

INTEGRATED  
DEVELOPMENT PLAN

FINAL DRAFT



2016/2017

## **INTEGRATED DEVELOPMENT PLAN FOR 2016-2017**

Compiled in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Adopted by the Municipal Council on 31 May 2012

The Integrated Development Plan is the Municipality's principal five year strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organization (internal focus).

The Integrated Development Plan –

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- Seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

### **THE INTEGRATED DEVELOPMENT PLAN ON CD**

Included with this document is a CD that contains an electronic version of the IDP. The electronic version is in a format that can be viewed by any internet browser such as Internet Explorer, Google Chrome or Firefox. The CD should run automatically and open a menu. If not, look for the file named Contents.htm in the root folder of the CD. Double click on this file and the menu will open.

All documents referred to in the IDP and available in electronic format are included on the CD. The references to these documents in the electronic version of the IDP are hyperlinked to the actual documents, which mean that the documents can also be viewed by simply clicking on the hyperlink. The idea behind the interactive CD is to provide readers with an all-inclusive library of IDP-related documents because we believe that the IDP is more than just this one document.

We want to encourage you to look at the referenced documents on the CD – it will provide you with the bigger picture and help you to understand the full context of the IDP.

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## MUNICIPAL VISION AND MISSION

### VISION

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

### MISSION

To facilitate and support local municipalities 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

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

## EXECUTIVE MAYOR'S FOREWORD

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It gives me great pleasure to table this Integrated Development Plan and Budget to our stakeholders today. Our 2016/17 IDP and Budget will not be the same as the previous ones as it is the last IDP, before the Local Government Elections, that determines our mandate as a Municipality.

It is for this reason that the current IDP and Budget must be extremely focused and driven by community needs and geared towards meeting community aspirations gleaned from stakeholder's consultations and engagement throughout last year. Our IDP therefore, must first and foremost reflect our commitment to goals in our quest to meet the 2016 Local Government Election Manifesto of the ruling party which was subsequently adopted as our guiding light for the Municipality.

It is through the projects as reflected in the IDP, that we seek to leave a lasting legacy to the communities of Xhariep, which will set the tone for caring people-centred, people-driven and developmental government for generations to come.

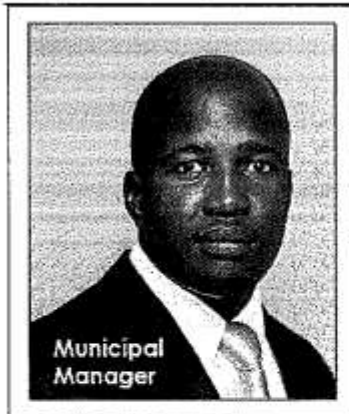
We pledge ourselves to continue to work with our people to leave no stone unturned in fulfilling our objectives by accelerating and doubling our efforts to bring about a better life to all our people. We will do so in an accountable and ethical manner, as we have been proven to do over the years.

We look back with pride as we approach the final phase of the current term of our political office. It is this achievement, coupled with our confidence, commitment and loyalty which will see us standing proud at the end of our political term.



**Clr. MG Ntwanambi**  
**Executive Mayor**

## MUNICIPAL MANAGER'S FOREWORD



The Municipal Systems Act 32 of 2000 (34) (as amended) requires that the Municipality prepare the IDP and review it on an annual basis. The 2016/17 IDP will also ensure that the Back to basics concept is incorporated so that the District Municipality aligns itself with the National Government programmes. There are also indicators that have been put to measure whether municipalities are performing in terms of the 'basics', namely:

- Putting people first
- Delivering basic services
- Good governance
- Sound financial management
- Building capacity

The review entails the involvement of internal Stakeholder through the Steering Committee and external stakeholder through the IDP Representative Forum. The Draft IDP involves Public Participation consultative meetings, it is the duty of administrative leadership to translate IDP into:-

- Service Delivery and Budget Implementation Plan (SDBIP)
- Service Delivery Agreements
- KPA/KPI into SMART areas
- Linking the Budget to IDP

The IDP for 2016/17 will act as an enabling framework that guides our actions and our allocation of resources and to realize our objectives as set out by a Developmental Local Government.

This document will further provide a platform to actively engage with our stakeholders and citizenry to refine the thinking and strategies through ongoing discussions. This IDP will promote greater selectivity on the responsibilities of local government and the priorities of the NDP.

A special word of thanks to the Council, Mayoral Committee, Executive Mayor and Colleagues for their commitment to the IDP process and in moving Xhariep District Municipality forward. Siyaqhubeka!!!!



Mr MM Kubeka  
Municipal Manager

# 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 2016/17 IDP, with a specific emphasis on the alignment of the Municipal Vision, strategy and implementation. The focus of the 2016/17 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 forms the southern part of the Free State Province and is one of four district municipalities in the Free State.

Xhariep District Municipality was extended from 34289 km sq. to about 37500 km sq. This was due to the incorporation of Naledi Local Municipality after the 2011 local government elections as per the re-determination of the Municipal boundaries

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.



## CHAPTER 1: LEGAL AND POLICY FRAMEWORK

### 1.1 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 third Xhariep District 5-year IDP cycle 2012 to 2017. 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 2012-2017 was guided by a Council approved process plan. The process was amended to take into consideration the incorporation of Naledi Local Municipality as per the Provincial Government Gazette. The notice indicates that the Naledi Local Municipality is being dis-established, and will become part of the Xhariep District Municipal area of jurisdiction after the local government elections. **As of 2016 after local government elections, Naledi Local Municipality will be re-incorporated into Motheo Metropolitan Municipality and it is advisable that the new Council should amend their process plans.**

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.

### 1.2 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 2016/2017 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.

### **1.3 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

### **1.4 NEED FOR IDPS**

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.

## **1.5 WHY AN IDP REVIEW?**

Local government operates in an ever-changing environment. The dynamic nature of local, national and global environments constantly presents local government with new challenges and demands. Similarly, the needs of the communities of Xhariep District continuously change. The five-year IDP of the Xhariep District Municipality is reviewed annually, so that the Municipality can always be confident that it addresses the real and relevant needs and concerns of local communities and stakeholders.

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.
- Municipal Turnaround Strategy and Outcome 9 outputs.
- Prioritization of job creation and poverty eradication.
- Incorporation of State of the Nation Address, National Budget Speech and State of the Province Address.
- Alignment with the ANC 2011 Local Government Election Manifesto.
- Free State Growth and Development Plan

## **1.6 KEY DEVELOPMENTAL CHALLENGES**

- 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.
- Fish Hatchery
- Solar hub project partnering with Free State Development Corporation.

## **1.7 WHAT INFORMS THE 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 ANC 2011 Local Government Election Manifesto.
- National perspective, informed by national priorities and Millennium Development goals.
- Provincial perspective, informed by the PGDP.

## **1.8 ALIGNMENT BETWEEN IDP AND BUDGET**

An IDP-based Budget is essential in order to realize IDP objectives. The Xhariep District Municipality's IDP and Budget are aligned in terms of key performance areas, priorities, programmes and sector plans. Furthermore, the IDP priorities are realized through the implementation of the municipal budget.

## **1.9 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.

## **1.10 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 multi-party Municipal Public Accounts Committee.

## 1.11 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.

The development of this IDP is critical for a number of reasons, key among these being the **Local Government Ten Point Plan** adopted by the Free State government:

Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED).

- Ensure the development and adoption of reliable and credible Integrated Development Plans (IDP's).
- Deepen democracy through a refined Ward Committee model.
- Build and strengthen the administrative, institutional and financial capabilities of municipalities.
- Create a single window of coordination for the support, monitoring and intervention in municipalities.
- Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government.
- Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
- Develop and strengthen a politically and administratively stable system of municipalities, and restore the institutional integrity of municipalities

Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.

### **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. (I) 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; has been
- (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;
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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 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.

## **1.12 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 2 : STRATEGIC POLICY ALIGNMENT**

### **2.1 POLICY FRAMEWORK AND CONTEXT**

The Constitution stipulates that all three spheres of governance are autonomous but interdependent. This therefore calls for closer collaboration between all these spheres of governance. Important to mention, a number of national policies have a particular bearing on the provincial and local spheres of government. A few critical ones are highlighted below.

