, linking the said town with Harrismith in Thabo Mofutsanyane District via Van Stadensrus, Wepener, Hobhouse, Ladybrand, Clocolan, Ficksburg, Fouriesburg, Clarens and Phuthaditjhaba.

An airfield is located at Gariep Dam town. Railway connections within and to the outside of the district are established. In this regard, the interprovincial rail freight arterial line (diesel, single railway track) from Noupoot to Springfontein, as well as Dreunberg to Springfontein (electric, single railway track) has reference. The main line from Springfontein to Bloemfontein via Trompsburg and Edenburg (single track and diesel operated) is another major rail freight arterial line servicing the district. Rail freight branch lines located in the district are Springfontein – Koffiefontein and Aliwal-North – Bloemfontein, the latter being located in the eastern most part of the district.

Border posts at Zastron (Makhaleng), Wepener (Van Rooiensek) and Sephapis connect the district with the Kingdom of Lesotho. Land use in the district is primarily agricultural in nature. The district is also a tourism destination due to spectacular scenic beauty of the Drakensberg and Maluti mountain ranges in the east, as well as the Gariep Dam and tourism routes. Due to its regional characteristics, the main industries the district thus focuses on are agric-beneficiation and tourism development.

Geographic Areas per need

An investigation of Real Gross Value Added by Region (Real GVA-R) and Real Gross Domestic Product by Region (Real GDP-R) took place on district and local municipal levels, indicated in relation with Xhariep District Municipality and its local municipalities:

Real GVA-R and Real GDP-R per local municipality

Municipality	Gross Value Added by Region (GVA-R)		Gross Domestic Product by Region (GDP-R)	
	(R1 000) 2010 Total GVA Constant 2005 prices	Percentage (%) of Free State Total	GDP-R Constant 2005 prices (R1 000) 2010	Percentage (%) of Free State total
Kopanong	95365	1.17	1067893	1.16
Letsemeng	828331	1.01	959731	1.05
Mohokare	523720	0.64	593992	0.63
DC16: Xhariep	2 612 436	3.19	2 933 594	3.20

Concluded Analysis

Xhariep District Municipality respectively contributed 2 612 346 (000) and 2 933 594 (000) of the total GVA-R and GDP-R and was the lowest contributor of the GVA-R and GDP-R in relation with other district municipalities in 2011. The Real Economic Growth Rate of the district (1996 – 2010) with an average of +2.09% was also the third highest average in relation with other district and metro municipality.

Kopanong Local Municipality respectively contributed R953 635(000) GVA-R and R1 067 893(000) GDP-R in 2010. It was the highest contributor of the GVA-R and GDP-R in the district followed by Letsemeng, Mohokare. Kopanong also had +1.91% average Real Economic Growth Rate (1996 – 2011) and was the second highest Real Economic Growth Rate in the district after Letsemeng Local Municipality.

Education Profile

Definition: Functional literacy is defined as the number of persons aged 20 and above that has completed grade 7.

For an investigation on no schooling and limited schooling (grade 5) global insight utilized population with age 15 and above in their count of no schooling and limited education (grade 5), as this is the legal school-leaving age.

Social enabler 3: Ensure an appropriate skills base for growth and development

Indicator:

- Grade 12 pass rate
- Ten year target: 80%

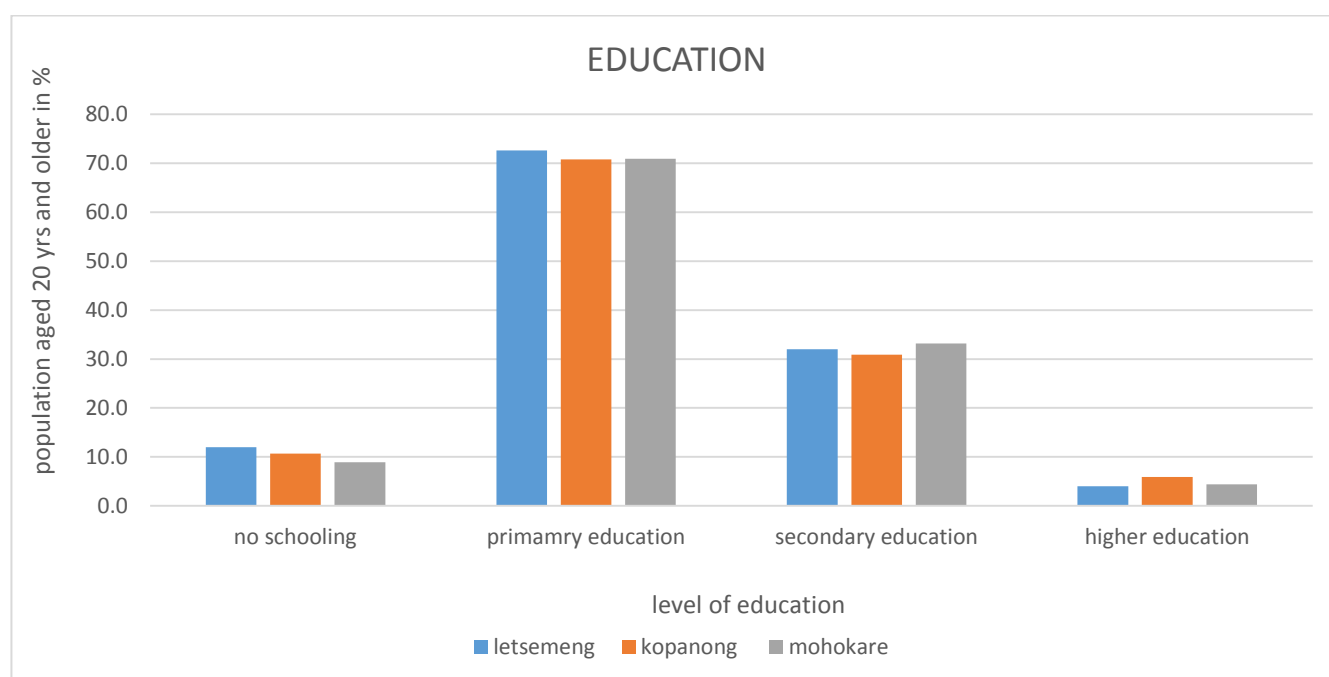
- Twenty year target: 90%

An investigation of level of education identified the following specific geographic areas (district and local municipalities) with highest need, indicated in relation with Xhariep District Municipality and its local municipalities. The percentage of persons aged 20 and above that has completed grade 7 in Xhariep in 2016 is 71.4%, and has less number in relation with other districts and Mangaung Metro Municipality.

Locally, Letsemeng topped the other two local municipalities (Kopanong and Mohokare) with (72.6%) of functional literate people. Mohokare is the second highest with (70.9%), followed by Kopanong with (70.8%) functional literate people.

In an account of people with no schooling and limited education, the district has (10.6%) people aged 20 or more with no schooling. It has more number in relation with other district and metro municipalities with people that have no schooling and limited education. Locally Letsemeng has (12.0%) people with no schooling, followed by Kopanong with (10.7%) and Mohokare with (8.9%)

The graph below indicates percentage distribution of population aged 20 years and older with the highest level of education achieved per municipality in the Free State Province.



STATSSA: Community Survey 2016

	<i>Letsemeng</i>	<i>Kopanong</i>	<i>Mohokare</i>	<i>Total</i>
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	91	122	149	450
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	8847	12013	9372	37440
Special school	25	42	17	147

Further Education and Training College FET	92	127	82	347
Other College	30	64	15	127
Higher Educational Institution University/University of Technology	147	289	184	719
Adult Basic Education and Training Centre ABET Centre	150	190	114	631
Literacy classes e.g. Kha Ri Gude; SANLI	63	36	33	193

Data Source: STATSSA (Census 2011 Survey)

The education statistics of the District Municipal Area show that 4.9% of the population have a post school qualification, 31.9% have some high school education and 71.4% have less than a high school education.

The following trends can be highlighted:

- Shortage of institutions for higher learning and sectoral schools (Technical and agricultural schools)
- High level of illiteracy (Abet)
- Lack of community participation (forums SGB)
- Transport network for farm schools.
- Poor secondary pass rate.
- Higher learner / Educator ratio

The district has received the 2nd best performed matric passed rate in 2017 of which a year before, 2016 received the 1st best performed matric pass rate.

Health Profile

Facility	Letsemeng	Kopanong	Mohokare
Fixed Clinics	4	9	3
Mobile Clinics (weekly range)	1	3	5 1 Dental Track
Vehicles	2 2 for CHC	0 (use district office pool cars)	2
Ambulances	5	7	4
Commuter Services	2	3	2
Radio-graphic Services	0	Diamant District Hospital 1 Sonar Machine 1 X-Ray Machine	Stoffel Coetzee Hospital 1 Sonar Machine and 1 X-Ray Machine Embekweni Hospital (Zastron) 1 Sonar Machine and 1 X-Ray Machine
District Hospitals (laundry, mortuary & theatre services)	0	Diamant hospital (Jagersfontein) with 32 bed	Stoffel Coetzee Hospital (Smithfield) with 23 beds Embekweni Hospital (Zastron) with 25 beds - No theatre services at both hospitals
		Albert Nzula District Hospital	
Community Health care	1	0	0

Data Source: Department of Health

Major causes of death

Ten Major Causes of Death in Xhariep District		
1	Tuberculosis (Including MDR /XDR TB)	9.9 %

2	Influenza and Pneumonia	8.7 %
3	Cerebro Vascular Disease	5.1%
4	Immune Deficiency	4.5%
5	Other forms of Heart Disease	4.1%
6	Intestinal Infectious Diseases	3.7%
7	Chronic Lower Respiratory Diseases	2.6%
8	Diabetes Mellitus	2.1%
9	Hypertension	1.7%
10	Ischaemic Heart Disease	1.7%

The population is youthful, with children under the age of 15 making up 30.76% of the population and those aged between 15 and 39 accounting for a further 40.48%. The 40 to 64 age group makes up 22.07% of the population and the 65 and older age group makes up the remaining 6.34% of the population (Statistics South Africa 2012).

Malaria is not currently a health concern within the District Municipal Area. There were only 41 cases of Malaria recorded in the Free State Province in 2015, which resulted in one death. All of these cases were contracted outside of the Province (Department of Health 2016).

The child under 5 years severe acute malnutrition (SAM) case fatality rate (CFR) for the District Municipal Area was 9.3% during 2014/15 (Health Systems Trust 2015). The District Municipal Area's CFR is lower than the national average CFR of 11.6% but higher than the national target of 8% (Health Systems Trust 2015).

The Xhariep district is served by three hospitals, located in Jagersfontein, Smithfield and Zastron. There is currently no hospital serving Letsemeng area. A Regional Hospital in Trompsburg is complete and will operate from 2017.

The following trends can be highlighted:

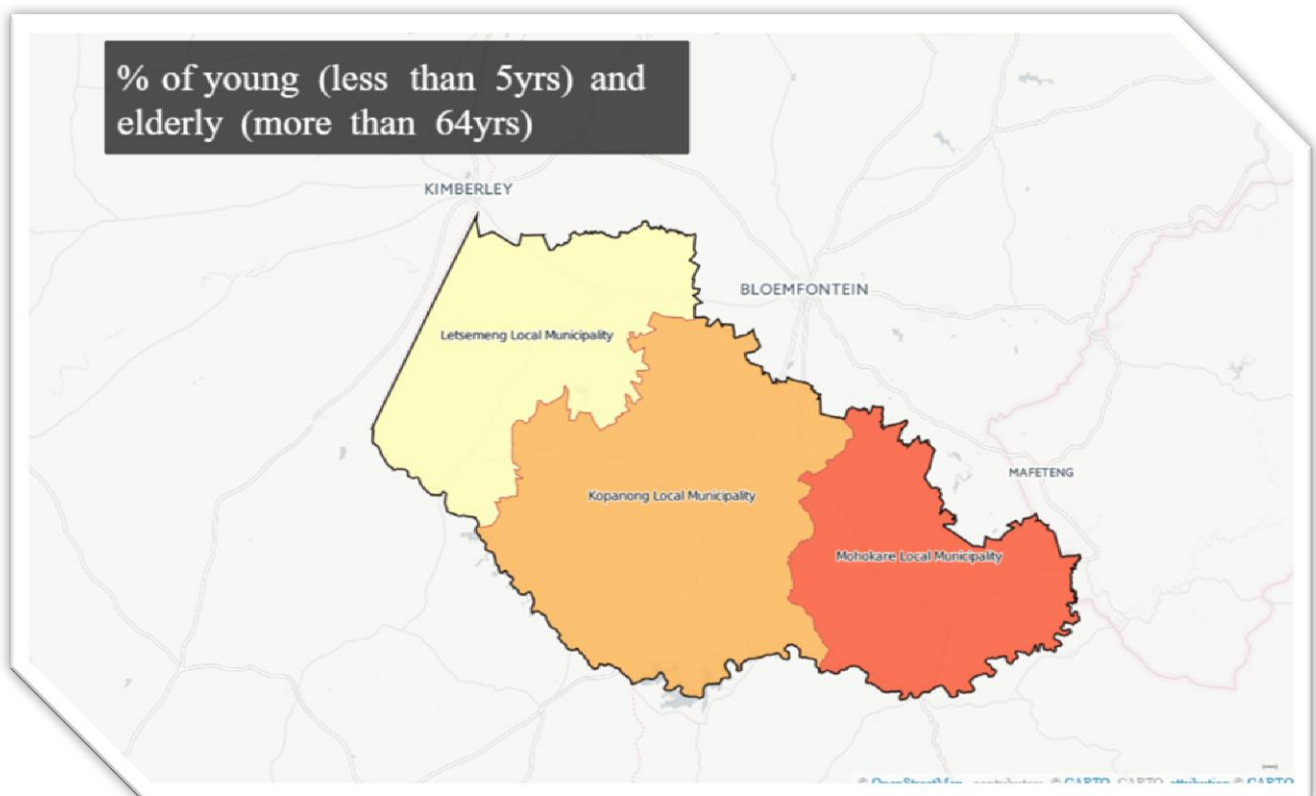
- Availability of professional medical staff and related accommodation.
- Public transport of patients (ambulances/commuter system)
- Care of terminally ill persons.
- Teenage pregnancy occurrence.
- Extended hours of clinics.
- Provision of step down facilities.

Social Grant per population group

Municipality	Type of grant	Black	Coloured	Indian	White
Letsemeng Local Municipality	Old age pension	1 227	715	-	168
	Disability grant	1 763	589	-	84
	Child support grant	4 418	1 293	-	-
	Care dependency grant	-	150	-	-
	Foster care grant	20	-	-	-
	Grant in aid	155	-	-	-
	Social relief	-	-	-	-
	Multiple social grants	-	125	-	-
Kopanong Local Municipality	Old age pension	3 322	392	-	534
	Disability grant	2 624	850	-	-

	Child support grant	6 027	1 551	-	-
	Care dependency grant	168	-	-	-
	Foster care grant	55	-	-	-
	Grant in aid	227	99	-	-
	Social relief	107	-	-	-
	Multiple social grants	-	-	-	-
Mohokare Local Municipality	Old age pension	2 282	91	-	136
	Disability grant	1 376	-	-	-
	Child support grant	7 841	225	-	-
	Care dependency grant	226	-	-	-
	Foster care grant	32	-	-	-
	Grant in aid	162	-	-	-
	Social relief	-	-	-	-
	Multiple social grants	68	-	-	-

As mentioned above, the population is youthful, with children under the age of 15 making up 30.76% of the population and those aged between 15 and 39 accounting for a further 40.48%. The 40 to 64 age group makes up 22.07% of the population and the 65 and older age group makes up the remaining 6.34% of the population (Statistics South Africa 2012).



Percentage of young (under 5 years) and elderly (over 65 years) across the District Municipal Area (Statistics South Africa 2012)

EA type			Formal residential	Informal residential	Farms	Parks and recreation	Collective living quarter	Industrial	Small holdings	Vacant	Total
Geography 2016	Population group										
FS161 : Letsemeng	White	1627	0	1082	0	0	165	247	0	3120	
	Indian or Asian	113	3	9	0	0	4	0	1	130	
	Coloured	6818	341	1516	0	0	32	307	31	9045	
	Black African	20837	734	3841	0	0	185	472	111	26180	
	Other	140	0	13	0	0	0	0	0	153	
FS162 : Kopanong	White	2967	0	1540	60	0	12	30	20	4630	
	Indian or Asian	196	0	15	1	0	0	0	0	211	
	Coloured	6873	28	1889	9	0	4	9	146	8958	
	Black African	30522	82	4235	61	0	32	26	184	35143	
	Other	197	0	20	5	0	1	5	0	228	
FS163 : Mohokare	White	1195	0	979	0	19	3	0	9	2205	
	Indian or Asian	86	0	7	0	0	0	0	0	93	
	Coloured	574	0	192	0	1	1	0	0	769	
	Black African	26091	0	4728	0	6	113	0	80	31018	
	Other	56	0	5	0	0	0	0	0	61	
Total	White	5789	0	3600	60	19	180	277	29	9954	
	Indian or Asian	394	3	31	1	0	4	0	1	435	
	Coloured	14265	369	3598	9	1	37	316	177	18772	
	Black African	77451	817	12804	61	6	330	498	375	92341	
	Other	393	0	38	5	0	1	5	0	443	

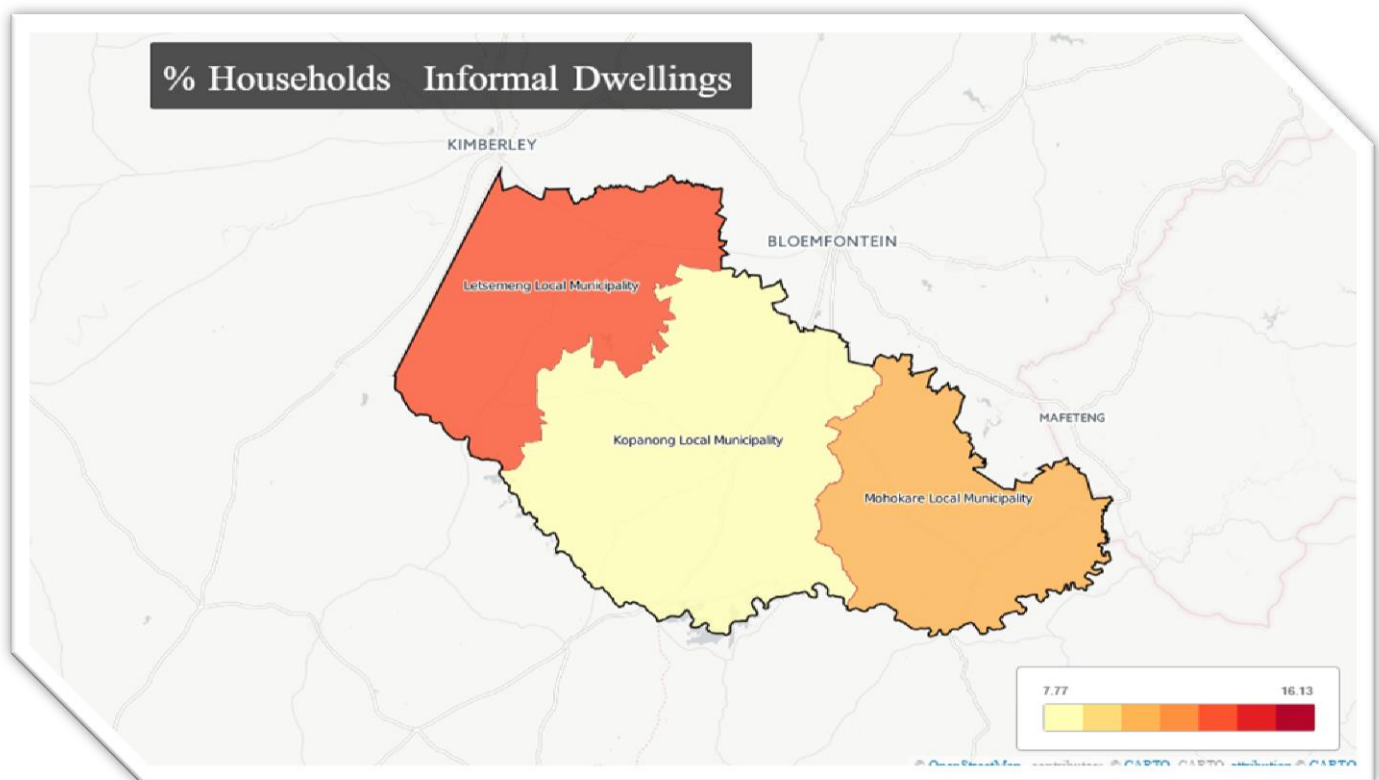
Data Source: Statssa

Types of dwelling per population enumerated

<i>Type of dwellings</i>	<i>FS161: Letsemeng</i>	<i>FS162: Kopanong</i>	<i>FS163: Mohokare</i>
House or brick/concrete block structure on a separate stand or yard or on a farm	9016	13904	9027
Traditional dwelling/hut/structure made of traditional materials	17	57	74
Flat or apartment in a block of flats	63	80	62
Cluster house in complex	12	11	5
Townhouse (semi-detached house in a complex)	36	31	1
Semi-detached house	76	20	97
House/flat/room in backyard	133	197	103
Informal dwelling (shack; in backyard)	634	475	838
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1179	739	483
Room/flat let on a property or larger dwelling/servants quarters/granny flat	22	51	55
Caravan/tent	5	6	9

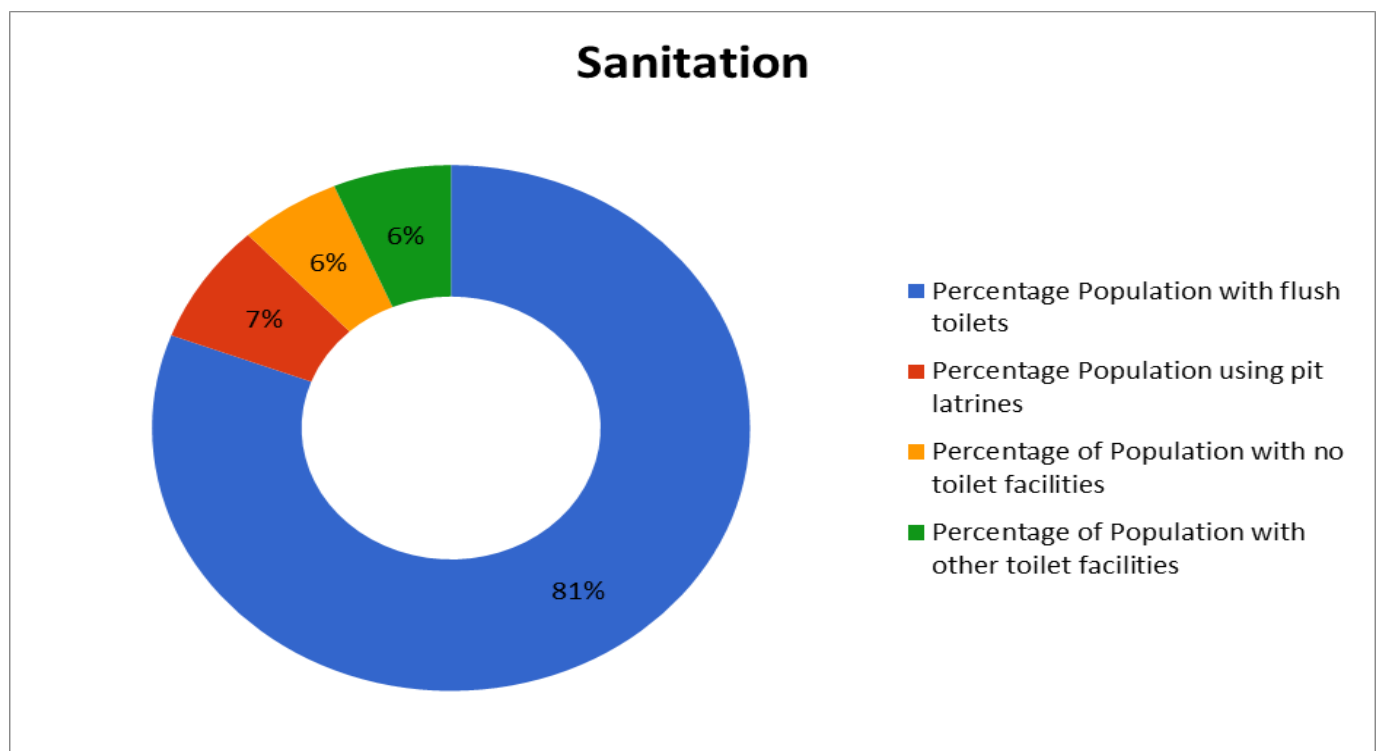
Data Source: Statssa

According to the 2011 Census Data, the majority of 45,366 households, in the District Municipal Area, live in formal dwellings. However, 12.00% of households in the District Municipal Area live in informal dwellings, which is lower than the national average of 13.58%. Another 0.41% of the District Municipal Area's households live in traditional dwellings which is lower than the national average of 7.89% (Statistics South Africa 2012). The diagram below shows the percentage of households that live in informal dwellings across the District by local municipality. The darker areas on the map indicate the areas that have higher percentages of informal dwellings.



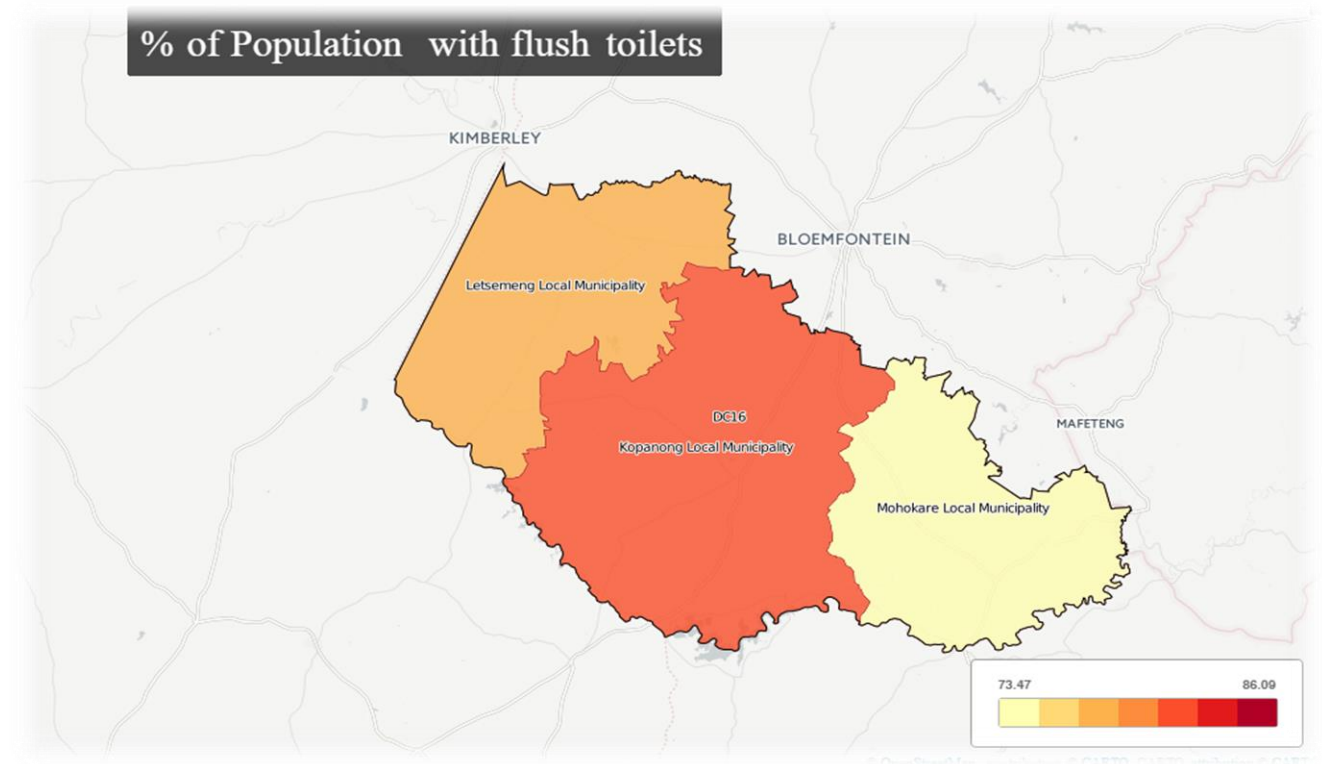
Percentage of households that are living in informal dwellings across the District Municipal Area (Statistics South Africa 2012)

With regards to basic household services available, 81.44% of the District Municipal Area's population has access to water from a service provider, higher than the national average of 78.18%. This means that 18.56% of the population do not have access to piped water with 2.97% sourcing their water from water tanks and 0.81% from boreholes. The diagram below, shows the access to sanitation percentages for the District Municipal Area (Statistics South Africa 2012).



Percentage of population with access to sanitation in the District Municipal Area (Statistics South Africa 2012)

The diagram below shows the percentage of the population with access to flush toilets by local municipality. The darker areas are those where a higher percentage of the population have access to flush toilets.



Percentage of the population with access to flush toilets across the District Municipal Area (Statistics South Africa 2012)

The following trends can be highlighted:

- Addressing housing backlogs.
- Eradication of informal settlements (squatting)
- Service provision in line with provision of erven.
- Township establishments, proclamations and transfers.
- Shortage of land for residential development
- Investigation of future land and housing needs.

Energy Profile

Most households in the District Municipal Area have access to electricity with only 7.41% of households not using electricity for cooking, heating or lighting (Statistics South Africa 2012).

	Letsemeng	Kopanong	Mohokare
None	32	49	25
Electricity	9896	13493	9686
Gas	293	522	9
Paraffin	408	1042	165
Wood	576	449	-
Coal	8	18	-
Animal dung	12	36	-
Solar	15	35	38

Data Source: STATSSA

Approximately 90% of all erven in Xhariep have access to electricity with Mohokare having the highest service rate. However, the following challenges and district needs need to be addressed.

- Development of network to new areas.
- Bulk supply and upgrading of networks.
- Quality of electricity network (voltage drops, etc)
- Supply of free electricity to all indigent households.
- Transfer of distribution networks to municipalities.
- Strategy for servicing rural areas (All services)

Economically Active Population

Definition:

Economically active population (EAP) is defined as the number of people that are able and willing to work from the age of 15 up to and including 64 years. It includes both employed and unemployed persons. In this regard, the official definition of EAP is utilized in that persons who consider themselves unemployed, but did not recently take active steps to find employment are not considered part of the economically active population (Global Insight, Stats SA).

The economically active population is measured at the place of residence and thus represents the number of economically active persons residing within a specific region.

Free State Growth and Development Strategy (2011) Link:

Social Enabler 6: Ensure social development and social security services

Indicator: Unemployment rate

Ten year target: 25%

Twenty year target: 20%

Geographic areas of need

An investigation of EAP identified the following geographic areas (district and local municipalities) of EAP, indicated in relation with Xhariep District Municipality and its local municipalities:

Economically Active Population per metro and district municipality

District Municipality	Number	Percentage (%)
Mangaung Metro	259 640	36.30
DC 18: Lejweleputswa	254 549	38.90
DC 19: Thabo Mofutsanyane	250 243	29.90
DC 20: Fezile Dabi	159 651	31.87
DC 16: Xhariep	56 287	30.10 of the Free State Province

Data Source: STATSSA (Census 2011 Survey)

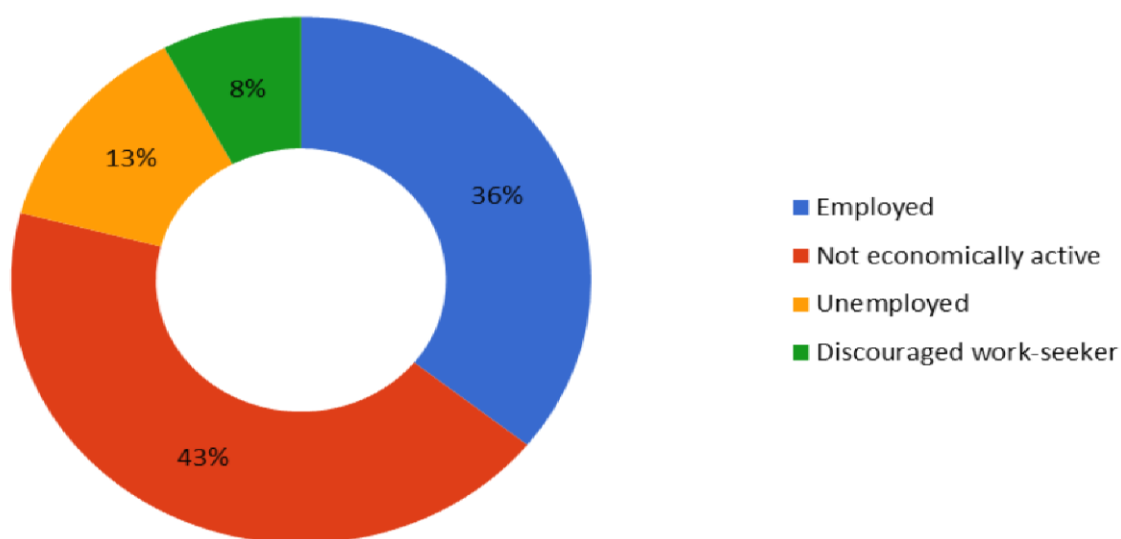
Economically Active Population per local municipality

Local Municipality	Number	Percentage (%)
Kopanong	19472	29.54
Letsemeng	16639	30.53
Mohokare	12110	32.63

Data Source: STATSSA (Census 2011 Survey)

The employment statistics of the District Municipal Area show that 35.76% of the population are employed, which is lower than the national average of 38.87% (Statistics South Africa 2012). Of those not employed, 13.08% are classified as unemployed, 43.35% are not economically active, and 7.81% are discouraged work-seekers.

Employment (between 15 & 64 yrs)

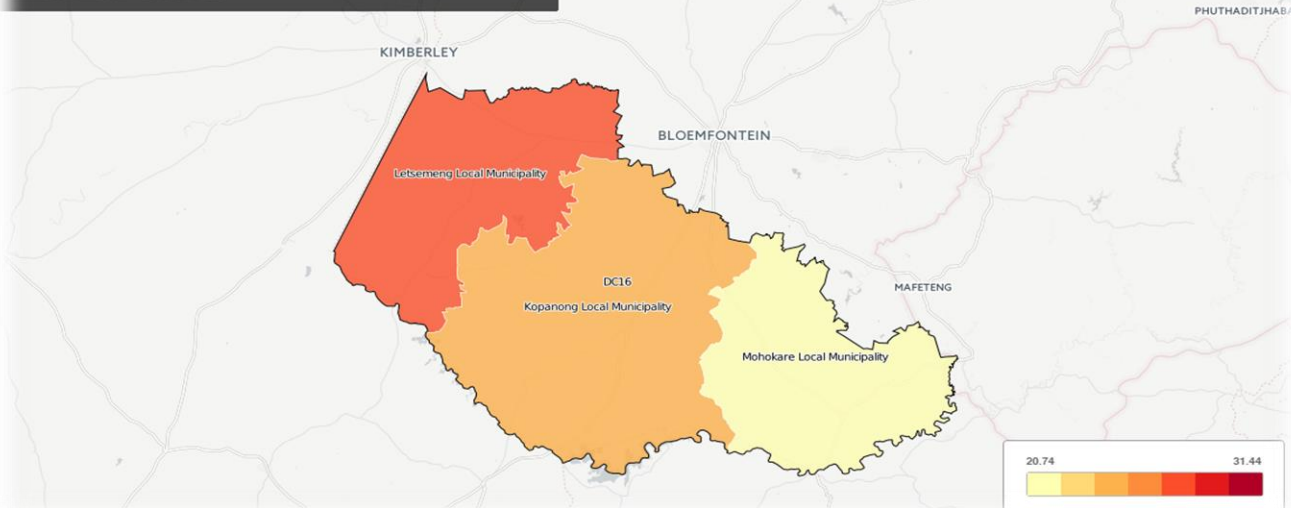


People who work outdoors are especially vulnerable to the impacts of extreme heat conditions. In the District Municipal Area 25.76% of households are involved in their own agricultural activities (Statistics South Africa 2012).

Furthermore, 24.25% of the population are employed in the informal sector, many of which work outdoors in poor conditions, with limited infrastructure such as access to amenities and shade (Statistics South Africa 2012).

The percentage of the workforce employed in the informal sector, in the District Municipal Area, is shown below on the diagram. The darker areas on the map indicate higher rates of employment in the informal sector.

% workforce employed in the informal Sector



Percentage workforce employed in the informal sector across the District Municipal Area (Statistics South Africa 2012)

Concluded Analysis

The number of population that was economically active in Xhariep District Municipality in 2010 was 56 287, representing a percentage of 30.10% (Global insight, 2010). It had the lowest number in the province with economically active population in 2010.

The highest number of economically active population (in the district) per local municipality in 2010 was Kopanong with 19 472 people representing a percentage of 29.54%, followed by Letsemeng with 16 638, Mohokare with 12 110.

Unemployment

Definition:

The official definition of unemployment (global insight 2010) utilized includes persons who are not working, but were looking for work in the past four weeks, but does not include those people who are neither working nor looking for work, even if they would accept work if it was offered to them.

Free State Growth and Development Strategy: Link

Social enabler 6: Ensure social development and social security services

Indicator: unemployment rate

- Ten year target: 25%
- Twenty year target: 20%

Geographic areas of need

An investigation of unemployment identified the following geographic areas (District and Local Municipalities) with need, indicated in relation with Xhariep District Municipality and it's Local Municipalities:

Concluded Analysis

The number of unemployed population in Xhariep district municipality in 2011 was a percentage of 24.36% of economically active population. It had less number in the province of economically active people that is unemployed. Lejweleputswa had more unemployed people, followed by Thabo Mofutsanyane, Mangaung metro and Fezile Dabi.

More economically active population unemployed per local municipality (in the district) in 2011 was in Kopanong, followed by Letsemeng and Mohokare

Individual monthly income by Geography for Person weighted				
	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	
No income	13800	17998	12509	
R 1 - R 400	7646	9324	8719	
R 401 - R 800	1810	2763	1875	
R 801 - R 1 600	6944	9424	5940	
R 1 601 - R 3 200	2000	2212	1074	
R 3 201 - R 6 400	1257	1701	952	
R 6 401 - R 12 800	950	1293	909	
R 12 801 - R 25 600	599	747	443	
R 25 601 - R 51 200	135	214	118	
R 51 201 - R 102 400	47	92	54	
R 102 401 - R 204 800	27	61	19	
R 204 801 or more	13	34	21	

Poverty Rate

Definition:

Poverty rate is defined as the percentage of people living in households with an income less than the poverty income. Poverty income refers to the minimum monthly income needed to sustain a household and varies according to the household size: the larger the household, the larger the income required to keep its members out of poverty (global insight, 2010).

The poverty income used is based on the bureau of market research's minimum living level.

The table below indicates monthly poverty income per household size for the year 2011.

Household size	Minimum monthly income needed to sustain a household
1	1 315
2	1 626
3	2 092
4	2 544
5	3 024
6	3 538
7	3 991
8+	4 729

Data Source: STATSSA (Census 2011 Survey) (Table: monthly poverty income by household size (rand per month)).

Free State Growth and Development Strategy (2011) Link:

Social Enabler 6: Ensure social development and social security services.