### **2.2 Municipal planning and strategic alignment**

During the review of the IDP it is important to assess the strategic alignment of the planning processes of the Xhariep District Municipality with the National and Provincial development planning framework. The continuous evolution and adjustments of policies and development strategies in the other spheres of government compels local and district authorities to also strengthen the strategic alignment with such policies and the most effective platform for these purposes is the annual review of the IDP. The alignment table towards the end of this section summarizes the integration of the developmental frameworks into one strategy for the Xhariep District Municipal Area.

#### **In terms of section 24 of the Municipal Systems Act –**

- 1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.
- 2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.

It is therefore important for municipalities to align its strategic objectives with national and provincial development policies, strategies and programmes. Chapter 5 of the MSA, in particular, provides direction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to instruct that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based.

The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation. Xhariep Municipality is not an island and must ensure a well co-ordinated strategic relationship with other spheres of government and that is why Xhariep Integrated Development Plan must be aligned to other key planning and policy instruments from the national and provincial government levels.

One of the key objectives of Integrated Development Planning (IDP) is to ensure alignment between national and provincial priorities, policies and strategies which include the following:

- Millennium Development Goals
- National Development Plan (2030 Vision)
- National Key Performance Areas
- Medium Term Strategic Framework
- Provincial Strategic Objectives

## 2.3 National Government

### 2.3.1 Millennium Development Goals

In September 2000 the Republic of South Africa together with 189 other countries, committed to the Millennium Declaration. This declaration sets out clear targets which are intended to be met by the year 2015. The municipality is committed to the goals and will plan in accordingly, in terms of significantly addressing the plight of poor people and broader development objectives. The municipality's IDP should be responsive to the programmes and actions identified for each Millennium Development Goal and this round of review evaluates the contribution which Xhariep Municipality makes to achieve the set targets as illustrated in the table below.

DEVELOPMENT GOALS	PROGRAMMES AND ACTIONS
Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> <li>• Reduce by half the proportion of people living on less than one US dollar a day.</li> <li>• Reduce by half the proportion of people who suffer from hunger.</li> </ul>
Achieve universal primary education	<ul style="list-style-type: none"> <li>• Ensure that all boys and girls complete a full course of primary schooling.</li> </ul>
Promote gender equity and empower women	<ul style="list-style-type: none"> <li>• Eliminate gender disparity in primary and secondary education at all levels</li> </ul>
Reduce child mortality	<ul style="list-style-type: none"> <li>• Reduce by two thirds the mortality rate among children under five.</li> </ul>
Improve maternal health	<ul style="list-style-type: none"> <li>• Reduce by three quarters the maternal mortality rate.</li> </ul>
Combat HIV/AIDS, malaria, and other diseases	<ul style="list-style-type: none"> <li>• Halt and begin to reverse the spread of HIV/AIDS.</li> <li>• Halt and begin to reverse the incidence of malaria and other major diseases.</li> </ul>
Ensure environmental sustainability	<ul style="list-style-type: none"> <li>• Integrate the principles of sustainable development into country policies and programmes, and reverse the loss of environmental resources.</li> <li>• Reduce by half the proportion of people without sustainable access to safe drinking water.</li> <li>• Achieve significant improvement in lives of at least 100 million slum dwellers by 2020.</li> </ul>
Develop a global partnership for development	<ul style="list-style-type: none"> <li>• Address the special needs of landlocked and small island developing countries.</li> <li>• Deal comprehensively with developing countries' debt problems through</li> </ul>

	<p>national and international measures to make debt sustainable in the long term.</p> <ul style="list-style-type: none"> <li>• In co-operation with the developing trading and financial system that is rule-based, predictable and nondiscriminatory.</li> <li>• Address the least developed countries' special needs that include tariff- and quota-free access for exports, enhanced debt relief, cancellation of debt and more generous development assistance. Countries to develop decent and productive work for the youth. In co-operation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.</li> </ul>
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Table 1: Millinium Development Goals

## 2.4 NATIONAL DEVELOPMENT PLAN (NDP)

The South African Government, through the Presidency, has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

1. Creating jobs and improving livelihoods
2. Expanding infrastructure
3. Transition to a low-carbon economy
4. Transforming urban and rural spaces
5. Improving education and training
6. Providing quality health care
7. Fighting corruption and enhancing accountability
8. Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth.

More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

1. Stabilize the political- administrative interface
2. Make public service and local government careers of choice
3. Develop technical and specialist professional skills
4. Strengthen delegation, accountability and oversight
5. Improve interdepartmental coordination
6. Take proactive approach in improving national, provincial and local government relations
7. Strengthen local government
8. Clarify the governance of SOE's

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to response to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium Term Revenue and Expenditure Frameworks.

## **Medium Term Strategic Framework (MTSF)**

The Medium Term Strategic Framework (MTSF, 2009–2014) is a statement of government intent. It identifies the development challenges facing South Africa and outlines the medium-term strategy for improving living conditions of South Africans. The MTSF base document is meant to guide planning and resource allocation across all spheres of government.

National and provincial departments need to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives. Municipalities are also expected to adapt their integrated development plans in line with the national medium-term priorities.

The MTSF identifies the following five development objectives:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation's health profile and skills base and ensure universal access to basic services
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia
- Improve the safety of citizens by reducing incidents of crime and corruption

## **Government 12 Outcomes**

From the development focus of the MTSF the government has derived twelve outcome areas that set the guidelines for more results-driven performance. The **Twelve Key Outcomes** that have been identified and agreed to by the Cabinet are:

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life

9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and world
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Of the 12 outcomes above, Outcome 9 is closest to local government. The champion of the goal is the national Department of Cooperative Governance and Traditional Affairs. In order to achieve the vision of a “Responsive, accountable, effective and efficient local government system”, seven outputs have been identified:

### **Key outputs**

**Output 1:** Undertake an institutional diagnostic study of the institutional challenges underpinned by the Turnaround Strategy.

- Re-visioning of Xhariep District Municipality, which will culminate in a long-term vision, mission and development strategy.
- Implementation of integrated (institution-wide, political and administrative) outcomes-based performance management, informed by a critical diagnostic institutional performance analysis.
- Co-ordinated input into national and provincial legislative reforms.

**Output 2: Ensure improved access to essential services.**

This output is related to Output 4: Contribute to the achievement of sustainable human settlements and quality neighborhoods.

- Implementation of drought / water response plan.
- Review of the current levels and standards of basic services provided to peri-urban areas and the development and implementation of a response plan.
- Improving universal access to basic services by 2014, as reflected in the Outcome 9 document, as follows:
  - 100% access to water
  - 100% access to sanitation
  - 75% access to refuse removal
  - 92% access to electricity

**Output 3: Undertake Ward-based socio-economic analysis to inform Ward-based planning.**

- Undertaking a Ward-based socio-economic analysis of needs and levels and standards of social infrastructure, as well as the development and implementation of a comprehensive response plan.

- Maximisation of the implementation of the EPWP.
- Development and implementation of a co-operative development framework.
- War on poverty and food security.
- Entrepreneurship development support.

**Output 4: Contribute to the achievement of sustainable human settlements and quality neighborhoods and give effect to Outcome 8.**

- Review and implementation of a model for spatial developmental planning and integrated human settlements to address spatial disparities in Xhariep District Municipality.
- Attainment of Level 3 accreditation for housing provision, to enable the accelerated delivery of human settlements.
- Acceleration of the upgrading of informal settlements and relocations, as well as the implementation of an integrated, sustainable programme to prevent further land invasions.
- Implementation of the 7-year Human Settlements Plan.
- Provision of bulk water and sanitation services.
- Urban restructuring and acquisition of strategic land (private and public) for human settlements.
- Provision of gap housing.
- Land audit.

**Output 5: Strengthen participatory governance.**

- Maximising public participation and the involvement of communities in municipal planning and decision-making processes.