Indicator: People living in poverty

Ten year target: 35%

Twenty year Target: 25%

Geographic areas of need

An investigation of poverty identified the following geographic areas (metro, district and local municipalities) with need, indicated in relation with Xhariep District Municipality and its local municipalities:

Number of people in poverty per metro and district municipalities

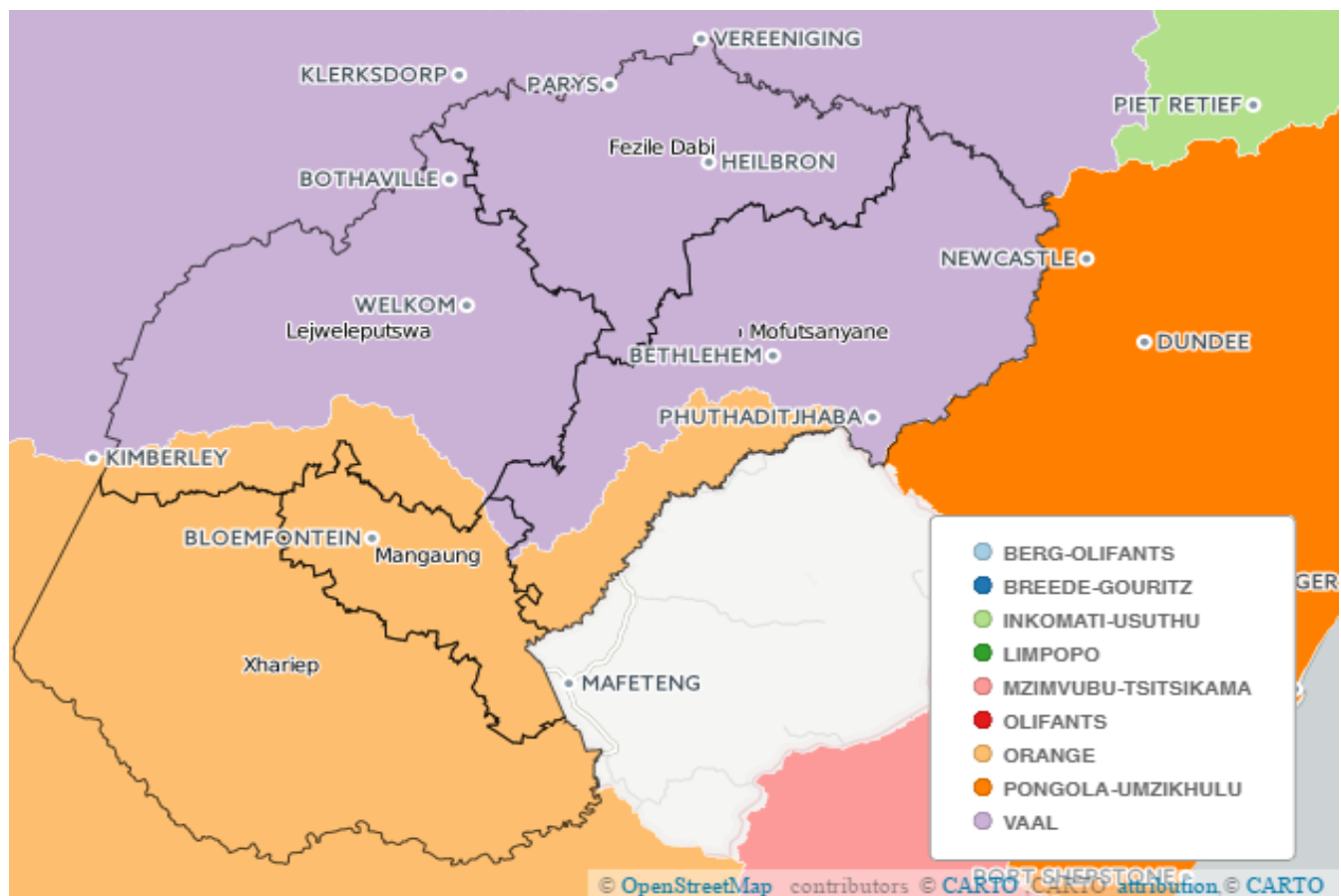
District Municipality	Number of people in poverty	Percentage (%) of people in poverty
DC19: Thabo Mofutsanyane	403 721	48.23
DC18: Lejweleputswa	272 898	41.70
DC17: Mangaung Metro	225 304	31.50
DC20: Fezile Dabi	175 820	35.09
DC16: Xhariep	91 683	49.03

Data Source: STATSSA (Census 2011 Survey)

The number of population living in poverty in Xhariep in 2011 was 90 678, representing a percentage of 46 .03% people and it was the lowest number in relation with the metro and other district municipalities. Kopanong was the local municipality in the district in 2011 with (32 704) the highest number of people living in poverty, followed by Letsemeng with 25 962 and Mohokare with 17 332 people.

WATER SUPPLY

Xhariep District Municipality falls within the Orange Water Management Area, one of nine water management areas in the country



Xhariep District Municipality falls within the Orange Water Management Area

The Xhariep District Municipality falls within the summer rainfall region of South Africa. With an annual rainfall of 350mm-500mm, the District has an rainfall average that is low compared to the rest of the Free State Province (Xhariep District Municipality 2014). The eastern part of the District receives the highest rainfall (Xhariep District Municipality 2014). The low mean rainfall makes the District quite dependent on its water bodies namely the Gariep Dam, Riet River, Modder River and Orange River (Xhariep District Municipality 2014).

Drinking water in the Xhariep District Municipality is of variable quality and wastewater treatment provision is a challenge. The table below shows the blue and green drop scores received by local municipalities within the Xhariep District Municipality for the 2010/11 period. The Blue Drop score rates the quality of water supplied by municipalities (90-100%-Excellent situation; 75-<89%-Good status; 50-<74% - Average performance; 33-<49%- Very poor performance; 0-32%- Critical status) (Department of Water Affairs 2011). The Green Drop scores municipalities according to waste water management (90 - 100%- Excellent situation; 80 - <90%- Good status; 50 - <80%- Average performance; 30 - <50%- Very poor performance; < 30%- Critical state) (Department of Water and Sanitation 2011).

	Blue Drop Score Rates quality of drinking Water		Green Drop Score Rates wastewater treatment	
Kopanong Local Municipality	68.70%	Average performance	1.20%	Critical state
Letsemeng Local Municipality	49.98%	Very poor performance	0.00%	Critical state
Mohokare Local Municipality	77.04%	Good status	58.60%	Average performance

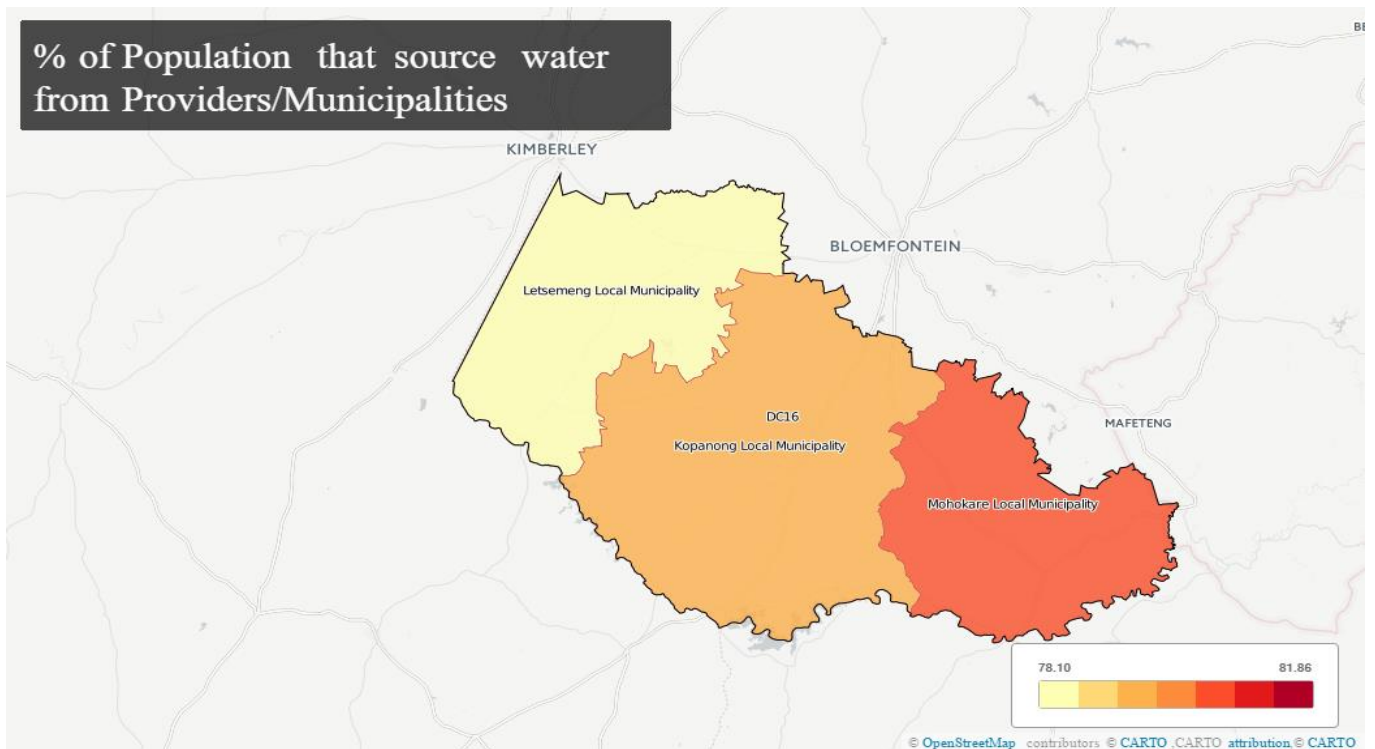
Blue and Green Drop ratings for local municipalities within the Xhariep District Municipality (Source: Department of Water Affairs 2011; Department of Water and Sanitation 2011; Department of Water and Sanitation 2016)

Access to Water

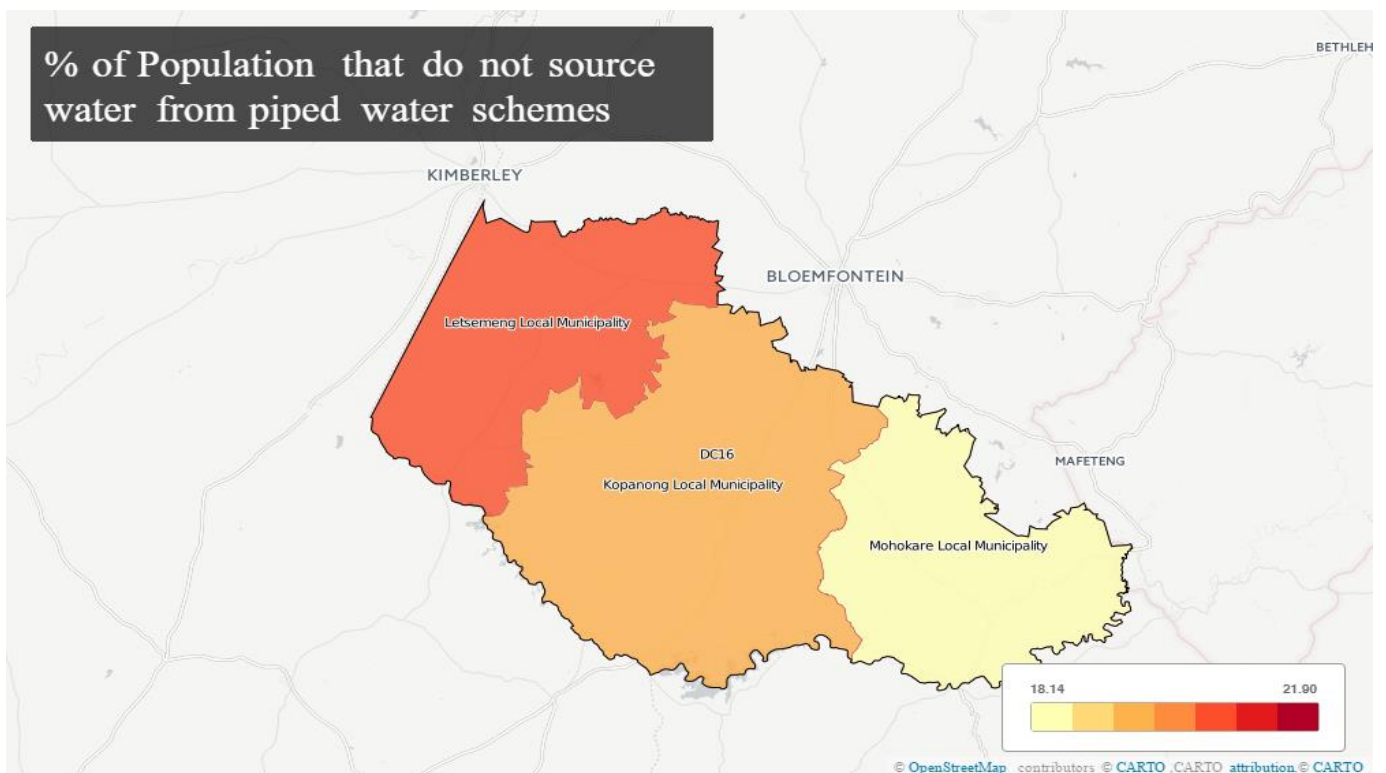
With regards to access to water, the vast majority of the District's population (81.44%) has access to water from a service provider. However, 18.56% of the population do not have access to piped water, with 0.81% of the population sourcing their water from boreholes and 2.97% from water tanks (Statistics South Africa 2012).

The figure below shows the percentage of the population who get water from service providers / municipalities across the District. The darker shaded local municipalities are those with the higher percentage of access to water.

The other figure shows the percentage of the population in the District, who do not source water from piped water schemes. The darker shaded municipalities are those with the higher percentages of people that do not have access to piped water.



Percentage of population who get water from service providers across Xhariep District Municipal Area



Percentage of population in Xhariep District Municipal Area who do not source water from piped water schemes

Climate Change Impacts

Xhariep District Municipality is currently experiencing issues of water scarcity and quality. Climate change is expected to exacerbate this problem. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity. In

addition to this, the groundwater capacity within the District may decrease and possibly impact on households that are dependent on this source of water.

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 is 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.

The following trends can be highlighted:

- Extension of and identification of bulk water supply.
- Water metering.
- Internal reticulation and house connections.
- Cost of bulk water supply.
- Uniform tariff structure.
- Application of Free Water Policy.

Roads, Streets and Storm-water

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

Level of street infrastructure in urban areas in Xhariep, 2013

Summary of Km's of Visual Assessments complete									
Mun No.	Mun Name	Length of Roads to be inspected (km's)	Length of Flexible Roads (inspected) (km's)	Length of Unpaved Roads (inspected) (km's)	Private Roads (km's)	Totals (km's)	Variation (km's)	Variation (%)	GPS centre line logging
FS163	Mohokare LM	198	34	165			1	0.5%	199
FS161	Letsemeng LM	303	55	118	135	308	5	1.65%	
FS162	Kopanong LM	411	75	258	80	413	2	0.5%	
	Total (km's)	1055	188	659	215	721			

Data Source: Rural Roads Asset Management Project (Royal Haskoning DHV 2013/14)

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 gravelled 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

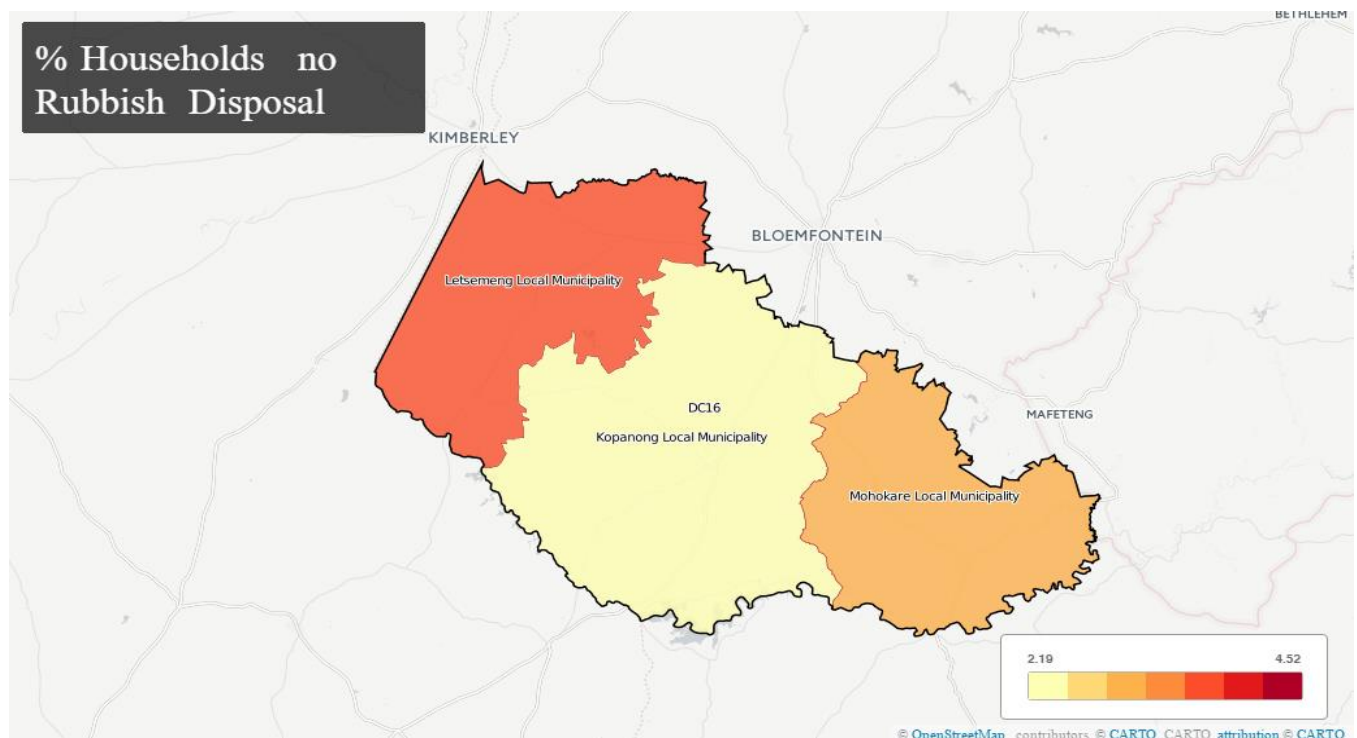
- Most of the road network in the district is dirt roads. Poor maintenance of these roads impact on the accessibility of the district
- The main connector roads in the district are still dirt roads which impact on effective service delivery. The district head office in Trompsburg is only accessible from 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 district municipality but Xhariep has not developed adequate capacity to perform this function effectively. Most communities in the urban areas have access to a waste removal system at least once a week.

With regards to refuse disposal, 69.05% of households have their refuse removed by a local authority/private company, which is higher than the National average of 59.40%. Only 3.21% of households in the District Municipal Area do not have access to any form of refuse disposal (Statistics South Africa 2012).



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

Sport and recreation facilities available, 2011

Local Municipality	Letsemeng	Kopanong	Mohokare	Xhariep
Multi-function Stadium:	6	2	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

Data Source: Department of Sports, Arts & Culture

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:

Cemeteries operational in the area

Local Municipality	Number of cemeteries closed	Number of cemeteries in use	Average number of burials per month
Letsemeng	3	20	25
Kopanong		23	20

Mohokare	5	6	16
Xhariep	8	49	61

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, Edenburg, 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.

Safety and Security

The Free State is still a relatively safe province. However, increases in some crimes like residential burglary, hijacking of cars and robbery cash-in-transit were recorded. The proportion of these criminal activities is still relatively low and compares favorably with the rest of South Africa. On average crime has decreased in the province which is a good sign for investment and general well-being of the province.

Summary of key challenges for safety and security

- High level of stock theft
- Shortage of police resources (manpower and vehicles)
- Not enough police stations (poor access due to long distance)
- Lack of women police persons
- Community participation not satisfactory
- Shortage of magisterial human resource
- Lack of municipal infrastructure influencing policing (lighting, roads, etc)
- Farm security, and
- Conduct of certain police personnel

Spatial Overview

Geological Factors

Physical Features	Description	Annexure
Geology	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	Mineral deposit map - geological composition of the district.

	group in the central region and Volksrust formation and Eccar group in the western region. Karoo dolerite formation is scattered throughout the area (Source: Council for Geosciences, 2001).	
Rainfall	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).
Biological Productivity	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.	
Grazing Capacity	The grazing capacity varies from east to west within the district, with the lowest number of hectares required per livestock 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.	
Broad Land Uses	<p>XDM is characterised as farming area, with sheep farming practiced 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.</p> <p>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.</p>	<ul style="list-style-type: none"> • Land Uses - Agriculture map. • Location of towns and administrative districts • Soil types • Rainfall (AA) • Maximum daily temperature (AA) • Minimum daily temperature (AA) • Agricultural types • Topography • Vegetation types • Surface water • Mining (including mineral deposits) • Locality of schools • Sensitive localities • Biological productivity (B276.04) • Grazing capacity (B276.05) • Sensitive areas (B0276.07) • Gravity Model Attraction (B0276.08)

AA – Annual Average

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. It covers the largest area and has the smallest population in the Free State, making it the least densely populated district in the province. The district municipality comprises three local municipal areas, namely 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, Fauriesmith 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 Gariep 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 Gariep Dam on the R701. The road between Springfontein and Bethulie is still in dirt state, forcing people to travel via Gariepdam. Smithfield is accessible from Trompsburg via Reddersburg or Gariepdam 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.

Letsemeng Local Municipality		
Town	Description	Spatial Issues
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"> ▪ Need for commercial and social integration of former separated town areas. ▪ Shortage of all forms of housing. ▪ Dilapidation of bridge connecting the town to the surrounding towns. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Development/expansion of municipal buildings and functions. ▪ Sustainable management of land.
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"> ▪ Shortage of especially lower income housing. ▪ Shortage of municipal land surrounding existing town, impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Sustainable management of land. ▪ More direct benefit from major transport routes.
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"> ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers; Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Land availability for social application such as community hall and cemeteries. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers.
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	<ul style="list-style-type: none"> ▪ Shortage of all forms of housing. ▪ Access to land by emerging farmers. ▪ Land availability for social application such as community hall and cemeteries.

	S647 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.	<ul style="list-style-type: none"> ▪ Sustainable land management.
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"> ▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing units. ▪ Access to land by emerging farmers. ▪ Land availability for social application e.g. cemeteries and community hall. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers.
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"> ▪ Shortage of housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Development / expansion of municipal buildings and functions. ▪ Sustainable land management. ▪ More direct benefit from major transport routes.
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"> ▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ More direct benefit form major transport route.
Edenburg	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	<ul style="list-style-type: none"> ▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing units. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ More direct benefit form major transport route.

	services on major route.	
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, (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.	<ul style="list-style-type: none"> ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management.
Fauresmith	Fauresmith/Ipopeneng 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"> ▪ Shortage of housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Sustainable land management.
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"> ▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ More direct benefit from major transport routes.
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"> ▪ Need for effective commercial integration of the former separated town areas. ▪ Shortage of housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Land availability for social application e.g. cemeteries and community hall. ▪ Sustainable land management ▪ Conservation of areas surrounding local rivers.
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 Smithfield. The main social and economic functions of the town include: (a)	<ul style="list-style-type: none"> ▪ Access to land by emerging farmers. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers;

	regional agricultural services centre, (b) key regional tourist destination, and (c) social functions such as residence, education and medical services.	
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"> ▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of housing. ▪ Infill planning and development of the buffer area between the two town areas; ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit from major transport routes.
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"> ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas; ▪ Development and expansion of municipal buildings and functions. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit from major transport routes.
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"> ▪ Need for effective commercial integration of the former separated town areas. ▪ Shortage of especially lower income housing units. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Land availability for social function such as a community hall and cemeteries. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit from major transport routes. ▪ Poor road access between Smithfield and Trompsburg.
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"> ▪ Shortage of especially lower income housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit from major transport routes.

Data Source: XDM SDF

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. 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.

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:

TOWN	KOFFIEFONTEIN	PETRUSBURG	JACOBSDAL	OPPERMANSGRONDE	LUCKHOFF	TROMPSBURG	EDENBURG	REDDERSBURG	FAURESMTIH	JAGERSFONTEIN	PHILLIPOLIS	SPRINGFONTEIN	GARIEP DAM	BETHULIE	ZASTRON	SMITHFIELD	ROUXVILLE	DEWETSDORP	WEPENAR	VAN STANDENSURUS
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 SDF

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.

Key Spatial Issues

From the above macro and micro spatial overview and identified local spatial issues, the following key regional spatial issues were identified as the basis to be address by the spatial development framework.

KEY SPATIAL ISSUE	BRIEF DESCRIPTION
Access to land	The issue of access to land relates the local authorities as well as individuals and groups. As far as individuals and groups are concerned, the burning issues are access to residential land in urban areas and to agricultural land for emerging farmers. Various local authorities experience a shortage of land for residential expansion and other social functions.
Land development	Land Development relates to the availability, preparation and funding of certain key land uses such as sites for housing developments, land for needed social amenities and economic activities. The key issues requiring attention in this regard include: the generation of proper information of projected land development needs, funding, co-operation and local capacity to evaluate development applications.
Spatial integration	Spatial integration has to focus on both a macro and a micro level. On a macro level there is a need for a more focused development at key nodal points to develop the region strategically within current resource constraints. On a micro level, most town areas are still geographically segregated and direct intervention within former buffer strip areas will be required to integrate communities.
Sustainable land management	The long-term sustainability of all land development practices will be the key factor in the environmental and economic future of this predominantly agricultural region. Specific attention will have to be given to the building of capacity amongst especially emerging land users and the provision of a management framework to all land users within the district.
Proper distribution network	The vast distances between the various towns in the district make all communities dependent on the regional distribution roads for social as well as economic functioning. Most of these roads are however in a state of disrepair and especially the routes falling within the corridor areas will have to be upgraded and maintained as a matter of urgency.
Land reform and restitution	The two land restitution cases within the municipality (namely Bethany and Oppermans) still need to be finalised and will require infrastructural intervention to provide proper infrastructure not presently available due to past neglect. The further land redistribution effort within the region will also have to be co-ordinated proactively in order to ensure legal and systematic address of the land shortage within the area.
Land Conservation	Various areas along the southern border of the district, adjacent to the Orange river as well as surrounding regional dams are well suited for tourism and agricultural development alike. These areas are however sensitive to over utilization and pollution and will have to be protected and conserved to ensure long-term benefits thereof.

Structuring Elements

The Spatial Development Framework as indicated on Plan B276.09 needs to be indicative and therefore the need to adopt a set of structuring elements that can give future structure to the municipal area.

Four spatial structuring elements were identified. The following gives a short explanation to the terminology used:

Nodes:

These are areas where development (facilities, services and economic opportunities) tends to concentrate. Different types of nodes can be distinguished:

Urban Nodes are pockets of concentration of human settlement at a specific locality at the regional scale and offer a spectrum of supporting infrastructure and services needed to maintain and develop new services and infrastructure within these urban nodes. Seventeen urban nodes have been established in Xhariep district.

Development nodes are areas where local economic growth will be promoted. Social and public amenities may also be located within or nearby the development node. The size, scale, nature and form of a node will differ from one another, as a variety of activities will tend to cluster in and around the node. The larger the influence sphere of a node, the more intense the development associated with the node and the greater the density and area that the node will occupy.

Tourism nodes will offer leisure and tourism products to the consumer. The node will attract tourists due to its unique features, historic value or special character and will therefore have an edge over any other node in the district to draw tourists to the region.

Special nodes are areas where specific products or services are available and these nodes will tend to specialize on capitalizing on these region-specific products. A range of specialization nodes have been identified in terms of the products the region offer. The first form of specialization is in the agricultural sector where a node can specialize in the accommodation of emerging farmers or the production of specialized produce or in agro-processing, The second sector in which specialization will be promoted is the mining industry where an area can either specialize in the exploration and/or processing of mining products. The third sector of specialization is the tourism industry where node can act as a tourist attraction or as a tourist information centre.

Corridors:

Different types of corridors can be distinguished:

Development corridors are characterized by higher order ribbon-like development along routes that can be classified as movement corridors. These corridors promote economic activity along these routes. However, it is foreseen that the presence of economic activity along these routes will require special attention in terms of the provision of pedestrian facilities and the planning of ingress and exits to and from commercial activities in order not to interfere with the mobility of the corridor itself.

Tourism Corridors are scenic routes linking places attracting tourists with one another. These routes will therefore support development focusing on the hospitality and tourism industry along it. Again, precaution will have to be taken to ensure sufficient ingress and exist from these facilities to ensure mobility along the main routes.

Districts:

Districts are areas with common identifying characteristics and usually have a homogeneous land use associated with it. It comprises medium to large sections of the spatial environment. Different kinds of districts have been identified for the purpose of the SDF:

Commercial agricultural districts are the larger agricultural land units which accommodates a diversity of agricultural production for the commercial market. The areas usually surrounds the urban nodes.

Intensive Agricultural districts (irrigation) are areas with smaller commercial agricultural units with normally a higher production yield per hectare. These units usually incorporate irrigation schemes and are concentrated along water courses.

Emerging Farmer agricultural districts are the areas utilised for communal grazing, forestry and or agricultural activity by a community and usually support subsistence farming activities. Most of these are associated with land redistribution and restitution projects launched in the district.

SDF Principles and Guidelines for development**Principle of Sustainability**

- Sustainable management and use of resources making up the natural and built environment
- Land use and development decisions must promote harmonious relationships between the built and natural environment
- Holistic approach that will minimize long term negative impacts of current land use and development decisions
- The resources that will be used (physical, social and economic) must be investigated and life cycle cost and side effects on the environment, community and economy must be understood.

Norms

- Land may only be used and developed in accordance with law
- The primary interest of making a decision on land development and use must be recorded in approved national, provincial or municipal policy
- Land development and planning processes must integrate disaster prevention, management or mitigation measures
- Land use planning and development should protect natural, environmental and cultural resources
- Land that is currently used for agriculture will only be reallocated to other uses where there is a real need and prime agricultural land should remain in production.

Principle of equality

Everyone affected by spatial planning, land use management, development actions/decisions must enjoy equal protection and benefits and no unfair discrimination should be allowed.

Norms

- Where public is involved in land use planning and development processes, public involvement must be inclusive of all persons and groups with an interest in the matter being decided.
- Land use regulators and planning authorities must ensure that previous disadvantaged communities and areas receive benefits and opportunities flowing from land development
- Appropriateness of land use must be determined on the basis of its impact on society as a whole rather than only the applicant or immediate neighbours.

Principle of efficiency

- The desired result of land use must be produced with the minimum expenditure of resources
- Institutional arrangements and operations, adopted procedures, settlement form/pattern and utilization of resources should be efficient

Norms

- Land use planning and development should promote compact human settlements, combating low intensity urban sprawl
- The areas in which people live and work should be close to each other
- Plans of neighboring municipalities and regions should relate positively to each other

Principle of Integration

- Separate and diverse elements involved in development planning and land use should be combined and coordinated into a more complete or harmonious whole
- Need to integrate systems, policies and approaches
- Integration of different sectors and spheres during planning and management
- Integration of racial and socio-economic sectors and spatial integration of land uses, places of living with places of working and shopping and relaxing

Norms

- Land use decisions should take account of and relate to sectoral policies of other spheres and departments of government
- Land use and development should promote efficient, functional and integrated settlements
- Land use and development should be determined by the availability of appropriate services and infrastructure
- Promote racial integration
- Promote mixed use development

Principle of fair and good governance

- Spatial planning and land use management and development must be democratic, legitimate and participatory
- When new plans are formulated authorities must have processes in place that actively involve citizens and interest groups

Norms

- Affected parties have a right to access information pertinent to land use and development plans that are being considered by land use regulators
- Affected communities must be capacitated to enable them to comprehend and participate meaningfully in development planning processes affecting them
- Decisions must be made in public domain and no planning decisions taken behind closed doors
- Names and contact details of officials with whom the public should communicate in relation to spatial and land use planning and management must be publicized
- Decisions must be taken within statutorily specified time frames
- Participatory structures that are accessible must be created to allow interested and affected parties to express concern or consent with development decisions at an early stage.

Spatial Development Analysis

Plan B276.09 indicates the Spatial Development Framework adopted for the Xhariep District.

Nodes

Urban nodes

Xhariep district comprises seventeen urban nodes as listed in the table below: Urban centres located within a Local Municipality's area of jurisdiction, 2012

Letsemeng Local Municipality	Kopanong Local Municipality	Mohokare Local Municipality
Jacobsdal	Bethulie	Rouxville
Koffiefontein	Edenburg	Smithfield
Luckhoff	Fauresmith	Zastron
Oppermans	Gariep Dam	
Petrusburg	Jagersfontein	
	Philippolis	
	Reddersburg	
	Springfontein	
	Trompsburg	

Data Source: Xhariep District Municipality RDP (The plan include Naledi in its initial draft)

These nodes accommodate an array of infrastructure and services that are offered to the local and surrounding community. Development should be concentrated in these urban nodes rather than promoting scattered developments throughout the district.

Although some services need to be provided within the rural areas, most of the services will be provided within the urban areas. To allow access to these services improved road network and public transport should be promoted.

Some of the urban nodes have development potential while some will only act as service centres. Those with the potential to draw investment have been identified as development or tourism nodes.

Development Nodes

Trompsburg was identified as the most important development node within the district, followed by Koffiefontein, Zastron, Gariepdam, Jacobsdal and Jagersfontein. Each of these urban nodes offers potential for investment and should therefore be developed in its own special way to draw investment to the region. Those urban nodes, which have not been identified as development nodes, will continue to exist as service centres. It is therefore sensible to focus capital investment to favour those nodes where development will more likely be sustained in future.

This implies that both public and private initiatives in areas identified as development nodes should be supported whereas those in areas not identified as development nodes should be re-evaluated and where possible, funding or investment should be channelled to the development node closest to the intended development. In practise this will imply that people will relocate to those towns with growth potential, as jobs will more likely be created in these areas. This will have the effect that a greater need for new residential sites, housing and infrastructure will arise in these areas, thus requiring the allocation of grants for capital investment projects to favour these localities more than those with limited growth potential.

The areas without growth potential should be developed with social services in support of those areas where growth will be experience. It is therefore proposed that attention should be paid to education, health and social infrastructure in these service nodes so that the quality of life of people staying there can be improved. These service nodes will then act as suppliers of well –educated and skilled people to the development nodes.

Bloemfontein, Kimberley and Aliwal North were identified as strong nodes outside the district which draws local people to spend money in these areas. None of the nodes within the district have the potential to fulfil the role that these external nodes fulfil, however, effort should be taken to improve the services offered in the local development nodes in order to retain local spending as far as possible.

Tourism Nodes

Phillipolis and Smithfield were identified as tourism nodes. This implies that development focusing on the hospitality and tourism industry should be promoted in these nodes. Other supporting developments should also be supported. Particular attention should be paid to the marketing of these nodes to tourists and therefore it should be included in the Tourism Development Strategy of the district.

Careful consideration should be given to advertising and building design when new and existing developments are evaluated, as this can negatively impact on the marketability of the town as a tourist destination. The existing ambiance of the town should therefore be enhanced with sensitive development.

Nodes of specialization

The region offers a variety of region specific products. It was therefore proposed that these products should be promoted and therefore nodes of specialization were identified in support of this notion. Caution should however be taken not to exclude other initiatives in these nodes

but to rather encourage development in support of the regional opportunity that exists in these nodes. The following table gives an overview of the nodes identified to specialize in certain economic activities:

Nodes of specialization

Node	Area of specialization	Specific initiatives that can be promoted
Bethany settlement	Agriculture: emerging farmers Agriculture: intensive (irrigation)	Fruit Irrigation schemes
Trompsburg	Tourism: Information Agriculture: Agro-processing Agriculture: Special produce Mining: exploration	Tourism information centre Spring water, Beer brewery, wool spinning, Angora rabbits
Gariepdam	Tourism: Information and Tourism: Attraction	Filling station, tourist information centre, Convention centre, Tri-district casino, Arts and crafts curio shops
Phillippolis	Tourism: Information and attraction	Tourist information centre Historic sites
Jagersfontein	Mining: Exploration and processing	Diamond mining and cutting
Koffiefontein	Mining: Exploration and processing Agriculture: Intensive (irrigation)	Diamond mining and cutting Irrigation scheme along Kalkfontein dam
Luckhoff	Agriculture: Intensive (irrigation) Agriculture: Special produce Agriculture: Agro-processing	Irrigation schemes Leather tanning Abattoir
Oppermans	Agriculture: Emerging farmers Agriculture: Special produce Agriculture: Intensive (irrigation)	Ostrich farming Grape and fruit farming
Jacobsdal	Agriculture: Intensive (irrigation) Agriculture: Agro-processing	Grape farming Wine produce
Petrusburg	Mining: Exploration and processing	Slate and salt mining Potato processing

Node	Area of specialization	Specific initiatives that can be promoted
	Agriculture: Agro-processing Agriculture: Intensive (irrigation)	Potato farming
Reddersburg	Agriculture: Emerging farmers	Game farming Weigh bridge
Smithfield	Tourism: Information and attraction Agriculture: Special produce	Tourist information centre Game farming
Zastron	Agriculture: Special produce	Fish farming Game farming Trade with Lesotho
Bethulie	Agriculture: Special produce	Fish farming Game farming

Source: IDP Review Workshops

Corridors

Development Corridors

A development corridor tends to link development nodes with one another. In Xhariep, two main development corridors were identified. The one runs in a north-south direction and links Bloemfontein, Trompsburg, Gariepdam and Colesburg with one another along the N1 route. The second development corridor runs in an easterly to westerly direction and links Zastron, Trompsburg, Jagersfontein, Koffiefontein and Jacobsdal with one another.

Two service centres Rouxville and Smithfield have been included in this development corridor and may in future develop the potential to become development nodes. Presently, they are considered only as service centres within the link.

Economic development should be promoted along the development corridors but care should be taken not to impact negatively on the mobility of the corridor.

It is also foreseen that the N6 route will become more important in future once the Koega development has taken off. This will imply that a third development corridor will in future develop linking Bloemfontein with Aliwal North via Reddersburg, Smithfield and Rouxville. Again, these service centres may in future change their status and become development nodes once this route gain popularity.

Three roads have also been identified to be tarred to improve accessibility in the district. These are listed in terms of importance and are the roads between (a) Jagersfontein and Trompsburg, (b) Trompsburg and Smithfield and (c) Springfontein and Bethulie,

Tourism Corridors

Two tourism corridors have been identified. The one is the Horizon Route linking Kimberley with Jacobsdal, Koffiefontein, Fauresmith and Jagersfontein and the second is the Xhariep route along Gariepdam, Bethulie, Smithfield, Rouxville and Zastron where it will link up with the Maloti route that runs through the Eastern Cape along the R26 which follows the Lesotho boundary up to QwaQwa.

Commercial Agricultural District

The commercial agricultural district constitutes the largest part of the district and accommodates a variety of mixed farming. The SDF is in support of these present land uses and promote areas of specialisation where viable.

Irrigation Agricultural District

Irrigation schemes exist in the area like the Rust scheme and Bleskop scheme. These are supported in the SDF, However, more initiatives are proposed in the SDF which will have to be investigated in terms of their viability and sustainability in future.

Emerging Farmers Agricultural District

The two restitution cases in the district namely Bethany and Oppermans have been identified for the settlement of emerging farmers. More intense agriculture and areas of specialisation have been proposed for these areas.

Sensitive Areas

The areas along river courses and water sources, mountainous areas and scenic areas are all classified as sensitive areas. These include places like Nature Conservation Areas and Nature Reserves, Historic sites and pristine areas of which the most significant features have been illustrated on Plan B276.07. Development in these areas should be sensitive towards these natural and cultural features.

Implementation Strategies

As the district municipality is not a direct land developer its main function will remain the co-ordination and promotion of land and spatial development initiatives. Where possible the district municipality will however financially support programmes and projects aimed at the district spatial development framework, with external as well as internal funding. The main areas for implementation actions include: Research and administration, Specific areas of Intervention, Public land development and Private Land development as discussed briefly below:

Public land development

As already mentioned the district municipality does not have statutory powers over land development and will therefore only support public land development within local municipalities through funding, empowerment and co-ordination with the following main activities.

- Lobbying for funding to address the key spatial priority area such as access to land, spatial integration, land reform and sustainable land management.

- Providing financial support to local municipalities from internal funding, only based on formal business plan application and as far as such projects adhere to the IDP and Spatial development framework of either the local or district municipality.
- The Planning and Social Development will educate and empower local municipal officials and councillors alike as to sound spatial development practices and mechanisms of land release and development.
- Co-ordination of land development efforts through the development and maintenance of a district land database containing information on land status, needs, reform projects, funding applications and development control applications.

Private land development

The Xhariep district municipality will support any private land development initiative aimed at providing land tenure security, land development and employment opportunities to the benefit of local residents and in accordance with the IDP and Spatial Development Framework of the municipality. Such support will however always be channelled through the relevant local municipality and take the form of concept support and financial support where local community members will be directly advantaged through such as project.

The SDF constitutes the land use framework for the district and needs to guide land use management for local municipalities where disputes or border issues becomes a problem. The SDF of Xhariep tries to focus development within the district in those areas where development is most likely to occur. It therefore identifies development nodes which need to receive priority for future development. The SDF of Xhariep will serve as a point of departure to inform the local SDFs.

National Spatial Development Perspective

National Spatial Development Vision

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

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.

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.

ENVIRONMENTAL PROFILE

XDM has the 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.

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.

Beaufort Group

Most of the remainder of the study area (Rouxville – Aliwal North – Bethulle - Phillipolis – Edenburg – Bloemfontein – Thaba Nchu - Lesotho) is underlain by 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 consists of bluish to greenish-grey shale's and red to purple mudstone.

The Tarkastad Subgroup consists of cream to khaki coloured, medium grained, and feldspathic 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 (Trm) consists of greyish-green and red to purple mudstone with bands of fine- to coarse grained sandstone. Lenses of grit, scattered large pebbles, cobbles and boulders up to 6 kg in weight, occurs in certain sandstone beds.

Elliot Formation

A small portion of the study area (which is underlain by the Molteno Formation) is underlain by the Elliot Formation. The Elliot Formation (Tre) is made up predominantly of maroon or green mudstone and three sandstone interbeds. The mudstone has no bedding and weathers easily. The medium-grained, feldspathic sandstone bands are well bedded.

Intrusive

The sedimentary rocks of the Karoo Super group have been invaded by numerous dolerite intrusions of Jurassic age. Dolerite dykes – generally up to 10 m wide and several kilometres 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 volcano are present especially in the Molteno and Elliot Formations. Kimberlite dykes have also been noted.

Alluvium

Alluvium occurs patchily in broad valleys along streams and rivers, and is made up of a variety of loose material. Alluvium thickness generally varies 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, structure less soils.
- Red or yellow structure less 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)

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

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	•		

Fauriesmith	•		
Jagersfontien	•		
Edenburg		•	
Reddersburg		•	
Zastron			•
Rouxville			
Smithfield		•	

Data Source: Xhariep Environmental Management Programme

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:

MAJOR DAMS WITH STORAGE CAPACITY IN THE MUNICIPAL AREA		
Name of Dam	Drainage basin	Storage capacity (x10 ⁶ m ³)
Smithfield Dam	D 24	4.55
Bethulie Dam	D 34	4.60
Gariep Dam	D 35	5 673.80
Welbedacht Dam	-	15 245 km ² catchment
Egmont Dam	-	9 300 000 m ³

Source: Xhariep Environmental Management Programme

The following rivers and dams also occur in the area:

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

DWA (Department of Water Affairs) 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 categorized 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.

BIOME CLASSIFICATION LOUW & ROBELLO		
	BIOME	% (approximately)
1.	Eastern Mixed Nama Karoo – Nama Karoo Biome	70
2.	Kimberly Thorn Bushveld – Savanna Biome	5

3.	Dry Sandy Highveld Grassland – Grassland Biome	15
4.	Moist Cold Highveld Grassland – Grassland Biome	10
ACOCKS		
	BIOME	% (approximately)
1.	False Upper Karoo	73,0
2.	False Orange River Broken Veld	1,5
3.	False arid Karoo	2,5
4.	Kalahari Thornveld invaded by Karoo	1,0
5.	Dry CYMBOPOGON-THEMADA Veld	10,0
6.	Transitional CYMBOPOGON-THEMADA Veld	6,0
7.	CYMBOPOGON-THEMADA Veld	6,0

Data Source: Xhariep Environmental Management Programme

Mineral and Heritage Resources:

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

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, 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

Environmental Management & Climate Change Aspects for the Xhariep DM

What is the environment?

Environment means the surroundings within which humans exist and that are made up of land, water, atmosphere of the earth, micro-organisms, plant & animal life, any part of the combination of the above and the interrelationships among and between them and the physical, chemical, aesthetic and cultural properties and conditions of the forgoing that influence human health and wellbeing.

Section 24 of the Constitution states that everyone has the right to an environment that is not harmful to their health and wellbeing and that of future generations. Climate change is not a stand-alone environmental concept, but interlinked with all other environmental issues of sustainability being, water, energy, health, air quality, agriculture and biodiversity. It is then imperative that in each section of the environmental discussion, that climate change be given due consideration with regards to forward planning on improving environmental quality in the Xhariep District Municipality.

Environmental tools that are critical in addressing climate change impacts in the district include National Biodiversity Strategy and Action Plan, Integrated Waste Management Plan of

the District Municipality, National Waste Management Strategy, the Provincial Air Quality Management Plan (the XDM AQMP is not yet developed), the Environmental Management Framework of the Xhariep DM which assists the municipality with sensitive areas and those that require attention with regards to conservation.

Climate Change

Climate change can be described as the increased frequency with which anomalies occur, i.e. positive or negative weather conditions to which people have not as yet adjusted. Thus the municipality needs to identify what should be adapted to and when to start with climate protection. Measures should include options for various degrees of extremity. These measures will not guarantee absolute protection, but will make damage controllable and provide a means of coping with climate related surprises.

Climate protection has to become each individual's concern through supporting climate protection measures or by responding to changeable climates to reduce the risks and take advantage of the opportunities.

It is predicted that Xhariep District could experience more drought periods, couple with increased evaporation and temperatures having negative impacts on already restricted water supply. Regional predictions suggest a drying trend from north to east, as shift to more irregular rainfall of possible greater intensity, and rising temperature everywhere.

The area has a serious water supply. Increase in temperature over the next 10 years will drive the municipality to either find alternative sources of water supply or to increase boreholes. Energy consumption will potentially also increase by 10% and a similar strategy for alternative energy will have to be identified for both cooling in summer and heat in winter. The alternative of solar energy will be needed to relieve electricity.

The municipality will need to use SMME programmes more effectively for the installation and maintenance of solar energy as to elevate climate change challenges.

It needs to be emphasized that the municipality does not yet have a climate change strategy, plans and/or budget to respond to the challenges. The major concern is the matter of mandate as the municipality does not necessarily regard climate change management as its responsibility, although it does indirectly fulfil a role by monitoring water quality and managing air and noise pollution (esp. with heavy transport activities in the area). Again a major constraint in this regard is the lack of funding for these mandates. The municipality is in the process of developing a Climate Change Response Plan.

National Biodiversity Strategy Action Plan (NBSAP)

The NBSAP sets out a framework and a plan of action for the conservation and sustainable use of South Africa's biological diversity and the equitable sharing of benefits derived from this use. The goal of the NBSAP is to conserve and manage terrestrial and aquatic biodiversity to ensure sustainable and equitable benefits to the people of the country and the Xhariep District Municipality.

From the National Biodiversity Strategy Action Plan, the most relevant objectives and activities to the Xhariep District Municipality IDP are as follows:

- **Strategic Objective 1:** An enabling policy and legislative framework integrates biodiversity management objectives into the economy
- **Strategic Objective 2:** Enhanced institutional effectiveness and efficiency ensures good governance in the biodiversity sector
- **Strategic Objective 3:** Integrated terrestrial and aquatic management minimizes the impacts of threatening processes on biodiversity, enhances ecosystem services and improves social and economic security
- **Strategic Objective 4:** human development and well-being is enhanced through sustainable use of biological resources and equitable sharing of benefits
- **Strategic Objective 5:** A network of conservation areas conserves a representative sample of biodiversity and maintains key ecological processes across the landscape.

The National Waste Management Strategy (NWMS)

The National Department of Environmental Affairs developed the National Waste Management Strategy of which municipalities are tasked with implementing. The strategy contains, among others, targets for waste minimisation, avoidance, recycling, etc.

Table: Summary of NWMS

Goals	Description	Targets (2016)
Goal 1:	Promote waste minimisation, re-use, recycling and recovery of waste.	25% of recyclables diverted from landfill sites for re-use, recycling or recovery. All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyres industries.
Goal 2:	Ensure the effective and efficient delivery of waste services.	95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits.
Goal 3:	Grow the contribution of the waste sector to the green economy.	69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling
Goal 4:	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes.
Goal 5:	Achieve integrated waste management planning.	All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification

		systems that report information to WIS.
Goal 6:	Ensure sound budgeting and financial management for waste services.	All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.
Goal 7:	Provide measures to remediate contaminated land.	Assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites.

Provincial Air Quality Management Plan (AQMP)

It is from this plan where the Xhariep DM is guided on the management of air quality in its jurisdiction. The National Air Quality Act establishes national standards and regulations according to which municipalities have to monitor the ambient air quality and atmospheric emissions from definite, non-definite and mobile sources. The role of provincial government is to monitor the performance of local government in implementing the Act. Currently the Xhariep District Municipality forms part of the Free State Provincial Air Quality Officers' Forum.

Programmes, Interventions and Projects in the Xhariep by National Department of Environmental Affairs

- The National Department of Environmental Affairs appointed a warm body to facilitate local government support functions in the Xhariep DM on environmental management. All local municipalities (Kopanong, Letsemeng, Mohokare LM) are accommodated by the Official.
- Five of Kopanong LM's landfill sites were licensed through funding from the National Department of Environmental Affairs. The programme was later extended to all landfill sites that were unlicensed with MISA partnering with DEA.
- **Invasive Species Monitoring, Control and Eradication:** the DEA through its Natural Resource Management Section funded projects which focus on the eradication of alien and invasive species in the Xhariep District Municipality. The Alien and Invasive Species Clearing projects which were funded are based in the following towns:
 - Koffiefontein
 - Jacobsda
 - Petrusburg
 - Luckhoff
- **Environmental Protection & Infrastructure Programmes:** The 3-year cycle projects funded by DEA focus on projects planned and proposed by municipalities. Projects which are funded during the current 3-year cycle are:
 - FS – Renovation of the Bethulie Landfill Site – R7million
 - FS – Rehabilitation of the Dewetsdorp Landfill Site – R10million

Disaster Management Profile

What is Disaster Management?

The Red Cross and Red Crescent societies define **disaster management** as the organisation and **management** of resources and responsibilities for dealing with all humanitarian aspects of emergencies, in particular preparedness, response and recovery in order to lessen the impact of **disasters**. (Oct 14, 2016)

District Municipalities have been tasked with the responsibility of coordinating disaster management efforts within their jurisdiction. 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.

Both the Municipal Systems Act and the Disaster Management Act require the inclusion of a Disaster Management Plan into the IDP of the Municipality. It would however not be practical to include the complete Disaster Management Plan with all its annexures. The complete plan can therefore be considered as an annexure to the IDP, while a brief summary of the document will be included in the IDP.

It is our aim to include disaster risk management in the planning and execution stages of all our projects. This will ensure the integration of disaster management into the IDP and will ensure that all plans and projects are focused on contributing to disaster risk reduction and disaster preparedness -thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the Xhariep District Municipality.

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:

LIKELIHOOD OF HAZARDS THAT CAN CAUSE A DISASTER IN XHARIEP MUNICIPAL AREA			
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	High wind velocity can increase risk of spreading of fires	Low

	populated areas		
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

Disaster Management Centre

The district is currently negotiating with the Provincial Department of Health for use of one of their Emergency Management System (EMS) block as a Disaster Management Centre. The building (New Trompsburg Albert Nzula District Hospital) is centrally located in Trompsburg. It will provide a 24 hour call taking and dispatch facility. An organisational facility is also available that is not only used as a Joint Operation Centre (JOC) during disasters, but also as a venue for planning sessions outside disaster periods. A tactical facility is available as well as offices for various emergency services. The aim is to make it a one stop centre for all incident reporting. This centre will be a big advantage to our citizens as it is too costly for Xhariep to have its own Disaster Management Centre.

Funding: The success and implementation of all the above planning is dependent on adequate funding and the identification of the sources of funding. Funding to reduce risks, to prepare for and respond to disasters should be made available.

Chapter 2: Powers and Functions of Xhariep District Municipality

Background

The Municipal Structures Act of 1998 (hereafter "the Structures Act") made provision for the division of powers and functions between district and local municipalities. It assigned district-wide functions to district municipalities and most day-to-day service delivery functions to local municipalities. The provincial MECs were empowered to adjust these powers and functions according to the capacity of municipalities to deliver services.

The Act was amended in October 2000 through the Municipal Structures Amendment Act (hereafter "the Amendment Act"). The main changes were as follows:

- The functions of municipal health, potable water supply, distribution of electricity, and sewage disposal systems were transferred from local to district municipalities.
- The assignment of health, water, electricity, and sewage disposal can be adjusted by the national Minister (that is, s/he can assign a function to a local municipality). The authority to adjust the remaining municipal functions still lies with the provincial MECs.

The transfer of the four major municipal services has significant financial implications for non-metropolitan municipalities. For example, many local municipalities generate surpluses from water supply, and the relevant district municipality will now have jurisdiction over that funding.

Constitutional Mandate

The Constitution (1996) assigns Local Government the mandate of developing their areas of jurisdiction. Widely interpreted, this implies that municipalities must within their financial and institutional capacity strive to achieve the objects of Local Government, 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 priorities 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

Section 156 of the Constitution (1996) assigns executive authority to municipalities in respect of, and the right to administer the local government 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. This implies that certain functions have been assigned exclusively to local government. As local government comprises both district and local municipalities, it was necessary to differentiate between the functional competencies of district and local municipalities.

This division of functional competencies is governed by the Municipal Structures Amendment Act, No 33 of 2000. . The last adjustments were gazetted in Provincial Gazette No 58 Notice No 126 of 27 June 2003. The following functions and powers of Xhariep District Municipality have been authorized to the respective local municipalities to perform on behalf of the district:

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

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. The district municipality has started to perform the functions of Environmental Health and Disaster Management with effect from December 2009. 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 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 set out as follows:

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	Local Municipalities
Section 84(1)(a)	Integrated development planning for the DM, including developing IDP framework incorporating IDP processes of all the LMs.	No
Section 84(1)(b)	Bulk supply of water that affects a significant proportion of municipalities in the district	Yes
Section 84(1)(c)	Bulk supply of electricity that affects a significant proportion of municipalities in the district	Yes
Section 84(1)(d)	Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district	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
Section 84(1)(f)	Municipal roads which form an integral part of a road transport system for the entire area of the DM ¹	Yes

¹ There are currently no roads complying with the definition of Municipal roads.

Section 84(1)(g)	Regulation of passenger transport services	No
Section 84(1)(h)	Municipal airports serving the entire area of the DM	No
Section 84(1)(i)	Municipal health services serving the area of the district as a whole	No
Section 84(1)(j)	Firefighting services serving the entire area of the DM including: planning, co-ordination and regulation of fire services, specialized firefighting services such as mountain, veld and chemical fire services, co-ordination of the standardization of infrastructure, vehicles, equipment and procedures, and training of officers.	No
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
Section 84(1)(l)	Establishment, conduct and control of cemeteries and crematoria serving a major proportion of municipalities in the district.	No
Section 84(1)(m)	Promotion of local tourism for the DM area	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
Section 84(1)(o)	Receipt, allocation and if applicable, distribution of grants made to the district municipality	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

* 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 municipality's en-route to local municipalities. The capital grants flows have been changed since the advent of the Municipal Infrastructure Grant (MIG) 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.

The Municipal Demarcation Board assessment of capacity for the Xhariep District Municipality indicates that the district is 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 parlors and crematoria** – Xhariep district is discharging an inspection function;
- **Monitoring of refuse and waste disposal sites**, for which it has a well-established Municipal Environment Health Unit.
- **Disaster Management**

This assessment indicates that out of 16 district functions, Xhariep district municipality is performing 7.89% of these functions. (Sources – COGTA Spatial Analysis Framework)

By the time the Spatial Analysis Framework was drafted, consideration was not given that Xhariep District Municipality has assumed other two functions of Environmental Health and Disaster Management respectively.

Chapter: 3 Legal and Policy Framework

Preparation of the IDP Document

The first step was to prepare for the nine-month period of planning. The Municipal Systems Act, 2001 states in Section 27 that after following a consultative process with local municipalities in the area, the District Municipality should adopt a Framework and Process Plan for IDP compilation process in the district. The Framework will bind both the district and local municipalities. *The Process Plan and Framework for the entire district municipality was submitted and adopted by Council during August 2017.*

What is Integrated Development Plan (IDP)?

The legislation requires each municipality to develop a plan for the development of its area of jurisdiction. The law mandates that the plan should be holistic and integrated in its approach and content. The plan should be long-term, covering five years. The Integrated Development Plan (IDP) therefore is a five-year development blueprint for a municipality. According to the Municipal Systems Act, No 32 of 2000, the IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, investment, development, management and implementation in the medium-term decision-making.

The Senior Management and Middle Management are accountable for the implementation of the IDP, and this is reflected in the Performance Management System that links the IDP to the strategic framework, to the macro-scorecard, and from there to performance contracts for senior managers. This Chapter introduces the IDP by locating it within the right legal and policy context. It also explains the approach followed in drafting the report.

This document signifies the start of the fourth Xhariep District 5-year IDP cycle 2017 to 2022. The ultimate objective within each cycle remains the improved implementation of the said dispensation's five-year strategy, as well as ensuring improved responsiveness to community needs over time.

Planning for the five year cycle 2017-2022 was guided by a Council approved process plan. The aim of the new 5-Year IDP for Xhariep District Municipality is to present a coherent plan to improve the quality of life for people living in the municipal area – also reflecting on issues of national and provincial importance. One of the key imperatives was to seek alignment with national and provincial priorities, policies and strategies.

IDP Document: Structural Changes

The structure of the Xhariep District Municipality's IDP document has emerged, inter alia, as a key priority issue to be addressed via a proposed restructuring of the document.

The document has subsequently been revised and through its revision, it is considered that the Xhariep IDP 2017/2022 document will:

- Simplify the document, without prejudicing its strategic intent, in such a manner that it will be more clearly understood, by officials and the public, and also be more user-friendly.
- More closely align to the current Municipal Organizational Structure.
- Enable departments within the municipality to clearly place themselves within the context of the IDP Document and identify in which manner they contribute towards the proposed programmes, development Strategies and ultimately the vision for the municipality.
- Facilitate the setting of Departmental Key Performance Indicators.
- Facilitate easier integration with the Municipality's Budgeting processes.

The Purpose of the IDP

The constitution and legality dictates that the Constitution of the Republic of South Africa puts into context the role that local government has to play within the broader spectrum of government, governance, democracy and development. Of particular importance are:

- Chapter 3: Co-operative Government
- Chapter 7: Local Government
- Chapter 10: Public Administration
- Chapter 12: Traditional Leaders
- Chapter 13: Finance
- Part B of Schedules 4 & 5

Need For IDP's

Integrated development planning is a constitutional and legal process required of South African municipalities; however, apart from legal compliance, there are many advantages and benefits to undertaking integrated development planning.

These include the following:

- a) A tool that serves to create a single window of co-ordination across government spheres.
- b) Prioritisation and allocation of scarce resources to areas of greatest need.
- c) Achieving sustainable development and growth.
- d) Democratising local government by ensuring public participation in the planning and decision-making processes of the Municipality.
- e) Providing access to funding.
- f) Encouraging both local and outside investment.
- g) Using the available institutional and external capacity effectively.

Why an Annual Review of the IDP

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of

ensuring the institution remains in touch with their intentions and the environment within which it functions. Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to –

- ensure its relevance as the Municipality's strategic plan;
- inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of a review is to –

- reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- make adjustments to the strategy in the 5 year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the five year strategy; and
- inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

This annual review is not a good corporate governance requirement only; it is also a legislative requirement in terms of the Local Government: Municipal Systems Act 32 of 2000. The focus of this year's IDP review has therefore been on aligning municipal programmes, projects, strategies and budget with:

- Community needs and priorities.
- Updated statistical information.
- Expanding and improving the situational analysis.
- More outcomes orientated targets to make them realistic and measurable.
- Revised Spatial Development Framework and related sector plans.
- Prioritization of job creation and poverty eradication.
- Free State Growth and Development Plan, and
- National Development Plan

Key Developmental Challenges for Xhariep DM

- High poverty and unemployment – 46.03% (STATSSA 2011).
- Inadequate access to basic services (water, sanitation, refuse collection, electricity, housing and primary health care).
- Infrastructure, maintenance and service backlogs.
- HIV and AIDS – 30.8% prevalence rate (Antenatal Care Statistics) and TB.
- Substance abuse.
- Illegal dumping.
- Lack of integrated planning between the three spheres of government.
- Unfunded mandates.

- Housing shortage and rectification of incomplete houses.
- Lack of integrated and sustainable human settlements.

Opportunities provided by Xhariep District Municipality

- Gariep Dam (Biggest dam in Southern Africa)
- Popular tourism destination with rich biodiversity.
- Friendly and vibrant people, with a rich diversity of culture and languages.
- National Routes linking the district to other provinces.
- Gariep Dam Fish Hatchery
- Game Farming
- Lower crime rate
- Solar hub project partnering with Free State Development Corporation.

What informs Xhariep District Municipality's IDP priorities?

The IDP priorities of the Xhariep District Municipality are informed by the following:

- Local perspective, informed by situational analysis, developmental challenges, public participation processes and the 2016 Local Government Election Manifesto of the ruling party.
- National perspective, informed by national priorities and Sustainable Development Goals.
- Provincial perspective, informed by the PGDP.

Relationship between the IDP, Budget, Performance Management and Risk Management

In terms of the *Performance Management Guide for Municipalities, DPLG, 2001* "the IDP process and performance management process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process".

Integrated Development Planning was introduced as the strategic management tool to realize the developmental role of local government. **Performance management**, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The **budget** attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget. The Municipality's IDP and Budget processes are informed by the outcomes of public participation and stakeholder inputs. The public engagement processes find expression in IDP plans and priorities.

Risk Management is one of Management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Legislative Framework and Context

According to the **Constitution of the Republic of South Africa (Section 152 and 153)** local government is in charge of the development process in municipalities, including planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purpose of municipal integrated development planning. The constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across three spheres of government.

White Paper on Local Government gives municipalities responsibility to work with communities and groups within communities to find sustainable ways to their social, economic and material needs and improve the quality of their lives.

Municipal Systems Act 32 of 2000 (MSA) defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. The Act requires the IDP to be strategic and inclusive in nature. The IDP should link, integrate and coordinate other plans, while taking development proposals into account. It should be aligned with the municipality's resources and capacity, while forming policy framework on which annual budgets are based. The integrated Development Plan must be compatible with national and provincial development plans and planning requirements.

On July 1, 2004 the **Municipal Finance Management Act (MFMA)** officially came into effect. This legislation provides for significant changes in the way municipalities in South Africa manage their financial affairs. The legislation not only deals with accounting and finance issues but also deals with general management and governance issues.

All municipalities are required to prepare an MFMA implementation plan that focuses on what the municipality intends to implement and achieve over the next few years. The plan should contain a list of activities together with target (and actual) dates, with provision to show ongoing (possibly monthly) progress with comments and a responsible councillor or official for each activity.

The accounting officer of the municipality (municipal manager) must take on the responsibilities assigned to the position under the MFMA. A full list of these responsibilities is provided in Chapter 8 of the MFMA and throughout the legislation.

The municipal manager is required to formally establish and maintain a top management team, to include all those senior managers who are responsible for a vote or the budget of a vote. Detail of top management is provided in section 77 of the MFMA. All councils should

comply with the provisions of the Municipal Systems Act (as amended) and its regulations in relation to annual staff performance agreements.

Municipalities must establish controls over their bank accounts, cash management and investments. Further details of these requirements are provided in Chapter 3 of the MFMA. Municipal managers must ensure that they take the appropriate steps to implement effective systems of expenditure control, and meet their financial commitments to other parties promptly and in accordance with the Act.

While the IDP is not in direct conflict with development plans of any of its local municipalities or those of other spheres of government, we have nevertheless observed that the interaction between adjacent municipalities in the context of the IDP process continues to be very limited. In the context of the Free State Department of Cooperative Governance and Traditional Affairs commitment to a single window of co-ordination, it will be critical that we improve interaction between municipalities, with a view to enhancing the horizontal alignment and harmonization of our plans.

Municipal Systems Amendment Act, No 7 of 2011

The Municipal Systems Amendment Act, No 7 of 2011 heralded a new era in the history of local government in South Africa. In principle, it sought to professionalize local governance by ensuring that incumbents holding senior positions

- (i) have the appropriate qualifications and
- (ii) there is no conflict of interest between political office and local government administration by barring political officer bearers from holding senior positions in local municipal offices.

Section 56A (1) states that “A municipal manager or manager directly accountable to a municipal manager may not hold political office in a political party, whether in a permanent, temporary or acting capacity.”

A political office in relation to a political party or structure thereof, is defined as:

- a) “the position of chairperson, deputy chairperson, secretary, deputy secretary or treasurer of the party nationally or in any province, region or other area in which the party operates; or
- b) Any position in the party equivalent to a position referred to in paragraph (a), irrespective of the title designated to the position”.

Another key amendment relates to the re-hiring of dismissed staff. Section 57 A. (1) states that

“Any staff member dismissed for misconduct may only be re-employed in any municipality after the expiry of a prescribed period.” The Act is much harsher on employees dismissed for financial misconduct. The Act stipulates that a staff member dismissed for financial misconduct, corruption or fraud, may not be re-employed in any municipality for a period of ten years (Section 57A (3)).

Local Government: Municipal Systems Act (Act No.32 Of 2000) Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers

The mentioned Municipal Systems Amendment Act (NO 7 of 2011) empowered the Minister for

Cooperative Governance and Traditional Affairs, subject to applicable labour legislation, and after consultation with the Minister for Public Service and Administration, and where necessary, the Minister for Health and the Minister for Finance, to make regulations or issue guidelines relating to the duties, remuneration, benefits and other terms and conditions of employment of municipal managers and managers directly accountable to municipal managers.

The new system of local public administration has undergone substantial transformation in pursuit of the legal requirements to develop a set of uniform norms and standards for municipal staff system and procedures.

In the main the objectives of the Regulations are as follows:

- (i) Create a career local public administration governed by the values and principles of public administration as enshrined in Chapter 10 of the Constitution characterized by a high standard of professionalism;
- (ii) Create an enabling environment for increased staff mobility within local government by standardising human resources management practices;
- (iii) Improve the capacity of municipalities to perform their functions and improve service delivery by ensuring that municipalities recruit and retain suitably qualified persons, especially persons with scarce skills;
- (iv) Ensure predictability and maximize administrative and operational efficiency across municipalities; and
- (v) Establish a coherent human resource governance regime that ensures adequate checks and balances.

The regulations places an injunction on all municipalities to review their staff establishment before 17 January 2015, after having considered the principles set out in the Regulations, and the relevant functions and powers listed in the Constitution, and Chapter 5 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)

The Regulations outline processes to be followed in reviewing staff establishment and the framework of the report thereon to be considered by Council.

The Regulations also outlines processes to be followed in recruiting, selecting and appointing the municipal manager and section 56 managers.

Furthermore, the Regulations provide as follows:

➔ Before a municipal council makes a decision to appoint a senior manager, it must satisfy itself that the candidate meets the relevant competency requirements for the post;

- (i) Create a career local public administration governed by the values and principles of public administration as enshrined in Chapter 10 of the Constitution characterized by a high standard of professionalism;
- (ii) Create an enabling environment for increased staff mobility within local government by standardizing human resources management practices;
- (iii) Improve the capacity of municipalities to perform their functions and improve service delivery by ensuring that municipalities recruit and retain suitably qualified persons, especially persons with scarce skills;
- (iv) Ensure predictability and maximise administrative and operational efficiency across municipalities; and
- (v) Establish a coherent human resource governance regime that ensures adequate checks and balances.

The Regulations also outlines processes to be followed in recruiting, selecting and appointing the municipal manager and section 56 managers.

Furthermore, the Regulations provide as follows:

Before a municipal council makes a decision to appoint a senior manager, it must satisfy itself that the candidate meets the relevant competency requirements for the post; has been screened; and does not appear on the record of staff members dismissed for misconduct as set out in Schedule 2 to the Regulations;

Municipal council should establish a database of dismissed staff and staff who resigned prior to finalization of disciplinary proceedings. The Regulations also make provisions for conditions of employment and benefits that senior managers are entitled to.

Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013

The Act has the following objectives:

- Provide for a uniform, effective and comprehensive system of spatial planning and land use management in the Republic,
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion;
- Provide for development principles and norms and standards;
- Provide for the sustainable and efficient use of land;

- Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems

The Act also prescribes development principles and norms and standards to inform land use management and development. Importantly, the Act outlines envisaged intergovernmental support to be provided to municipalities in implementing the Act.

The Act, provide a guide on the preparation and content of municipal Spatial Development Framework and Land Use Scheme.

Furthermore, the Act, provides for the following

- Establishment and composition of Municipal Planning Tribunal, term of office of members of Municipal Planning Tribunals;
- Disqualification from membership of Municipal Planning Tribunals;
- Processes to be followed in approving land development applications; and
- Provide for related land Development Matters such as internal appeals, development applications affecting national interests,

Chapter 4: Strategic Policy Alignment

Background and Strategic Overview

This chapter outlines the high-level legislative implications for the annual review of the IDP. It also highlights the key lessons learnt from the IDP review process in relation to the five-year IDP, and it demonstrates the Free State Development Plan principles and five-year objectives.

The Xhariep District Municipality reviewed its 2018-2022 IDP as legislated in terms of section 34 of the MSA of 2000 that stipulates that a municipality must review its integrated development plan annually, in accordance with an assessment of its performance measurements in terms of section 41; and to the extent that changing circumstances so demand.

The Act also provides that the municipality may amend its IDP in accordance with a prescribed process. The review of the municipality's IDP has taken into consideration:

- Refinement of the sector plans programmes and programme components;
- Change in Institutional Structure;
- Budgets.

Key Lessons Learnt from IDP Assessments

The municipality's IDP has not been reviewed purely on the basis of compliance, but taking into consideration IDP assessments, internal, provincial and national assessments. The assessments raised certain issues:

Internal Assessment

The Xhariep District Municipality held senior management session which focused on the processes leading up to the development of the 2017/22 IDP process. Some of the critical lessons learnt, were:

- New formulation of the strategic planning process and restructuring. The Strategic Session for the municipality will be held during 2018.
- Ensuring vertical and horizontal alignment between the municipality and other spheres of government - provincial, national and local municipalities.
- The need to rework the budget process methodology.
- The drive to ensure that communities understand the IDP process, and consequently, make meaningful inputs.

National and Provincial Assessment

Xhariep District Municipality participated in the Provincial IDP Analysis, held in April & December 2017, in which provincial and national sector departments had the opportunity to

analyze and discuss sector related issues in terms of the municipality's IDP. It was agreed at this workshop that provincial departments would report to the municipality on specific matters that arose from the workshop, to improve the IDP sector plans.

Consequently, during 2017, the Department of Cooperative Governance, Traditional Affairs and Human Settlement had a meeting with IDP managers where they announced that Assessments will be done on quarterly basis.

The meeting focused not only on the outcomes of the analyses workshop, but the aim of the IDP engagement process was a critical aspect of government's programme to build greater harmonization and alignment of planning, resource allocation and implementation across the three spheres of government.

To date only Cogta (Disaster Management Directorate, IDP Directorate, DRDLR and DESTEA) kept to their promises and provided relevant intervention to all issues raised during the Assessments.

Strategic Overview: FSGDP and Five-Year IDP

The review of the IDP remains consistent to the FSGP and the five-year IDP. *The Executive Mayor also identified certain priorities for his term of office during Councillors Workshop in April 2017.*

1. Economic growth and job creation
2. Tourism Development
3. Health and community development
4. A safe, clean and green city
5. A well-governed and managed municipality
6. HIV and AIDS
7. Education

Each sector has responded by providing key interventions in terms of the sector's vision that is linked to the municipality's overarching vision. The table entitled **SWOT ANALYSIS** provides a high-level summation of the key responses informing our analysis of Xhariep's opportunities and constraints.

Given a holistic overview and understanding of the development challenges, Xhariep District Municipality sees its core strategy as the eradication of poverty through sustainable development. The municipal strategy must be aimed at addressing the challenges of poverty and ensure a systematic developmental path through the levels of poverty to develop a prosperous and self-sufficient society with high levels of living.

Sustainable development is understood as development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. In

such development context, sustainability can only be realized if the underlying components of the economic, social and environmental capital are simultaneously addressed and holistically balanced.

Alignment of government policies and plans is crucial in the strategic planning processes of the municipality. Therefore the relevant binding and non-binding national and provincial policies including programmes and strategies need to be considered in the municipal development planning process and interventions. Our implementation and proposed interventions will focus only on the key mandates relevant to the municipal context in co-operative governance and those will be considered and addressed.

Government Priorities

This section therefore reflects the applicable and relevant Government Priorities, such as the Millennium Development Goals, National Development Plan priorities, the 14 National Outcomes, the five (5) National Priorities, the State of the Nation Address, the State of the Province Address, the FSPGDS (Goals) and Operation Clean Audit 2014 and Back to Basic. It indicates how these are addressed and applied in the Xhariep District Municipal area.

Sustainable Development Goals (SDG'S)

In September 2015, the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change was adopted. The SDGs build on the Millennium Development Goals (MDG), eight anti-poverty targets that the world committed to achieving by 2015. Enormous progress was made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

The new Global Goals, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The SDG goals is an attempt at global coordinated efforts to ensure that the goals South Africa and the rest of Africa sets itself including ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests are achieved in the shortest possible time and in the most efficient way imaginable.

1. *End poverty in all its forms everywhere*
2. *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*
3. *Ensure healthy lives and promote well-being for all at all ages*
4. *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*

5. *Achieve gender equality and empower all women and girls*
6. *Ensure availability and sustainable management of water and sanitation for all*
7. *Ensure access to affordable, reliable, sustainable and modern energy for all*
8. *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*
9. *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*
10. *Reduce inequality within and among countries*
11. *Make cities and human settlements inclusive, safe, resilient and sustainable*
12. *Ensure sustainable consumption and production patterns*
13. *Take urgent action to combat climate change and its impacts*
14. *Conserve and sustainably use the oceans, seas and marine resources for sustainable development*
15. *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*
16. *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*
17. *Strengthen the means of implementation and revitalize the global partnership for sustainable development*

Applicability to Xhariep

The MDGs drove progress in several important areas such as, income poverty, access to improved, sources of water, primary school enrolment, and child mortality. The Xhariep District is still committed to these areas. Furthermore, SDG goal 6 talks directly to the Xhariep District commitment “End hunger, achieve food security and improved nutrition and promote sustainable agriculture”.

National Development Plan: 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people’s capabilities to lead the lives they desire. The achievement of this vision is based on the following nine elements:

- i. *Creating jobs and livelihoods,*
- ii. *Expanding infrastructure,*
- iii. *Transitioning to a low-carbon economy,*
- iv. *Transforming urban and rural spaces,*
- v. *Improving education and training,*
- vi. *Providing quality health care,*
- vii. *Building a capable state,*
- viii. *Fighting corruption and enhancing accountability,*
- ix. *Transforming society and uniting the nation.*

Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The aim of the MTSF is to ensure policy coherence, alignment and co-ordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

In the presence of the NDP as an overarching, long-term plan the MTSF process has been reoriented towards conversion of the NDP into medium-term five-year plans. The intention of the MTSF is to directly inform departments' planning and oversight of plans and performance. The 2014 – 2019 MTSF has two overarching themes which are radical in economic transformation and improving service delivery and 14 priority outcomes which are building on previous MTSF and the NDP. Within each priority outcome there are broad objectives and themes.

The 14 priority outcomes are as follows:

NATIONAL OUTCOMES	MTSF KPAs	BACK TO BASICS
1. <i>Quality basic education;</i>	1. Basic Services and Infrastructure 2. Local Economic Development (LED) 3. Good Governance & Public Participation 4. Institutional Transformation and Development 5. Financial Viability and Management 6. Spatial Planning	1. Basic Services: Creating decent living conditions 2. Good Governance 3. Public Participation 4. Financial Management 5. Institutional Capacity
2. <i>A long and healthy life for all South Africans;</i>		

<i>3. All people in South Africa are and feel safe;</i>
<i>4. Decent employment through inclusive growth;</i>
<i>5. A skilled and capable workforce to support an inclusive growth path;</i>
<i>6. An efficient, competitive and responsive economic infrastructure network</i>
<i>7. Vibrant, equitable, sustainable rural communities contributing towards food security for all;</i>
<i>8. Sustainable human settlements and improved quality of household life;</i>
<i>9. Responsive, accountable, effective and efficient local government;</i>
<i>10. Protect and enhance our environmental assets and natural resources;</i>
<i>11. Create a better South Africa and contribute to a better Africa and a better world;</i>
<i>12. An efficient, effective and development-oriented public service;</i>
<i>13. A comprehensive, responsive and sustainable social protection system;</i>
<i>14. A diverse, socially cohesive society with a common national identity.</i>

National Spatial Development Perspective (NSDP)

The main purpose of the NSDP is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality. The NSDP is based on government's objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion.

NSDP principles are aimed at focusing government action and investment to enable the developmental state to achieve maximum social and economic impact within the context of limited resources. While the focus on government spending in areas of some economic potential is on economic infrastructure, in areas of low or no economic potential government spending should focus on human capital development.

Spatial marginalization from economic opportunities and social amenities continue to be a significant feature of the space economy and must be addressed to reduce poverty and inequality and to ensure shared growth (National Spatial Development Perspective, 2003).

State of the Nation Address (2018)

In the State of the Nation address, by His Excellency, Cyril Matamela Ramaphosa, President of the Republic of South Africa, it emerged that the main concerns of the people of SA based on the inputs to the SONA 2018 are, among others, crime and corruption, roads, access to education, youth internship schemes and employment, water, electricity and support for small businesses.

In response to these concerns and keeping in line with the MTSF, a summary of actions and commitments is as follows:

SUMMARY OF ACTIONS / COMMITMENTS FROM PRESIDENT RAMAPHOSA'S STATE OF THE NATION ADDRESS (FEBRUARY 2018)	
Economic Policy	<ul style="list-style-type: none">• Appoint a Presidential Economic Advisory Council. It will draw on the expertise and capabilities that reside in labour, business, civil society and academia.
Jobs, especially for youth	<ul style="list-style-type: none">• Jobs Summit within few months• Investment Conference within next three months• Launch Youth Employment Service• Initiative next month to place unemployed youth in paid internships in companies across the economy and Create a millions such internships in the next three years.• Establish Youth Working Group.
Re-industrialise and stimulate manufacturing	<ul style="list-style-type: none">• Strategic use of incentives and other measures• Localisation programme for products designated for local manufacturing—clothing, furniture, water metres, etc via our public procurement interventions.
Transformation	<ul style="list-style-type: none">• Support black industrialist—to build new generation of black and women producers that are able to build enterprises of significant scale and capability• Use competition policy to open markets to new black entrants.• Invest in the development of township and rural enterprises
Infrastructure	<ul style="list-style-type: none">• Assemble team to speed up Implementation of new projects, particularly water projects, health facilities and road maintenance.
Mining	<ul style="list-style-type: none">• Intensify engagements with all stakeholders on the Mining Charter.• Finalize the MPRDA Amendment Bill before by end of first quarter this year.• Stakeholder engagement to deal with mining fatalities.

Small business, co-ops, township enterprises	<ul style="list-style-type: none"> • Honour 30% of procurement allocation to these enterprises • Invest in SMME incubation Programme • Welcome SME Fund initiative by corporate sector
Land and agriculture	<ul style="list-style-type: none"> • Accelerate our land redistribution programme and make more land available • Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector. (THERE WILL BE A PROCESS OF CONSULTATION ON THE MODALITIES)
Fourth industrial revolution	<ul style="list-style-type: none"> • Digital Industrial revolution commission to be established • Allocation of spectrum to reduce barriers to entry.
National Minimum Wage	<ul style="list-style-type: none"> • Introduce NMW by May 01 2018 benefiting more than (six) 6 million South Africans.
Health and NHI	<ul style="list-style-type: none"> • Scale up our testing and treating campaign by initiating an additional two million people on antiretroviral treatment by December 2020. • The NHI Bill is now ready to be processed through government and will be submitted to Parliament in the next few weeks.
Education	<ul style="list-style-type: none"> • This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000. • All public schools have begun offering an African language. • First National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018.
Social Grants	<ul style="list-style-type: none"> • Urgently take decisive steps to comply with the all directions of the Constitutional Court. • Take action to ensure no person in government is undermining implementation deadlines set by the court.
Social Sector/Civil Society	<ul style="list-style-type: none"> • Convene a Social Sector Summit during the course of this year to recognize the critical role they play in society.

State & governance	<ul style="list-style-type: none"> • Reduce the number of departments (cabinet) • Review the funding model of SOEs and other measures. • Change the way that boards are appointed by recruiting competent people. • Remove board members from any role in procurement of goods and services.
Corruption / State Capture	<ul style="list-style-type: none"> • The commission of inquiry into state capture to commence its work shortly • The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption. • Urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically. • Urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilized and able to perform its mandate unhindered • Appoint a Commission of Inquiry into Tax Administration and Governance of SARS, • Visit every national department to engage with the senior leadership to ensure that the work of government is effectively aligned.