**Output 6: Strengthen the administrative and financial capability of municipalities.**

- Analysis of the current budgeting and financial management gaps, status and systems in the institution and the development and implementation of a systematic turnaround plan, within the framework of the MFMA and other relevant legislation.
- Prioritizing risk management.
- Undertaking business systems re-engineering, focusing on, among others:

- Institutional arrangements based on competency prerequisites.
- Information systems.
- Administrative processes and systems.
- Implementation of a competency based skills development plan.
- Development and implementation of action plans to address matters raised by the Auditor-General, Internal Audit and Risk Management office, and preventing repeat findings.
- Improving revenue collection and reducing municipal debt.
- Promoting, monitoring, evaluating and developing a performance-driven institution.
- Reducing overspending on operational expenditure through the implementation and continuous review of the Operational Efficiency Plan.
- Reducing under-spending on capital expenditure.
- Increasing municipal spending on repairs and maintenance.
- Supporting access to basic services through improved administrative and HR practices.

**Output 7: Address coordination and integration problems internally and across the three spheres of government (single window of co-ordination).**

- Implementation of the Turnaround Strategy.
- Implementation of the revised Cluster System.
- Enhancing intergovernmental relations through a functional district intergovernmental relations forum and other structures.
- Resolving long outstanding intergovernmental challenges affecting Outcome 9.

**Key Outcome 9 partners**

In order to achieve Outcome 9 and its outputs, as well as other outcomes, partnerships with the following key stakeholders are imperative:

- 1) National and Provincial Government.
- 2) State Owned Enterprises and Parastatals.
- 3) Communities, civil society, community-based organisations and non-government organisations.



- 4) International partners.
- 5) Labour (trade unions).

Outcome 9 outputs have been incorporated into the IDP, Budget and SDBIP.

## **2.5 FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)**

The provincial government of Free State has developed a Free State Provincial Growth and Development Strategy (PGDS) Free State Vision 2030. The PGDS is the fundamental policy framework for the Free State Provincial Government. It is the embodiment of the broad strategic policy goals and objectives of the province in line with national policy objectives.

The Strategy addresses the key and most fundamental issues of development, spanning the social, economic and political environment. It constantly takes into account annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service delivery and public service transformation.

The Strategy has identified six priority areas of intervention by the province, namely;

1. Inclusive Economic growth and sustainable job creation;
2. Education innovation and skills development
3. Improved quality of life
4. . Sustainable Rural Development
5. Efficient Administration and Good Governance
6. Building social cohesion

Importantly, the FSGDS identifies drivers, strategies and measurable performance targets (five year, ten year, fifteen year and twenty year targets) to ensure that there is performance in relation to the identified six priority areas. Xhariep District Municipality should align its Growth and Development Strategy and the five-year development plans with those of the provincial government of Free State.

## **National Spatial Development Perspective (NSDP) - 2006**

The NSDP provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities. It is not a national development plan; nor does it predetermine what should happen where, when and how. Instead, it utilizes principles and the notions of need and potential as a common backdrop against which investment and spending decisions should be considered and made.

### **The NSDP puts forward the following national spatial vision:**

“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;

- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.”

**The NSDP puts forward five normative principles:**

- Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens wherever they reside.
- Beyond the above-mentioned constitutional obligation, government spending on fixed investment should be focused on localities with economic growth and/or economic potential in order to gear up private-sector investment, stimulate sustainable economic activities and 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 demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with demonstrated low economic potential, government should, beyond the provision of basic services, concentrate primarily on human development by providing education and training, social transfers such as grants and poverty-relief programmes. People should also be enabled to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes.

## **2.6 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) Access**

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.

## **2.7 STRATEGIC OBJECTIVES OF THE MUNICIPALITY**

The strategic objectives of the Municipality's IDP are as follows:

- Ensuring access to basic services for all resident communities in Xhariep District Municipality
- Developing and sustaining the spatial, natural and built environment.
- Addressing the challenges of poverty, unemployment and social inequality.
- Fostering a safe, secure and healthy environment for both employees and communities.
- Positioning Xhariep District as a destination of choice to both investors and tourists through the development of a prosperous and diverse economy.
- Accelerating service delivery through the acquisition and retention of competent and efficient human capital.
- Ensuring sound financial management and viability.
- Ensuring integrated service delivery amongst the three spheres of government, including government agencies, as well as sharing knowledge and experience with other local authorities in the country and if possible internationally.
- Entrenching a culture of public participation in municipal planning, budgeting and decision-making processes.
- Ensuring responsive, accountable and clean government that mitigates risks and ensures internal control efficiency and effectiveness.

These strategic objectives are encapsulated in the Municipality's five key IDP performance areas, namely:

- Basic Service Delivery and Infrastructure Development.
- Local Economic Development.
- Municipal Transformation and Organisational Development.

- Municipal Financial Viability and Management.
- Good Governance and Public Participation.

## **2.8 ANC 2011 LOCAL GOVERNMENT ELECTION MANIFESTO**

- Build local economies to create more employment, decent work and sustainable livelihoods;
- Improve local public services and broaden access to them;
- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

### **What informs the 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 ANC 2011 Local Government Election Manifesto.
- National perspective, informed by national priorities and Millennium Development goals.
- Provincial perspective, informed by the PGDP.

### **Alignment between IDP and Budget**

An IDP-based Budget is essential in order to realize IDP objectives. The Xhariep District Municipality's IDP and Budget are aligned in terms of key performance areas, priorities, programmes and sector plans. Furthermore, the IDP priorities are realized through the implementation of the municipal budget.

### **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.

## **Municipal Turnaround Strategy**

In December 2009, Cabinet approved the Local Government Turnaround Strategy (LGTAS), which re-enforces the need to do things differently. During 2010, the Department of Cooperative Governance and Traditional Affairs spearheaded the expression of the LGTAS in Municipal Turnaround Strategies.

Taking its tune from these initiatives, as well as prevailing local conditions, challenges and the environment, Council adopted a Municipal Turnaround Strategy and integrated it into its key strategic planning documents (IDP, Budget, and SDBIP), enabling the monitoring of the implementation thereof and reporting in line with institutional timelines.

### **Objectives of the Municipality's Turnaround Strategy (MTAS)**

- a) The restoration of confidence in the Xhariep District Municipality as a primary service delivery arm of government that is effectively addressing community concerns.
- b) The universalization of service delivery to all communities of Xhariep District.
- c) Addressing the key socio-economic challenges in Xhariep District, especially unemployment, poverty and inequality.
- d) Developing a shared agenda for the growth and development of Xhariep District.
- e) Understanding and managing institutional risks.
- f) Ensuring a fraud- and corruption-free Municipality.
- g) Ensuring good corporate governance and an accountable and performance-driven institution which focused on service delivery.
- h) Ensuring that all municipal planning, budgeting and decision-making processes are embedded in public participation and community involvement.
- i) Restoring the human dignity of the residents of Xhariep District, especially in the disadvantaged areas.
- j) Ensuring sound financial management and sustainability.
- k) Ensuring a joint intergovernmental approach to the implementation of the Turnaround Strategy.

One of the key outcomes of the Local Government Turnaround Strategy was the conclusion of the **Outcome 9 Delivery Agreement** between the President, the Minister of COGTA and the mayors of municipalities.

## **Strategic Agenda of Municipality**

The people-driven IDP and Budget of the Municipality reflect community priorities. In addition, integrated development planning takes place within the context of the Intergovernmental Relations Framework and therefore takes into account both national and provincial perspectives. The IDP is therefore a government-wide expression of developmental commitments.

### **Local Perspective**

All strategic agendas, whether of national, provincial or local government, are underpinned and guided by and designed to satisfy the needs of local communities. The residents of Xhariep District take the lead in defining and shaping their priorities through a number of public participation processes and programmes.

The consultation processes have identified the following key priorities for the IDP and Budget, however, some are not competence or mandate of the municipality.

- Housing provision, relocations and the rectification of incomplete houses
- Water
- Sanitation
- Electricity
- Elimination of illegal dumping.
- Tarring of roads and gravelling.
- Development and maintenance of infrastructure:
- Infrastructure development for economic development and sustainable human settlements
- To prevent water leakages and electricity disruptions
- Access to amenities and services, e.g. community halls, multipurpose centres and sports facilities
- To facilitate development

### **Job creation and poverty eradication**

- Job creation
- Assistance to the Poor
- War on Hunger Campaign
- Education interventions
- Development of youth, women and people with disabilities.

In addition to the above priority areas, other areas of focus that require integration with other spheres of government are the following (these are not the sole competency of the Municipality):

- Crime prevention.
- Provision of health services and combating diseases such as TB, HIV and AIDS.
- Integrated planning across all spheres of government.

- Provision of housing, as the Municipality relies on provincial subsidies.
- Responsive, people-centered and integrated government.
- Development of community amenities and sports facilities.
- Provision of educational facilities and library services

## **Back to Basics Strategy**

In September 2014, Cabinet introduced the Back to Basics Strategy, goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

The transformational agenda recognizes that there are widely divergent levels of performance between different categories of municipalities – in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centres of good governance.

Taking its tune from these initiatives, as well as prevailing local conditions, challenges and the environment, the Municipality was introduced to the concept so that it integrated it into its key strategic planning documents (IDP, Budget, and SDBIP), enabling the monitoring of the implementation thereof and reporting in line with institutional timelines.

## **Standards for Municipal Performance Back to basics concept**

- **Priority 1:** For those municipalities in a dysfunctional state we will aim to perform at the very least the basic functions of local government. We will do this through enforcement of current policies and legislation, systematically managing performance and accountability, and ensuring that there are consequences for underperformance. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, the provision of basic services, and the appointment of competent staff – these are non-negotiable.
- **Priority 2:** For those who are functional but are not doing enough in critical areas of service, we will support municipalities to progress to a higher path. Here the focus will be on building strong municipal administrative systems and processes, and ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. The oversight system for local government will be improved through creating real-time monitoring systems. Measures will be taken to ensure that municipalities engage properly with their communities.
- **Priority 3:** We will incentivise municipalities that are performing well by giving them greater flexibility and control over their resources and grants, and encourage them to move beyond the basics and transform the local space economy and integrate and densify our communities to improve sustainability. We will implement the Integrated Urban Development Framework and the National Spatial Development Framework to ensure effective alignment of our national economic, environment and social programmes with those of our municipalities.
- **Priority 4:** There will be a targeted and vigorous response to corruption and fraud, and a zero tolerance approach to ensure that these practices are rooted out. Supply chain

management practices in municipalities will be closely scrutinized. Where corruption and mismanagement have been identified, we will not hesitate to make sure these are decisively dealt with through provisions such as asset forfeiture and civil claims. We will also work to change practices in the private sector and enlist the support of civil society to change the national morality.

COGTA has developed and finalized a set of indicators as per the pillars of the Back-to Basics approach. These indicators will measure whether municipalities are performing in terms of the 'basics', namely:

- **Putting people first**
- **Delivering basic services**
- **Good governance**
- **Sound financial management**
- **Building capacity**

Xhariep District Municipality had numerous meetings with National and Provincial COGTA, MISA, Department of Treasury and the Department of Water and Sanitation. The purpose of the meetings was to introduce the Municipality to Back to basics and assist in providing information or populating information on the document.

#### **ALIGNMENT BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT STRATEGIC PLANS**

The Table 2 below illustrates the alignment of the strategic objectives of Xhariep District Municipality with the objectives of the National Development Plan and also indicates the programmes/projects which the municipality intent to embark on that will significantly contribute to underpin and strengthen such objectives:

<b>National Outcomes (2010)</b>	<b>National Dev Plan (2011)</b>	<b>Provincial Growth &amp; Dev Strategy (2014)</b>	<b>District Mun IDP (2016)</b>
1 Improved quality of basic education	Improve education and training		<ul style="list-style-type: none"> <li>• Facilitate the implementation of nutrition projects at ECD centres in partnership with the Department of Social Development</li> <li>• Facilitate access to education to all citizens</li> </ul>
2 A long and healthy life for all South Africans	Provide quality health care		<ul style="list-style-type: none"> <li>• HIV AIDS and TB strategy to be implemented effectively and</li> </ul>



			<p>embarking on a comprehensive awareness campaign in partnership with the Departments of Social Development and Health</p> <ul style="list-style-type: none"> <li>Identifying the need for health care facilities in all wards and referring submissions to the Department of Health in this regard via IGR structures</li> </ul>
3 All people in South Africa are and feel safe			<ul style="list-style-type: none"> <li>Increased community safety through bylaw enforcement and disaster management</li> <li>Supporting of Community Policing Forum initiatives and neighborhood watches.</li> </ul>
4 Decent employment through inclusive economic growth	<p>jobs</p> <p>Create</p>		<ul style="list-style-type: none"> <li>To pursue economic growth and facilitation of job opportunities</li> <li>Ensuring of sustainable water sources Maintaining the high quality of drinking water to all citizens</li> <li>Effective implementation of the EPWP programme with</li> </ul>

			a targeted approach towards youth employment
5 A skilled and capable workforce to support an inclusive growth path	Improve education and training		<ul style="list-style-type: none"> <li>• An effective, efficient, motivated and appropriately skilled work force.</li> <li>• All Management and financial staff to obtain Minimum Competency Requirements. Continuous training and skills development of staff.</li> <li>• Explore the implementation of a shared services model where internal capacity might be lacking. Participating and adding value to all IGR structures in the spirit of Co-operative Governance</li> <li>• Effective utilization of IGR structures</li> </ul>
6 An efficient, competitive and responsive economic infrastructure network	Expand infrastructure		Access to affordable and reliable municipal infrastructure

**ALIGNMENT BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT STRATEGIC PLANS  
(Continue...)**

<b>National Outcomes</b>	<b>National Dev Plan</b>	<b>Provincial Growth &amp;</b>	<b>District Mun IDP</b>

<b>(2010)</b>	<b>(2011)</b>	<b>Dev Strategy (2015)</b>	<b>(2016)</b>
7 Vibrant, equitable and sustainable rural communities with food security for all	Transform urban and rural spaces		Sustainable development of the municipal area - Sound management of the rural environment
8 Sustainable human settlements and improved quality of household life	Transform urban and rural spaces		<ul style="list-style-type: none"> <li>• Review of the Spatial Development Framework (SDF) through the development of an Integrated Strategic Development Framework (ISDF)</li> <li>• Encouraging of effective public participation in all planning process</li> <li>• Explore alternative options for human settlement e.g.: rental units (e.g.: Own Haven Development) and GAP Housing projects</li> <li>• Integration of communities and creating a “sense of place” to be a key focus point of the ISDF process of the District Municipality</li> </ul>
9 A responsive, accountable, effective and efficient local government system	Build a capable state		<ul style="list-style-type: none"> <li>• Ensuring good governance and financial viability</li> <li>• An effective, efficient, motivated and appropriately skilled work force.</li> <li>• All Management and financial staff to obtain Minimum Competency</li> </ul>

			<p>Requirements. Continuous training and skills development of staff.</p> <ul style="list-style-type: none"> <li>• Explore the implementation of a shared services model where internal capacity might be lacking. Participating and adding value to all IGR structures in the spirit of Co-operative Governance</li> </ul> <p>Effective utilization of IGR structures</p>
10 Environmental assets and natural resources that are well protected and continually enhanced	Use resources sustainably (transition to a low-carbon economy)		<ul style="list-style-type: none"> <li>• Ensuring clean environmental integrity for the municipal area</li> <li>• Strictly adhere to all NEMA principles.</li> <li>• Implementation of an Environmental Management Plan (EMP).</li> <li>• Development of a Climate Change Adaptation Strategy</li> <li>• Implementation of Waste Minimisation Strategies</li> <li>• Exploring of sustainable alternative energy source</li> <li>• Review of the Waste Management Plan to include effective and efficient Waste Minimisation</li> </ul>

			<p>Strategies.</p> <ul style="list-style-type: none"> <li>• Implementation of a comprehensive Disaster Management Plan</li> </ul>
11 Create a better South Africa and contribute to a better and safer Africa and World	Transform society and unite the nation		<ul style="list-style-type: none"> <li>• Promoting social well-being of the community</li> </ul>
12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> <li>• Build a capable state</li> <li>• Fight corruption and enhance accountability</li> </ul>		<ul style="list-style-type: none"> <li>• A lean, integrated, stable and corruption free municipality</li> <li>• Supporting of Community Policing Forum initiatives and neighbourhood watches.</li> <li>• Strictly enforcing all relevant Supply Chain Management Policies &amp; Procedure</li> <li>• Effective implementation of a Performance Management System for the whole organization</li> <li>• Effective Implementation of the Codes of Conduct for Councillors and Officials</li> <li>• Effective implementation of Disciplinary Procedures.</li> <li>• Adhering to Batho Pele principles and being responsive to the needs of communities</li> </ul>

**Table 2: Alignment of National, Provincial & Local Government Strategies**

## Stakeholder Consultation

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 the 2016/2017 review of the IDP was 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.