State of the Province Address

A brief summary of the State of the Province Address by the Honourable “Ace” Segobelo Magashule during his address in March 2018 can be summarized as follows: (Still awaiting speech from website)

Social Transformation	<ul style="list-style-type: none"> • Continue to avail resources for quality education in the province. This will include increase in bursary allocation for deserving students. • Continue providing basic services through Operation Hlasela and fight poverty. • Empower teachers with training so that they improve the execution of their duties. In the new financial year, at least 300 Pre-Grade R practitioners will study towards an NQF Level 4 over a three year period. • Continue with a government-funded school lunch per day which has increased from 438 thousand in 2009 to more than 573 thousand in 2018.
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	<ul style="list-style-type: none"> • The number of hostels gradually increased to 12 in 2009 and 33 in 2016 accommodating 4 269 learners and more than 10 000 learners in the province are provided with learner transport. • In the 2018/2019 financial year, the department of education will build nine (9) new schools throughout the province. (New Special School in Trompsburg and Mooifontein Primary School in Zastron) • In the 2018/2019 financial year, Five Hundred (500) unemployed graduates will be placed in Graduate Internship Programmes, and another Seven Hundred (700) TVET students will be placed in Work Integrated Learning Programmes.
Health	<ul style="list-style-type: none"> • In our efforts to combat HIV and AIDS, as well as TB. As the Chairperson of PCA, I have adopted the 90-90-90 strategy as well as the National Strategic Plan 2017 – 2025 on TB eradication. • A total of 37 specialists will be recruited from India to resume duty from 1st of May 2018 and the identified specialties will be in Obstetrics and Gynecology, Anesthesiology, Surgery, Pediatrics and Family Medicine to deal with the back log of operations particularly in orthopedics. • Two 24 hour clinics have been opened thus far and we will open another one in Metsimaholo and Xhariep. • Construct the new Free State Psychiatric hospital in Bloemfontein and the New MDR/XDR TB unit in Mantsopa as well as Kopano MDR unit in Welkom starting from

	<p>the new financial year.</p> <ul style="list-style-type: none"> • Opening Dr. Beyers Naude Substance Dependency Halfway House in March this year in Clarens.
Sport, Arts & Culture	<ul style="list-style-type: none"> • The statues of Albertinah Sisulu and Fezile Dabi will be erected in Welkom and Parys. • The Winnie Mandela Museum in Brandfort will be completed in this financial year. • Heroes Park in Thaba Nchu has been identified. The statues of African liberation leaders will be erected. • The Wesleyan Church, where the ANC was founded in 1912, has been formally declared a National Heritage Site by the South African Heritage Resources Agency. • To have the first ever Free State Youth Connekt Summit in partnership with other countries on the continent as well as BRICS block of countries in September as it presents an opportunity to bring a meaningful and educational experience to the youth of the Free State and to advance the fourth industrial revolution. • To assist young graduates who have completed qualifications in various local and international universities, Youth Unemployment Forums will be established in all Free State towns. These Youth Unemployment Forums shall operate through offices of the Youth Development Officers at local government level, and they will assist in making sure employment opportunities are taken to young people.
Human Settlement	<ul style="list-style-type: none"> • In the coming financial, year we will develop Fifteen Thousand Three Hundred and

<p>Township & Rural Enterprises</p>	<p>Government will continue to source its goods and services from these black industrialists for an example, on linen and government uniforms and other commodities.</p> <ul style="list-style-type: none"> • We will continue to focus on the transformation of procuring from local, black business, women from Rural and Township enterprises and from business people living with disabilities, we will furthermore ensure that 30% set asides and sub – contracting are realized in the practical implementation of the changes in the PPPFA. • We will therefore increase the allocation towards programme of youth entrepreneurs, rural enterprises, Township Economies as a practical testament to radical economic transformation agenda. • In the coming year, 1 200 beneficiaries will receive learnerships in different fields such as End User Computing, Community House Building and Waste Water Reticulation. A further 300 beneficiaries, through a Program facilitated by the Free State Development Corporation, will undergo learnership programs in plumbing and motor mechanic. • As part of transforming the Wildlife economy, the Free State Provincial Government will continue to provide massive support to the development of Black Game farmers in partnership with established white game farmers. • The Township Revitalization Programme will continue with the implementation of 22 towns in the 2018/19 financial year across all
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	<p>districts.</p> <ul style="list-style-type: none"> • In the next financial year, additional four new EPWP projects will be implemented: Three in the Xhariep District and One in Lejweleputswa District at an estimated cost of R45 million, namely, Relebohile (Luckhof Transport Route), Zastron Internal Routes, Jacobsdal Transport Route and Dealsville, Transport Route. It is expected that, during its implementation this programme will yield 270 job opportunities for our people. • The grass-cutting programme will continue during 2018/19 financial with an estimated budget of R33 million put aside and R90 million put aside for Contractor Development Programme. • We have completed the process of conducting a land audit for all the erven belonging to the state such as in public works, different state enterprises including the FDC as well as in municipalities. This land will be allocated to emerging black enterprises for both residential, business and agricultural purposes. • Commit ourselves to Comprehensive Agricultural support Programme to support close to 250 black commercial farmers.
Peace & Stability	<ul style="list-style-type: none"> • Our Province once again maintained the top spot in terms of the decline in a number of crime categories, making us the number 1 Province in the fight against crime. We will continue to ensure that our streets are clean as we fight crime and deal with illicit trade.

	<ul style="list-style-type: none"> • During the 2018/19 financial year be appointing additional number of 120 examiners and this will ensure more officers are on the road and also accelerate the turn-around time for testing of applicants. • The province undertake to conduct Community Indabas, Taxi Indabas and Driving Scholl Indabas as part of the road safety strategy meant to unite all spheres and road users at large.
Capacity of the State	<ul style="list-style-type: none"> • We endorse and support the Small Town Regeneration Programme by the South African Local Government Association (SALGA). Through this programme resources from state and private institutions shall be mobilised and channeled to support the local economic development and turnaround programmes of our small towns. • The Provincial Government working closely with SALGA shall participate and support the implementation of the Karoo Regional Development Initiative (KDI) which is a multi-jurisdictional regional economic development programme involving four Provinces of WC, EC, NC & FS. Already, Xhariep DM and its locals as well as Masilonyana, Matjhabeng and the rural parts of Mangaung Metro have been earmarked to form part of this initiative. • The decentralization program will continue in all our districts. More of our government offices will move to townships as we bring services closer to the people of the province.

Applicability to Xhariep District

The Xhariep District Municipality has a major role to play in realizing the NDP 2030 vision especially with regards to the expansion of infrastructure which in the case of Xhariep is mainly water and sanitation infrastructure to ensure universal access to clean portable water and sanitation dignity for all people of Xhariep area of jurisdiction. The importance of eradication of water and sanitation backlog is also reiterated in the SONA 2018 and the district therefore needs to align itself with the national priorities.

Furthermore, priority outcome nine of the 14 priority outcomes of the MTSF talks to a responsive, accountable, effective and efficient local government. Given the role at the ‘front line’ of service delivery, local government has a critical role to play in the NDP’s vision and as a district, Xhariep has to ensure coordinated effort with its family of municipalities that the five sub-outcomes are achieved and therefore the three IDPs of the district’s family needs to address and ensure:

- i. Members of society have sustainable and reliable access to basic services*
- ii. Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened*
- iii. Sound financial and administrative management*
- iv. Promotion of social and economic development*
- v. Local public employment programmes expanded through the Community Work Programme (CWP) and Expanded Public Works Programme (EPWP)*

Furthermore, the District is currently championing the implementation of Agri-Park in the district in partnership with the Department of Rural Development. The Operation Hlasela is also being implemented in the district with all family municipalities benefiting.

Provincial Growth and Development Strategy (FSPGDS)

The PGDP also plays an important role in shaping the Municipality’s IDP. The PGDP of the Free State Provincial Government is reflected as follows in the Municipality’s five key performance areas:

- Agriculture and Food Security, Fighting Poverty,
- Agro-processing and Tourism are reflected in municipal Local Economic Development.
- Human Resources Development are reflected in Municipal Transformation and Organizational Development.
- Infrastructure Development is reflected in Basic Service Delivery and Infrastructure Development.

These are all underpinned by key performance areas relating to financial sustainability and good governance.

Xhariep District Municipality

Xhariep District Integrated Development Plan: Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its integrated development plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

National Spatial Development Perspective (NSDP)

The NSDP's objective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

National Government Priorities

- Infrastructure development.
- Creating conditions for an inclusive economy that will reduce poverty and inequality and produce decent jobs and sustainable livelihoods.
- Access to education and training, particularly by the youth, to ensure their full participation in the economy and society.
- Better quality health care and accessibility.
- Rural development.
- Safer communities and crime reduction.

Back To Basics Programme - SEPTEMBER 2014

The Minister of Cooperative Governance and Traditional Affairs (COGTA) introduced the Back to Basics programme at the Presidential Local Government Summit on 18 September 2014. This programme was adopted at the summit as the framework for the implementation of targeted measures towards improving the functioning of municipalities and sustainable provision of services to the citizens.

The objective of the Back to Basics programme is to create well-functioning municipalities that serve their communities better. It encompasses the following five pillars and basic indicators against which performance will be constantly assessed:

- Putting People First
- Delivering Basic Services

- Good Governance
- Sound Financial Management
- Building Capabilities

<i>Pillar</i>	<i>Basic indicators</i>
1. Putting people first Measures must be taken to ensure that municipalities engage with their communities. The provisions of the Municipal Systems Act on community participation must be complied with. Municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information.	<ul style="list-style-type: none"> • The existence of the required number of functional Ward committees. • The percentage of ward committee's grants spent. • The number of council effective public participation programmes conducted. • The regularity of community satisfaction surveys carried out.
2. Delivering Basic Services Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency.	<ul style="list-style-type: none"> • Develop fundable consolidated infrastructure plans. • Ensure Infrastructure development maintenance (7% OPEX) and reduce losses. • Ensure the provision of free basic services and the maintenance of indigent register.
3. Good Governance Municipalities must be well governed and demonstrating good governance and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability.	<ul style="list-style-type: none"> • The holding of Council meetings as legislated. • The functionality of oversight structures, Section 79/80 committees, audit committees and District IGR Forums. • Whether or not there has been progress following interventions over the last 3-5 years. • The existence and efficiency of Anti-Corruption measures. • The extent to which there is compliance with legislation and the enforcement of by laws. • The rate of service delivery protests and approaches to address them.
4. Sound Financial Management Sound financial management is integral to the success of local government. National Treasury has legislated standards and reporting requirements, and based on their monitoring of the indicators, key areas emerging from the profiles will be identified and support provided with the remedial process.	<ul style="list-style-type: none"> • The number disclaimers in the last 3-5 years. • Whether the budgets are cash backed. • The percentage revenue collected. • The extent to which debt is serviced. • The efficiency and functionality of supply chain management.
5. Building Capabilities There has to be a focus on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for Councillors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes.	<ul style="list-style-type: none"> • Ensuring that the top six post (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) vacancies are filled by competent persons. • That the municipal organograms are realistic, underpinned by a service delivery model and affordable. • That there are implementable human resources development and management programmes. • There are sustained platforms to engage organised labour to minimize disputes and disruptions.

Phase 2 of the Back to Basics Programme

The second phase of the Back to Basics Programme is meant to continue to build a functional and developmental local government system that delivers on its Constitutional and legislative mandates within a system of cooperative governance, but on a higher developmental trajectory in pursuit of national priorities and realisation of the National Development Plan (NDP) goals.

To this end, the 3rd Presidential Local Government Summit held in April 2017 was convened under the theme "Transforming Municipal Spaces for Radical Social and Economic Development". The objective of the Summit was to continue supporting the Back-to-Basics programme in municipalities as a building block for what the NDP defines as developmental local governance. The Summit agreed on ways to further strengthen the system of local government in the second phase of the Back to Basics programme, in the following areas:

- Addressing spatial injustice and spatial dislocation which continue to impact on the lives of our people;
- Building resilient communities to avoid and reduce the impact of climate change and disasters; and
- To forge government-wide agreements on approaches and concrete actions to advance radical social and economic transformation at a local level, over the current five-year term.

At the 3rd Presidential Local Government Summit the Deputy Minister of Cooperative Governance, Andries Nel, said that municipalities now need to focus on:

- **Accelerating** economic and spatial transformation – integrate plans, improve mobility and connectivity, create quality living and working environments.
- **Building** on the Back to Basics programme by continuing to provide excellent services.
- **Collaboration and Leadership:** ethical and committed leadership, responsive to needs of local communities, working closely with other spheres of government.

Municipal level policy directives

Xhariep District Municipality IDP goals and objectives

Strategic Goals	Sub-Objectives
1. Environmental integrity	<ul style="list-style-type: none">• Sustainable development guidelines• Develop policy certainty reduces risks• Limit air pollution by licensing• Monitoring or air pollution• Pro-active disaster risk reduction• Risk awareness and self-resilience• Effective disaster response and recovery• Keep citizens informed about developments, opportunities and threats

2. Inclusive economic growth	<ul style="list-style-type: none"> • Increase speed and efficiency of development programmes and investments (use good practices) • Reduce constraints to development and growth • Investment promotion • More productive use of unutilized public property • Attract more tourism visitors and spending • Develop policy certainty, reduces risk • Strengthen competitive advantages for business • Ensure supply of serviced land to match demand (Collaborate with LM's) • Increase effectiveness of public investment • Better quality assurance systems for development • Keep citizens informed about developments, opportunities and threats • Efficient procurement support for development • Support local firms to compete better for business • Reduce school dropout rates • Support youth to compete better for jobs • Pro-active disaster risk reduction • Effective disaster response and recovery • Reduce damage to business, property and catchment areas due to fire
3. Social well-being	<ul style="list-style-type: none"> • Increase speed and efficiency of development programs and investment (use of good practices) • Improved quality of living environment • Sustainable Development guidelines • Ensure supply of serviced land to match demand • Early childhood development, better curricula • Better support for vulnerable children 6 - 17 • Reduce school dropout rates • Support youth to compete better for jobs • Support families at risk - strengthen relationships • Recognize, protect and support elderly • Grow Xhariep brand awareness and affinity (attraction) • Keep citizens informed about developments, opportunities and threats • Efficient procurement support for development • Pro-active disaster risk reduction • Effective disaster response and recovery • Reduce damage to community, property and catchment areas due to fire
4. Supply basic services	<ul style="list-style-type: none"> • Well maintained roads – maintenance and upgrading for provincial government • Leverage funding contributions towards roads • Support local municipalities with joint landfill sites • Pro-active disaster risk reduction • Effective disaster response and recovery • Provide fire services to local municipalities • Reduce damage to business, property and catchment areas due to fire
5. Good Governance	<ul style="list-style-type: none"> • Municipal budget adds more value for money • Explore additional funding models for sustainability • Efficient procurement support for development • Good governance in procurement • District and Local government sector skills development facilitation and co-ordination

	<ul style="list-style-type: none"> • Utilise ICT as a strategic enabler for development • Reliable and efficient ICT systems for XDM • Keep citizens informed about developments, opportunities and threats • Increase effectiveness of public investment • Better quality assurance systems for development • Increase speed & efficiency of development programs & investment (use of good practices) • Policy certainty reduces development risks
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Linkage between National Development Plans, Sustainable Development Goals and the District Strategic Objectives

Having demonstrated at the strategy level how the eight MDGs are integral to the South African government's development priorities, it is important now to illustrate how, at the implementation level, these strategic policy intentions should or get to be translated into reality within a municipal context, the following table illustrates the linkages between these strategies.

NDP Chapter	NDP Objective	NDP Action	District Strategic Objective	IDP Programme
Chapter 3: Economy and Employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	Broaden the expanded public works programme to cover 2 million full-time equivalent jobs by 2020	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions	Establishment of a database of unemployed people
				Effective implementation of the EPWP programme
				Increase the number of FTEs in all clusters (Full-time equivalent)
Chapter 4: Economic Infrastructure	The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Upgrading the capacity of the electricity network in local municipalities
				Electrification of informal settlements where township development has taken place

Chapter 4: Economic Infrastructure	Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Ensuring of adequate sustainable water sources
				Master planning for water services
				Maintaining the high quality of drinking water to all citizens
	The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user friendly, less environmentally damaging, cheaper and integrated or seamless	Public transport infrastructure and systems, including the improvement of road-based transport services at an affordable rate	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Implementation of an Integrated Transport Plan that also facilitate effective & efficient public transport system
Chapter 5: Environmental Sustainability	A target for the amount of land and oceans under protection	Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas	To ensure ecological integrity through sustainable practices of municipal governance	Strictly adhere to all NEMA principles
	Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025			Implementation of an Environmental Management Plan (EMP) and Strategic Environmental Assessment (SEA)

			To ensure ecological integrity through sustainable practices of municipal governance	Development of a Climate Change Adaptation Strategy
	By 2030, an economy-wide carbon price should be entrenched.	Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings	To ensure ecological integrity through sustainable practices of municipal governance	Implementation of Waste Minimization Strategies
				Exploring of sustainable alternative energy sources
	Zero emission building standards by 2030	All new buildings to meet the energy efficiency criteria set out in South African National Standard 2004	To ensure ecological integrity through sustainable practices of municipal governance	Implementation of the new ecofriendly building regulation
	Absolute reductions in the total volume of waste disposed to landfill each year		To ensure ecological integrity through sustainable practices of municipal governance	Review of Integrated Waste Management Plan to include effective and efficient Waste Minimization Strategies
	Improved disaster preparedness for extreme climate events		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Development of a Climate Change Adaptation Strategy
				Implementation of comprehensive Disaster Management Plan

	Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture	Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitate pro-poor interventions	Facilitate partnerships with relevant sector departments and agricultural practitioners to implement commercially viable agricultural enterprises
Chapter 8: Transforming Human Settlements	Strong and efficient spatial planning system, well integrated across the spheres of government	Reforms to the current planning system for improved coordination.	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions	Review of the Spatial Development Framework (SDF) through the development of an Integrated Strategic Development Framework (ISDF)
	Upgrade all informal settlements on suitable, well located land by 2030.	Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Review of the Human Settlement Plan (HSP) through the development of an Integrated Strategic Development Framework (ISDF)
	More people living closer to their places of work	Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements	To establish a common vision and create coherence in government's work by seeking close partnerships with citizenry	Integration of communities and creating a "sense of place" to be a key focus point of the ISDF process of Xhariep Municipality
		Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe	Explore alternative options for human settlement e.g.: rental units (e.g.: Own Development) and GAP Housing projects

		and finance options that would allow for more household choice and greater spatial mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes.	environment	Implementing the full range of Breaking New Ground (BNG) options available for housing delivery
	Better quality public transport	Substantial investment to ensure safe, reliable and affordable public transport	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Development and effective implementation of the Integrated Transport Plan for Xhariep Municipality (Rural Road Asset Management System (RRAMS) data to be issued)
	More jobs in or close to dense, urban townships	Introduce spatial development framework and norms, including improving the balance between location of jobs and people	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions	Review of the SDF and integration with other strategic plans through ISDF process
Chapter 9: Improving education, training and innovation	Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations.	Design and implement a nutrition programme for pregnant women and young children, followed by an early childhood development and care programme for all children under the age of 3	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Facilitate the implementation of nutrition projects at ECD centres in partnership with the Department of Social Development
	Dedicated resources should be channelled towards ensuring that all			

	children are well cared for from an early age and receive appropriate emotional, cognitive and physical development stimulation	Increase state funding and support to ensure universal access to two years of early childhood development exposure before grade 1	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Facilitate the establishment of functional Early Childhood Development Centres in partnership with Department of Education
		Strengthen co-ordination between departments, as well as the private and non-profit sectors. Focus should be on routine day-to-day co-ordination between units of departments that do similar work	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Participate in the programmes of other spheres of government to establish functional ECD centres
Chapter 10: Health care for all	Progressively improve TB prevention and cure		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	HIV/Aids and TB strategy to be implemented effectively and embarking on a comprehensive awareness campaign in partnership with the Departments of Social Development and Health
	Reduce maternal, infant and child mortality		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Facilitate programmes to make pregnant women more aware of the advantages of a healthy lifestyle during pregnancy
	Reduce injury, accidents and violence by 50% from 2010 levels	Expanding staff and capital resources in policing departments and emergency services to provide improved services to all, especially the most vulnerable communities	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Implementation of the ITP in partnership with local municipalities. Effective traffic law enforcement on all major roads in partnership with relevant sector department.

	Deploy primary healthcare teams provide care to families and communities	Provide effective primary healthcare services	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Identifying the need for health care facilities in all wards and referring submissions to the Department of Health in this regard via IGR structure
	Everyone must have access to an equal standard of care, regardless of their income		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Determining of the service levels at health care facilities and making submissions to the Department of Health and EMS in this regard
Chapter 11: Social Protection	All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety	Address problems such as hunger, malnutrition and micronutrient deficiencies that affect physical growth and cognitive development, especially among children	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Participate in programmes from other spheres of government to achieve this objective
	Provide income support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development and other labour market related incentives	Pilot mechanisms and incentives to assist the unemployed to access the labour market.	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions	Effective implementation of the EPWP programme with a targeted approach towards youth and women employment

Chapter 12: Building safer communities	<p>In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside.</p> <p>The police service is a well-resourced professional institution staffed by highly skilled officers who value their works, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice</p>	<p>All schools should have leaner safety plans.</p> <p>Increase community participation and safety initiatives.</p> <p>Safety audits done in all communities focusing on crime and safety conditions of the most vulnerable in the community</p>	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Supporting of Community Policing Forum initiatives and neighborhood watches.
Chapter 13: Building a capable and developmental state	A state that is capable of playing a developmental and transformative role.		To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Enhancing a developmental approach in all the affairs of Local Government and providing a platform for local stakeholders to actively participate in all development initiatives
	Staff at all levels has the authority, experience, competence and support they need to do their jobs.	Create an administrative head of the public service with responsibility for managing the career progression of heads of department. Put in place a hybrid approach to top appointments that allows for the reconciliation of administrative and political priorities	To develop progressive strategies to optimize the use of available human resources	All management and financial staff to obtain Minimum Competency Requirements.
				Continuous training and skills development of staff.

	Relations between national, provincial and local government are improved through a more pro-active approach to managing the intergovernmental system.	Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more pro-active approach to resolving coordination problems and a more long-term approach to building capacity	To develop progressive strategies to optimise the use of available human resources	Participating and adding value to all IGR structures in the spirit of Co-operative Governance
		Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity. Make the public service and local government careers of choice. Improve relations between national, provincial and local government.	To develop progressive strategies to optimise the use of available human resources	Explore the implementation of a shared services model where internal capacity might be lacking
		Adopt a less hierarchical approach to coordination so that routine issues can be dealt with on a day-to-day basis between mid-level officials. Use the cluster system to focus on strategic cross-cutting issues and the Presidency to bring different parties together when co-ordination breaks down.	To develop progressive strategies to optimize the use of available human resources	Effective utilization of existing IGR structures

Chapter 14: Fighting corruption	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people	Expand the scope of whistleblower protection to include disclosure to bodies other than the Public Protector and the Auditor-General. Strengthen measures to ensure the security of whistle-blowers	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	Have a Risk and Fraud Management Strategy
		Centralise oversight of tenders of long duration or above a certain amount	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	Strictly enforcing all relevant Supply Chain Management Policies & Procedure
Chapter 14: Fighting corruption	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people	An accountability framework should be developed linking the liability of individual public servants to their responsibilities in proportion to their seniority.	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	Effective implementation of a Performance Management System for the whole organisation
		Clear rules restricting business interest of public servants should be developed	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates	Effective implementation of the Codes of Conduct for Councillors and Official

			diversity in service delivery	
		All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	Effective implementation of Disciplinary Procedures
Chapter 15: Nation building and social cohesion	Our vision is a society where opportunity is not determined by race or birth right: where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa	Improving public services and spaces as well as building integrated housing and sport facilities in communities to ensure sharing of common spaces across race and class.	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	Adhering to Batho Pele principles and being responsive to the needs of the community

Horizontal and Vertical Alignment of Key Strategies

Horizontal alignment is pursued through inter-governmental planning, consultation and co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the municipalities in the region. The alignment of key national, provincial and regional strategies is illustrated in the table below:

Sustainable Development Goals	National Development Plan	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	XDM Strategic Objectives	Local Municipalities
End poverty in all its forms everywhere	An economy that will create more jobs	Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	Decent employment through inclusive economic growth	Inclusive economic growth and sustainable job creation	Grow the district economy by improving employment opportunities	To develop progressive strategies to optimise the use of available human resource
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture						
	Improving Infrastructure	Massive programme to build economic and social infrastructure	An effective, competitive and responsive economic	Inclusive economic growth and sustainable job creation	Facilitate infrastructure development in the entire district	To create an enabling environment for economic growth that attracts investors, encourages innovation

			infrastructure network		municipality	and facilitate pro-poor intervention
	Transition to a low carbon economy			Reduce Green House Gas emissions through alternative methodologies and processes	Facilitate provision of energy and electricity services to all residents of Xhariep	
	An inclusive and integrated rural economy	Comprehensive rural development strategy linked to land and agrarian reform and food security	Vibrant, equitable and sustainable rural communities and food security	Build dedicated economic and social infrastructure specifically designed to accelerate economic opportunities for rural communities.	The sustainable management and usage of land in Xhariep in partnership with local municipalities	
Make cities and human settlements inclusive, safe, resilient and sustainable	Reversing the spatial effects of apartheid	Build cohesive, caring and sustainable communities	Sustainable human settlements and improved quality of household life.	Identify and acquire land parcels for integrated inclusive human settlement development in close proximity to employment opportunities	Facilitate provision of housing to the poor	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment
		Sustainable resource management and use	Protection and enhancement of environmental assets and natural resources			To ensure ecological integrity through sustainable practices of municipal governance
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Improving the quality of education, training and innovation	Strengthen the skills and human resource base	Improve the quality of basic education	Intensify and expand school management and performance programmes to ensure effective and efficient teaching ethics and environment	To accelerate institutional transformation	To develop progressive strategies to optimise the use of available human resource
			A skilled and capable workforce to support inclusive growth			
Ensure healthy lives and promote wellbeing for all at all ages	Quality health care for all	Improve the health profile of society	Improve health and life expectancy	Intensify general health promotion and lifestyle programmes	Provide environmental health services to the residents of Xhariep	To facilitate real opportunities for youth, women, and disabled and appropriate care for the age
Improve maternal health	Social protection Building safer	Intensify the fight against crime and corruption	All people in south Africa protected and feel safe	Improve and expand the CCMT (HIV/AIDS)	Ensure safety of residents of Xhariep Community	

	communities			programme to reduce HIV and AIDS related deaths		
Combat HIV/Aids, malaria, and other diseases				Increase safety		
	Reforming the public service	Build a developmental state including improvement of public services and strengthening democratic institutions	A development orientated public service and inclusive citizenship A responsive and, accountable, effective and efficient local government system	Institutionalize practices to ensure recruitment and appointment of competent people in managerial posts	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting	To establish a common vision and create coherence in government's work by seeking close partnerships with citizenry.
						To ensure a municipalities that are committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service deliver
Achieve gender equality and empower all women and girls	Transforming society and uniting the country	Pursue regional development, African advancement and enhanced international cooperation	A better South Africa, a better Africa and world	Ensure the mainstreaming of vulnerable groups such as women, youth, children and people with disabilities as priority groups during the implementation of these programmes		To facilitate real opportunities for youth, women, and disabled and appropriate care for the aged
Develop a global partnership for development						

Strategic Analysis

The 4rd Generation 5 year IDP clearly outlines the strategic objectives, focus areas and operational priorities for the municipality. This review of the IDP indicates quite clearly that Xhariep District Municipality is still on track to achieve the targets it set for itself and have demonstrated significant progress in this regard.

A comprehensive financial plan linked the required resources for the implementation of the strategy. A comprehensive SWOT analysis was conducted in order to get a better

understanding of the municipality, the environment wherein it functions and its capacity to pursue the new strategy. The analysis is also an important exercise to identify the critical areas for intervention over the next five years.

A guided process of self-assessment was followed, which included the following steps:

- Identification of the strengths and weaknesses of the municipality
- Identification of opportunities to overcome the weaknesses; and
- Identification of threats which may prevent the municipality from making successful use of the opportunities

During the IDP review process it was incumbent upon the Council to revisit the **SWOT ANALYSIS** and the table shown below gives an indication of the updating thereof: This process was undertaken with all councillors and the Executive Mayor during the Councilor's Workshop in April 2017.

STRENGHTS		WEAKNESES	
NATURAL CAPITAL			
<ul style="list-style-type: none">• High quality of the natural environment• Wide diversity of scenic landscapes• Sought-after holiday and tourism destination (Gariiep Dam, Tussen Die Revier)		<ul style="list-style-type: none">• Limited availability of land hampers potential property developments• Slow pace of land reform• Inability to optimise the strategic and economic utilisation of municipal owned land and property• Water shortage limits development potential• Ineffective waste water treatment maintenance plan	
ECONOMY			
<ul style="list-style-type: none">• Well maintained regional road transport infrastructure• Strong domestic tourism destination brand aligned to the river mouth, mountains, and hospitality industry.• Wool manufacturing, construction, agricultural, wholesale and retail industries have great potential• Well-developed linkages to Cape Town, Port Elizabeth and East London economies• Competitive commercial and emerging farmers• Facilitating economic opportunities for local entrepreneurs• Regional Hospital• Regional Taxi Rank• Mining (Jagersfontein and Koffiefontein)		<ul style="list-style-type: none">• High level of inequality (wide gap between rich and poor)• Limited progress with BBBEE at a local level• Seasonality of the economy and employment• Skills gap in basic business techniques• Limited support to SMMEs• High cost of land and property• Relatively high rate of unemployment and poverty	
SOCIAL/CULTURAL			
<ul style="list-style-type: none">• Diversity of local and international cultures with good international networks and economic linkages• English, Afrikaans, and African languages medium schools• Rural Conservation Guidelines and other strategies		<ul style="list-style-type: none">• Inconsistent understanding of economic development objectives• Increasing levels of drug related crime and crime induced poverty• Increasing level of violence against women &	

<ul style="list-style-type: none"> to maintain our cultural and architectural heritage Updated and reliable data available in the census 2011 report 	<ul style="list-style-type: none"> children Increasing incidence of HIV/Aids and TB High levels of alcohol & substance abuse Dependency on social grants and wage income by the poor Low levels of labour force education Teenage pregnancies High drop-out rate in schools Increase in substance and alcohol abuse amongst youth
INSTITUTIONAL	
<ul style="list-style-type: none"> Few skilled individuals linked to business and municipal management Dynamic administrative leadership to drive the development agenda Highly skilled ex-professionals available to assist municipality (grey power) Functional libraries and museums Accessibility to good quality public facilities (Schools, Clinics) 	<ul style="list-style-type: none"> Relatively high wage bill inside the municipality Ageing infrastructure and limited resources available for effective maintenance programme Ability to attract highly skilled labour (excl. scarce skills) Grand Dependence
OPPORTUNITIES	THREADS
NATURAL CAPITAL	
<ul style="list-style-type: none"> Exploring of effective partnerships to enhance conservation of the natural environment 	<ul style="list-style-type: none"> Climate change impacting on existing agricultural production Unsustainable water supply Quality of drinking water Limited land and high cost of land
ECONOMY	
<ul style="list-style-type: none"> Growth in both domestic and international tourism markets Collaboration and improved coherence amongst established and emerging businesses Volatile exchange rate Narrowing agriculture profit margins Fluctuations in the tourism industry Development oriented political and administrative leadership Sound financial management & viability Optimal utilisation of municipal owned land and properties 	<ul style="list-style-type: none"> High level of inequality Political dynamics Civil unrest/regular protest action Lack of unity within business (No Business Chambers) Steep increase in land value (Trompsburg and surrounding areas) Volatile exchange rate Fluctuations in the tourism industry Business property tax High property tax and service charges Limited access to adequate resources to achieve strategic objectives Relatively high levels of poverty and unemployment Increase in alcohol abuse and drug related crimes Low skilled workers Relatively high HIV/Aids and TB prevalence
SOCIAL/CULTURAL	
<ul style="list-style-type: none"> Commitment to strengthening local government sphere Integration of strategic planning processes (Strong IGR Structures) Established effective intergovernmental 	<ul style="list-style-type: none"> Unrealistic demand from residents for service delivery and infrastructure development Limited resources to address the service delivery and infrastructure demands & backlogs (Inadequate Equitable Share)

<ul style="list-style-type: none"> relations Effective communication platforms with the community (Mayoral Imbizo's) 	<ul style="list-style-type: none"> Worrying decrease in population (Migration)
INSTITUTIONAL	
<ul style="list-style-type: none"> Expanded Public Worker Programme SETA's and Learnerships Good work ethics amongst staff and councillors 	<ul style="list-style-type: none"> Decreasing demand for low-skilled labour Exploring of partnerships with private sector and NGO's to improve service delivery and facilitate development

XHARIEP STRATEGIC OBJECTIVES

The following section alludes to the future intentions of the Xhariep District Municipality for the fourth cycle of IDPs, the 2018/2022 financial year. The identified objectives are a response to the key priority issues that were identified by the communities.

A credible IDP has to meet and align with the following Six National KPAs and Provincial Targets which have been considered during the planning as namely:

National Key Performance Area (KPA)	IDP Objective
1. Local Economic Development	1.1. To provide an enabling environment for LED in XDM within the context of National and Provincial Frameworks 1.2. To initiate, lead and sustain an investment environment for job creation in the XDM Area 1.3. To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth
2. Basic and Sustainable Service Delivery and Infrastructure Development	2.1 Economic Growth Rate of 5 – 8% 2.2 Halve unemployment rate by 2022 2.3 Reduce households living in poverty by between 60% - 80% 2.4 Create job opportunities in partnership with other sectors and government institutions
3. Municipal Financial Viability and Management	3.1 Ensure sound financial management and financial sustainability of XDM
4. Municipal Institutional Development and Transformation	4.1 To provide an overarching framework for sustainable municipal performance improvement 4.2 To provide a framework for Municipal Transformation and Institutional Development
5. Good Governance and Public Participation	5.1 To ensure an improved audit opinion in line with the LGTAS 5.2 To enhance the public profile, reputation and positioning of XDM

Guiding Directives for the Development Objectives

The selection of the strategic issues is in line with the National and Provincial development frameworks with particular reference to the principles within the NSDP:

- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential. This will be done to attract private-sector investment, stimulate sustainable economic activities and/or create long term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. 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 providing social transfers, human resource development and labour market intelligence.
- This will enable people to become more mobile and migrate, if they so choose, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.
- Developmental Local Government is responsible for creating robust social dialogue among relevant stakeholders regarding development matters that require coordinated efforts and measures.

The Spatial Development Framework has been adopted by December 2014. The SDF had sufficient information to give guidance of spatial dimension within the prioritization process in terms of the listed principles. The principles were presented to the stakeholders prior to the strategy workshop to influence the selection of strategic issues.

Provincial Pillars as listed below were considered during the formulation of the objectives.

- Inclusive economic growth and sustainable job creation
- Education, innovation and skills development
- Improved quality of life
- Sustainable rural development
- Build social cohesion
- Good governance

The aforementioned Provincial pillars as contained in the Free State Growth and Development Plan, guided the formulation of the Development Priorities or Institutional Key Performance Areas and Objectives. Further in crafting the focus areas with the ultimate goal to improve service delivery, uplifting the lives and communities the Community and Stakeholder consultation as provided in the analysis has been instrumental.

Approach to Development Priorities and Strategic Objectives

To support the process of the IDP objectives linked to measurements that will serve as the quantifiable monitoring tools for this last year of the five year cycle a simplified template for the objectives has been formulated. The measurements are elaborated in terms of outcomes and realistic targets for the next financial year. The development strategies and planned projects are delineated from the measurements as they represent the most detailed level of the municipal outcomes. These measurements are also adjusted to serve as project indicators. This approach was a conscious attempt to align the IDP with the requirements of the Performance Management System (PMS), as these measurements will represent the standards in the Performance Agreements of Section 57 employees.

The following factors influenced the adjustment of the objectives tables:

- Inadequate budget and poor budget alignment and limited capital fund resulted in projects not being implemented and therefore limited targets for are met. In order to guide the municipal area towards the intended future, the implementation process requires a rigorous process of monitoring and reporting.
- Poor linkage to performance management system resulted in IDP objectives/measurements and targets not checked in each department
- Project implementation is difficult where internal co-operation/ integration among departments are required
- Insufficient co-operation among departments with regard to other programmes
- Incorporate and mainstream the objective, measurement, strategies and related projects in a single template
- The inclusion of accountability of all strategies to accommodate inclusion in the Performance Contracts

Identification of areas where more than one department is involved they need to agree how they will formulate the partnership.

KPA 1: Spatial Rationale and environmental Management
Key Development Targets : <ul style="list-style-type: none"> • Attend to the land demand for socio economic development. • Protection, preservation conservation and enhancement of the biophysical and socio-economic resources of its urban and rural environment. • Address environment related priorities • Enhanced Institutional capacity and improved coordination of spatial investment decisions.

KPA 2: Infrastructure and Basic Services
Key Development Targets : <ul style="list-style-type: none"> • Address (with LM's) water and sanitation backlog for households by 2022 • Road networks that enhance development

- Affordable electricity for households by 2022
- Waste management to households and formalized landfilled sites by 2022

KPA 3: Local -Economic Development

Key Development Targets :

- Halve poverty by 2022
- 5% growth in job creation by 2021
- Establish Food Self Sufficiency Initiatives
- Reduce number of households living below the poverty line
- Increase number of EPWP project beneficiaries by 2021

KPA 4: Institutional Development and Transformation

Key Development Targets :

- Institutional arrangement that matches up with IDP deliverables and responds to Batho Pele principles

KPA 5: Financial Viability and Management

Key Development Targets :

- Achieve Clean Audit Report by 2018
- Align all our financial systems with MSCOA by 2017

KPA 6: Good Governance, Public Participation

Key Development Targets :

- 100% EXECUTION OF Council Resolutions
- 100% functional IDP / Budget Representative Forum annually
- 100% HR Policies in place by 2019

Municipal desired outcomes and development priorities

Based on the findings of the legislative and policy analysis and directives with respect to desired spatial form, the SDF goals, land use management that realize the municipal vision, the following broad strategic Objectives area are outlined:

KPA 1: SPATIAL AND ENVIRONMENTAL RATIONALE

Goal: To develop Xhariep as an integrated spatially equitable municipal area, maximizing the potential benefits of its environmental assets in a sustainable and prosperous manner for all its people	
DEVELOPMENT PRIORITY ISSUE	KEY STRATEGIC OBJECTIVES
Differentiated approach to municipal planning and support	Provide Sustainable Land Use and Development
Integrated human settlements	Facilitate provision of Housing for Sustainable Development in partnership with other government departments.
Equitable land and rural development and balancing environmental sustainability with developmental prospects	
Security of tenure	

KPA 2: BASIC SERVICES AND INFRASTRUCTURE

Goal: Sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people of Xhariep and enabling their aspirations	
DEVELOPMENT PRIORITY ISSUE	KEY STRATEGIC OBJECTIVES

Water and sanitation	Facilitate provision of water and sanitation services to all residents of Xhariep
Energy and electricity	Facilitate provision of energy and electricity services to all residents of Xhariep
Human settlements	Facilitate provision of housing to the poor
Land use management Spatial development	The sustainable management and usage of land in Xhariep in partnership with local municipalities
Environmental Health services	Provide environmental health services to the residents of Xhariep
Environmental legislation and compliance	Full compliance with environmental legislation
Disaster Management	Provide disaster management, Fire and Rescue Services to the residents of Xhariep
Safety and security	Ensure safety of residents of Xhariep Community
Cemeteries	Facilitate burial and cemeteries facilities for residents of Xhariep and monitor all funeral parlours in the district

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Goal: To create and facilitate a conducive environment that builds inclusive local economies, sustainable decent employment and eradicates poverty	
DEVELOPMENT PRIORITY ISSUE	KEY STRATEGIC OBJECTIVES
Attract investment	Create enabling environment for investment (eg Incentives)
Tourism development	Sustainable tourism destinations
Job creation	Improved employment opportunities
Facilitate building of economic infrastructure and networks	Responsive economic infrastructure and networks
Agrarian reform	Viable lucrative agri-villages and access to affordable diverse food
Economic access for rural nodes	Vibrant, equitable, sustainable rural economic communities
Effective land reform	Increased place of land tenure reforms
Lobby for Viable creative industries	Improved quality of sport, arts and culture for economic benefits

KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

Goal: To provide professional, efficient, people centered human resources and administrative services to Xhariep citizens, staff and council for a transformed, equitable and efficient development local system.	
DEVELOPMENT PRIORITY ISSUE	KEY STRATEGIC OBJECTIVES
Internal and external communication platforms	Provide internal and external communication platforms
Customer satisfaction	Customer satisfied with the service rendered by the municipality
Access to information	Customers satisfied accessibility of information
Legal services	Provide acceptable levels of legal services to internal departments
Property Management	To manage the property of council to levels acceptable to Auditor general
Contract management	To manage the contacts of council to levels acceptable to the Auditor General
Office space	Provide sufficient office space to facilitate effective administration
Staff establishment	Accelerate institution transformation
Performance management	Improve institutional performance

Monitoring and evaluation	Strengthening monitoring and evaluation
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KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Goal : To Build Financial Sustainability of Xhariep District Municipality through Empowering Staff to Achieve Good Governance and a Clean Administration Promoting Accuracy and Transparency	
DEVELOPMENT STRATEGIC ISSUE	KEY STRATEGIC OBJECTIVE
Financial Planning and Reporting	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting
Financial Management Capacity	Empower staff and improve staff morale through skills development and capacity building
Revenue Generation	Increase revenue collection for financial viability through debt collection & accurate billings
Strengthening governance & control environment	<ul style="list-style-type: none"> Comply with Laws Regulations and Policies MSCOA Complaint
Clean Audit by 2018	Achieve a clean audit
Transparency and openness	To achieve a clean administration for 2017 and beyond
Staff expenditure	Maintain staff expenditure to recommended levels

KPA: 6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Goal : To create an enabling environment for active public participation and an administrative culture characterized by accountability, transparency and efficiency	
DEVELOPMENT PRIORITY ISSUE	KEY STRATEGIC OBJECTIVES
Ward Committees Ward Committees	To have a fully operational Ward Committee System in all local municipalities by providing hands-on support
Stakeholder relations	Improve external communications
Stakeholder relations	Improve public participation
Stakeholder relations	Improve Access to information
Stakeholder relations	Improve customer satisfaction
Stakeholder relations	Improve Intergovernmental Relations
Performance Management	Improved institutional performance

Batho Pele Principles

The Municipality is committed to deliver services within the framework of *Batho Pele principles*, as outlined below:

a) Courtesy and 'People First'

Residents must be treated with courtesy and consideration at all times.

b) Consultation

Residents must be consulted about service levels and quality, whenever possible.

c) Service excellence

Residents must be made aware of what to expect in terms of level and quality of service.

d) Accessibility

Residents must have equal access to the services to which they are entitled.

e) Information

Residents must receive full and accurate information about their services.

f) Openness and transparency

Residents must be informed about government departments, operations, budgets and management structures.

g) Redress

Residents are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered.

h) Value for money

Public services must be provided economically and efficiently.

People-driven IDP and Budget Processes

The Municipality's IDP and Budget processes are informed by the outcomes of public participation and stakeholder inputs. The public engagement processes find expression in IDP plans and priorities.

IDP Implementation, Monitoring and Evaluation

The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, quarterly, bi-annual and annual basis).

The institutional SDBIP forms the basis of directorate-based SDBIPs and employee performance agreements and plans. To enhance accountability and oversight, the Municipality during this financial year will establish a multi-party Municipal Public Accounts Committee.

Alignment of Municipal Strategic Objectives with the National Development Plan and Free State Growth and Development Strategy

Legislative framework related to planning

The Constitution ACT 108 of 1996

Section 125 of the Constitution focuses specifically on the executive authority of provinces. According to Sections 125(20(d)&(e)) the premier and members of the executive council are

responsible for developing and implementing Provincial policy, as well as ensuring the implementation of national policies and the coordination of functions between provincial departments. These functions include, inter alia, being involved in the planning, monitoring and reporting of provincial administrative functions to support service delivery.

Public Service Act 103 of 1994

Section 10 of the Amendment Act states in terms of Section 7 of the Act, the following information pertaining to performance management is to be included: (4)(c) ... subject to applicable legislation, the executive authority shall , after consultation with the Minister and Minister of Finance and by Government Notice, determine the reporting requirements to the head of the principal department to enable that head to advise the relevant executive authority on the oversight of the component on policy implementation, performance, integrated planning, budgeting and service delivery.

Intergovernmental Relations framework Act, Act No 13 of 2005

Section 37 of the Act states that... “The Premier of a province is responsible for ensuring the co-ordination of 15 intergovernmental relations within the provincial government with-

- (a) the national government; and
- (b) local governments in the province....”

According to the Act, when developing provincial policies or draft legislation affecting the local sphere of government in a province, the provincial government is mandated to take into account the following: national priorities, the interests of local communities in the province; and the views of affected municipalities. It should be noted that the Premier of a province is responsible for ensuring the co-ordination of intergovernmental relations between the provincial government and national and local government. The Mayor of a district municipality is responsible for ensuring the co-ordination of intergovernmental relations with local municipalities in the district.

White Paper on local Government (1998) and Municipal Systems Act (MSA, 2000)

Importantly, the White Paper on Local Government (1998) clarified what the developmental vision for local government should mean in practice. Essentially, the White Paper indicates that developmental local government means two things: a new approach to doing things and a set of new tools which local government can use to build this approach. The White Paper proposes that municipalities must focus their energies on a clear set of developmental outcomes that will meaningfully address the impact of apartheid on human settlements.

These outcomes are:

- provision of household infrastructure and services;
- creation of livable, integrated cities, towns and rural areas;

- local economic development; and
- community empowerment and redistribution.

In order to orientate itself with these developmental outcomes, local government is constitutionally required to structure and manage its administration, planning and budgeting processes differently. The White Paper proposed some of the new administrative systems that municipalities needed to adopt to build a developmental approach. These systems are the pillars which concretely support a developmental orientation and are enshrined in the Municipal Systems Act (MSA, 2000). They include:

- integrated development planning
- performance measurement and management
- structures and systems to enable active involvement of citizens and communities in the affairs of municipalities.

National Development Plan, Provincial Growth and Development Strategy and MTSF

Key directives from the President and Cabinet influence the mandates of and subsequently also the plans that institutions will compile. The National Planning Commission was appointed in 2010 to draft a vision and national development plan. The national development plan provides detail on how South Africa can realise goals of alleviating poverty and reduction of inequality by 2030, by drawing on energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state and promoting leadership and partnerships through society (*National Development plan 2030*, 2012)

Related to the above, the plan focuses on critical capabilities needed to transform the economy and society. This requires a change in how things are done. Given the complexity of national development aimed at providing direction towards improved planning, implementation and achievement of national outcomes, the National Development Plan – Vision 2030 sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity
- Promoting active citizenry to strengthen development, democracy and accountability
- Bringing about faster economic growth, higher investment and greater labour absorption
- Focusing on key capabilities of people and state
- Building a capable and developmental state
- Encouraging strong leadership through society to work together to solve problems

Related to these priorities, the National development Plan – Vision 2030 (2012) provides a broad strategic framework to guide key choices and actions, described in a number of chapters.

A summary of these chapters and key objectives related to each chapter theme are provided in the Executive Summary of the National Development Plan – Vision 2030 which also provides key actions that should be taken to achieve the above –given objectives.

Shaped by a range of policy instruments and priorities that include the electoral mandate, Reconstruction and Development Plan, National Development Plan, the New Growth Path and the Industrial Policy Action Plan, the FSGDS recognises that inclusive growth and development are essential to address the challenges of unemployment, poverty and inequality in their various dimensions. In order to do this, the FSGDS places the provincial government at the helm as the prime of inclusive growth and development agent that should articulate the various initiatives and drive them towards a common goal. At the same time, as an expression of the desires of the people of the Free State, the FSGDS acknowledges the significance of social partners in the ultimate realisation of its objectives.

The FSGDS is thus an important instrument to shape and coordinate the allocation of resources across a wide government and societal spectrum based on the provincial development needs and priorities. It impels both the provincial government and social partners to be focused and decisive; weigh up trade-offs and make choices in the face of competing demands; develop and implement consistent strategies and programmes; and ensure that their plans reflect a shared vision by all. The objectives of the FSGDS are thus the following:

- To serve an overarching planning instrument articulating the development agenda and providing strategic direction for the province.
- To build uniformity of application of planning processes and methodologies.
- To formulate development plans and priorities for the province.
- To ensure inclusivity of planning processes.
- To make effective use of scarce resources within the province by searching for more cost-effective and sustainable solutions, whilst addressing the real causes of development challenges instead of merely the symptoms.
- To facilitate the speedy delivery of government programmes and plans.
- To identify opportunities for investment and provide an environment of certainty and predictability critical for investment.
- To provide a common vision and act as the basis for common action amongst all social partners, both inside and outside government in a province.
- To serve as a framework for budgets, implementation, and performance management.
- To serve as a framework for provincial spatial development.
- To monitor the implementation of plans and evaluate the impact thereof against the government's developmental priorities

In line with such planning documents, millennium goals and election manifesto, government usually launches the Medium Term Strategic Framework (MTSF) designed to guide policy and the programme action over a specific five year election period. The most recent Draft MTSF

2014-2019 is meant as a guide to plan and allocate resources across all spheres of government. The basic thrust of the MTSF is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world (Section 25).

The Draft MTSF is meant to guide planning and resource allocation across the spheres of government. It identifies a number of priority areas that government institutions should focus on. In order to achieve these priority areas the MTSF states that long-term national planning capacity and subsidiary objectives are required. The MTSF makes mention of core catalytic interventions aimed at laying the foundation for movement towards improved growth and development. Achieving these interventions requires continuous planning, monitoring, reporting and evaluation so that current and future challenges are met with new tenacity.

Pillar1: Inclusive Economic Growth and Sustainable Job Creation

Driver1: Diversify and expand agricultural development and food security

District Strategic Objective 1/4:

- Economic Growth and Job Creation
- A safe clean and green city

Linked Potential Projects/Programme:

- LED Projects,
- Springfontein - Agri-Park,
- Bethulie Solar Hub,
- Springfontein Transport Hub (Presidential Projects – SIP7)

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • Increase investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture. 	<ul style="list-style-type: none"> • Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers. • Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas. 	<ul style="list-style-type: none"> • Expand and diversify sustainable agriculture production and food security. 	<ul style="list-style-type: none"> • Protect agricultural land for agricultural land use in line with SDF. • Align all agricultural initiatives with the Provincial Spatial Development Framework. • Identify, research and promote competitive products. • Enhance profitable and market-related production. • Improve agricultural market intelligence. • Promote sustainable agricultural practices to protect the environment and sustainable resources. • Improve the safety net protecting the sector against unforeseen disasters. • Expand the establishment of agricultural-related Local 	<ul style="list-style-type: none"> • Develop and implement spatial development frameworks as the basis to guide rural land use planning and development and to address spatial inequities. • Institutionalise regulatory framework for land use to guide and support development initiatives. • Implement the comprehensive food security and nutrition strategy. • Develop under-utilised land in communal areas and land reform projects for production. • Expand land under irrigation. • Provide support to smallholder producers in order to ensure production

			<p>Economic Development projects.</p> <ul style="list-style-type: none"> Expand and transform small-scale agriculture and improve access to inputs. 	<p>efficiencies.</p>
<ul style="list-style-type: none"> An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030. Maintain a positive trade balance for primary and processed agricultural products. 	<ul style="list-style-type: none"> Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers. 	<ul style="list-style-type: none"> Accelerate post settlement support programmes for emerging farmers. 	<ul style="list-style-type: none"> Implement human resource development programmes for emerging farmers. Intensify Comprehensive Agriculture Support Programmes and land care programmes. Improve institutional support and accelerate the process of land restitution. Unlock financial support for emerging farmers. Establish appropriate agri-marketing, information systems and social networks for emerging farmers. 	<ul style="list-style-type: none"> Develop under-utilised land in communal areas and land reform projects for production. Acquire and allocate strategically located land. Create tenure security for people living and working on farms. Develop and implement policies promoting the development and support of smallholder producers. Develop and implement the Integrated Agricultural Policy Action Plan (IAPAP).
<ul style="list-style-type: none"> Increase investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture. 	<ul style="list-style-type: none"> Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers. 	<ul style="list-style-type: none"> Strengthen agricultural research, knowledge and skills. 	<ul style="list-style-type: none"> Market and promote agriculture as a professional career. Establish, maintain and equip agri-schools with skilled and qualified teachers. Revitalise agri and Further Education and Training (FET) colleges. Strengthen the linkages between universities, farmers and government. Align and develop training and curriculum programmes with the changing and future needs 	<ul style="list-style-type: none"> Promote skills development in rural areas with economic development potential.

			<ul style="list-style-type: none"> of the agricultural sector. • Infuse agricultural training with entrepreneurial focused training and development programmes. • Implement voluntary internship programmes for final year and post graduate students. • Revitalise and expand extension and advisory services. • Develop a farm worker career path and appropriate training system. • Strengthen agricultural research capacity in the provincial department of agriculture and tertiary institutions. 	
<ul style="list-style-type: none"> • An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030. 	<ul style="list-style-type: none"> • Consolidate and selectively expand transport and logistics infrastructure. 	<ul style="list-style-type: none"> • Improve and maintain agro-logistics. 	<ul style="list-style-type: none"> • Prioritise and fund the upgrading and maintenance of road and rail infrastructure at strategic agricultural nodes to ensure effective and efficient distribution of agricultural products. 	<ul style="list-style-type: none"> • Improve transport infrastructure and public transport in rural areas.
<ul style="list-style-type: none"> • An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030. • Maintain a positive trade balance for primary and processed agricultural products. • Increase investment in new agricultural technologies, research and the 	<ul style="list-style-type: none"> • Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. • Create tenure security for communal farmers, 	<ul style="list-style-type: none"> • Establish and fast track value adding agro-processing. 	<ul style="list-style-type: none"> • Identify growth points for value adding programmes and align with spatial development framework. • Unlock agro-processing potential by implementing incentives to draw-in investments. • Implement relevant and applicable grain and livestock beneficiation programmes. 	<ul style="list-style-type: none"> • Promote sustainable rural enterprises and industries in areas with economic development potential. • Create incentives to attract investment in rural areas for the development of rural enterprises and industries throughout commodity value chains. • Develop resource and implement the Agricultural

development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.	<p>especially women; investigate different forms of financing and vesting of private property rights to land reform beneficiaries that does not hamper beneficiaries with a high debt burden.</p> <ul style="list-style-type: none"> Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers. 			<p>Value Chain interventions.</p> <ul style="list-style-type: none"> Develop and implement policies promoting the development and support of smallholder producers. Create incentives to attract investment in rural areas for the development of rural enterprises and industries throughout commodity value chains.
<ul style="list-style-type: none"> In 2030 people living in living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely and the children can play safely outside. 	<ul style="list-style-type: none"> The National Rural Safety Strategy Plan must be implemented in high risk areas involving all role-players and stakeholders. 	<ul style="list-style-type: none"> Strengthen rural security of farm communities. 	<ul style="list-style-type: none"> Reinforce cross-border protection activities. Establish and maintain rural security and safety systems. Implement appropriate animal identification, monitoring and traceability systems. Implement farm worker development programmes. Strengthen bio-security of animal diseases. 	<ul style="list-style-type: none"> Implement crime prevention strategies/actions. Establish integrated Border Management Agency. Develop and implement the Border safeguarding strategy. Combat illegal activities at the border and ports of entry. Secure the land borderline.

DRIVER 2: MINIMISE THE IMPACT OF THE DECLINING MINING SECTOR AND ENSURE THAT EXISTING MINING POTENTIAL IS HARNESSSED***District Strategic Objective 1/2/4:***

- *Economic Growth and Job Creation*
- *Tourism Development*
- *A safe, clean and green city*

Linked Potential Projects/Programme:

- *Mining Development Programme (Benefiting ex-miners)*
- *Tourism Marketing & Development*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none">• Broaden ownership of assets to historically disadvantage groups.	<ul style="list-style-type: none">• Increase the benefit to the country of our mineral resources by: giving clear certainty over property rights (the right to mine) increasing rail, water and energy infrastructure, structure a taxation regime that is fair, equitable and predictable and that recognises the non-renewable nature of mineral resources.• Remove the most pressing constraints on growth, investment and job creation, including energy generation and distribution, urban planning etc.• Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of	<ul style="list-style-type: none">• Support the life of existing mines and create new mining opportunities.	<ul style="list-style-type: none">• Invest in key infrastructure programmes that are secondary to mining.• Open up opportunities for new mining initiatives.• Market opportunities through new mining business profiles.• Curb crime which impacts negatively on the mining industry.• Promote small-scale mining in sandstone, clay, salt, diamonds and other commodities.	<ul style="list-style-type: none">• Mining Beneficiation Action Plan (MAP) developed, implemented and reviewed regularly in terms of impact on growth, employment, rural incomes, investment, output, exports and African regional development.

	mining industry commitments to social investment, and tourism investments.			
<ul style="list-style-type: none"> • Broaden ownership of assets to historically disadvantage groups. 	<ul style="list-style-type: none"> • Increase the benefit to the country of our mineral resources by: giving clear certainty over property rights (the right to mine) increasing rail, water and energy infrastructure, structure a taxation regime that is fair, equitable and predictable and that recognises the non-renewable nature of mineral resources. • Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. 	<ul style="list-style-type: none"> • Develop a post-mining economy for mining areas. 	<ul style="list-style-type: none"> • Develop and support partnerships with social partners. • Re-use mining infrastructure in line with spatial development plans. • Implement mine tourism initiatives. 	<ul style="list-style-type: none"> • Mining Beneficiation Action Plan (MAP) developed, implemented and reviewed regularly in terms of impact on growth, employment, rural incomes, investment, output, exports and African regional development.
<ul style="list-style-type: none"> • Broaden ownership of assets to historically disadvantage groups. 	<ul style="list-style-type: none"> • Increase the benefit to the country of our mineral resources by: giving clear certainty over property rights (the right to mine) increasing rail, water and energy infrastructure, structure a taxation regime that is fair, equitable and predictable and that recognises the non-renewable nature of mineral resources. 	<ul style="list-style-type: none"> • Ensure rehabilitation of mining areas. 	<ul style="list-style-type: none"> • Coordinate mining rehabilitation concerns (road construction) (waste recycling). • Institutionalise an agreed upon funding model for mining rehabilitation. • Empower local entrepreneurs to benefit from mining aggregates. • Re-mining of existing slime dams and dumps. 	<ul style="list-style-type: none"> • Mining Beneficiation Action Plan (MAP) developed, implemented and reviewed regularly in terms of impact on growth, employment, rural incomes, investment, output, exports and African regional development.

	<ul style="list-style-type: none"> Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. 			
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Driver 4: Capitalise on transport and distribution opportunities

District Strategic Objective 1/2/4:

- Economic Growth and Job Creation
- A safe, clean and green city
- Tourism Development

Linked Potential Projects/Programme:

- Tourism Marketing & Development
- Trompsburg Transport Centre (Taxi Rank)
- Springfontein Transport Hub (Presidential Project – SIP7)
- Rural Road Asset Management Grant (RRAMS)

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user friendly, less environmentally damaging, cheaper and integrated or seamless. 	<ul style="list-style-type: none"> Consolidate and selectively expand transport and logistics infrastructure, with key focus areas being: Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by enhanced links with road-based services 	<ul style="list-style-type: none"> Develop and maintain an efficient road, rail and public transport network. 	<ul style="list-style-type: none"> Develop a provincial road network plan which defines an inter-regional strategic public transport network indicating primary and/or feeder/district routes. Improve road infrastructure. Identify and address road safety hotspots. Provide fully operational weighbridges in strategic locations. 	<ul style="list-style-type: none"> Improve national transport planning to develop long-term plans for transport that synchronise with spatial planning and align infrastructure investment activities of provincial and local government and clearly communicates the state's transport vision to the private sector. Improve and preserve national, provincial and

			<ul style="list-style-type: none"> • Improve the public transport facilities. • Improve rural public transport services through setting up scheduled subsidized public transport services to improve access to services. 	<ul style="list-style-type: none"> • local road infrastructure. • Strengthen road traffic management (result indicator: accidents, deaths). • Improve public transport. • Strengthen institutional arrangements for public transport.
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Driver 5: Harness and increase tourism potential opportunities

District Strategic Objective 1/2/4:

- *Economic Growth and Job Creation*
- *Tourism Development*

Linked Potential Projects/Programme:

- *Tourism Marketing & Development*
- *Tourism Awareness*
- *District Heritage Festival (Xhacufe)*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
	<ul style="list-style-type: none"> • Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. 	<ul style="list-style-type: none"> • Implement a government support programme for tourism development and growth. 	<ul style="list-style-type: none"> • Support and maintain local tourism infrastructure. • Develop and implement a tourism-network strategy within the province and across provincial borders. • Enhance local government capacity for tourism development. • Ensure adequate budgeting for local tourism support. • Strengthen local and provincial tourism business forums. • Ensure after-hours 	<ul style="list-style-type: none"> • National Tourism Strategy implemented and reviewed regularly in terms of impact on growth, employment, investment, output, exports and African regional development.

			information and tourism access at tourism office.	
	<ul style="list-style-type: none"> Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. 	<ul style="list-style-type: none"> Improve tourism marketing. 	<ul style="list-style-type: none"> Compile a comprehensive database of tourism products. Establish an integrated tourism website. 	<ul style="list-style-type: none"> National Tourism Strategy implemented and reviewed regularly in terms of impact on growth, employment, investment, output, exports and African regional development.
	<ul style="list-style-type: none"> Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. 	<ul style="list-style-type: none"> Expand tourism products and product range. 	<ul style="list-style-type: none"> Develop tourism routes. Support differentiated tourism product development in conferencing, adventure tourism, education, medical, exhibitions, sport, mining, agriculture and small town attractions. 	<ul style="list-style-type: none"> National Tourism Strategy implemented and reviewed regularly in terms of impact on growth, employment, investment, output, exports and African regional development.
<ul style="list-style-type: none"> Expand the college system with a focus on improving quality. Better quality will build confidence in the college sector and attract more learners. 	<ul style="list-style-type: none"> Build the capacity of FET institutions to become the preferred institutions for vocational education and training. Learners should be able to choose vocational pathway before completing Grade 12. Expand the geographical spread of FET institutions. Build a strong relationship between the college sector and industry. SETAs have a crucial role in building relationships between education institutions and the employers. Rural economies will be 	<ul style="list-style-type: none"> Increase and build human capacity for tourism development and service excellence. 	<ul style="list-style-type: none"> Introduce basic training and skills development programme for tourism. Align the school curriculum for Tourism with provincial tourism needs. Capitalise on FET colleges and training institutions to provide appropriate tourism skills. 	<ul style="list-style-type: none"> National Tourism Strategy implemented and reviewed regularly in terms of impact on growth, employment, investment, output, exports and African regional development.

	activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.			
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Pillar 2: Education, Innovation and Skills Development

Diver 6: Ensure an appropriate skills base for growth and development

District Strategic Objective 7:

- *Education*

Linked Potential Projects/Programme:

- *Mayoral Social Development Programme*
- *Youth Development Programme*
- *Special Programme*
- *Skills Development (Financial Grant)*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • About 90 per cent of learners in grade 3, 6 and 9 must achieve 50 per cent or more in the annual national assessments in literacy, maths and science. • Between 80-90 per cent of learners should complete 12 years of schooling and or vocational education with at least 80 per cent successfully passing the exit exams. 	<ul style="list-style-type: none"> • The interest of all stakeholders should be aligned to support the common goal of achieving the educational outcomes that are responsive to community needs and economic development. • Educational institutions should be provided with the capacity to implement policy. Where capacity is lacking, this should be 	<ul style="list-style-type: none"> • Improve educator performance. 	<ul style="list-style-type: none"> • Intensify and expand school management and performance programmes to ensure effective and efficient teaching ethics and environment. • Improve qualifications and performance of existing educators through bursaries, continuous professional development, mentoring and coaching focusing on mathematics 	<ul style="list-style-type: none"> • Implement a more effective teacher development programme and develop teacher competency. • Increased accountability for performance in schools. • Strengthen monitoring system and capacity of districts. • Establish effective schools accountability linked to learner performance. • Use an improved ANA for

<ul style="list-style-type: none"> • Increase the number of students eligible to study towards maths and science based degree to 450 000 by 2030. 	<p>addressed as an urgent priority.</p> <ul style="list-style-type: none"> • Teachers should be recognized for their efforts and professionalism. Teaching should be highly valued profession. • Introduce incentive schemes linked to the annual national assessments to reward schools for consistent improvements • Top performing schools in the public and private sectors must be recognized as national assets. They should be supported and not saddled with unnecessary burdens. • Strengthen and expand Funza Lushaka and ensure that graduates of the programme are immediately absorbed into schools. It should not be left to graduates to find placements in schools. • Investigate introducing professional certification. Newly qualified teachers would need to demonstrate certain competencies before they are employed in schools, and after that they would be offered preliminary or probationary certification, to be finalized based on demonstrated competence. The 		<p>and physical science.</p> <ul style="list-style-type: none"> • Implement a focused recruitment programme to attract suitable candidates for the education profession. • Ensure that universities produce demand-driven qualified educators. 	<p>holding schools and district accountable.</p> <ul style="list-style-type: none"> • Establish functioning district offices that are able to support schools. • Assess teachers' content knowledge in the subjects they teach. • Absorb Funza Lushaka bursary holders into teaching posts. • Replenishing the current stock of teachers. • Change the process of appointing principals so that only competent individuals are appointed.
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	<p>professional certification of all teachers would need to be renewed periodically.</p> <ul style="list-style-type: none"> • Change the appointment process to ensure that competent individuals are attracted to become school principals. • Candidates should undergo a competency assessment to determine their suitability and identify the areas in which they would need development and support. • Eliminate union influence in promoting or appointing principals. The Department of Basic Education and provincial department of education must ensure that human resources management capacity is improved and recruitment undertaken correctly. • Implement an entry level qualification for principals. 			
<ul style="list-style-type: none"> • Eradicate infrastructure backlogs and ensure that all schools meet the minimum standards by 2016. 	<ul style="list-style-type: none"> • The interest of all stakeholders should be aligned to support the common goal of achieving the educational outcomes that are responsive to community needs and economic development. <ul style="list-style-type: none"> ○ Educational institutions should be provided with the capacity to implement policy. Where capacity 	<ul style="list-style-type: none"> • Promote an enabling environment to increase educational performance. 	<ul style="list-style-type: none"> • Expand and intensify: <ul style="list-style-type: none"> ○ School infrastructure programme (new schools and schools related facilities) ○ Comprehensive school maintenance programme ○ Rural/farm school development programme ○ School nutrition programme 	<ul style="list-style-type: none"> • Infrastructure complying with minimum standards and norms. • Increase access to quality reading material.

	is lacking, this should be addressed as an urgent priority.		<ul style="list-style-type: none"> ○ Transport services ○ Comprehensive wellness programme ○ Libraries / mobile libraries ○ No-school fee schools • Ensure provision of adequate and timeous learning materials and equipment. 	
<ul style="list-style-type: none"> • Expand the college system with a focus on improving quality. Better quality will build confidence in the college sector and attract more learners. • Provide 1 million learning opportunities through Community Education and Training Centres. • Improve the throughput rate to 80 per cent by 2030. • Produce 30 000 artisans per year. 	<ul style="list-style-type: none"> • Support the development of specialised programmes in universities focusing on training college lectures and provide funding for universities to conduct research on the vocational education sector. • Build the capacity of FET institutions to become the preferred institutions for vocational education and training. Learners should be able to choose the vocational pathway before completing Grade 12. Expand the geographical spread of FET institutions. • Build a strong relationship between the college sector and industry. SETAs have crucial role in building relationships between education institutions and the employers. 	<ul style="list-style-type: none"> • Create an environment and relationships in which post-school education institutions / training agencies respond to the educational and skills demands in line with growth and development needs. 	<ul style="list-style-type: none"> • Improve the ability of the intermediate sector (Nursing college, Agricultural college, FET colleges) to: <ul style="list-style-type: none"> ○ Improve post-Grade 12 vocational training quality and results ○ increase work place experience ○ Continuous vocational training. • Position the FET colleges to: <ul style="list-style-type: none"> ○ Provide Grade 10-12 vocational training ○ Ensure bridging opportunities for non-qualified out-of-school youth. • Establish an operational, inclusive support system to foster collaboration between educational institutions, work places and the public sector. 	<ul style="list-style-type: none"> • Create a post-school system that provides a range of accessible alternatives for young and older people in all post- school institutions. • Strengthen the governance and management of post school institutions. • Encourage and support measures to improve access and success in post school institutions. • Map out the information and knowledge needs of the system, to build on what is already taking place. • Build capacity of college teaching staff, and develop effective professional development for lecturers, counsellors, administrators and mentors. • Integrated work-based learning within the VCET system. • Reform the skills development system to improve its relevance and alignment within the post school sector.

				<ul style="list-style-type: none"> • Support carefully structured institutional-level programmes that provide opportunities for the Next Generation of academics. • Manage a structured, well-supported systematic national programme of building a Next Generation of academics. • Enhance innovation capacity.
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NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is well resourced professional institution staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice. 	<ul style="list-style-type: none"> • Mobilise youth for inner city safety to secure safe places and spaces for young people. • The National Rural Safety Plan must be implemented in high risk areas involving all role-players and stakeholders. • All schools should have learner safety plans. 	<ul style="list-style-type: none"> • Prevent and reduce contact crime, property and other serious crimes through more efficient police action. 	<ul style="list-style-type: none"> • Extend the implementation of the anti-rape strategy. • Expand youth crime prevention and capacity building programmes. • Enforce the Domestic Violence Act. • Intensify and roll out victim empowerment programmes to all municipalities. • Ensure sector policing at high contact crime police stations. • Provide property-related protection. 	<ul style="list-style-type: none"> • Collect accurately assessed and timeously analysed information in order to have a meaningful impact on policing. • Implement crime combating strategies/actions for serious and violent crime. • Reduce repeat offending or recidivism. • Implement social crime prevention strategy.
<ul style="list-style-type: none"> • In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and enjoy an 	<ul style="list-style-type: none"> • Safety audits done in all communities focusing on crime and safety conditions of most vulnerable in the community. 	<ul style="list-style-type: none"> • Enhance relationships between the SAPS and communities. 	<ul style="list-style-type: none"> • Intensify and expand the community policing forum programme. • Improve consultation, communication and 	<ul style="list-style-type: none"> • Promote community participation in crime prevention and safety initiatives.

active community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is well resourced professional institution staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice.	<ul style="list-style-type: none"> • All schools should have learner safety plans. • Increase community participation in crime prevention and safety initiatives. 		information services between communities and SAPS.	
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Pillar 3: Improved Quality of Life

Driver 7: Curb crime and streamline criminal justice performance

District Strategic Objective 3/4/6:

- *Health and Community Development*
- *HIV/AIDS*
- *A safe, clean and green city*

Linked Potential Projects/Programme:

- *Mayoral Social Development Programme*
- *Albert Nzula District Hospital*
- *Youth Development Programme*
- *Special Programme (Children & Elderly)*
- *Community Development & Public Participation*

Driver 8: Expand and maintain basic and road infrastructure

District Strategic Objective 1/2:

- *Economic Growth and Job Creation*
- *Tourism Development*

Linked Potential Projects/Programme:

- *Rural Road and Asset Management System (RRAMS)*
- *Re-Gravelling of Roads (Dept: Police, Road & Transport)*
- *Trompsburg Transport Centre*
- *Brick-making Manufacturing Plant*
- *District Energy Forum*
- *Expanded Public Works Programme (EPWP)*
- *Community Works Programme (CWP)*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. • The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW. • At least 20 000MW of this capacity should come from renewable sources. • Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water. • Reduce water demand in the urban areas to 15 	<ul style="list-style-type: none"> • Move to less carbon-intensive electricity production through producing at least 20 000MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating. • Ring-fence the electricity distribution businesses of the 12 largest municipalities (which account for 80 percent of supply), resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital. • A comprehensive management strategy including an investment programme for water resource development, bulk 	<ul style="list-style-type: none"> • Maintain and upgrade basic infrastructure at local level. 	<ul style="list-style-type: none"> • Develop water, sanitation and electricity master plans for municipalities. • Dedicate funding for maintenance of current infrastructure. • Establish partnerships in selective municipalities for service delivery with regard to yellow fleet, waste management and water service delivery. • Establish partnerships in all municipalities for electricity delivery. 	<ul style="list-style-type: none"> • Develop the Integrated Energy Plan (IEP). • Refine, update and implement the Integrated Resource Plan (IRP). • Ring-fence the electricity-distribution businesses of the 12 largest municipalities and resolve their maintenance and refurbishment backlogs. • Review bulk electrical infrastructure required for universal access to electricity, prepare an implementation plan, and implement. • Improve demand-side management, including through smarter management of electricity grids. • Improve governmental support for combating illegal use of electricity.

percent below the business-as-usual scenario by 2030.	<p>water resource development, bulk water supply and wastewater management for major centres.</p> <ul style="list-style-type: none"> • Timely development of several new water schemes to supply urban and industrial centres. • Create regional water and waste water utilities, and expand mandates of the existing water boards. 			<ul style="list-style-type: none"> • Establish a national water-resources infrastructure agency
<ul style="list-style-type: none"> • The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. • The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW. • At least 20 000MW of this capacity should come from renewable sources. • Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water. • Reduce water demand in the urban areas to 15 percent below the business-as-usual scenario by 2030. 	<ul style="list-style-type: none"> • Move to less carbon-intensive electricity production through producing at least 20 000MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating. • Ring-fence the electricity distribution businesses of the 12 largest municipalities (which account for 80 percent of supply), resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital. • A comprehensive management strategy including an investment programme for water resource development, bulk water resource development, bulk water 	<ul style="list-style-type: none"> • Provide new basic infrastructure at local level (water, sanitation and electricity). 	<ul style="list-style-type: none"> • Identify and facilitate the implementation of infrastructure by municipalities for development in the recognised growing municipal areas. • Develop policies for private developers which will include incentives to encourage development. 	<ul style="list-style-type: none"> • Establish formal structures to foster collaboration between government, Eskom, Transnet, Sasol, IPPs and the coal industry: <ul style="list-style-type: none"> ○ to optimise domestic coal use while maximising coal exports ○ to address fragmentation in the coal industry ○ to plan optimal utilisation for specific coal fields (draw on Coal Road Map exercise). • Develop a national coal policy and investment strategy. • Develop the Integrated Energy Plan (IEP). • Refine, update and implement the Integrated Resource Plan (IRP). • Reform of the electricity supply industry to introduce

	<p>supply and wastewater management for major centres.</p> <ul style="list-style-type: none"> • Timely development of several new water schemes to supply urban and industrial centres. • Create regional water and waste water utilities, and expand mandates of the existing water boards. 			<p>IPPs in support of electricity security of supply.</p> <ul style="list-style-type: none"> • Establish an independent system operator. • Establish regional water and waste-water utilities to support municipalities. • Carry out review of existing water allocations in areas where new users are seeking access but current users already take more than can reliably be provided. • Urgent review of water and sanitation norms and standards together with the financial provisions to meet these. • Establish a dedicated national programme to provide support to local and sectoral efforts to reduce water demand and improve water-use efficiency in the Agricultural sector. • Investigate and implement water re-use and desalination projects and continue with applied research. • Water and Sanitation Infrastructure Master Plan.
<ul style="list-style-type: none"> • The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. • The country would need an 	<ul style="list-style-type: none"> • Move to less carbon-intensive electricity production through producing at least 20 000MW of renewable energy, increased hydro-imports from the region and 	<ul style="list-style-type: none"> • Provide and upgrade Bulk Services. 	<ul style="list-style-type: none"> • Ensure compliance of waste water treatment (new and upgraded) with the Green Drop standards in all towns and new developments. • Establish regional water and waste-water utilities to 	<ul style="list-style-type: none"> • Develop comprehensive investment programme for water-resource development, bulk-water supply and wastewater management, assessing requirements to achieve

<p>additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW.</p> <ul style="list-style-type: none"> • At least 20 000MW of this capacity should come from renewable sources. • Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water. • Reduce water demand in the urban areas to 15 percent below the business-as-usual scenario by 2030. 	<p>increased demand-side measures, including solar water heating.</p> <ul style="list-style-type: none"> • Ring-fence the electricity distribution businesses of the 12 largest municipalities (which account for 80 percent of supply), resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital. • A comprehensive management strategy including an investment programme for water resource development, bulk water resource development, bulk water supply and wastewater management for major centres. • Timely development of several new water schemes to supply urban and industrial centres. • Create regional water and waste water utilities, and expand mandates of the existing water boards. 		<p>support municipalities</p> <ul style="list-style-type: none"> • Ensure compliance of water treatment works and water storage, including bulk in towns with blue drop standards for new development areas. 	<p>universal access, and prioritise a new dam on the Umzimvubu River.</p> <ul style="list-style-type: none"> • Finalise the future institutional arrangements for the management of water-resources.
		<ul style="list-style-type: none"> • Implement alternative sanitation, water and electricity infrastructure 	<ul style="list-style-type: none"> • Promote and facilitate solar water heating and arial / street lighting for energy saving. • Promote and facilitate alternative sanitation and water infrastructure. 	<ul style="list-style-type: none"> • Commission at least 7000 MW of renewable energy by 2020.
<ul style="list-style-type: none"> • Staff at all levels has the authority, experience, 	<ul style="list-style-type: none"> • Establish a formal graduate recruitment scheme for the 	<ul style="list-style-type: none"> • Improve technical capacity of local municipalities for 	<ul style="list-style-type: none"> • Provide training on compliance, operations and 	<ul style="list-style-type: none"> •

competence and support they need to do their jobs.	public service with provision for mentoring, training and reflection. Formulate long term skills development strategies for senior managers, technical professional and local government staff.	sustainable local infrastructure.	<p>maintenance in line with the terms of the relevant Act.</p> <ul style="list-style-type: none"> • Train management and administrative levels to ensure an understanding of the technical processes of service delivery. • Roll out laboratories and consolidate capacity in existing laboratories to assist with water quality programme. • Recruit, employ and retain qualified technical staff. 	
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Driver 9: Facilitate sustainable human settlement

District Strategic Objective 1/2:

- *Economic Growth and Job Creation*
- *Tourism Development*

Linked Potential Projects/Programme:

- *Brick-making Manufacturing Plant*
- *District Energy Forum*
- *Building of economic infrastructure and networks*
- *Human Settlement and availability of erven*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • Strong and efficient spatial planning system, well integrated across the spheres of government. • Upgrade all informal settlements on suitable, well located land by 2030. • More people living closer to their places of work. • More jobs in or close to dense, urban townships 	<ul style="list-style-type: none"> • Introduce spatial development framework and norms, including improving the balance between location of jobs and people. • Reform to the current planning system for improved coordination. • Provide incentive for citizen activity for local planning 	<ul style="list-style-type: none"> • Accelerate and streamline township establishment processes and procedures to ensure sustainable settlement. 	<ul style="list-style-type: none"> • Improve the quality of Spatial Development Frameworks to include master planning in areas of interest, town planning schemes, availability of services. • Establish private-public sector planning structures and processes to improve the quality of planning 	<ul style="list-style-type: none"> • Develop and implement spatial development frameworks to address spatial inequities. • Fast track release of well-located land for housing and human settlements targeting poor households. • Include access to basic infrastructure and services in new development.

	<p>and development of spatial compacts.</p> <ul style="list-style-type: none"> • Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods. 		<p>services.</p> <ul style="list-style-type: none"> • Identify and acquire land parcels for integrated inclusive human settlement development in close proximity to employment opportunities. • Release surplus government land for human settlements. • Ensure law enforcement in the planning and property development environment. • Curb and manage informal land invasion. 	<ul style="list-style-type: none"> • Address infrastructure and basic services backlog in existing settlements. • Develop a strategy that ensures developments are in areas that promote integration (inclusionary housing), household livelihoods and appropriate densification. • Develop minimum standards and finance options for investment in public spaces particularly in social and economic infrastructure that benefit poor households, e.g. provision of municipal infrastructure trading facilities, investing in roads, pathways, etc. • Develop housing and human settlement plans that respond to various spatial and economic instruments and strategies that identify priority precincts for restructuring. • Setting up of an M&E framework to measure effectiveness of spatial targeting (contribution to National Observatory). • Review of the National Spatial and Human Settlements Planning.
<ul style="list-style-type: none"> • Strong and efficient spatial planning system, well integrated across the spheres of government. 	<ul style="list-style-type: none"> • Provide incentives for citizen activity for local planning and development of social compacts. 	<ul style="list-style-type: none"> • Ensure that municipalities, councillors, officials, the community at large and private sector role players 	<ul style="list-style-type: none"> • Increase awareness amongst officials, councillors and other social partners on the New 	<ul style="list-style-type: none"> • Develop and implement appropriate programmes to increase technical capacity across all three spheres of

		are capacitated to accelerate sustainable human settlement development.	<p>Comprehensive Plan for Sustainable Human Settlements.</p> <ul style="list-style-type: none"> • Improve basic town planning / engineering services at provincial level. • Educate communities with regard to housing rights, market values of their properties and planning and regulation. • Establish a province-wide housing construction agency to drive the provision of decent housing to optimise job-creation and local provincial procurement. • Improve the quality of contractors through effective training programmes, grading and ranking of contractor performance and contractor registration with the National Home Building Regulatory Council. • Enhance opportunities for capacity building in town planning, project management, engineering, urban design and property management. 	<p>government for spatially targeting housing and human settlements development.</p> <ul style="list-style-type: none"> • Increase the participation of stakeholders in housing development by encouraging community-based organizations, civil society organizations, and other forms of non-governmental entities that contribute to human settlements development. • Strengthen current mechanism to mobilise private sector to contribute to human settlements developments. • Develop horizontal and vertical consultative mechanisms among spheres of government responsible for economic, environmental, social, human settlements and housing policies.
•	•	•	<ul style="list-style-type: none"> • Expand the public-private partnership approach for sustainable human settlements. • Improve access to the Integrated, Residential Development Programme 	<ul style="list-style-type: none"> • Increase the supply of housing using different tenure types to ensure the diversity necessary for addressing different social, economic and cultural needs.