### The purpose of this initial round of public participation was:

- To discuss the process to be followed for the 2016/17 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 feedback to the different communities on the issues they have raised and input provided during the first round of public participation;
- Provide a progress report on significant projects implemented in the different municipalities.
- Provide an overview of the 2016/17 draft IDP review;
- Provide an overview of the 2016/17 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.

NB: Attached is a schedule of the public meetings held in the respective wards:

Date	Place/Town	Venue
11 April 2016	Smithfield	George Rantee Community hall
13 April 2016	Bethulie	Lephoi Community hall
14 April 2016	Trompsburg	Madikgetla Community hall
15 April 2016	Petrusburg	Ipettleng Secondary school
20 April 2016	Smithfield	George Rantee Community hall
21 April 2016	Petrusburg	Ipettleng Secondary school

Table 3: 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 Councillors to the following forums:

Forum	Frequency	Responsibility
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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	Municipal Manager's Office
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)

**Table 4: Involvement in IGR Structures**

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 focus on strategic alignment between the municipalities and the different sector departments in the province and have 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.

**Community Inputs (To be incorporated after Public Participation Process)**



## **CHAPTER 3: THE PLANNING PROCESS**

### **3.1 ROLES AND RESPONSIBILITIES**

#### **a) Municipal Council**

The Council is the ultimate decision-making authority. Decisions to approve or amend the municipality's integrated development plan (IDP) may not be delegated and have to be taken by the full Council.

#### **b) Executive Mayor**

In terms of the Municipal Systems Act and the Municipal Finance Management Act the Executive Mayor must-

- manage the drafting of the IDP;
- assign responsibilities in this regard to the municipal manager;
- submit the draft plan to the municipal council for adoption; and
- Co-ordinate the annual revision of the IDP and determine how the IDP is to be taken into account or revised for the purposes of the budget.

#### **c) IDP Representative Forum**

The Representative Forum advises the Executive Mayor on matters relating to the IDP. It does not have any decision making powers. Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through meetings and workshops.

#### **d) Municipal Manager**

The municipal manager, together with Directors, forms the steering committee that is responsible for the design and execution of all arrangements regarding the compilation of the IDP. He also is, subject to the policy directions of the municipal council, responsible and accountable for-

- the implementation of the IDP and the monitoring of progress with implementation of the plan; and
- The formation and development of an administration equipped to carry out the task of implementing the IDP.

#### **e) Heads of Departments and Officials**

Their role is to –

- provide relevant technical, sector and financial information for analysis for determining priority issues;
- contribute technical expertise in the consideration and finalization of strategies and identification of projects; and

- Provide departmental operational and capital budgetary information.

### 3.2 FIVE YEAR CYCLE OF THE IDP

According to the Municipal Systems Act, every new council that comes into office after the local government elections has to prepare its own IDP which will guide them for the five years that they are in office. The IDP is therefore linked to the five year term of office of councillors. This does however not restrict all proposals in the IDP to five years. The outcomes that are part of the Municipality's strategy all have a longer than five year horizon. So too does the spatial strategy.

A clear distinction must also be made between the main IDP which is compiled every five years (or if a new council comes into power within the five year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five year IDP and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five year strategy (and key outcomes) and proposes adjustments to the strategy if necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP.

The table below illustrates the five year process of the IDP



### 3.3 DISTRICT FRAMEWORK

#### Introduction

Section 84(1) (a) of the Local Government Municipal Structures Act of 1998 provides that a District Municipality is responsible for the Integrated Development Planning (IDP) for the district municipality as a whole including a framework for the IDP's for Local Municipalities within the area of the district municipality.

In accordance to the said Section 84 of the Municipal Structures Act and 27(1) of the Municipal Systems Act of 2000, the District Municipality must adopt a framework for integrated development planning that will inform the IDP's of:

The Xhariep District Municipality and all Local Municipalities, *i.e*

- Letsemeng
- Kopanong
- Mohokare
- Naledi

The framework binds the district municipality and all local municipalities. The purpose of the plan according to Section 27(2) of the Systems Act is the following:

- Identify the plans and planning requirements in terms of national and
- provincial legislation and policies;
- Identify matters that require alignment;
- Specify principles to be applied;
- Determine procedures for consultation between the district municipality and
- local municipalities;
- Determine procedures to effect all amendments to the framework; and
- Determine timeframes for all alignment matters.



### Framework Programme with Time Frames

The district municipality is responsible for ensuring smooth coordination of local municipal IDP's and their alignment with the district IDP through accessing information needed. The following table represents the activities undertaken to compile this IDP and timeframes binding all other 4 Local Municipalities.

Phase	Alignment Activity	With whom	By when
1. Review & re-alignment process on priorities, objectives & strategies	a) Data collection from sector departments; b) Joint decision on Localized strategies.	Affected departments & all LM's	November 2015 – January 2016
2. Projects	a) Technical inputs on projects & programme formulation.	All LM's	January 2016
3. Integration	a) Sector alignment & integration.	All LM's	January – February 2016
4. Approval	a) Submission of comments on draft IDP; b) LM IDP summaries; c) Public hearing & MEC review, if any.	All LM's	March/April 2016

### 3.3 ISSUES, MECHANISMS AND PROCEDURES FOR ALIGNMENT AND CONSULTATION

The IDP is a local process, which requires the input and support from other spheres of government in different stages. The alignment took place between municipalities and the district municipality to ensure that their planning process and issues are coordinated and addressed jointly. The district has the responsibility to ensure that alignment between the local municipalities takes place.

The alignment also took place between local government (communities/district) and other spheres of government, through local municipalities' IDP's so that the district's IDP could be an informed document. Some provincial government departments provided information whilst the Department of Cooperative Governance and Traditional Affairs (Cogta) provided their support by forwarding guidelines on how to develop credible IDP's.

The provincial Spatial Planning directorate's support towards the development of Xhariep District Municipality's Spatial Development Framework was quite astonishing.

### **List of Role Players**

- Department of Cooperative Governance and Traditional Affairs
- Department of Rural development and Land Reform
- Department of Water Affairs
- Department of Tourism and Environmental Affairs
- Department of Trade and Industry (DTI)
- Department of Social Development (DoS)
- Department of Police ,Roads and Transport
- Department of Agriculture (DoA)
- Department of Health (DoH)
- Department of Communication
- Department of Education (DoE)
- Department of Energy
- Free State Premiers Office
- Local Municipalities

### **Service Providers:**

Regional service providers or representatives of the following primary services providers must be engaged:

- Eskom
- CENTLEC
- Telkom
- Transnet
- Bloem-Water
- MTN
- Vodacom
- Cell-C
- SABC
- Land Bank
- Free State Development Co-operation

- SEDA

### Communication Mechanism

The alignment procedure and mechanisms necessitated communication links to be set up between the district and local municipalities, between districts and other stakeholders and role players as well as within the local municipal units. The following communication mechanisms were identified:

- Fax and/or E-mail
- Telephone
- Meetings and workshops

### Establishment of Structures

The role-players identified above constitute the forum for district level events within the IDP process. The desirable outcome of each event will determine which department and service provider to be invited according to the needs of the municipalities.

### Logistic arrangements

In order to ensure the smooth, effective and timeous completion of the process the following arrangements would be applied:

- All meetings and workshops would be held in Trompsburg. (Unless otherwise stipulated)
- Timeous notices would be sent to all invited stakeholders;
- The IDP Manager/Municipal Manager would be responsible for the sending of invitations and arrangements of meetings and workshops;
- Transport arrangements would have to be provided for civil society/participants or alternatively transport cost provided or transport cost paid;
- Food and refreshments would only be provided when needed;
- Advertisements would be placed in all local newspapers to ensure the kick-off of the process and to invite final comments on the draft document; and
- The draft reviewed IDP document would be sent to all provincial departments and service providers and applicable national government departments for comments before final approval by council.

### National legislation applicable to the functions of Local Government

National Legislation	Summary/Scope of Legislation
<b>GENERAL MANAGEMENT</b>	
Constitution of South Africa (Act 108 of 1996)	a) To introduce a new constitution for the Republic of South Africa and to provide matters incidental thereto.
Local Government: Municipal Systems	a) To give effect to “developmental Local Government

<p>Act, 2000 as amended</p> <p><b>To be read with:</b></p> <p>Local Government: Municipal Planning and Performance Management Regulations, 2001</p>	<p>b) To set principles, mechanisms and processes to promote social and economic development of communities and to ensure access to affordable services for all.</p> <p>c) To set a framework for planning, performance management, resource mobilization and organizational change and community participation.</p>
<p>Local Government: Municipal Structures Act, 1998 as amended</p>	<p>a) To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities, the division of powers and functions between municipalities and appropriate electoral systems.</p> <p>b) To regulate internal systems, structures and office-bearers.</p>
<p>Consumer Affairs (Unfair Business Practices) Act, 1996</p>	<p>a) To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers.</p>
<p>Local Government Cross- boundary Municipal Act, 2000</p>	<p>a) To authorize the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith.</p>
<p>Local Government: Municipal Demarcation Act, 1998</p>	<p>a) To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities.</p>
<p>Local Government: Municipal Electoral Act, 2000</p>	<p>a) To regulate municipal elections.</p> <p>b) To amend certain laws and to provide for matters connected therewith.</p>
<p>Organized Local Government, 1997</p>	<p>a) To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces.</p>
<p>Promotion of Local Government Affairs Act, 1983</p>	<p>a) To provide for the coordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be coordinated.</p>
<p>Local Government: Transition Act, 1993 (Repealed except Section 10G, i.e. Financial provisions)</p>	<p>a) To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of councillors and officials.</p>
<p>Occupational Health &amp; Safety Act, 1993</p>	<p>a) To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place.</p>

Promotion of Access to Information Act, 2000	a) To control and regulate the right of all persons to information.
Promotion of Fair Administrative Justice Act, 2000	a) To give effect to the right to administrative act that is lawful, reasonable and procedurally fair in terms of the Constitution of the Republic of South Africa.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	a) To give effect to Section 9 to be read with Section 23(1) of Schedule 6 of the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment.  b) To promote equality and to eliminate unfair discrimination and prevent and prohibit hate speech and to provide for matters connected therewith.
White Paper on Local Government, 1995  <b>To be read with:</b>  A Policy Paper on Integrated Development Planning, 2000	a) Spells out the framework and programme in terms of which the existing local government system will be transformed.  b) Establishes the basis for a system of local government which is centrally concerned with working with citizens and communities to find sustainable ways to meet their needs and improve the quality of their lives.
<b>FINANCE</b>	
Appropriation of Revenue Act, 2000	a) To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith.
Business Act, 1991	a) To repeal certain laws regarding the licensing of businesses.  b) To provide for the licensing and operation of certain businesses, shop hours and related matters.
Debt Collection Act, 1998	a) To provide for controlled debt collection.
Income Tax Act, 1962	a) To provide for the payment of taxes on incomes of persons and axes on donations.
Insolvency Act, 1936	a) To consolidate and amend the law relating to insolvent persons and their estates.
Local Authorities Capital Development Fund Ordinance, 1978  <b>To be read with</b>  Local Government Affairs Second Amendment Act, 1993	a) To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto.
Municipal Accountants Act, 1988	a) To provide for the establishment of a Board for Municipal Accountants and for the registration of Municipal Accountants and the control of their



	profession.
Local Government: Municipal Finance Management Act, 2003	a) To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith.
Pension Benefits for Councillors of Local Authorities Act, 1987	a) To provide for pension benefits for councillors.
Public Finance Management Act, 1999	a) To regulate financial management in the national and provincial government and <i>inter alia</i> , provincial public entities.
Prescribed Rate of Interest Act, 1975	a) To prescribe and regulate the levying of interest from debtors.
Value Added Tax Act, 1991	a) To provide for the taxation in respect of the supply of goods and services.
Reporting by Public Entities Act, 1992	a) To provide for the reporting to parliament by public entities.
Local Government : property Rates Act, 2004	a) To regulate general property valuation.
<b>ADMINISTRATION/CORPORATE AND LEGAL SERVICES</b>	
Electoral Act, 1998	a) To manage and regulate elections on national, provincial and local government level.
Expropriation Act, 1975	a) To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto.
Housing Arrangements Act, 1993	a) To provide for the establishment of a national and regional housing boards and the abolition of certain existing boards.
Rental Housing Act, 1999	a) To define the responsibility of government in respect of rental housing.
Residential Landlord and Tenant Act, 1997	a) To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province
<b>TOWN PLANNING AND SPATIAL DEVELOPMENT</b>	
Provision of certain land for settlement, 1993	a) To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereto.
Black Communities Development Act, 1984 (Annexure F)	a) To control the land use rights within the former black areas.

Development Facilitation Act, 1995 (Chapter 1)	a) To provide for IDP, reflecting current planning and to institutionalize development tribunals for evaluating applications.
Physical Planning Act, 1991	a) To provide guidelines for the drafting of urban development plans.
Subdivision of Agricultural Land Act, 1970	a) To control the subdivision of farm land and agricultural holdings.
Town and Regional Planners Act, 1984	a) To provide for the training and registration of Professional Town Planners
<b>ENVIRONMENT</b>	
Environmental Conservation Act, 1982	a) To provide for environmental impact assessments and exemption, noise control areas etc.
National Environmental Management Act, 1998	a) To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide matters connected thereto
<b>ENGINEERING/TECHNICAL SERVICES</b>	
Advertising on Roads & Ribbon Development Act, 1940	a) To control advertising on national and regional roads.
Regulations on Advertisements on or Visible from National Roads, 1998	a) To control all advertising on national and regional roads.
National Building Regulations and Building Standards Act, 1977	a) To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards.
National Water Act, 1998	a) To provide for fundamental reform of the laws relating to water resources.
Water Services Act, 1997	a) To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans.
<b>SAFETY AND SECURITY</b>	
Criminal procedure Act,	a) To consolidate and regulate procedure and evidence in criminal