			<ul style="list-style-type: none"> for basic infrastructure. Promote socially integrated human settlements in order to support social cohesion. Put emphasis on densification of new developments, to improve overall settlement efficiency and resource utilization. Improve access to the basic social and economic amenities programme. Facilitate the implementation of the communal land right programme. Intensify the informal settlements upgrading programme. Research and promote alternative building methods and material for eco-friendly environments. 	<ul style="list-style-type: none"> Provide support for economic development hubs, nodes and linkages to be developed in historical black townships.
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Driver 10: Provide and improve adequate health care for citizens

District Strategic Objective 1/2/6:

- Health and community development*
- A safe, clean and green city*
- HIV/AIDS*

Linked Potential Projects/Programme:

- Municipal Environmental Health Programmes*
- District Aids Council*
- Special Programme*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
• Increase average male and	• Prevent and control	• Strengthen health care	• Improve and expand the	• Implement the National

<p>female life expectancy at birth to 70 years.</p> <ul style="list-style-type: none"> Progressively improve TB prevention and cure. Reduce maternal, infant and child mortality. Significantly reduce prevalence of non-communicable chronic diseases. Reduce injury, accidents and violence by 50 percent from 2010 levels. 	<p>epidemic burdens through deterring and treating HIV/AIDS, new epidemics and alcohol abuse, improve the allocation of resources and the availability of health personnel in public sector, and improve the quality of care, operational efficiency, health worker morale and leadership and innovation.</p> <ul style="list-style-type: none"> Promote healthy diets and physical activity. Implement the NHI scheme in a phased manner, focusing on: <ul style="list-style-type: none"> Improving the quality of care in public facilities Reducing the relative cost of private medical care Increasing the number of medical professionals Introducing a patient record system and supporting information technology systems. 	<p>programmes to address the burden of critical diseases.</p>	<p>CCMT (HIV/AIDS) programme to reduce HIV and AIDS related deaths.</p> <ul style="list-style-type: none"> Improve and expand TB Management Programmes. Improve maternal and child health programmes. Improve and expand non-communicable disease programmes in the four main critical areas of mental health, cancer, diabetes, and heart disease. Intensify general health promotion and lifestyle programmes. 	<p>Strategic Plan for Maternal, Newborn, Child and Women's Health for 2012-2016 and monitor outcomes.</p> <ul style="list-style-type: none"> Accelerate finalization of regulations on diet and content of salt in foodstuffs. Produce regulations on tobacco control, in line with WHO's framework convention on tobacco control. Develop legislation to abolish marketing of alcohol products by 2015. Improve access to ART. Monitor Uptake of HIV testing by TB patients. Implement essential interventions to reduce HIV mortality. Improve the TB case registration rate. Improve the TB case detection rate. Improve TB treatment outcomes. Implement interventions to reduce TB mortality. Reduce the HIV Mother-to-Child-Transmission (MTCT) rate (six weeks and 18 months). Implement the National Strategic Plan for Maternal, Newborn, Child and Women's Health for 2012-2016 and monitor outcomes.
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				<ul style="list-style-type: none"> • Develop and implement an effective monitoring, evaluation and reporting (MER) system for tracking the implementation of the recommendations of the National Committee of Confidential Enquiry into Maternal Deaths (NCCEMD). • Develop and implement an effective monitoring, evaluation and reporting (MER) system for tracking the implementation of the CARMMA Strategy. • Coordinate a comprehensive and inter-sectoral response by government to violence and injury, and to ensure action. • Fast track legislation and regulations to deal with the risk factors of diseases and injury, including the creation of a multi-sectoral Health Commission. • Embark on activities to promote healthy lifestyles through mobilization of individuals and communities to engage in physical activities, good dietary practices and reduction of harmful use of alcohol, tobacco and to control of substance abuse. • Strengthen the capacity of rehabilitation services in the public sector with a focus
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				<p>on mental health, physical disability, gender based violence, childhood trauma and substance abuse.</p> <ul style="list-style-type: none"> • Phased implementation of the building blocks of NHI. • Establish a National Pricing Commission to regulate health care in the private sector.
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Driver 12: Integrate environmental limitations and change into growth and development planning

District Strategic Objective 1/2:

- *Health and community development*
- *A safe, clean and green city*

Linked Potential Projects/Programme:

- *Municipal Environmental Health Programmes*
- *Water Quality*
- *Waste Water*
- *Disaster Management*
- *IDP Review*
- *Special Programme*
- *Climate Change (Response Plan)*
- *EPWP Programmes*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water. • Reduce water demand in the urban areas to 15 percent below the business- 	<ul style="list-style-type: none"> • A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years. 	<ul style="list-style-type: none"> • Improve water quantity and quality management. 	<ul style="list-style-type: none"> • Intensify the monitoring and evaluation of river health and water quality (both surface and ground water). • Improve the standards of drinking water treatment (Blue Drop). • Improve waste water management (Green Drop – 	<ul style="list-style-type: none"> • Implement strategies for water conservation and demand management. • Implement environmental regulations to mitigate exploitation of strategic mineral resources. • Combat land degradation. • Implement a waste management system that

as-usual scenario by 2030.	<ul style="list-style-type: none"> Complete phase 2 of the Lesotho Highlands water project by 2020. Create regional water and wastewater utilities, and expand mandates of the existing water boards (between 2012 and 2017). 		<p>enforcement).</p> <ul style="list-style-type: none"> Enhance the standard of catchment management practices through improved soil conservation and land care. Monitor and mitigate the impact of acid mine drainage to minimise the effects thereof on both surface and groundwater quality. Optimise water management practices, especially in the agricultural sector through the improvement of soil and water management. Optimise urban water management practices, through the improvement of water-saving infrastructure. Optimise groundwater use and reuse through the implementation of water recycling schemes and aquifer recharge. Implement economic incentives for environmental protection 	reduces waste going to landfills.
<ul style="list-style-type: none"> The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. The country would need an additional 29 000MW of electricity by 2030. About 	<ul style="list-style-type: none"> Move to less carbon-intensive electricity production through procuring at least 20 000MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar 	<ul style="list-style-type: none"> Mitigate the causes and effects of climate change. 	<ul style="list-style-type: none"> Reduce Green House Gas emissions in industries through alternative methodologies and processes. Adopt and integrate alternative energy approaches (solar, wind, hydro and biofuels) to 	<ul style="list-style-type: none"> Integrated environmental assessments for major infrastructure and provision of incentives for green economic activities. Incentives and regulatory frameworks to promote a low carbon economy. Include climate change risks

<p>10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW.</p> <ul style="list-style-type: none"> • At least 20 000MW of this capacity should come from renewable sources. • Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025. • By 2030, an economy-wide carbon price should be entrenched. • Zero emission building standards by 2030. 	<p>water heating.</p> <ul style="list-style-type: none"> • An independent Climate Change Centre, in partnership with academic and other appropriate institutions, is established by government to support the actions of government, business and civil society. • Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings. • Carbon-pricing mechanisms supported by a wider suite of mitigation policy instruments to drive energy efficiency. • All new buildings to meet the energy efficiency criteria set out in South African National Standard 204. 		<p>reduce the carbon footprint of the province's energy requirements.</p> <ul style="list-style-type: none"> • Adopt the sustainable development approach of a 'Green Economy' by increasing the use of green energy, waste recycling schemes, facilitation of ecotourism opportunities and the advocacy of labour-intensive economic development. • Develop climate change mitigation strategies pertaining to the core functions of provincial departments. 	<p>in the national disaster management plan and communication strategies.</p> <ul style="list-style-type: none"> • Implement adaptation strategies. • Research in Climate services. • Improvement in air quality. • Promote a just transition to an environmentally sustainable low carbon economy. • Enhance compliance monitoring and enforcement capacity within the sector. • Full cost accounting of environmental impacts of public investment as a corporate governance standard. • Implementation of building standards in energy efficiency and renewable energy standards. • Expand use of renewable energy and off-grid electrification.
•	•	•	<ul style="list-style-type: none"> • Expand responsible extensive wildlife ranching with local species in marginal agricultural areas as a business unusual alternative. • Advocate and encourage the production of alternative crops in dry land areas. • Improve the capacity of the DETEA to enforce its cross- 	<ul style="list-style-type: none"> • Enhanced environmental awareness and consciousness. • Enhance compliance monitoring and enforcement capacity within the sector. • Develop technical and policy skills to facilitate transition to low carbon economy and adaptation research and

			sectoral mandate. <ul style="list-style-type: none"> • Increase the numbers of suitably qualified environmental officials in government and civil society. • Increase the awareness and formal knowledge of law enforcers and the judiciary regarding environmental issues. • Encourage and support the increase of formal environmental skills training through tertiary educational institutions. 	implementation.
<ul style="list-style-type: none"> • An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030. • Maintain a positive trade balance for primary and processed products. 	<ul style="list-style-type: none"> • Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments. 	<ul style="list-style-type: none"> • Improve rural development; build institutions, skills, social and economic infrastructure, promote non-farm activities. 	<ul style="list-style-type: none"> • Build dedicated economic and social infrastructure specifically designed to accelerate economic opportunities for rural communities. • Expand social services to all rural communities throughout the province. • Establish agri-villages in selected areas. 	<ul style="list-style-type: none"> • Promote skills development in rural areas with economic development potential. • Eradicate infrastructure backlog in rural schools. • Eradicate infrastructure backlog in rural health facilities to meet national core standards. • Provide rural communities with ICT infrastructure. • Provide access to piped water in rural areas. • Provide access to sanitation services in rural areas. • Provide access to energy in rural areas. • Improve transport infrastructure and public transport in rural areas.

Pillar 5: Build Social Cohesion

Driver 14; Maximise arts, culture, sports and recreation opportunities and prospects for all communities

District Strategic Objective 1/2/3/4:

- Health and community development
- Tourism Development
- A safe, clean and green city
- Economic growth and job creation

Linked Potential Projects/Programme:

- Xhariep Heritage Festival
- OR Tambo Games (District & Provincial)
- Special Programmes
- Tourism Marketing & Development

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none"> • Our vision is a society where opportunity is not determined by race or birth right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa. 	<ul style="list-style-type: none"> • Sustained campaigns against racism, sexism, homophobia and xenophobia. • At school assembly the Preamble of the Constitution to be read in language of choice. • Bill of responsibilities to be used at schools and prominently displayed in each work place. • All South Africans to learn at least one indigenous language, business to encourage and reward employees who do so. • Incentivising the production and distribution of all art forms that facilitate healing, 	<ul style="list-style-type: none"> • Promote the full diversity of arts (visual and performing), culture and heritage services in the province with the aim of developing skills, creating jobs, alleviating poverty and supporting education and recreation. 	<ul style="list-style-type: none"> • Encourage the use and development of indigenous languages. • Facilitate access to external funding for deserving and emerging artists. • Establish collaborative relationships between major provincial theatres and the Drama Department at the University of the Free State. • Make provision for the appointment of full-time cultural officers at municipal level. • Make provision for the appointment of full-time art managers, art administrators and artists at 	<ul style="list-style-type: none"> • Promote the Bill of Responsibility, Constitutional values and national symbols amongst children in schools. • Policy interventions to make families better able to foster values such as tolerance, diversity, non-racialism, non-sexism and equity. • Establish Constitutional Monday. • Popularise the Moral Regeneration Movement and the charter of good values. • Implement programmes by conducting constitutional rights awareness

	nation building and dialogue.		<p>selected provincial art centres.</p> <ul style="list-style-type: none"> • Establish working relationships between provincial libraries, arts and cultural institutions (art centres and theatres) and schools to enhance grassroots mass participation. • Implement and expand a range of arts and culture programmes and develop upcoming artists through: <ul style="list-style-type: none"> ○ The Macufe annual event ○ Musicon Singing Competition ○ Provincial choir festivals ○ Strings programmes ○ The Wednesday School Programme promoting, among other things, dance, music and theatre ○ The Internship Programme for Multilingual Information Development Project ○ Capacity building programmes (particular focus on administrative and financial capacity) for artists. 	<p>campaigns.</p> <ul style="list-style-type: none"> • Improve enforcement of the Employment Equity Act. • Change attitudes and behaviour in relation gender issues and xenophobia. • Increase progress towards gender equality. • Build non-racialism through community dialogues and hosting of national summit on Action Plan to combat racism, racial discrimination, xenophobia and related intolerance. • Increase multilingualism in the school environment. • Promote social cohesion in schools. • Promote heritage and culture. • Transform the utilization of currently marginalised languages.
<ul style="list-style-type: none"> • Our vision is a society where opportunity is not determined by race or birth 	<ul style="list-style-type: none"> • Improving public services and spaces as well as building integrated housing 	<ul style="list-style-type: none"> • Promote effective and efficient sport and recreation development. 	<ul style="list-style-type: none"> • Expand talent development programmes and high performance capacity 	<ul style="list-style-type: none"> • Provide mass participation opportunities. • Promote participation in

right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.	and sport facilities in communities to ensure sharing of common spaces across race and class.		<p>academies to groom talented and international athletes.</p> <ul style="list-style-type: none"> • Facilitate the development and maintenance of multi-purpose sport and recreation facilities by amongst other things, ring fencing 15% of Municipal Infrastructural Grant funds for sports infrastructure development and maintenance. • Expand mass participation in sports and recreation programmes. • Strengthen coordination and collaboration amongst provincial sport structures and between provincial and local sports structures. • Expand inter-provincial school sport competitions. • Ensure that sport facilities in all local municipalities become affordable in terms of hiring costs. • Upgrade selective infrastructure to host national and international events. • Strengthen and support provincial sport federations. 	<p>sport and recreation.</p> <ul style="list-style-type: none"> • Ensure that equal opportunities exist for all South Africans to participate and excel in sport and recreation. • Provide adequate sport and recreation facilities and ensure that these are maintained. • Encourage communities to organise sporting events, leagues and championships. • Develop talented athletes by providing them with opportunities to excel.
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Pillar 6: Good Governance

Driver 15: Foster good governance to create a conducive climate for growth and development

District Strategic Objective 6:

- *A well-governed and managed municipality*

Linked Potential Projects/Programme:

- *Mscosa*
- *IDP Review*
- *Back to Basic Programme*
- *HR Policies*
- *Skills Development*
- *Intergovernmental Relations (IGR)*
- *Public Participation*
- *Promote Batho Pele Principle*
- *Develop our Corporate Image*

NDP Objectives	NDP Actions	FSGDS Long-term programmes	FSGDS Actions	MTSF Actions
<ul style="list-style-type: none">• A state that is capable of playing a developmental and transformative role.• A public service immersed in the development agenda but insulated from undue political interference.• Staffs at all levels have the authority, experience, competence and support they need to do their jobs.	<ul style="list-style-type: none">• Create an administrative head of the public service with responsibility for managing the career progression of heads of department. Put in place a hybrid approach to top appointments that allows for the reconciliation of administrative and political priorities.• Enhance the role of the Public Service Commission to champion and monitor	<ul style="list-style-type: none">• Establish a strong and capable political and administrative management cadre.	<ul style="list-style-type: none">• Institutionalise practices to ensure recruitment and appointment of competent people in managerial posts.• Develop leaders and managers in collaboration with Public Administration Leadership and Management Academy (PALAMA) and institutions of higher learning.• Expand the international and national leadership and management exchange	<ul style="list-style-type: none">• Create minimum level of PSA delegations from EA to AO and other senior officials.• Develop standard administrative processes to inform EA decisions for managing the career incidents of national heads of department.• Develop standard administrative processes in the Offices of the Premier to inform EA decisions for

	<p>norms and standards to ensure that only competent and suitably experienced people are appointed to senior positions.</p> <ul style="list-style-type: none"> • Establish a formal graduate recruitment scheme for the public service with provision for mentoring, training and reflection. Formulate long-term skills development strategies for senior managers, technical professionals and local government staff. • Use assessment mechanisms such as exams, group exercises and competency tests to build confidence in recruitment systems. • Use placements and secondments to enable staff to develop experience of working in other spheres of government. • Amend the Public Service Act to locate responsibility for human-resources management with the head of department. 		<p>programme.</p> <ul style="list-style-type: none"> • Implement mentorship, succession planning and learnership programmes in leadership and management. • Foster collaboration across different spheres to ensure the deployment of competent managers where necessary. • Develop leaders by delegating and decentralising functions to appropriate levels. • Put measures in place to prevent the manipulation of organograms. • Ensure that exit interviews are conducted at senior management level. • Promote integrated development orientation through a shared vision and development trajectory and work towards a single public service guided by the same regulations. 	<p>managing the career incidents of provincial heads of department.</p> <ul style="list-style-type: none"> • Introduction of a hybrid approach to top appointments that allows EAs to appoint heads of department and DDGs based on a shortlist drawn up through a standard process run by the administrative head of the public service. • Pilot a formal graduate recruitment scheme to support departments in attracting and developing young talent. • Use assessment mechanisms such as exams, group exercises and competency tests to build confidence in recruitment systems. • Develop mentoring and peer review mechanisms for senior managers.
<ul style="list-style-type: none"> • Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system. 	<ul style="list-style-type: none"> • Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building 	<ul style="list-style-type: none"> • Strengthen an integrated development orientation and planning approach in governance. 	<ul style="list-style-type: none"> • Develop an integrated planning framework for the province (including municipalities). • Establish appropriate integrating and inter-governmental relations planning structures at all levels in line with the 	<ul style="list-style-type: none"> • Adopt a less hierarchical approach to interdepartmental coordination. • •

	<ul style="list-style-type: none"> capacity. Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity. Adopt a less hierarchical approach to coordination so that routine issues can be dealt with on a day-to-day basis between mid-level officials. Use the cluster system to focus on strategic cross-cutting issues and the Presidency to bring different parties together when coordination breaks down. Develop public interest mandates for SOEs. Improve coordination between policy and shareholder ministers by making them jointly responsible for appointing the board. Ensure appointment processes are credible and that there is greater stability in appointments. 		<ul style="list-style-type: none"> framework. Reconfigure the planning unit in line with national directives and best practice to render an efficient integrated planning service including research and policy coordination. Develop and strengthen integrated sector strategies pertaining to the economic drivers: agriculture, mining, tourism, transport and distribution and manufacturing. Develop a provincial spatial development framework in line with the FSGDS. Strengthen planning and research capacity in municipalities. Define the role and contribution of public entities in planning and implementation. Undertake an analysis of the legislative environment created as enabling frameworks for growth and development. Investigate the viability of existing municipalities. 	
<ul style="list-style-type: none"> Our vision is a society where opportunity is not determined by race or birth right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non- 	<ul style="list-style-type: none"> Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums. 	<ul style="list-style-type: none"> Improve the link between citizens and the state to ensure accountability and responsive governance. 	<ul style="list-style-type: none"> Improve community communication structures and feedback mechanisms Implement complaint management systems, including rapid response on municipal level Improve the level and 	<ul style="list-style-type: none"> Improve participation in National Elections. Improve participation in Local government elections. Improve participation in School Governing Bodies elections. Promote citizen-based

sexist and democratic South Africa.			quality of political oversight by strengthening the capacity and role of the oversight structures	<p>monitoring of government service delivery.</p> <ul style="list-style-type: none"> Increased routine accountability of service delivery departments to citizens and other service users. Revitalize and monitor adherence to Batho Pele programme (wearing name tags improving attitudes, being courteous, responsiveness, etc).
<ul style="list-style-type: none"> A state that is capable of playing a developmental and transformative role. A public service immersed in the development agenda but insulated from undue political interference. Staffs at all levels have the authority, experience, competence and support they need to do their jobs. 	<ul style="list-style-type: none"> Create an administrative head of the public service with responsibility for managing the career progression of heads of department. Put in place a hybrid approach to top appointments that allows for the reconciliation of administrative and political priorities. Establish a formal graduate recruitment scheme for the public service with provision for mentoring, training and reflection. Formulate long-term skills development strategies for senior managers, technical professionals and local government staff. 	<ul style="list-style-type: none"> Develop a skilled and capable public service workforce to support the growth and development trajectory for the province 	<ul style="list-style-type: none"> Develop a provincial HRD plan aligned with sector skills plans. Ensure linkages between HRD plan, skills development plan, employment equity plan, work place skills plan, personal development plan and skills audits. Facilitate an integrated framework for recruitment, selection and retention of critical / scarce skills including Head of Departments, Municipal Managers and Chief Financial Officers (provincial and municipal). Strengthen the collaboration between Services Training Authorities, private trainer providers, universities, FET colleges and the Free State Training and Development Institute (FSTDI) to enhance 	<ul style="list-style-type: none"> Develop mechanisms to help departments strengthen their internal HR capacity, focusing particularly on the enabling role of HR professionals. Improve the quality of training through PALAMA/the School of Government.

			training and development. <ul style="list-style-type: none"> Reconfigure the FSTDI to be in line with PALAMA at a national level. 	
<ul style="list-style-type: none"> A corruption free society, a high adherence to ethics throughout society and a government that is accountable to its people. 	<ul style="list-style-type: none"> The capacity of corruption fighting agencies should be enhanced and public education should be part of the mandate of the anti-corruption agencies. The National Anti-Corruption Forum should be strengthened and resourced. Expand the scope of whistle-blower protection to include disclosure to bodies other than the Public Protector and the Auditor-General. Strengthen measures to ensure the security of whistle-blowers. Centralise oversight of tenders of long duration or above a certain amount. An accountability framework should be developed linking the liability of individual public servants to their responsibilities in proportion to their seniority. Clear rules restricting business interests of public servants should be developed. Corruption in the private sector is reported on and monitored by an agency 	<ul style="list-style-type: none"> Improve the overall financial management in governance structures in the province to ensure clean audits and appropriate financing towards the growth and development of the province. 	<ul style="list-style-type: none"> Improve and enforce the implementation of all supply chain management requirements. Introduce early warning systems in all municipalities and provincial departments. Streamline funding models in line with long term growth and development priorities. Establish and ensure that financial oversight committees (internal and external) and subcommittees are functional such as: <ul style="list-style-type: none"> Internal audit (departments and municipalities) Risk management Tender committees Anti-corruption committees Finance committee and legislature Ensure compliance with Treasury guidelines in respect of budget transfers, roll-overs and deviations in supply chain management system. Review equitable share formula at provincial and local government level. 	<ul style="list-style-type: none"> Reduce level of corruption in public and private sector, thus improving investor perception, trust in and willingness to invest in South Africa. Reduce corruption within the JCPS Cluster to enhance its effectiveness and its ability to serve as a deterrent. Review existing anti-corruption legislation. Assess the need for special anti-corruption courts. Strengthen capacity in all sectors of anti-corruption work. Integrate public and private approaches to countering corruption. Differentiate between different forms of procurement. Capacity building and professionalising supply chain management. Provide real-time operational support. Ensure effective and transparent oversight. Review and simplification of regulations and guidelines where necessary. Strengthen implementation of Financial Disclosure

	<p>similar to the Public Protector.</p> <ul style="list-style-type: none"> • Restraint-of-trade agreements for senior civil servants and politicians at all levels of government. • All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions. 			<p>Framework.</p> <ul style="list-style-type: none"> • Prohibit public servants from doing business with the state. • Strengthen protection of whistle-blowers. • Allow for restraint-of-trade agreements for civil servants where there is a clear risk of a serious conflict of interest.
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Chapter 5: Public Participation Roadshows

Xhariep District Municipality places a high premium on inclusivity and subsequently the involvement and participation of all relevant stakeholders forms an essential component of the IDP review process. The public participation process for 2018/2019 review of the IDP will be done on the basis of full-scale public meetings in each four of our local municipalities. This is due to the vastness of the district and local municipalities.

A fundamental characteristic of this initial round of public participation was also to introduce the Municipal Budget and other related municipal policies and clearly defined the distinction between such and the IDP review process. It must be noted that the IDP Unit is still struggling with only one aspect of consultation which must be politically driven by council.

The purpose of this initial round of public participation is:

- To discuss the process to be followed for the 2018/19 IDP review
- To consult on the content for the IDP review and what components of the IDP should be reviewed
- Monitor the progress made in terms of implementation of the 5 year 3rd Generation IDP to date.
- Provide a progress report on significant projects implemented in the different municipalities.
- Provide an overview of the 2018/19 draft IDP review;
- Provide an overview of the 2018/19 annual budget of the municipality; and
- Encourage communities and stakeholders to peruse the draft IDP review and budget of the municipality and make use of the opportunity to make submissions in this regard.

The table below shows our Public Participation Roadshows for 2018/19 (IDP & Budget)

Date	Time	Municipality / Venue	By Who
	10h00 am	Mohokare	Executive Mayor/ Councillors, Municipal Manager, Directors, Officials
	10h00 am	Letsemeng	Executive Mayor/ Councillors, Municipal Manager, Directors, Officials
	10h00 am	Kopanong	Executive Mayor/ Councillors, Municipal Manager, Directors, Officials
	10h00 am	District Steering Committee	Executive Mayor/ Councillors, Municipal

			Manager, Directors, Officials
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Community and Stakeholders inputs/comments

To be incorporated after the Public Participation meetings

Intergovernmental Relations

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of the view that these relationships can assist in enhancing government's services to the communities of the Greater Xhariep Municipal Area.

The municipality delegated officials and Councilors to the following forums:

Forum	Frequency	Responsibility
Municipals Managers Forum	Quarterly	Municipal Manager
SALGA working groups	Quarterly	Director/Delegated official and portfolio Councillor specific to working group
District Coordinating Forum (IGR Forums)	Quarterly	Mayor
Premiers Coordinating Forum	Quarterly	Mayor
Provincial and District IDP Managers Forums	Quarterly	Municipal Manager – IDP
Disaster Management Forum	Quarterly	Director: Planning & Social Development
Human Resources Forum	Quarterly	Corporate Services
Environmental Health Forum	Quarterly	Planning & Social Development
Chief Finance Officers	Quarterly	Budget & Treasury Office
Supply Chain Management Forum	Quarterly	Budget & Treasury Office
Local Economic Development forum	Quarterly	Planning and Development
Audit Committee/ Forum	Quarterly	Chief Internal Auditor (MM)
Risk Committee/Forum	Quarterly	Chief Risk Office (MM)

During the review process of the IDP and particularly the public participation process it became apparent that approximately 40% of the issues raised and the projects suggested by communities relate to competencies which fall outside of the ambit of local government.

Integrated planning between the different spheres of government is thus critically important if government wants to effectively fulfil its constitutional mandates and effectively address the socio-economic challenges faced by communities.

IDP is increasingly becoming a cornerstone for intergovernmental planning and budget alignment. Resources are also limited and establishing strategic partnerships between the different spheres of government will certainly optimize the impact of such resources. The IDP should therefore guide where sector departments allocate their resources at local government level. The municipality should however also take into consideration the sector department's policies and programmes when developing its own policies and strategies. For this reason it is in the interest of the sector departments to participate in the IDP review process of the municipality to ensure alignment between development programmes.

Provincial IDP's Manager's Forums

The Department Corporate Governance, Human Settlement and Traditional Affairs facilitates Provincial IDP's Manager's Forums engagements on an annual basis. The forums are usually held during August each year and focuses on strategic alignment between the municipalities and the different sector departments in the province and has the following objectives:

- To provide provincial strategic guidance and dialogue on provincial policies and programmes and overall planning implications for municipalities;
- To create a platform for alignment of Districts and local municipality IDPs to Provincial and National plans;
- Obtain and share information on sector projects implemented in municipalities, focusing on geo-spatial budgeting;
- Share municipal priorities with sector departments to inform and guide future sector departmental priority setting;
- Foster alignment between municipal and provincial project implementation as part of Intergovernmental Planning and through spatial mapping as a planning aid;
- Present and share information on municipal financial allocations; and
- To encourage cross border alignment of plans at municipal level

The above-mentioned engagements form an integral part of the IDP review process and assist municipalities to garner support and or interventions from the different sector departments with a number of programmes/projects implemented within municipalities. A fundamental deliverable of these IDP engagements is the agreements reached between the municipality and respective sector departments for specific interventions, funding or technical support required for the successful implementation of projects/programmes.

IDP Assessment

In terms of Section 32 of the Municipal Systems Act (Act 32 of 2000) a copy of the municipality's IDP must be submitted to the MEC for Local Government for assessment which will ensure that

more credible IDP's are produced. The timing of the assessment process is strategically determined during the month of April each year to allow input from sector departments on the draft revised IDP's which will allow municipalities to still make adjustments before the final IDP reviews are adopted by Councils towards the end of May each year.

The assessment of draft IDP's was done with one- on- one engagements between Provincial Treasury, provincial Department of Local Government, Department of Environmental Affairs & Development Planning and officials of the municipality. This assessments are usually done during April of each year. The written comments received from the MEC for Local Government in the province assists municipalities a great deal to ensure strategic alignment with the objectives and planning processes of the provincial and national government. The MEC's comments also form the basis of the review process of the 5 year strategic plan of the municipality and the comments received last year have been duly incorporated into this review, albeit not all due to budget constraints.

Chapter 6: The Organisation (Institutional Perspective)

Introduction

The Municipal Demarcation Board assessment of capacity for the Xhariep District Municipality indicates that the district is 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 parlors and crematoria – Xhariep district is discharging an inspection function;
- Monitoring of refuse and waste disposal sites, for which it has one available staff member

This assessment indicates that out of 16 district functions, Xhariep district municipality is performing 7.89% of these functions. (Sources – COGTA Spatial Analysis Framework)

By the time the Spatial Analysis Framework was drafted, consideration was not given that Xhariep District Municipality has assumed other two functions of Environmental Health and Disaster Management respectively.

Financial capacity: Municipality officials view this status largely as a function of the formula used to calculate equitable shares, which emphasizes population size thereby failing to take full cognizance 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.

Skills-base: This is as a result of the DM's inability to attract and retain skilled person power. In addition, the district faces great challenges with respect to skills development, particularly in aspects such as financial and technical skills. Proposed intervention to address XDM's weak skills-base include enhancing the aspects mentioned above, maximizing 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.

Section 53 Role Clarifications

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined.

(a) Municipal Council

- a) Governs by making administrating laws and taking decisions that affect people's rights;
- b) is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
- c) can delegate responsibilities and duties for the purposes of fast and effective decision making;
- d) must strive towards the constitutional objects of local government;
- e) must consult the community with respect to local government matters; and
- f) is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

(b) Executive Mayor

- a) Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
- b) is the social and ceremonial head of the Municipality;
- c) must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- d) is the defender of the public's right to be heard;
- e) has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
- f) performs the duties and exercise the responsibilities that were delegated to him/her by the council.

(c) Mayoral Committee

- a) Its members are elected by the Executive Mayor from the ranks of councillors,
- b) Its functional responsibility area is linked to that of the Executive Mayor to the extend that s/he must operate together with the members of the mayoral committee;
- c) Its primary task is to assist the Executive Mayor in the execution of his/her powers - it is in fact an "extension of the office of Executive Mayor"; and

- d) The committee has no powers of its own – decision making remains that of the Executive Mayor.

The Council and Council Committees

The Xhariep District Municipal Council consists of 15 Councillors:

Executive Mayor : Cllr MJ Sehanka (ANC)
 Speaker : Cllr S Mqungquthu (ANC)
 Chief Whip : Cllr J Moitse (ANC)

District Councillors and Political Parties they represent

Name & Surname	Political Party	Status (Direct or PR)
Cllr MJ Sehanka (F)	ANC	Direct
Cllr S Mqungquthu (M)	ANC	Direct
Cllr J Moitse (M)	ANC	Seconded
Cllr M.S Mogapi (F)	ANC	Direct
Cllr M.G Ntwanambi (M)	ANC	Direct
Cllr A.J.J Van Rensburg (M)	DA	Direct
Cllr J.K Sebeco (F)	ANC	Direct
Cllr T.S Tseuoa (M)	EFF	Direct
Cllr K Moeketsi (M)	ANC	Seconded
Cllr RW Van Wyk (F)	DA	Seconded
Cllr M.J Phaliso (M)	ANC	Seconded
Cllr A.N November	ANC	Seconded
Cllr C. Burger (F)	DA	Seconded
Cllr T.D Mochechepa (M)	ANC	Seconded
Cllr I.S Riddle (M)	DA	Seconded

The Xhariep District Municipal Council consists of the following Committees:

Mayoral Committee

Name & Surname	Portfolio Committee
Clr Motsheoa Sehanka (F)	Chairperson : Mayoral Committee
Clr Nunu Sebeco (F)	Chairperson : Finance & Budget
Clr Mongi Ntwanambi (M)	Chairperson : Corporate Service
Clr Teboho Mochechepa (M)	Chairperson : Planning & Social Development

Finance & Budget Committee

NAME & SURNAME	PORTFOLIO COMMITTEE
Cllr Nunu Sebeco (F)	Chairperson
Cllr M.J Phaliso (M)	Member
Cllr C. Burger (F)	Member
Cllr T.S Tseuoa (M)	Member
Cllr M.J Moeketsi (M)	Member

Corporate Services

NAME & SURNAME	PORTFOLIO COMMITTEE
Cllr Mongi Ntwanambi (M)	Chairperson
Cllr J Moitse (M)	Member
Cllr RW Van Wyk (F)	Member
Cllr I.S Riddle	Member

Planning and Social Development

NAME & SURNAME	PORTFOLIO COMMITTEE
Cllr Teboho Mochechepa (M)	Chairperson :
Cllr A.J.J Van Rensburg (M)	Member
Cllr M.S Mogapi (F)	Member
Cllr A.N November	Member

Audit Committee

Name & Surname	Portfolio Committee
Ms. Nozuko Mdaka	Chairperson
Mrs. Refiloe Mocwaledi	Member
Mr. Sechaba Thole	Member
Mr. Kgositsile Mojatau	Member

Municipal Public Accounts Committee (MPAC)

NAME & SURNAME	PORTFOLIO COMMITTEE
Cllr J Moitse (M)	Chairperson
Cllr I.S Riddle (M)	Member
Cllr M.S Mogapi (F)	Member

Risk Committee

Name & Surname	Portfolio Committee
Ms. Refiloe Mocwaledi	Chairperson
Mr. Mopedi Mohale	Member
Adv ZQ Majenge	Member
Mr. MWK Morufane	Member

BELOW ARE THE DISTRICT FORUMS THAT EXIST WITHIN THE MUNICIPALITY:

Planning and Social Development

- IDP Forum
- LED Forum
- Tourism Forum
- Disaster Management Forum
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Corporate Services

- Legal Forum

Municipal Manager's Office

- PMS Forum
- District Communications Forum

Administration of the Municipality

Roles And Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

Municipal Council's political oversight roles and responsibilities

Roles and Responsibilities of Municipal Manager

Monitoring			
Planning	Review	Reporting	Performance Audit
1. Adopts priorities and objectives of the Integrated Development Plan. 2. Adopts the PMS framework. 3. Adopts the	1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance	1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit	1. Submits the municipal annual audit plan and any substantial changes to council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of

<p>municipal strategic scorecard that includes priorities and objectives of the IDP.</p> <p>4. Assigns the responsibility for the management of the PMS to the Mayor.</p> <p>5. Establish an oversight committee for the purpose of the annual report.</p>	<p>improvement measures of the municipality as part of the new municipal strategic scorecard.</p> <p>3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality.</p> <p>4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets.</p> <p>5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the</p>	<p>Committee.</p> <p>4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Directors and the rest of the staff.</p> <p>5. Report to council on the mid-term review and the annual report on the performance of the municipality.</p> <p>6. Reports to Council on the recommendations for the improvement of the performance management system.</p>	<p>the municipality or improvement of the performance management system itself.</p> <p>3. Receives performance audit report from the Auditor General and makes recommendations to Council.</p>
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Monitoring				
Planning	Implementation	Review	Reporting	Performance Audit
<p>1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures.</p> <p>2. Coordinates the formulation and revision of the PMS framework.</p> <p>3. Coordinates the formulation and revision of the municipal strategic scorecard.</p> <p>4. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans.</p> <p>5. Enters into a performance agreement with</p>	<p>1. Manages the overall implementation of the IDP.</p> <p>2. Ensures that all role players implement the provisions of the PMS framework.</p> <p>3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality.</p> <p>4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to.</p> <p>5. Implements performance improvement measures approved by the Mayor and the Council.</p> <p>6. Ensures that performance objectives in the Directors' performance agreements are</p>	<p>1. Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor.</p> <p>2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.</p> <p>3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</p> <p>4. Quarterly and annually evaluates the performance of</p>	<p>1. Receives performance reports quarterly from the internal auditor.</p> <p>2. Receives performance reports twice a year from the Performance Audit Committee.</p> <p>3. Receives monthly departmental performance reports.</p> <p>4. Reports once in two months to council committees and the Mayor on the performance of Departments.</p> <p>5. Reports on the implementation of improvement measures adopted by the Mayor and Council.</p> <p>6. Annually reports on the performance of Directors.</p> <p>7. Submit the municipal annual report to the Mayor</p>	<p>1. Formulates the municipal annual audit plan.</p> <p>2. Formulates a response to the recommendations of the internal auditor and the Audit Committee.</p> <p>3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor</p>

Directors on behalf of Council	achieved.	Directors		
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The Municipal Manager is the Chief Accounting Officer of the Xhariep District Municipality. He is the head of administration, and primarily has to serve as chief custodian of service delivery and interpretation of political priorities. He is assisted by senior management, whose responsibility it is to help him deliver on his mandate.

The Office is also responsible for disaster management. These function is crucial in terms of creating a municipality that is aware of disasters and how to avoid them, as well as providing the capacity to respond to related emergencies and other forms of disaster.

Roles and responsibilities of Council Committees

Monitoring			
Planning	Review	Reporting	Performance Audit
1. Advise the Mayor on priorities and objectives of the Integrated Development Plan. 2. Deliberates and advice on the municipal strategic scorecard. 3. Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan. 4. Ensures that concerns of community structures are taken into account in discharging their responsibilities.	1. Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly evaluates the performance of their portfolios against adopted KPIs and targets. 4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality.	1. Receives Audit Committee performance reports from the municipal manager and make recommendations to the Mayor. 2. Receives quarterly reports from the Directors responsible for their portfolios before they are tabled at Exco. 3. Reports to the Mayor on the recommendations for the improvement of the performance management system. 4. Council adopts the oversight	1. Receives and note the annual audit plan. 2. Advices the Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.

Roles and Responsibilities of Heads of Departments

		Monitoring		
Planning	Implementation	Review	Reporting	Performance Audit
1. Participates in the identification of IDP priorities and the	1. Manages the implementation of the Departmental SDBIP.	1. Participates in the formulation of the annual review	1. Submit monthly and quarterly departmental performance reports.	1. Participates in the formulation of the response to the recommendations of

<p>whole IDP process.</p> <p>2. Participates in the formulation and revision of the municipal strategic scorecard.</p> <p>3. Participates in the formulation of the Top level SDBIP.</p> <p>4. Develop Technical SDBIP.</p> <p>5. Manages subordinates' performance measurement system.</p> <p>6. Regularly reports to the Municipal manager.</p> <p>7. Enters into a performance agreement with the Municipal Manager.</p>	<p>2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to.</p> <p>3. Implements performance improvement measures approved by the Mayor and the Council.</p> <p>4. Manages the implementation of subordinates' performance measurement system.</p> <p>5. Ensures that performance objectives in the performance agreements are achieved.</p>	<p>programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor.</p> <p>2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments.</p> <p>3. Quarterly and annually evaluates the performance of the department.</p> <p>4. Participates in Mid-Term Review.</p>	<p>2. Comments on the monthly reports in terms of any material variance.</p> <p>3. Reports on the implementation of improvement measures adopted by the Mayor and Council.</p> <p>4. Annually reports on the performance of the department.</p>	<p>the internal auditor and the Performance Audit Committee.</p> <p>2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager.</p>
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Roles and Responsibilities of Staff

Monitoring			
Planning	Implementation	Review	Reporting
<p>1. Participates in the development of the Technical SDBIP.</p> <p>2. Participates in the development of their own performance measurement.</p>	<p>1. Executes individual work plans.</p>	<p>1. Participates in the review of departmental plans.</p> <p>2. Participates in the review of own performance.</p>	<p>1. Reports to line manager.</p>

Roles and responsibilities of the Internal Audit Unit

Planning	Monitoring	Reporting
	Review	
<p>1. Develop a risk and compliance based audit plan.</p>	<p>1. Measures the performance of departments according to KPIs and performance scorecards targets set in the municipal scorecard and departmental</p> <p>2. Assess the functionality of the PMS.</p> <p>3. Ensures that the system complies with the Act.</p> <p>4. Audit the performance measures in the municipal scorecard and departmental scorecards.</p> <p>5. Conduct compliance based audit.</p>	<p>1. Submit quarterly reports to the Municipal Manager.</p> <p>2. Submit quarterly reports to the Performance Audit Committee.</p>

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Roles and Responsibilities of the Audit Committee

Planning	Monitoring Review	Reporting
1. Receives and approves the annual audit plan.	1.Review quarterly reports from the internal audit committee.	1. Reports quarterly to the municipal Council.