1977	proceedings.
Disaster Management Act, 2003	a) To provide for an integrated, coordinated and common approach to disaster management by all spheres of government and related matters.
Fire Brigade Services Act, 1987	a) To provide for the rendering of fire brigade services and certain conditions to the rendering of services.
Gatherings and Demonstration Act, 1993	a) To control public gatherings and procession marches.
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
National Land Transport Transition Act, 2000 as amended	a) To Transform and to structure the Republic's land transport system. b) To give effect to the national policy concerning the first phases of the process. c) To achieve a smooth transition to the new system applicable nationally.
National Land Transport Interim Arrangements	a) To make arrangements relevant to transport planning and public road transport services.
Urban Transport Act, 1977, (as amended)	a) To promote planning and provision of adequate urban transport facilities.
National Road Traffic Act, 1996	a) To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers including fitness requirements and incidental matters.
Road Traffic Management Corporation Act, 1999	a) To provide in the public interest for coordinated and cooperative strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith.
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	a) To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions.
Regulations on Gatherings Act, 1993	a) To control public gatherings and procession of marches.
South African Police Services Act, 1995	a) To provide, inter alia, for a municipal (city) police.
<b>HEALTH AND WELFARE</b>	
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
Health Act, 1977	a) To provide for the promotion of health of the inhabitants of the Republic, for the rendering of health services, to define duties, powers and

	responsibilities of certain authorities which render such services and for the coordination of services.
National Policy for Health Act, 1990	a) To provide for control measures to promote health of the inhabitants of the republic and for matters of connected thereto.
<b>HUMAN RESOURCES</b>	
Employment Equity Act, 1998	<p>a) To promote the constitutional rights of equality and the exercise of true democracy.</p> <p>b) To eliminate unfair discrimination in employment.</p> <p>c) To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population.</p>
Basic Conditions of Employment Act, 1997	<p>a) To give effect to the right to fair labour practice.</p> <p>b) To provide for the regulations of the basic condition of employment.</p>
Compensation of Occupational Injuries and Diseases Act, 1993	a) To regulate the categories of persons entitled to compensate for occupational injuries and diseases, and to determine the degree of disabled employees.
Labour Relations Act, 1995 (As amended)	<p>a) To regulate the organizational rights of trade unions, the right to strike and lock-outs.</p> <p>b) To promote and facilities collective bargaining and employee participation in decision making.</p> <p>c) To provide simple procedure for labour disputes.</p>
Skills Development Act, 1998	a) To provide for the implementation of strategies to develop and improve the skills of the South Africa workshop, to provide for learnerships, the regulation of employment services and the financing of skills development.
South African Qualifications Authority Act, 1999	a) To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof.
Unemployment Insurance Act, 1966	a) To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of employment.
<b>ELECTRICITY</b>	
Electricity Act, 1987	a) To provide for and regulate the supply of electricity and matters connected thereto.

### Amendment of the Framework

The framework for IDP is a summary of the Xhariep District Municipality Action Programme which focuses on district wide activities that need to be taken together in a coordinated way. Each municipality was responsible for monitoring its own process plan to ensure that the

framework was being followed as agreed. It must be noted that the Department of Cooperative Governance and Traditional Affairs has introduced the new Revised IDP Framework to guide municipalities outside metros and secondary cities to develop IDP's that integrate and coordinate all government efforts towards achieving a floor of critical services in the three spheres of government.

## **Conclusion**

The framework serves as the guideline to local municipalities and the Xhariep District Municipality for aligning their respective IDP processes with each other and with the plans and programmes of the different organs of state. It will be submitted to the MEC: Cooperative Governance and Traditional Affairs with the final IDP document of the district.

## **Localized Strategic Guidelines**

The strategy decisions of this municipality for the sustainable development of its area of jurisdiction is firstly informed by its local needs and priorities, and secondly by national and provincial policy and strategic guidelines. Xhariep DM's IDP framework is guided by the following strategic principles:

- Equitable development of infrastructure and services,
- Promote social equity,
- Promote economic development, and
- Optimal use of its resources.

This framework will attempt to align departmental strategic plans with municipal IDPs where the plans have been submitted and subjected to IDP processes. Xhariep IDP is also informed by provincial policies Free State Growth and Development Strategy (FSPGDS) and therefore accepts the recommendation to focus on these key areas,

- Economic development and employment creation
- Social and human development
- Efficient governance and Administration
- Justice, Crime prevention and security

In the FSGDS, municipal framework will consider general policy guidelines related to cross cutting issues such as spatial development principles, environmental sustainability, poverty alleviation, gender equity, local economic development and institution aspects when strategies are designed and projects planned.

Strategic guidelines will therefore be formulated for the following dimensions considering national policy guidelines and principles taking into consideration the specific conditions in the region as identified in the Analysis phase:

- Spatial,
- Environmental,
- People,
- Economic, and
- Institutional

## **CHAPTER 4: THE PROCESS PLAN**

In preparing an IDP of a municipality, a Process Plan needs to be adopted by the Council that will guide the formulation process. The process of compiling the Process Plan was done in consultation with the departmental units and IDP manager in consultation with the Local Municipalities. Xhariep District Municipality adopted this Process Plan in order to guide the formulation process of its reviewed IDP.

### **4.1 Institutional Arrangements**

#### **Roles and responsibilities**

##### **a) Municipal Council**

As the ultimate political decision-making body of the municipality, the Municipal Council has to:

- Consider and adopt a Process Plan.
- Consider and approve the IDP.
- Consider and approve all sector plans.

##### **b) Municipal/ IDP Manager**

The Municipal Manager being charged with the function of an IDP Manager has to manage and co-ordinate the IDP process. This includes the following:

- Prepare the Process Plan
- Undertake the overall management and co-ordination of planning process
- Ensure that all relevant actors are appropriately involved
- Nominate person in charge of different roles
- Ensure that the planning process is participatory, strategic implementation oriented and is aligned with and satisfied sector planning requirements
- Respond to comments on the draft IDP from the public, horizontal alignment and other sphere of government to the satisfaction of the municipal council
- Ensure proper documentation of the results of the planning of the IDP documents
- Adjust the IDP in accordance with the MEC for Cooperative Governance and Traditional Affairs.

##### **c) Head Of Departments/ Directors**

As the person in charge of implementing IDP, the Directors in all units have to be fully involved in the planning process

- Provide relevant technical, sector and financial information for analysis for determining priority issues
- Contribute technical expertise in the consideration and finalization of strategies and identification of projects
- Provide departmental operational and capital budgetary information
- Be responsible for the preparation of project proposals, the integration of projects and sector programme

- Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Cooperative Governance and Traditional Affairs for alignment

#### **d) IDP Unit**

- Give **support** in any area within IDP that is needed
- Provide information that will assist in doing the IDP
- Create links between different stakeholders in IDP
- Draft terms of reference for different stakeholders
- Brief stakeholders on their role and responsibilities
- Monitor progress with IDP in each municipality
- Management **support** of implementation of IDP

### **Organisational structure**

#### **a) IDP Steering Committee**

##### **Composition:**

- Municipal/IDP Manager;
- Chief Financial Officer;
- Director: Corporate Services;
- Director: Planning and Social Development;
- All Managers

##### **Terms of Reference:**

- Provide terms of reference for various planning activities
- Commission research studies
- Consider and comments on input from committees/sector departments
- Process summaries and document output
- Makes content recommendations

#### **b) Representative Forum**

##### **Composition:**

- All members of the Steering Committee
- District councillors
- Representatives from each local Municipality
- NGO/ CBO and FBO (that are regionally based)
- Professional people when needed
- Representatives from various provincial government departments

##### **Terms of reference:**

- Represent interest of constituencies
- Provide organizational mechanism for discussion, negotiation and decision-making
- Ensure communication between the stakeholders representative
- Monitor the performance of planning and implementation process

## Mechanism and Procedure for Participation

A key feature of the IDP is the active involvement of the community and stakeholder organisations during the process. A two-pronged approach to the participation process of affected and interested parties was designed, twofold namely:

- ensuring that the IDP addresses the real issues experienced by District citizens; and
- Institutionalising the continued involvement of community organisations in the implementation of strategies, aimed at those issues.

In terms of chapter 4 of the Municipal Systems Act, 2000, the above issues are underpinned by the following important principles:

(a) A municipality must develop a culture of municipal governance that compliments formal representative government with a system of **participatory governance** through:

- (i) encouraging and creating conditions for the district community to participate in the affairs of the municipality,
- (ii) contributing to building capacity; and
- (iii) Using its available resources (physical and financial) as may be appropriate for the purpose of participation.

(b) A municipality must **communicate to its community** information regarding:

- (i) The available mechanisms, processes and procedures aimed at encouraging community participation;
- (ii) The matter on which participation is encouraged;
- (iii) The rights and duties of members of the district community; and
- (iv) Municipal governance, management and development.