Roles and Responsibilities of the Municipal Public Accounts Committee

Planning	Monitoring Review	Reporting
1.Check if Objectives, Targets and KPIs of the IDP and SDBIP are consistent and SMART	1.Receive and play oversight role on the quarterly, midterm and annual reports	1.Reports quarterly to the municipal Council after obtaining community input

Roles and Responsibility of the Community

Planning	Monitoring Review	Reporting
1. Participate in the drafting and implementation of the municipality's IDP through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget	Participate in the annual review of performance through their involvement in the development of the Oversight Report.	1. Receive annual performance and budget reports from council 2. Participate in the development of the Oversight report 2. Participate in the development of the Oversight report

Human Resource Development

Staffing and Remuneration: The municipality has employed competent staff in various departments to provide efficient service delivery, and its remuneration policy has attracted the requisite talents capable of responding to the needs of the municipality.

The municipality will, however, constantly research trends in local government both in the areas of staffing and remuneration to make sure that the municipality is permanently adaptable to challenges of service delivery and policy changes.

The remuneration policy of the municipality will also address market trends to sufficiently respond to poaching of staff. The municipality's staffing and remuneration policy does not exclusively pre-occupy itself with attracting the right people, but also focuses on people on the internal issues in terms of ongoing training and development programmes, and how to deal with staff misplacements over the next five years.

The 2017 - 2022 Mayoral Term will be characterized by further enhancements and improvements in staffing and remuneration.

Succession Planning: Due to the realisation that in some specific categories, specialised staff can be easily attracted by the private sector for their skills, the succession planning project will be consolidated and enhanced to develop a remuneration strategy to retain staff. Talent management is being developed to retain staff and improve skills.

Succession planning is also characterised by an aggressive career pathing, where staff would be continuously alerted of the opportunities for growth in the municipality. Succession planning also aims to create conditions where the departure of a leadership does not signal collapse in organisational leadership. Every leadership level should be immediately replaceable internally, through a properly managed succession planning process.

Skills Development: The municipality has developed a programme to address the skills and competency needs of staff. New challenges demand that staff perform optimally to meet the identified needs. Changes also impact on processes, necessitating rapid adjustment by the departments.

In the 2017 – 2022 Mayoral Term, the municipality aims to invigorate the progress around skills development driven by the programme priorities rather than the compliance requirements of the Skills Development Act. Skills development programmes will be aggressively undertaken by the municipality to ensure that staffs already in the employ of the municipality are ready for deployment to new responsibilities and/or added demands to their existing functions. This will be driven mainly by the programmes mentioned in the 2017 - 2022 IDP. A vigorous campaigning for Skills Development in our communities, in partnership with provincial government will be enhanced.

Employment Equity: The Employment Equity Act dictates that all workplaces promote equity in terms of gender, race and disability. A programme will be developed to assess the accessibility of all Council's main facilities, with a view of taking corrective action to redress impediments. In dealing with disability, the programme is aimed at creating understanding and acceptance of people with disabilities and how to accommodate them in the workplace. This is in addition to targets for the employment of people with disabilities to promote sensitivity towards disability and to manage stereotypes.

In the next five years, the municipality will be vigilant in attaining the targets set up by the municipality's Employment Equity Plan. The municipality will, however, make it a point that employment equity goes beyond aggregates, and instead focuses on representativeness across all sectors and units of the Xhariep District Municipality

Conditions of Service: The local government context presents a highly formalised structural arrangement of bargaining and engagement with organised labour. The municipality is represented by the South African Local Government Association (SALGA) in the South African Local Bargaining Council (SALBC).

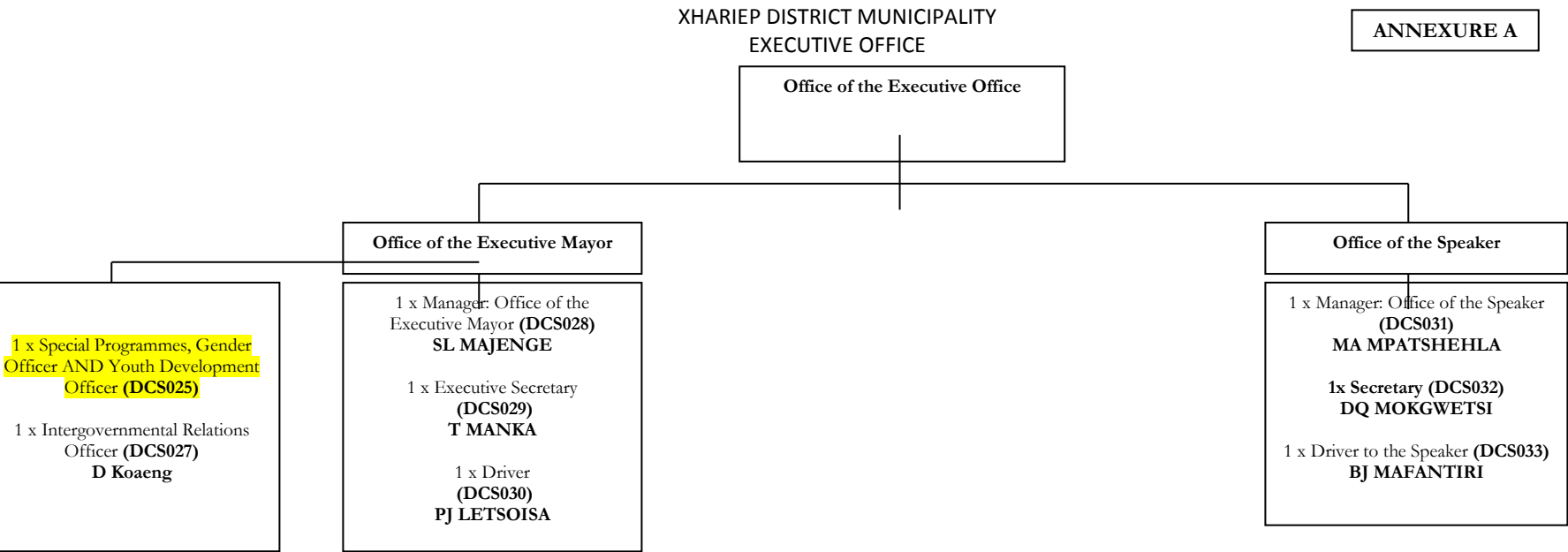
SALGA ensures that collective bargaining strategies support the overall organisational strategies through a consistent approach to employee-related matters, and the engagement with labour is meaningful to promote cordial relationships in the workplace.

All current and envisaged policies and related strategies take into account all the municipality's variables so that labour can be managed in an integrated basis. The management of organisational issues which impact on employees' interests are also done in a consultative/co-operative manner and, when necessary, on a joint decision-making basis with representatives of the unions.

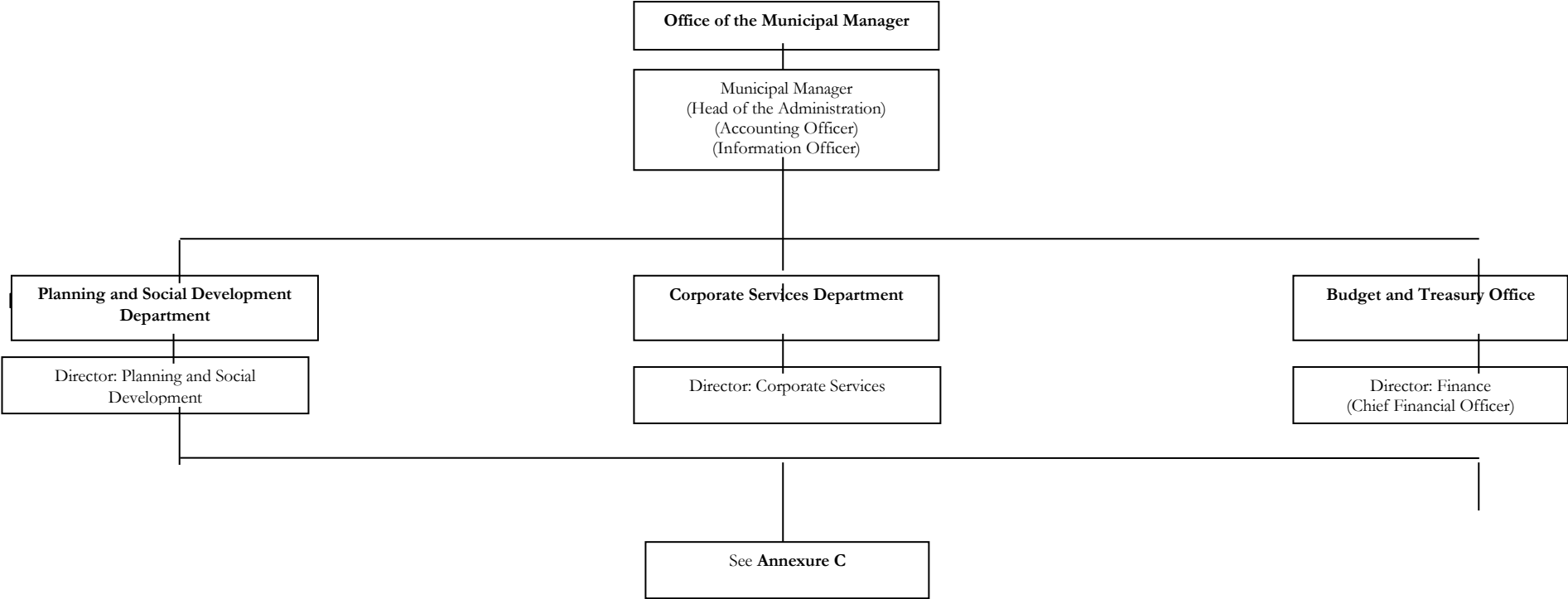
To streamline such arrangements, a new set of conditions of employment has been introduced nationally. These have prompted synergy as well as parity, to a greater extent. The new conditions of service will also address the legacy of the past imbalances in terms of fairness, and deal with the municipality's unfunded mandate.

Organizational 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.

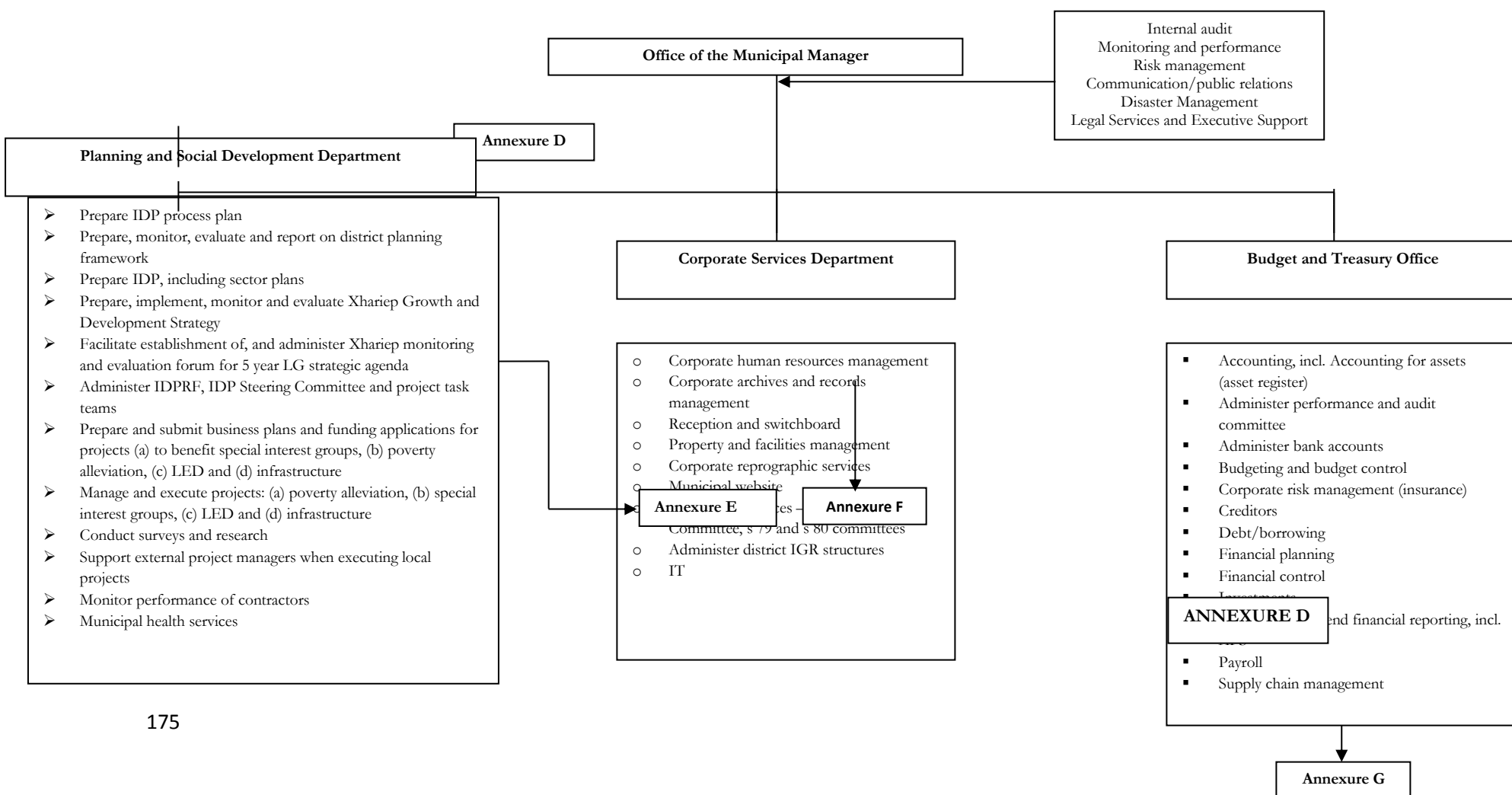


**XHARIEP DISTRICT MUNICIPALITY
MACRO-STRUCTURE**

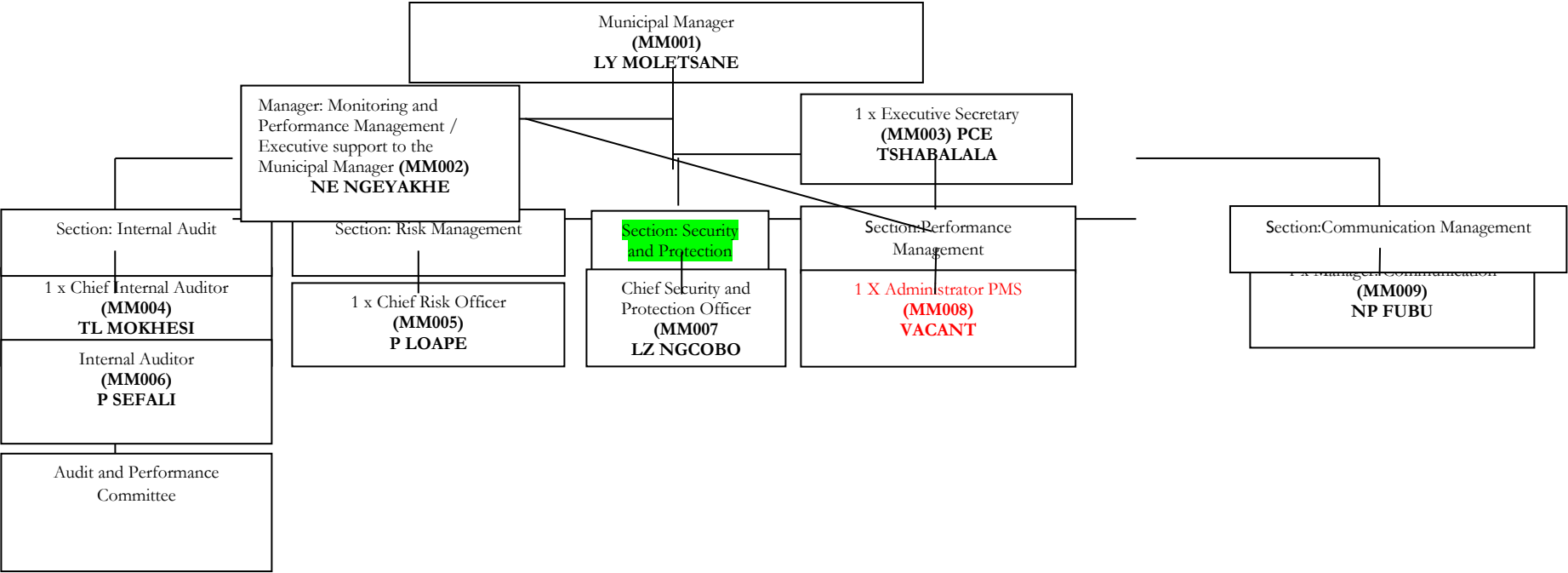


FUNCTIONAL STRUCTURE

ANNEXURE C

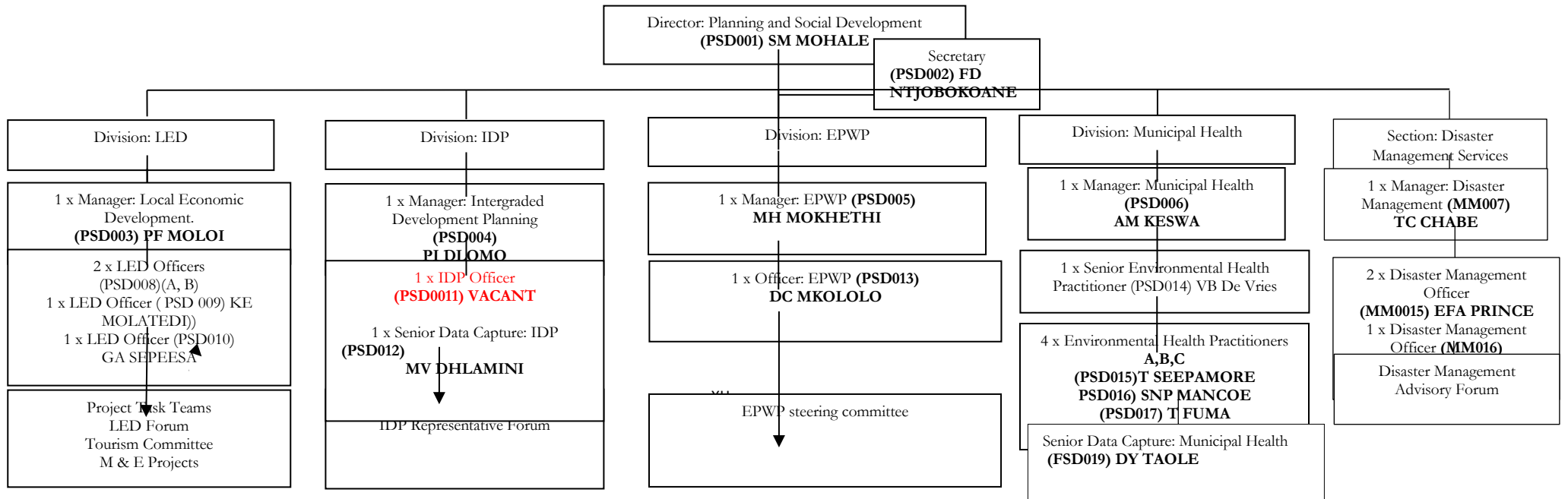


OFFICE OF THE MUNICIPAL MANAGER



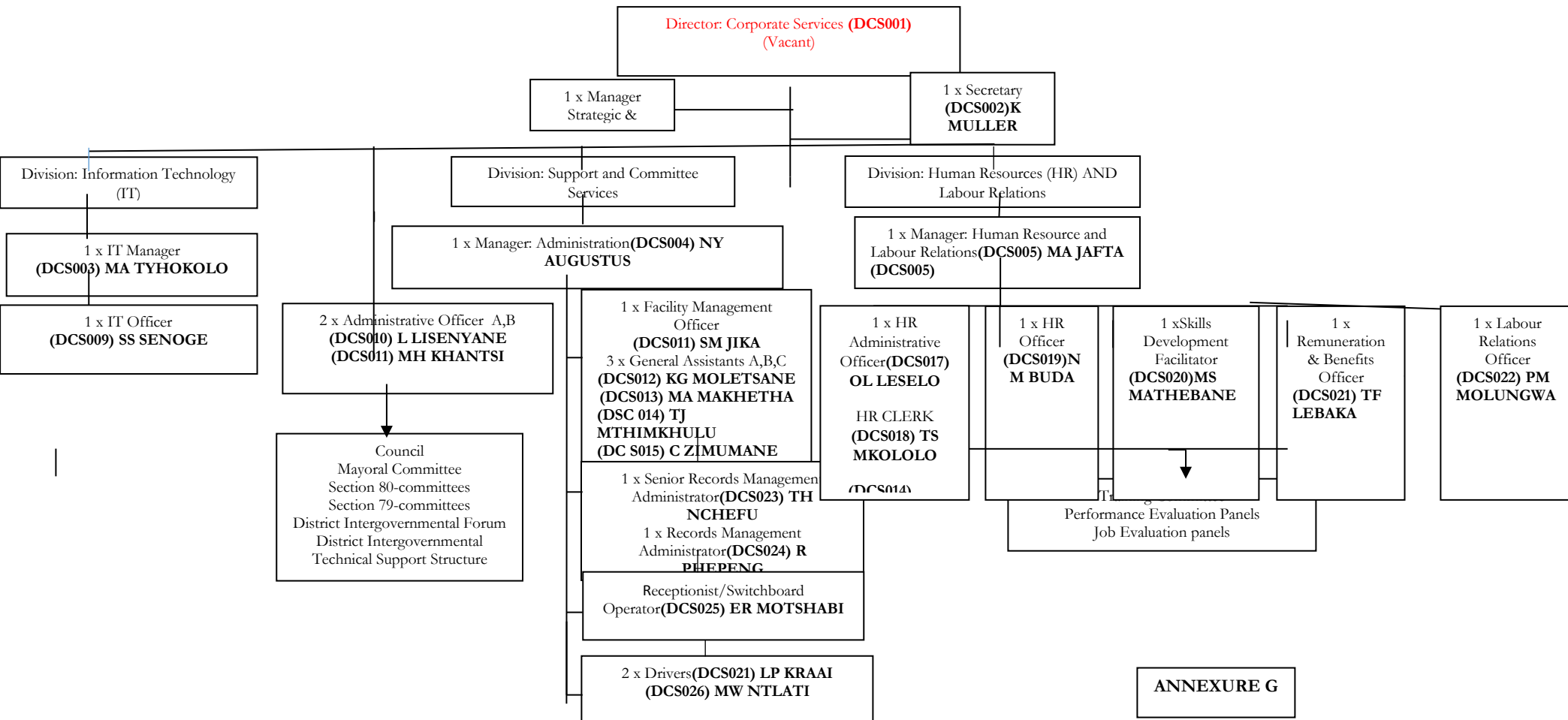
XHARIEP DISTRICT MUNICIPALITY
PLANNING AND SOCIAL DEVELOPMENT

ANNEXURE E

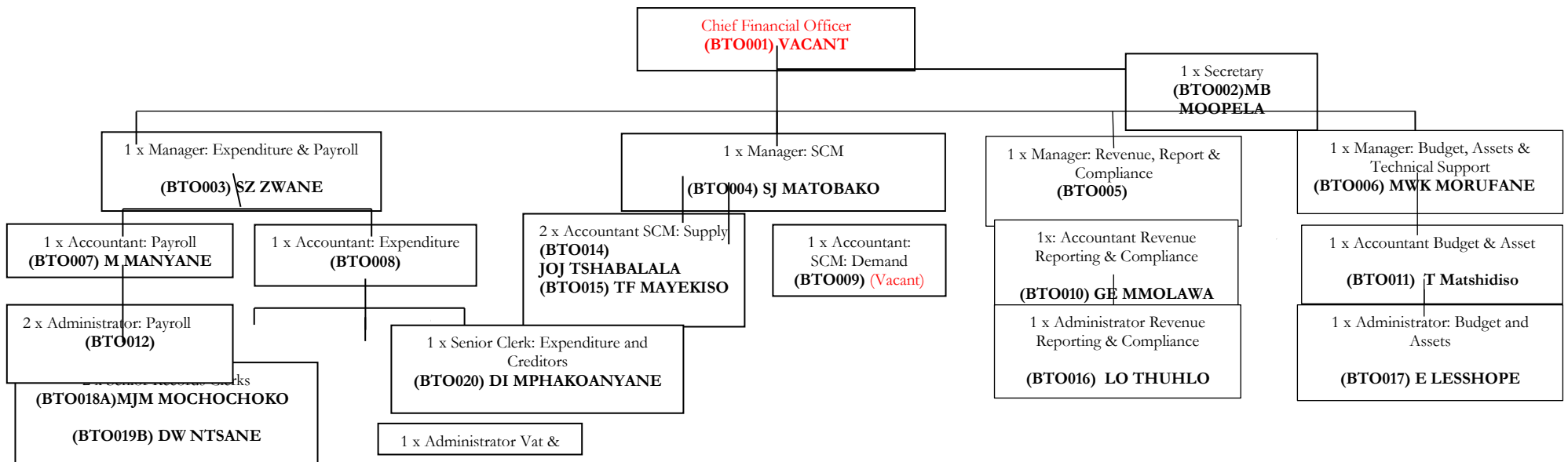


XHARIEP DISTRICT MUNICIPALITY
CORPORATE SERVICES

ANNEXURE F



ANNEXURE G



Municipal Standard Charter of Accounts (mSCOA)

The XDM started implementing mSCOA live as of the 1st July 2017, as national regulation requirement.

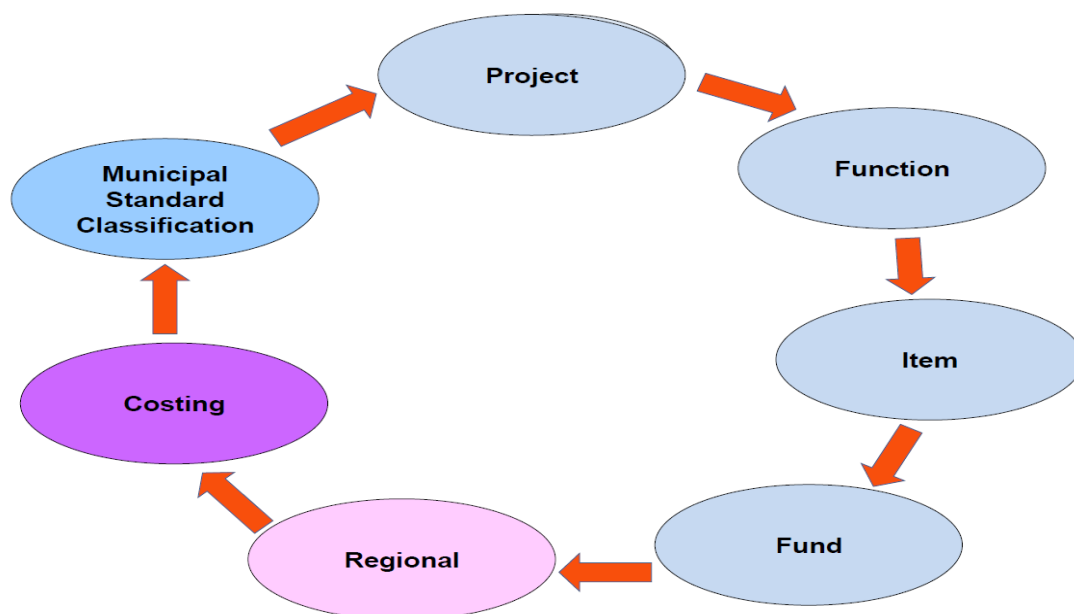
What is Municipal SCOA (mSCOA):

mSCOA stands for “standard chart of accounts” and provides a uniform and standardised financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), dly South African” project researched by National Treasury based on municipal practices, reporting outcomes, policy implementation and review, etc.

mSCOA is multi-dimensional in nature

mSCOA is a business reform rather than a mere financial reform and requires multidimensional recording and reporting of every transaction across the following 7 segments:

Revenue, assets, liabilities, equity, policy outcomes and legislative reporting. mSCOA is a “prou



Why mSCOA:

The SCOA transaction classification reforms already commenced in 1998 for national and provincial government and since 2004, the Economic Reporting Format (ERF) and SCOA are fully operational and used by all national and provincial departments. Overall, the implementation process has proceeded smoothly without any major hurdles or

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impediments. The successful implementation of SCOA contributed to growing positive public perception, locally and internationally, and strengthened public sector accountability and reporting. However, when incorporating municipal information for whole-of-government reporting and decision making, the misalignment in municipal reporting (discussed below) prevented informed decision making and affected the credibility of our reporting.

The SCOA regulation

Object of these Regulations

1. “The object of these Regulations is to provide for a national standard for the uniform recording and classification of municipal budget and financial information at a transaction level by prescribing a standard chart of accounts for municipalities and municipal entities which—
 - a) is aligned to the budget formats and accounting standards prescribed for municipalities and municipal entities and with the standard charts of accounts for national and provincial government; and
 - b) enables uniform information sets recorded in terms of national norms and standards across the whole of government for the purposes of national policy coordination and reporting, benchmarking and performance measurement in the local government sphere.

Application of these Regulations

2. These Regulations apply to all municipalities and municipal entities.”
Implementation date 01 July 2017.

Below is an explanatory table of mSCOA and what municipalities should achieve.



Xhariep District Agri-Park (Springfontein)

Project Context

Eradicating rural poverty is one of the most critical challenges facing the South African government. Despite a great deal of work done by government and other sectors between 1994 and 2000, rural poverty proved to be stubborn and impact was considerably lower than expected.

The key problem seemed not to be the range and quality of development or anti-poverty programmes in existence, but the failure to co-ordinate their activities and provide an integrated package of services that matched local priorities. The DRDLR is implementing Agri-Parks in 44 districts in South Africa to address this problem

Agri-Parks as a concept is new in South Africa though it is practiced in other parts of the world. The concept involves the use of collective farming, farmer-incubator projects, Agri-clusters, and eco-villages. At the same time it assists with land conservation and preservation. It also evokes the traditional model of an agricultural business hub, where multiple tenants and owners operate under a common management structure where for example a range of Agri-Horticultural enterprises may exist. The model must have a strong social mobilization component so that Black farmers and agri-business entrepreneurs are actively mobilised and organised to support this initiative.

The model also seeks to strengthen existing and create new partnerships within all three spheres of government, the private sector and civil society. Partnerships with Department of Agriculture, Fisheries and Forestry (DAFF) and Department of Cooperative Governance and Traditional Affairs (DCoGTA) are critical.

The Agri-Parks should be:

- Based on economic advantage;
- Have all the elements of the value chain for dominant products; and
- Ultimately lay the foundation for rural industrialisation.

The objectives of the Agri-Park are to:

- The development of the a Black farming class in terms of technical expertise and ability to supply the market sustainably and at the desired market quality;
- Emerging Black farmers working in joint Ventures to participate in supplying the Agri-Park;
- Private farmers to join the Agri-Park as a lucrative investment opportunity; and
- Develop partnerships with other government stakeholders to develop critical economic infrastructure such as roads, energy, water, ICT and transportation/logistics corridors that support the Agri-Park value chain.

The guiding principles of Agri-Park establishment are:

- One Agri-Park per District (44) with focus on the 27 priority districts.
- Agri-parks must be farmer controlled.
- Agri-parks must be the catalyst around which rural industrialization will takes place.
- Agri-parks must be supported by government for a period of 10 years to ensure economic sustainability.
- Strengthen partnership between government and private sector stakeholders to ensure increased access to services (water, energy, transport) and production on the one hand, while developing existing and create new markets to strengthen and expand value-chains on the other.
- Maximise benefit to existing state land with agricultural potential in the provinces, where possible.
- Maximise access to markets to all farmers, with a bias to emerging farmers and rural communities.
- Maximise the use of high value agricultural land (high production capability).

- Maximise use of existing agro-processing, bulk and logistics infrastructure, including having availability of water, energy and roads.
- Support growing-towns and revitalisation of rural towns, in terms of high economic growth, high population growth over past 10 years and promote rural urban linkages.

A detailed Business Plan for Agri-Park is available on request from the municipality's LED Unit and currently, a steering committee has been appointed to provide guidance.

Municipal Projects (Mscoa Compliant) – 2018/19

Project Name	Activities	Opex /Capex	Town/Area	Key Performance Indicators /Measurable Objective	MTERF Targets			MTERF(R) Budget			Source of funding
Mscoa	Project Description	Option	Regional Segment		18/19	19/20	20/21	Costing Segment			
								18/19	19/20	2021	
Rural Roads and Asset Management							N/A	R 2 149 000.00	0	0	
Expanded Public Works Programme						N/A	N/A	R 1 029 000.00	0	0	
Food security								R 20 000.00			

2018/2019 SECTOR DEPARTMENTAL PROJECTS

Municipality	Town/Area	Project Description	Intervention/ Project or Funding Allocated	Phasing of Project Allocation			Responsible Department
				2018/19	2019/20	2020/21	
Xhariep DM	Gariep dam	Upgrade of chalets and caravan park		R1.5m	-	-	DESTEA
Xhariep DM	Gariep dam	Construction of swimming pool and children's play area and day visitors area and hall		R1.498m			DESTEA
Xhariep DM	-	Rural Development Plan		-	-	-	RDLR
Xhariep DM		Spatial Development Plan		-	-		RDLR

CHAPTER: 8 MUNICIPAL BUDGET AND FINANCIAL PLAN

Introduction

The financial strategies of a municipality should recognize the Constitutional and legislative mandate of local government in respect of developmental local governance (budget alignment to IDP priorities), as well as various financial reforms applicable to local government (implementation of MFMA, GRAP etc.) – which now forces a paradigm shift in respect of municipal financial planning and management.

This plan is prepared in terms of Section 26 (h) of the Local Government: Municipal Systems Act, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan.

The financial plan includes an Operating Budget and the Sources of Funding for all the programmes, financial strategies and programmes, various financial management policies adopted by Council, key financial targets and a budget according to the IDP priorities. The financial plan does not include any Capital Projects as the municipality does not render any basic service related to the infrastructure projects.

Objective

To create a medium term strategic financial framework for allocating municipal resources, through the municipal budgeting process in order to ensure the financial viability and sustainability of the municipality's investments and operations.

Financial Plan

The focus here is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure, appropriately allocate public resources among functional areas and programs, and, ensure that departments operate as efficiently as possible.

The three-year Financial Plan includes an operating Budget that are informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP.

The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- Greater ability to make continuous improvements and anticipate problems
- Sound financial viability and information on which to base decisions
- Improved clarity and focus
- A greater confidence in your decision making

- Greater accountability and transparency

Financial Management

It is important to note that the priority issue from a financial perspective is the viability and sustainability of the District. This goal can best be achieved through effective and efficient financial management. The plans and the strategies that have been formulated were prepared with this in mind.

Maintaining a healthy financial base that fully supports district services; this work is reflected in restructuring and reshaping district services, implementing financial management systems, securing sound recurring revenues, and making responsible spending adjustments in light of revenue growth limitations.

Budget assumptions/parameters are determined in advance of the budget process to allow budgets to be constructed to support the achievement of the longer-term financial and strategic targets.

The municipal fiscal environment is influenced by a variety of macro-economic control measures. National Treasury determines the ceiling of year-on-year increases in the total Operating Budget. Various government departments also affect municipal service delivery through the level of grants and subsidies.

Capital and Operating Budget Estimates

The financial plan includes an Operating Budget (Table 1), the Capital Investment Programme per GFS Classification (Table 2), the Capital Investment Programme per Department (Table 3), and the Capital Investment Programme per Funding Source (Table 4) for the three years ending 30 June 2018

DC16 Xhariep - Table A1 Budget Summary

Description R thousands	2014/ 15	2015/ 16	2016/ 17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Audit ed Outc ome	Audit ed Outc ome	Audit ed Outc ome	Origin al Budge t	Adjust ed Budge t	Full Year Foreca st	Pre- audit outc ome	Budge t Year 2018/1 9	Budget Year +1 2019/2 0	Budget Year +2 2020/2 1
<u>Financial Performance</u>										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	-	-	-	57,188	55,557	55,557	55,557	64,042	68,207	70,204
Other own revenue	-	-	-	630	630	630	630	507	557	613
Total Revenue (excluding capital transfers and contributions)	-	-	-	57,818	56,187	56,187	56,187	64,549	68,764	70,817
Employee costs	-	-	-	38,532	39,201	39,201	39,201	42,023	44,780	46,116
Remuneration of councillors	-	-	-	4,317	4,315	4,315	4,315	4,317	4,576	4,729
Depreciation & asset impairment	-	-	-	1,600	1,600	1,600	1,600	2,000	2,131	2,195
Finance charges	-	-	-	190	477	477	477	-	-	-
Materials and bulk purchases	-	-	-	220	210	210	210	-	-	-
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	-	-	-	13,121	12,177	12,177	12,177	16,209	17,278	17,776
Total Expenditure	-	-	-	57,980	57,980	57,980	57,980	64,549	68,764	70,817
Surplus/(Deficit)	-	-	-	(162)	(1,793)	(1,793)	(1,793)	(0)	(0)	(0)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	(1,438)	(1,438)	(1,438)	(1,438)	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
<u>Capital expenditure & funds sources</u>										
Capital expenditure	-	-	-	1,438	1,438	1,438	1,438	281	299	308
Transfers recognised - capital	-	-	-	1,438	1,438	1,438	1,438	281	299	308
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-	-
Total sources of capital funds	-	-	-	1,438	1,438	1,438	1,438	281	299	308
<u>Financial position</u>										

Total current assets	-	-	-	2,983	2,983	2,983	2,983	4,010	4,618	5,330
Total non current assets	-	-	-	15,977	15,977	15,977	15,977	18,257	20,687	23,190
Total current liabilities	-	-	-	7,952	7,952	7,952	7,952	13,159	18,529	23,989
Total non current liabilities	-	-	-	1,900	1,900	1,900	1,900	2,000	1,800	1,750
Community wealth/Equity	-	-	-	9,108	9,108	9,108	9,108	7,108	4,976	2,781
<u>Cash flows</u>										
Net cash from (used) operating	-	-	-	(1,600)	(3,236)	(3,236)	(3,236)	-	-	-
Net cash from (used) investing	-	-	-	-	-	-	-	-	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	-	-	-	(1,600)	(3,236)	(3,236)	(3,236)	-	-	-
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	-	-	-	1,580	1,580	1,580	1,580	2,000	2,500	3,000
Application of cash and investments	-	-	-	6,552	6,552	6,552	6,552	11,159	16,429	21,689
Balance - surplus (shortfall)	-	-	-	(4,972)	(4,972)	(4,972)	(4,972)	(9,159)	(13,929)	(18,689)
<u>Asset management</u>										
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	2,000	2,131	2,195
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	90	95	99
<u>Free services</u>										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<u>Households below minimum service level</u>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Capital Budget Forecast

The Capital Budget reflects the investments that the municipality will make in the next three financial year on new infrastructure such as water reticulation, roads, sport facilities, waste management's etc. The table below provides some detail of capital expenditure for the various departments (votes) of Xhariep District Municipality.

DC16 Xhariep - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other											
Rental of facilities and equipment											
Interest earned - external investments											
Interest earned - outstanding debtors											
Dividends received											
Fines, penalties and forfeits											
Licences and permits											
Agency services											
Transfers and subsidies					57,188	55,557	55,557	55,557	64,042	68,207	70,204
Other revenue	2	-	-	-	630	630	630	630	507	557	613
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		-	-	-	57,818	56,187	56,187	56,187	64,549	68,764	70,817
Expenditure By Type											
-											
Employee related costs	2	-	-	-	38,532	39,201	39,201	39,201	42,023	44,780	46,116
Remuneration of councillors					4,317	4,315	4,315	4,315	4,317	4,576	4,729
Debt impairment	3										
Depreciation & asset impairment	2	-	-	-	1,600	1,600	1,600	1,600	2,000	2,131	2,195
Finance charges					190	477	477	477			

Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8				220	210	210	210			
Contracted services		-	-	-	3,427	3,265	3,265	3,265	5,996	6,371	6,628
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	-	-	-	9,694	8,912	8,912	8,912	10,213	10,906	11,148
Loss on disposal of PPE											
Total Expenditure		-	-	-	57,980	57,980	57,980	57,980	64,549	68,764	70,817
Surplus/(Deficit)		-	-	-	(162)	(1,793)	(1,793)	(1,793)	(0)	(0)	(0)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)					(1,438)	(1,438)	(1,438)	(1,438)			
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		-	-	-	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Taxation											
Surplus/(Deficit) after taxation		-	-	-	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		-	-	-	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		-	-	-	(1,600)	(3,231)	(3,231)	(3,231)	(0)	(0)	(0)

The Capital Investment Programme will be subject to the availability of funding.

Financial Strategy

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tools to implement its strategic plan.

As mentioned at the beginning of this plan, the priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas, which have been identified, are detailed below.

The Financial Framework

i. Revenue Adequacy and Certainty

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2017/18 to 2019/20 financial years as follows:

Grants:	DORA Allocations_2018/19	DORA Allocations_2019/20	DORA Allocations_2020/21
Equitable Share	40 544 000	43 116 000	45 257 000
Finance Management Grant	1 320 000	1 785 000	1 510 000
Expanded Public Works Programme Incentive Grant	1 029 000	1 029 000	1 029 000
Financial Assistance Grant	19 000 000	20 000 000	20 000 000
Rural Roads and Asset Management Grant	2 149 000	2 277 000	2 408 000
	64 042 000	68 207 000	70 204 000

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in.

Knowledge of the sources of funds will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

ii. Cash / Liquidity Position

Cash and cash management is vital for the short and long term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are:

The current ratio expresses the current assets as a proportion to current liabilities. “Current” refers to those assets which could be converted into cash within 12 months and those liabilities which will be settled within 12 months. A current ratio in excess of 1: 0.43 is considered to be unhealthy.

iii. Sustainability

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, coupled with the increased reliance on government grants to fund operational needs, it is necessary to ensure that services are provided at levels that are affordable, and that the full costs of service delivery are recovered.

iv. Effective and Efficient Use of Resources

In an environment of limited resources, it is essential that the Municipality makes maximum use of the resources at its disposal by using them in an effective, efficient and economical manner.

v. Accountability, Transparency and Good Governance

The Municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

vi. Equity and Redistribution

The Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers

vii. Development and Investment

In restructuring the financial systems of the Municipality, the underlying policies should encourage the maximum degree of private sector investment.

viii. Macro-economic Investment

As the Municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The Municipality’s financial and developmental activities should therefore support national fiscal policy.

ix. Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA, etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow for long term period to balance its budget and pay for overspending. Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems. The manner in which the Municipality manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the Council.

Strategies and Programmes

With the above financial framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of the Municipality. In terms of time frames, each of the projects that have been identified will be embarked on and completed during the five year plan.

Revenue Raising Strategies and Programmes

The following are some of the more significant programmes that have been identified:

- Environmental Health By-laws;
- Water service authority;
- distribution of water from Gariep Dam throughout the District/Province;
- installation of traffic camera on the N1 route within the District jurisdiction;
- administration of infrastructure projects within the District above 1 million rands;
- financial assistance in building of a Disaster Management Plant in Xhariep;
- full administration of EPWP Grant for the whole Xhariep District.

Asset Management Strategies and Programmes

The following are some of the more significant programmes that have been identified:

- The implementation of a fixed asset register and asset control system as well as the maintenance thereof

This programme will involve the amendment /update of the asset register to be in line with the current reforms, capacitation of the asset management unit in order to maintain GRAP requirements

- The implementation of a disaster recovery plan

This plan will detail the procedures to be followed with regard to the operations and administration of the Municipality in the event of a disaster, to ensure that there is the least possible disruption and loss of service rendition. The plan will detail alternative locations, IT arrangements, back-up/start-up procedures, etc.

- The establishment of a disaster management centre

The building and/or equipping of an alternative site from which to manage the Municipality's operations, in the event of a disaster rendering the current operational centres unusable.

- The development and implementation of a repairs and maintenance policy

Such a policy will set out the details with regard to repairs and maintenance of all asset categories e.g. Furniture & Equipment, etc. The intention is to ensure that planned and preventative maintenance is always on-going.

- The integration of all other computerised systems to this financial management system, and the acquisition of the required hardware and software must be finalized to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the Municipality.

Operational Financing Strategies and Programmes

Council's policy is to fund operation expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. It is council's intention to maintain a strong base through good working capital management including setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to contributions to existing statutory funds.

Strategies to Enhance Cost-effectiveness

The following are some of the more significant programmes that have been identified:

The establishment of benchmarks and performance indicators are paramount. This will include:

- Training and development of financial (and other) staff

The aim of this project will be to constantly ensure that the Financial (and other) staff receive the training they require to ensure a cost-effective and efficient service to the Municipality.

- Enhanced budgetary controls and timeliness of financial data

To improve the operation of the Budget Office, in respect of producing financial information and the monitoring and reporting of budget variances. Some of the more significant measures of acceptable performance in this area will be: Financial bottom line matched to forecasts to a 10% variance level, Receipt of unqualified audit reports, Monthly financial statements produced within 10 days of month-end, etc.

Financial Management Policies

General Financial Philosophy

It is the goal of the Municipality to achieve a strong financial position with the ability to:

- withstand local and regional economic impacts;
- adjust efficiently to the community's changing service requirements;
- manage the Municipality's budget and cash flow to the maximum benefit of the community;
- prudently plan, coordinate and implement responsible and sustainable community development and growth;
- provide a high level of social services to assure public health and safety.

Xhariep District Municipality's financial policies shall address the following fiscal goals: -

- keep the Municipality in a fiscally sound position in both the short and long term;
- maintain sufficient financial liquidity through regular reviews and adjustments to meet

- normal operating and contingent obligations;
- operate utilities/entities in a responsive and fiscally sound manner;
- provide a framework for the prudent use of debt financing;
- direct the Municipality's financial resources toward meeting the goals of the Municipality's Integrated Development Plan.

The following, amongst others, are financial policies and procedure manuals of Xhariep District Municipality submitted to council for approval and adoption:

- Bad Debts Policy;
- Banking and Investment Policy;
- Credit Control and Debt Collection Policy;
- Journal Processing Procedure Manual;
- Transaction Processing Procedure Manual;
- Budget and Virements Policy;
- Cell-phone Policy;
- Fixed Asset Policy;
- Funding and Reserves Policy;
- Laptop/Ipad Policy;
- Tariff Policy;
- Supply Chain Management Policy;

Budget Policies

The annual budget is the central financial planning document that embodies all operating revenue and expenditure, and capital budget decisions.

It establishes the level of services to be provided by each department.

The Municipal Manager shall incorporate the Xhariep District Municipality's priorities in the formulation of the preliminary and final budget proposal.

The budget will be subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review, which may result in an Adjustment Budget.

Adequate maintenance and replacement of the Municipality's capital property, plant and equipment will be provided for in the annual budget.

The budget shall balance recurring operating expenses to recurring operating revenues.

Investment and Cash Management Policies

In terms of the Municipal Finance Management Act, Act 56 of 2003, and Section 13(2): “Each Municipal Council shall adopt by resolution an investment policy regarding the investment of its money not immediately required.”

Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of the principal amount is the foremost objective of the investment program.

The Municipality will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third.

Investments shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal amount and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall Investment portfolio.

Investment officials are required to:

- a) Adhere to written procedures and policy guidelines.
- b) Exercise due diligence.
- c) Prepare all reports timeously.
- d) Exercise strict compliance with all legislation.

The Municipality shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue.

The Municipality’s financial information system will provide adequate information concerning cash position and investment performance. The non-integrated financial systems currently being utilised by the Municipality are as follows:

- VIP;
- Pastel;
- Caseware;
- Document Management System.

The Municipality will not invest monies in contradiction to the policy guidelines as adopted by Council.

The Minister of Finance may identify by regulation in terms of Section 168 of the Municipal Finance Management Act, instruments or investments other than those referred to below in which a Municipality may invest:

- Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990);
- Securities issued by the National Government;
- Investments with the Public Investment Commissioners as contemplated by the Public Investment Commissions Act, 1984 (Act No. 5 of 1984);
- Listed corporate bonds with an investment grade rating from a nationally or internationally recognised credit rating agency;
- Deposits with the corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act 46 of 1984);
- Bankers acceptance certificates or negotiable certificates of deposits of banks registered in terms of the Banks Act, 1990 (Act 94 of 1990)
- Municipal Bonds issued by a Municipality
- Guaranteed endowment policies with the intention of establishing a sinking fund; and
- Repurchase agreements with banks registered in terms of the Banks Act, 1990 (Act 94 of 1990)

Debt Management Policies

The Municipality will incur short-term debt only when it is provident to settle it within the same financial year in line with the prescripts of section 45 of the MFMA.

Asset Management Policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of Xhariep District Municipality.

A summary of the Principles supported in this policy are:

- A fixed asset shall mean a movable asset, under the control of the municipality, and from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in-service delivery, over a period extending beyond 12 months.
- The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.
- Fixed assets are classified under the following headings:
 - Buildings
 - Furniture and Fittings
 - Computer Equipment
 - Heritage Assets

- Investment Properties
- Other Assets
- Every Head of Department shall be directly responsible for the physical safekeeping of any fixed asset controlled or used by the department in question.
- PPE is stated at cost less accumulated depreciation, or fair value at date of acquisition less accumulated depreciation where assets have been acquired by grant or donation.
- Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable that future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset, so that its use is expanded or, the further development of an asset so that its original life is extended, are examples of subsequent expenditure, which should be capitalized.
- Assets are capitalized according to a capitalization criteria and all expenditure below a capitalization threshold, as determined in the approved policy, is expensed when incurred.
- Depreciation is calculated on cost, using the straight-line method, over the estimated useful lives of the assets.
- Heritage assets, which are defined, as culturally significant resources, are not depreciated as they are regarded as having an infinite life.
- The carrying amount of an item or a group of identical items of PPE will be reviewed periodically in order to assess whether or not the recoverable amount has declined below the carrying amount. When such a decline has occurred, the carrying amount will be reduced to the recoverable amount (also termed as impairment of assets). The amount of the reduction will be recognized as an expense immediately, unless it reverses a previous revaluation, in which case it will be charged to the revaluation non-distributable reserve.
- The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.

Report of the auditor-general to the Free State Legislature and the council on the Xhariep District Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Xhariep District Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2017, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Xhariep District Municipality as at 30 June 2017, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2016 (Act No. 3 of 2016) (DoRA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Material uncertainty related to going concern

6. I draw attention to note 36 in the financial statements, which indicates that the municipality incurred a net loss of R5 102 624 during the year ended 30 June 2017 and, as of that date, the municipality's current liabilities exceeded its current assets by R14 441 675. The municipality has been deducting pay as you earn from employee's salaries, but has been unable to pay over R4 518 685 (2016: R585 765) of these amounts deducted to the relevant third parties as disclosed in note 46. These conditions, along with other matters as set forth in note 36, indicate the existence of a material uncertainty that may cast significant doubt on the municipality's ability to operate as a going concern and to meet its service delivery objectives.

Emphasis of matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Material impairments

8. As disclosed in note 7 to the financial statements, a provision for the impairment of debtors of R3 543 530 (2016: R2 103 576) has been made with regard to irrecoverable trade debtors.

Unauthorised expenditure

9. As disclosed in note 38 to the financial statements, the municipality incurred unauthorised expenditure of R5 237 820 (2016: R2 797 621) during 2016-17 due to expenditure that exceeded the budgeted amounts for impairment of assets and audit fees.

Irregular expenditure

10. As disclosed in note 40 to the financial statements, the municipality incurred irregular expenditure of R1 505 611 (2016: R4 166 884) in 2016-17 due to non-compliance with Supply Chain Management (SCM) Regulations.

Fruitless and wasteful expenditure

11. As disclosed in note 39 to the financial statements, fruitless and wasteful expenditure of R870 415 (2016: R440 631) was incurred due to penalties and interest charged on accounts not being paid timely.

Restatement of corresponding figures

12. As disclosed in note 34 to the financial statements, the corresponding figures for 30 June 2016 have been restated as a result of errors in the financial statements of the municipality at, and for the year ended, 30 June 2017.

Other matter

13. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure notes

14. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement, as contained in note 48 to the financial statements, did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

15. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
16. In preparing the financial statements, the accounting officer is responsible for assessing the Xhariep District Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the municipality or cease operations, or there is no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

17. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered

material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

18. A further description of my responsibilities for the audit of the financial statements is included in the annexure to the auditor's report.

Report on the audit of the annual performance report

Introduction and scope

19. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected key performance areas (KPA's) presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
20. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
21. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA's presented in the annual performance report of the municipality for the year ended 30 June 2017:

KPA's	Pages in the annual performance report
Basic service delivery (BSD)	x – x
Local economic development (LED)	x – x

22. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
23. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following KPA's:

- Basic service delivery (BSD)

- Local economic development (LED)

Other matters

24. I draw attention to the matters below:

Achievement of planned targets

25. Refer to the annual performance report on page(s) x to x; x to x for information on the achievement of planned targets for the year and explanations provided for the under and overachievement of a number of targets.

Adjustment of material misstatements

26. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of basic service delivery and local economic development. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

<h3>Report on audit of compliance with legislation</h3>

Introduction and scope

27. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

28. The material findings on compliance with specific matters in key legislations are as follows:

Annual financial statements

29. The financial statements submitted for auditing were not prepared, in all material respects, in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, liabilities, expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

Budget

30. Reasonable steps were not taken to prevent unauthorised expenditure of R5 237 820, as disclosed in note 38 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by expenditure that exceeded the budgeted amounts for impairment of assets and audit fees.

Consequence management

31. Unauthorised, irregular, fruitless and wasteful expenditure, incurred by the municipality was not investigated to determine if any person was liable for the expenditure, as required by section 32(2)(a)(b) of the MFMA.

Expenditure management

32. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
33. Effective steps were not taken to prevent irregular expenditure of R1 505 611 as disclosed in note 40 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by not obtaining quotations or following a bidding process.
34. Effective steps were not taken to prevent fruitless and wasteful expenditure of R870 415, as disclosed in note 39 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest and penalties being charged due to late payments.

Human resource management

35. Appropriate systems and procedures to monitor, measure and evaluate performance of staff were not developed and adopted, as required by section 67(1)(d) of the Municipal Systems Act, 2000 (Act No. 32 of 2000).

Liability management

36. An effective system of internal control for liabilities was not in place, as required by section 63(2)(c) of the MFMA.

Procurement and contract management

37. Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of SCM regulation 17(a) and (c). Similar non-compliance was also reported in the previous year.
38. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a).
39. The preference point system was not applied for some of the procurement of goods and services above R30 000, as required by section 2(a) of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) (PPPFA).

Other information

40. The Xhariep District Municipality's accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information

does not include the financial statements, the auditor's report and those selected KPAs presented in the annual performance report that have been specifically reported in the auditor's report.

41. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
42. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the KPAs presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.
43. I have not yet received the annual report. When I do receive this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected I may have to re-issue my auditor's report amended as appropriate.

Internal control deficiencies

44. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
45. Various material adjustments were made to the financial statements. This was mainly due to vacancies in key positions which were not filled to facilitate sound financial management, as the position of chief financial officer remained vacant during the financial year under review. There has been a slow response in implementing and monitoring the audit action plan to address internal control deficiencies identified during the previous audits and as a result it was again a last-minute effort to avoid audit report matters.
46. The significant unauthorised, irregular and fruitless and wasteful expenditure incurred was due to lack of consequence management within the municipality. Effective steps were not taken to ensure that there were consequences for poor performance and transgressions, as none of the unauthorised, irregular and fruitless and wasteful expenditure was investigated during the financial year.
47. The municipality did not always comply with applicable legislation. No formal processes were in place to monitor compliance with legislation, which resulted in the number of reported non-compliance issues. Consequences for poor performance and non-compliance with legislation were lacking.

48. The audit committee and internal audit unit provided limited assurance over financial and performance reporting as well as compliance with legislation, as the audit committee was not functional for the entire financial year and as a result the internal audit unit was not fully effective.

Annexure – auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected key performance areas and on the municipality’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in the auditor’s report, I also:
- identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Xhariep District Municipality’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor’s report. However, future events or conditions may cause a municipality to cease continuing as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

Chapter 9: Sector Plans and their Statuses

Xhariep District Municipality is responsible for the delivering of municipal functions as specified in Schedule 4B and 5B of the Constitution of South Africa. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. It is therefore required that all the sector plans are considered as these plans should guide the departments on specific issues to be addressed during planning and implementation of the IDP. The sector plans focus on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources. The following table highlights the status of the sector plans which after each of the sector plans are discussed in more detail:

Sector Plan	Objectives of Plan	Status of Plan	Implementing Directorate
Rural Development Plan	Create a living environment that offers improved quality of life for the district population residing in the district towns and the rural areas	The plan was approved and adopted by Council. The Department of Rural Development and Land Reform is currently compiling the plan for XDM. The department has supported the municipality with booklets and pull-up banners for public participation.	Planning and Social Development: IDP Unit
Spatial Development Framework (SDF)	To make spatial provision for IDP and other strategic planning objectives of Xhariep in line with the principles of Sustainable Development	The plan was approved and adopted by Council. The IDP unit has made a request for the plan to be reviewed since it includes Naledi Local Municipality.	Planning and Social Development: IDP Unit
Local Economic Development Strategy (LEDS)	Strategy to create a conducive environment for all stakeholders to stimulate economic growth and create decent job opportunities	The plan was approved and adopted by Council. Currently there is no Implementation Plan of the strategy.	Planning and Social Development: LED Unit
Disaster Management Plan	A plan to pro-actively identify risks and prevent disasters from happening or minimising the impact of such disasters if it cannot be avoided	Approved and in process of being implemented. The Disaster Management Plan is also reviewed annually. The Unit must focus on Disaster Reduction and Relieve Programmes.	Planning and Social Development: Disaster Management Unit
Sector Plan	Objectives of Plan	Status of Plan	Implementing Directorate
Integrated Waste Management Plan (IWMP)	To integrate and optimise waste management, in order to maximise efficiency and minimise the associated environmental impacts and financial costs, and to	The plan was approved and adopted by Council.	Planning and Social Development: Environmental Health Management Unit

	improve the quality of life of all residents within Xhariep		
Environmental Management Framework (EMF)	The main objective of an EMF is to pro-actively identify areas of potential conflict between development proposals and critical/sensitive environments.	The plan was approved and adopted by Council	Planning and Social Development: Environmental Health Management Unit
Long Term Financial Plan	A financial plan that will ensure the financial viability of the municipality in order to give effect to the strategic objectives of Council as portrayed in the IDP	The Financial Plan is still in a draft form and will be adopted with the final IDP before June 2018.	Budget and Treasury: Chief Finance Office
Asset Management Plan	To record all assets of the municipality and make recommendations for the optimal economic utilisation of such assets	The plan was approved and adopted by Council	Budget and Treasury: Chief Finance Office
Performance Management Policy Framework	Establishing a culture of performance throughout the whole organisation	The framework was approved and adopted by Council	Office of the Municipal Manager
Risk Management Plan	To identify potential risks in all systems and procedures of the municipality and develop proactive risk reduction strategies	Approved and in process of being implemented. The position of Chief Risk Officer has now been filled.	Office of the Municipal Manager
Sector Plan	Objectives of Plan	Status of Plan	Implementing Directorate
Anti-fraud and Corruption Plan	To minimize fraud and corruption within the municipality	Approved and in process of being implemented. The position of Chief Risk Officer has now been filled.	Office of the Municipal Manager
Internal Audit Charter	Improve good governance and administration within the municipality	The plan was approved and adopted by Council	Office of the Municipal Manager
Integrated HIV/Aids Plan	To facilitate awareness and pro-active strategies to combat HIV/Aids and provide support to people infected and affected by HIV/Aids	To be developed. The current plan has reached its sell-by date.	Office of the Executive Mayor
Employment Equity Plan	To ensure that targets are being set for transformation of the staff structure of the municipality in order to	The plan was approved and adopted by Council	Corporate Services: Human Resource

	reflect the demographic composition of the area		
Workplace Skills Plan	To co-ordinate training and capacity building of municipal staff as per their personal career objectives	The plan was submitted to LGSETA	Corporate Services: Human Resource
EPWP Policy	To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development, by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project	The policy was approved and adopted by Council	Planning and Social Development: LED Unit
Climate Change Response Plan	Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District.	The plan was submitted to Council as a draft	Cut across all departments

Status of sector plans: XDM

A brief summary of sector plans is provided below:

Xhariep Rural Development Plan (XRDP)

The Department of Rural Development and Land Reform (DRDLR) was mandated by the President of the Republic of South Africa to champion Rural Development Programmes in the Country. To achieve this, the department is required to develop plans that will address the needs of people who live in extreme poverty and who are subjected to underdevelopment in rural parts of South Africa.

Xhariep District is among the Districts identified as poor and needing special attention through an RDP. The Xhariep Rural Development Plan (XRDP) provides a mechanism to accelerate development through integrated spatial, economic and social development interventions using a multi-sectoral approach that is anchored on sustainable development principles.

The notion of integration is particularly important to the XRDP. Spatial and economic linkages between the rural areas of the district and the towns need to be strengthened. Planning for functional areas where strategic resources exist across municipal boundaries needs to be encouraged. Value chains for various products in the district need to be enhanced.

Planned interventions need to exploit latest knowledge and technologies to ensure that Xhariep District pursues a “green” path to development. We propose that Xhariep rural development plan be anchored a strong “Xhariep brand” that involves use of green production processes, packaging and marketing tourism and agricultural products in a way that reflects the natural and organic uniqueness of the district.

It is a synthesis of various preceding documents that have been produced and discussed with stakeholders namely the vision and mission document, the status quo and functional regions report.

This report should be read together with the spatial representation of the rural development plan that accompanies this document.

Local Economic Development Strategy

The social and demographic profile of Xhariep District Municipality indicates that there is a large youth population who are unemployed. There is a definite need to address education and skills requirements amongst the economically active population. This will help decrease unemployment and increase household income.

Infrastructure backlogs in Xhariep DM should be resolved especially the sanitation backlogs within the different municipalities. Providing proper basic services and infrastructure is an important component of local economic development.

Agriculture is the largest contributor to the district economy accounting for the highest GDP contributor and the main source of income and employment for the largest population of the District. New developments such as the Agri-Park provide opportunity for local farmers to have better access to markets.

Manufacturing: Expanding existing industries and developing new niche industries will not only benefit the manufacturing sector but also promote local exports. Food and beverages, non-metallic mineral products, fuel, petroleum and chemical products. The district also has various products that are produced as shoes manufacturing factory. There's also game meat industry such as biltong hunting throughout the district. There is also water harvesting by Water Affairs to generate hydro-electricity.

Mining: The district has a mining sector that contributes approximately 16% of the total GDP, with an average annual growth of 8.1% (2001-2005). The mining activities are mainly concentrated at Jagersfontein and Koffiefontein areas and the mines produce mainly diamond and other precious and semi-precious minerals.

Trade: This important sector requires the necessary pro-active measures to ensure that the district can grow as the regional trade hub.

Tourism: This sector's influence spans over a multitude of economic sectors and has a significant multiplier effect. The existing, numerous, tourism assets in Xhariep District Municipality should be optimally promoted and developed. The district boasts some of the country's largest man-made lakes, such as the Gariep Dam, which has already established a fish hatchery project.

There are also tourism routes that support development focusing on hospitality and tourism in Xhariep such as:

- Diamond and mine route
- Gariep and Maluti routes.
- N6 Route

- Griqua Route (Philippolis route)
- Springbok Route
- **Construction:** New developments such as the TROMSBURG Hospital, Agri-Park infrastructure investment by government also provide opportunity for local construction companies to benefit.
- **Transport:** The district is stands as a central location of the province which has potential in terms of transport linkages, it is located centrally along the national road networks including the N1 to Cape Town, Bloemfontein and Gauteng, the N6 to East London and the N10 to Port Elizabeth, N8 Kimberley.

Some anchor projects identified by project prioritization include:

- Reduction of service delivery backlogs
- SMME incubator
- Agriculture beneficiation and development projects
- New tourism developments in existing conservation areas
- Organic waste beneficiation
- Solar geysers in housing developments
- Rain water harvesting in rural communities and new business developments.

The entire LED Strategy Document for Xhariep District Municipality is attached as “Annexure” to the IDP Document.

Climate Change Response Plan

Xhariep District Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District. Xhariep District Municipality has therefore prioritized the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan.

Biodiversity and Environment

Changes in climate are predicted to result in the shifting of bioregions across South Africa. In the Xhariep District Municipality, it is projected that with the warmer temperatures that there will be a replacement of grassland and nama karoo biomes with savanna. A large amount of grassland and nama karoo, and related species will be lost.

Human Health

There are a number of different ways that climate change will impact human health in the Xhariep District Municipality. Projected increases in temperatures due to climate change will impact negatively on the young and elderly. People working in the informal sector usually work outdoors and will therefore be particularly vulnerable to increases in temperature. A changing climate may also result in reduced food production and lead to issues of food insecurity.

The entire plan is attached to the final IDP Document for any reference.

Disaster Management Plan

The purpose of the Xhariep District Municipality Disaster Risk Management Plan (DRMP) is to document the institutional arrangements for disaster risk management planning, including the assignment of primary and secondary responsibilities for priority disaster risks, posing a threat in the Xhariep District Municipality. It further provides the broad framework within which the departments will implement the disaster risk management planning requirements of the Act and other entities included in the organisational structure of the Xhariep DM. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in a Council's area

This disaster risk management plan is in line with the National Disaster Management Framework and addresses disaster risks through the four Key Performance Areas (KPA's) and three Enablers:

- KPA 1: Integrated Institutional Capacity for Disaster Risk Management
- KPA 2: Disaster Risk Assessment
- KPA 3: Disaster Risk Reduction
- KPA 4: Response and Recovery
- Enabler 1: Information Management and Communication
- Enabler 2: Education, Training, Public Awareness and Research
- Enabler 3: Funding arrangements for Disaster Risk Management

The relationship between and different roles and responsibilities of the Xhariep District Disaster Management Centre (DRMC) and the PDRMC of the Free State Province are alluded to. This plan also gives guidance in relation to the declaration of a local state of disaster, disaster classification and the institutional arrangement necessary for the successful implementation of the Act. Each section of this plan contains a number of *Actions to be taken*, which need to be considered and implemented in order for the Xhariep DM to obtain the outcomes envisaged by this plan.

The custodian of the plan

The Head of the Xhariep DM Disaster Management Centre (DRMC) is the custodian of the disaster risk management plan for the Xhariep DM Municipality and is responsible to ensure the regular review and updating of the plan. The plan is attached in the final IDP Document for reference.

Integrated Waste Management Plan (IWMP)

The scope of work primarily required the development of a district waste management plan, by aligning all municipal plans and mapping of related priority data. The final plan is characterized by the following:

- Alignment of municipal waste management plans within the district;
- Identification of strategic and critical situational features through site visits, interviews and research;
- Consolidation of the waste management plans of local municipalities into a district IWMP;
- A district integrated waste management plan with recommendations and implementation strategy and/or project proposals on problem areas identified in the exercise;
- Development of priority based implementation plans using a phased approach;
- The consolidation of sector (sector that generates, manages and/or handle waste) departmental strategies into a district plan.

The objective of the district IWMP is to direct the district and its constituent municipalities to synergistically develop appropriate waste management systems and build management capacity in order to maximize efficiency in waste management, minimize environmental impacts and associated financial costs within the district. The implementation of the plan should lead to healthier and cleaner environment able to sustain an improved quality of life for all.

The IWMP sets targets for waste minimization and milestones to be achieved. It also sets out the review and subsequent reporting processes as articulated in the NEM: Waste Act, 2008. The IWMP of Xhariep District Municipality would be submitted to the DETEA for approval and be incorporated into the district IDP as a sector plan.

Environmental Management Framework (EMF)

An EMF is a framework of spatially represented information, connected to parameters such as ecology, hydrology, infrastructure and services. The main purpose of an EMF is to pro-actively identify areas of potential conflict between development proposals and critical/sensitive environments.

Therefore, the purpose of this EMF is to provide a framework which will inform the Integrated Development Planning (IDP) process and Spatial Development Frameworks (SDF) within Xhariep District Municipality, as well as to provide a framework for decision making through:

- ❖ Providing definite criteria for decision making,
- ❖ Providing an objective environmental sensitivity overview,

- ❖ Defining and categorisation of environmental, social and heritage resources, economic and institutional aspects, and
- ❖ Formulation of management guidelines.

Xhariep DM 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 plan is attached as annexure to the document.

Expanded Public Works Programme Policy

EPWP is South African Government initiated programme aimed at creating 6 million work opportunities by 2019. The programme is implemented by all spheres of government, across four (4) defined sectors, namely Infrastructure, Social, Non-State and Environment and Culture. The programme is co-ordinated by the National Department of Public Works, as mandated by Cabinet.

The programme is not implemented in isolation with other Government strategic initiatives, the NGP outlines Key Job drivers, such as targeting more labour-absorbing activities across the main economic sectors, and substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy. EPWP work opportunities are all linked to the NGP Job drivers and expected to contribute to the NGP targets through its FTE targets.

The National Development Plan Vision 2030 through the Diagnostic Report identified nine main challenges facing South Africa, amongst others are: few people work and the quality of education available to the majority is poor. The persistently high rate of unemployment in South Africa (23.9%) is one of the most pressing socio-economic challenges facing government. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward. This inhibits the country's economic development and imposes a larger burden on the state to provide social assistance.

No single policy offers the solution; what is needed is a sustained period of accelerated and inclusive economic growth and a comprehensive set of short-term and long-term policy reforms and initiatives that encompass increasing demand for labour, improving education and skills, and labour market interventions that improve the employability of young people. Expanded Public Works Programme is one of those short-term initiatives by Government aimed to create work opportunities for the marginalised: women, youth and people with disabilities.

The incentives grant was introduced during the second phase of the Programme with the aim of reinforce and reward public bodies that implement labour intensive methods and utilise their existing budget allocations effectively to increase the labour content of service delivery; also to encourage public bodies to meet their EPWP targets and rapidly expand job creation.

Spatial Development Framework (SDF)

Legal Framework (*Current Case Law*)

Recent case law, e.g. Johannesburg v Gauteng Development Tribunal, Lagoon Bay, Clairisson's and finally the Habitat Council case, some of which went to the Constitutional Court, indicate that the primary responsibility for land use management and consideration of applications lies with local government.

Until 04 August 2013 (Habitat Council case) the planning authority in the Western Cape vested ultimately with the Provincial Government, in terms of the Land Use Planning Ordinance, 1985, Ordinance 15 of 1985 (LUPO). This long awaited and much applauded clarification of the Constitutional functions of the local sphere of government has numerous implications for all municipalities.

Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) The new Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) was promulgated on 5 August 2013.

Institutional Organization: SPLUMA further intends to address the failures of the "old order" planning ordinances and legislation, the majority of which predate 1994. SPLUMA intends to create a coherent regulatory framework for spatial planning and land use management, amongst others by legislating actions to ensure justice and equity in the application of spatial development planning and land use management systems. Amongst others SPLUMA requires Spatial Development Frameworks (SDF's) to be completed by all three spheres of government for respectively, the country, a province or a municipal area.

The process of compiling SDF's becomes an involved process in which local government places a central role, primarily because it must provide the data / information for the planning. SDF's will form the basis of all future decisions in terms of the SPLUMA and they will be taken by tribunals, which are non-political / technical bodies, established in terms of Section 35 of SPLUMA. It broadly determines that a municipality or municipalities jointly, must constitute a Planning Tribunal to consider all land use planning applications.

The SPLUMA prescribes the membership of tribunals, which consists of no less than five members, with no councillors in attendance. Councils now become the appeal authorities. These tribunals are the sole responsibility of the municipalities, who must bear the cost of the meetings and the administration relevant thereto. Every municipality must develop and/or adopt a Municipal Planning By-Law, which can be a unique document specific to the municipality, or a general one, based on a model that is being prepared by the Free State Government for the Free State municipalities.

By-laws will forthwith determine the procedural and administrative aspects of land use planning and management, instead of the Provincial Regulations. The Minister / MEC now only comments on and when appropriate concurs with a municipality's land use planning decision which subsequently means that appeals are thus decided by Council. The MEC will only consider the procedural aspects of the appeals and cases before him.

Where a municipality has made a procedural error in dealing with the case, e.g. not following due process or not taking relevant information into account, the MEC will advise that the decision of the municipality be set aside and referred back to it for re-processing and re-consideration. No right of appeal will be established in such instance. One of the consequences of the new planning legislation and processes is that a municipality now becomes legally accountable for decisions, i.e. an applicant or aggrieved party will no longer sue the MEC and add the municipality as a respondent. Instead, the municipality will be sued and it must provide for the costs and administration of such legal cases.

- Financial Implications of SPLUMA
- Tribunal operational costs;
- Legal costs;
- Planning and Land use management bylaws;
- Human resources.

Development Principles: One of the main objectives of this act is to provide a framework for spatial planning and land use management to address past spatial and regulatory imbalances.

The act sets out the following 5 main development principles applicable to spatial planning, land use management and land development:

- (a) Spatial justice (improved access to and use of land with an emphasis on informal settlements and disadvantaged communities);
- (b) Spatial sustainability (protection of prime and unique agricultural land, development in locations that are sustainable, limit urban sprawl and creation of viable communities);
- (c) Efficiency (optimising the use of existing resources and infrastructure)
- (d) Spatial resilience (allow for flexibility in spatial plans)
- (e) Good administration.

Municipal SDF: Section 21 of the Act provides a detailed description of information to be included in a municipal SDF, including: - a 5 year and long term (10 – 20 year) spatial vision, structuring and restructuring elements, housing demand, planned location and density of future housing projects, - identify areas for inclusionary housing, population growth, economic trends and infrastructure requirement estimates for the next 5 years, - environmental assessment, identify areas for incremental upgrading, capital expenditure framework and include and implementation plan.

Workplace Skills Development Plan

Xhariep District Municipality has a skills development plan which is updated and reviewed annually in line with the prescripts of the Skills Development Act of 1998. The Act aims to improve the quality of life of the labour force, to encourage the labour force to be self-motivated and to encourage workers to participate in leadership and other programmes.

The municipality promotes and implements skills development strategies to facilitate the implementation of the objectives of the Integrated Development Plan. Although the Directorate: Corporate Services drives the Workplace Skills Plan, every municipal department is required to implement the plan and allocate budgets accordingly. This WSP also need to identify areas where skills shortages exist with a strong focus of developing scarce skills internally which will also assist to stimulate the local economy. The plan is submitted to LGSETA on the 30th April each year.

Risk Management Plan (RMP)

Risk Management is a logical and systematic process of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any

activity, function or process, in a way that enables an organization to minimize losses and maximize opportunities.

In order to ensure the inclusion of all the factors impacting on Risk Management within the Municipality it is important to identify the environment within which the municipality operates. As with most municipal disciplines the risk management environment has altered substantially and requires a complete review of current policies, practices and assumptions.

Financial Management Policies

Council's financial policies are reviewed annually and amended according to need and/or legislative requirements. One such policy is SCM Policies. The salient points of all our policies are that the budget must be cash-funded, tariff adjustments must be fair, employee related costs must be all inclusive and the conditions of all provisions must be cash met where required.

A number of indicators are also highlighted to ensure the municipality has enough cash to continue operations. The financial requirements of the policy have been reported upon each month within the broader Section 71 report. It is a report that is easily understandable to the man in the street.

The future budgets of Council will take the very important step of introducing for the first time a Budget Policy. This policy reinforces much of what is contained in the MFMA and regulates inter alia:

- The preparation of the budget;
- The shifting or virement of funds;
- The timing and nature of Adjustment budgets;
- Unforeseen and unavoidable expenditure; and
- Establish and maintain procedures to adhere to budget processes.

The main principles underpinning the policy are:

- that the municipality may not budget for a cash deficit;
- expenses may only be incurred in terms of an approved budget;
- the budget must always be within the IDP framework;

By following this policy Council should be able to produce future budgets that are realistic, practical and affordable to the residents which in itself is already a major step forward for the

municipality. In respect of the other budget policies there have been minor changes as always, mainly to increase local supply chain rules and to redefine basic service provision.

A comprehensive Financial Plan is attached in the document.

Performance Management System

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of Xhariep District Municipality as set out in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annual and annual basis). The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

The Performance Management System implemented at Xhariep District Municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PMS serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget. The performance management policy framework as approved by Council provides for performance implementation, monitoring and evaluation at organisational as well as individual levels.

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities as determined by the IDP review process. The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

Performance Indicators (PIs)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management

process are therefore seamlessly integrated. The Key Performance Indicators (KPI's) will be incorporated into the SDBIP of the municipality as a performance management tool.

Performance Reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated and submitted to Council. These reports must be published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of PI's, if necessary. The format of the report complies with the section 72 requirements. This report is submitted to Council for approval before the end of January of each year and published on the municipal website.

Integrated HIV/Aids Plan

A comprehensive HIV/Aids Strategy needs to be developed to address the challenges of the evolving epidemic of HIV/AIDS and tuberculosis in the Greater Xhariep Municipal Area. This strategy will be regarded as Council's commitment and determination to face HIV/Aids and TB, not only as medical and health problems, but also to address them as cultural, social and economic issues which affect all sectors of our society and every family in our community. The Xhariep area was during 2009 shown to have the highest prevalence of HIV, and that HIV and AIDS are impacting on the community of the district.

Although the district and its local municipalities have no primary responsibility for health or social services, it recognizes its responsibility to facilitate as far as possible a well-planned and effectively executed response to HIV/Aids and TB in order to achieve the strategic objectives as captured in this IDP. Whilst not directly responsible for the delivery of health and social services it is clear that Xhariep District Municipality can be a valuable player by directing its energy towards:

- Supporting its service delivery partners by ensuring there is strong coordination of services
- Providing visible leadership through publicly addressing HIV/Aids and TB
- Ensuring that the people of Xhariep as well as visitors to Xhariep are effectively and efficiently referred to services when required

Response Required	Municipal Action	Progress status
Increased advocacy by municipal leadership to address HIV/Aids and TB, thereby increasing knowledge, improving the utilisation of services and reducing stigma in the greater municipal area	Launch internal programme supported by leadership	A comprehensive awareness campaign to be rolled out in the next financial year with the assistance from Provincial Health Department and local municipalities.
HIV/Aids and TB internally mainstreamed within the Municipality area, providing all municipal employees with a comprehensive HIV/Aids and TB policy and programme	Develop an internal policy and workshop it with all municipal employees	An internal HIV/Aids policy to be developed and workshops to be held with employees in each Directorate
Response Required	Municipal Action	Progress status
Underlying development conditions have been addressed in order to reduce susceptibility to HIV infection and vulnerability to the impacts of HIV/ Aids and TB amongst communities within the greater Xhariep area	Continuous awareness on municipal communications	To engage with the different stakeholders in this regard
Xhariep District Municipality ensures a co-ordinated HIV/ Aids and TB response by all stakeholders in the implementation of programmes and interventions of the community of the greater municipal area	Participate effectively in IGR structures established to combat HIV/Aids and TB	District Aids Council is in place. The Terms of Reference for the forum should be circulated for comment
Increased access of residents and visitors to HIV/Aids and TB information and services	Communication at information centres	The municipal official website should be utilised to improve access to information on HIV/Aids and TB
Review and update plan	The plan will be reviewed and updated and the financial elements will be included in the budget.	The HIV/Aids and TB plan strategy will be reviewed and updated in the next financial year

Concluding Remarks

The IDP process and development in the post-apartheid context will continue to be dynamic in nature and there are, and will, remain areas of improvement in these processes.

Notwithstanding these, positive strides have been made to improve strategic planning and management to the benefit of the Xhariep community. More specifically, it is trusted that the IDP and Budget process have been an assertive effort in directing the municipality towards the development challenges and needs of our communities.

Therefore Xhariep District Municipality has to ensure that its Annual Budget is guided directly by the priorities included in the IDP. It is noted that through our Public Participation processes, Xhariep District Municipality is informed of the current nature of people's livelihoods and that it is constantly consulted and informed about the development plans of the Xhariep District Municipality.

DECLARATION OF ADOPTION

SIGNATURES

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Date: March 2018

Ms. LY Moletsane

Municipal Manager

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Date: March 2018

Cllr MJ Sehanka

Executive Mayor