The following participation principles must be applied in the formulation and adoption of the IDP:

- The elected councils of the various municipalities are the ultimate decision making forum in terms of the IDP for the specific municipality
- The role of the participatory democracy is to inform and negotiate with stakeholders and give the opportunity to provide input on decision taken by the council
- Appropriate conditions must be created to enable participation with all stakeholders
- Community structures such as Community Based Organisations (CBOs), Faith Based Organisations (FBOs) and Non-Government Organisations (NGOs) must be allowed to participate.
- A structured participation process will be followed
- Considering the geographical and demographical spread of the area, participation will be based on a principle of representation
- Existing public participation structures will be utilised
- Participation must be structured in such a way that it provides for the diversity of the area in terms of different cultures, gender, languages and education levels
- Participation cost must be kept at an acceptable level
- Participants will be made aware that it is in their own interest to be involved in the planning process and it is not a task they have to be paid for
- Participants are responsible to give report back to the structures they represent



- Appropriate forms of media will be utilized in order to reach as many people as possible
- Copies of the draft and final IDP documents will be accessible for all communities and stakeholders and adequate time provided for comment
- The council meeting regarding the approval of the IDP will be open to the public
- Ensure that elected community representatives will be able to represent all towns in the district
- In order to meet the legal requirements of the Municipal Systems Act, preference must be given to the elected members of ward committees in electing members for the steering committee.

## Action programme and resource plan

Process Plan: Action Programme and Resource Plan

MONTH	ACTIVITY	RESPONSIBILITY	MFMA/MSA REQUIREMENT
Phase 1			
September 2015	Feed back to the Mayor on IDP projects	IDP Manager, feedback by Municipal Manager	MSA Sec 27
30 August 2015	Time schedule of key deadlines submitted to Council for approval	Executive Mayor, MM & CFO	MFMA Sec 21(1)(b)
31 August 2015	Time schedule of key deadlines to be approved and sent to National treasury	Executive Mayor, MM & CFO	MFMA Sec 21(1)(b)
	Preparation and analysis phase of IDP	MM & IDP Manager	MSA Sec 27
	Sector Departments objectives and strategies alignment session ( December 2015) Sector plans request from Departments. Establishment of all IDP and Budget steering committee	District & Gogta ( IDP manager XDM)	
September 2015	Commence with elements of the IDP Process (Phases)	MM, IDP Manager & Director: Planning & Development	
October 2015			
	IDP & Budget Framework to be adopted by Council	Executive Mayor, MM, CFO & Director: Planning & Development	

<b>Phase 2</b>			
<b>November /December 2015</b>	Sector plans to be completed Housing, Waste, disaster, LED, HIV/AIDS Transport, Financial, Environmental, SDF, Commonage, Rural, public participation, Youth Development, Water services development plan, sports recreation plan, Comprehensive infrastructure plan (CIP), tourism plan.	CFO & Manager: Financial Services	MSA Section 74(1)
<b>03 December 2015</b>	Request departmental adjustments budget inputs.	Manager: Budget & CFO	
<b>07 December 2015</b>	Collect adjustments budget inputs and commence with the mid-year assessment and adjustments budget process.	Manager: Budget & CFO	
<b>Phase 3</b>			
<b>January-2016</b>	IDP & Budget Forum to be Finalized	Executive Mayor & MM	MFMA Circular 10 of 2004
<b>January 2016</b>	Revenue & Expenditure projections for the period to be ready for the Budget Forums	Manager: Budget & CFO	MFMA Section 21 (2)(b)
<b>January 2016</b>	1 <sup>st</sup> sitting of Budget Forum (for adjustments budget)	Executive Mayor	MFMA Circular 10 of 2004
<b>January 2016</b>	2 <sup>nd</sup> sitting of Budget Forum (for adjustments budget)	Executive Mayor	MFMA Circular 10 of 2004
	Strategic Workshop on Budget Pressures	Executive Mayor & MM	MFMA Circular 10 of 2004
<b>January 2016</b>	Request departmental inputs for the annual budget and collect revenue and expenditure information for the budget	Manager: Budget & CFO	

	All budget related policies to be completed	CFO	MFMA Section 21 (1)(a)
<b>February-2016</b>			
	IDP projects to be finalized and aligned with the Provincial Dep& Local Municipalities	MM,IDP Manager, Director: Planning & Development &CFO	MFMA Section 21 (2)(b)
	IDP, Budget and MTAS alignment session		
<b>February 2016</b>	1st Sitting of Budget Forum (annual Budget)	Executive Mayor	MFMA Circular 10 of 2004
<b>February 2016</b>	2 <sup>nd</sup> sitting of Budget Forum (annual budget)	Executive Mayor	MFMA Circular 10 of 2004
<b>February 2016</b>	Tabling and approval of the adjustments budget by Council	Executive Mayor	MFMA Section 28
<b>March 2016</b>	3 <sup>rd</sup> Sitting of Budget Forum – Final Sitting	Executive Mayor	MFMA Circular 10 of 2004
<b>Match 2016</b>	Draft Budget to be adopted by Council	Executive Mayor	
<b>March 2016</b>	Draft Reviewed IDP to be adopted by Council	Executive Mayor	
<b>April-2016</b>	Budget to be submitted to all Stakeholders for comments	CFO	MFMA Section 21 (2) (d,e)
	Stakeholders comments on the submitted Budget	Executive Mayor's Office	MFMA Section 23
<b>May-2016</b>	Final comments to be submitted by Stakeholders	Executive Mayor's Office	MFMA Section 23
<b>May 2016</b>	Final/Last Budget Forum sittings	MM,CFO& Executive Mayor's Office	MFMA Section 23
<b>May 2016</b>	Budget to be approved by Council	Executive Mayor	MFMA Section 24

May 2016	IDP and Budget to be approved by Council	Executive Mayor	MFMA Section 24
June 2016	Mayor must begin with Service Delivery and Implementation Plan (SDBIP) and Performance Agreements process.	Executive Mayor's Office	MSA Section 57(2)
June 2016	Mayor to submit the Service Delivery and Budget Implementation Plan (SDBIP) and Performance Agreements to Council	Executive Mayor's Office	MFMA Section 69 (2)
July 2016	Mayor to submit the Service Delivery and Budget Implementation Plan (SDBIP) and Performance Agreements to the MEC and other Stakeholders		
		Executive Mayor	MFMA Section 53(3)a
July 2016	Monitor the implementation of the IDP, Budget and MTAS in line with the Delivery agreement for outcome 9		

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### **Binding plans and planning requirements at Provincial and National level**

The set of legislation that is binding on all Local Municipalities, as well as the District Municipality, is listed in the Framework Plan.

### **IDP Review Budget & Implementation**

The municipality has conducted the IDP review sessions with communities and relevant stakeholders.

### **Conclusion**

The process plan gives methodological and practical guidance for the IDP process. The plan serves as a working document and will have to be amended as and when the steering committee deems fit.

The process has encountered some difficulties which were cited by the municipality as follows:

- No strategic guidance and direction from some provincial departments:-
- Some Strategic Plans not giving direction, *e.g.* It is expected of municipalities to have detailed information, timeously, for them to inform their IDP and budgetary processes.
- It is therefore difficult to localize strategies based on vague info that is in some of the provincial strategic plans. Some of them are skeletons of the ideal situation, *i.e.* a framework and not a plan.
- Again, the time period that is set for provincial strategic plans to be drafted is the same that municipalities are expected to have the strategies in place, that is, around October and November.
- Municipalities are expected to be through with their IDP Processes by the end of March each year, in order to inform their budgetary processes.
- The problem arises when municipalities have to align their strategies with those of the province. The strategic plans have to be approved and this happens in January or February. Where are municipalities then with their IDP processes?

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### **METHODOLOGY**

The methodology followed in drafting this review document is based on a strategic planning approach which seeks to:

- a) Identify the problem statement. This was done by undertaking a gap analysis of the previous IDP to determine the extent to which changes in the municipal situation warranted a review.
- b) Understand the extent of the development problem and quantify its implications. This was done by undertaking through a consultative process a detailed analysis of the development situation prevailing in Xhariep areas. The focus of the analysis is

summarised in figure 1 below. This also included a careful process of mapping available resources and facilitating an agreement on the most strategic priorities that should be attended in the short to medium term (MTIEF period).

- c) Debate available options and agree on an overarching strategy to guide municipality's efforts of addressing the identified development challenge. This was done by facilitating agreement on the Xhariep district development vision, mission and guiding values (principles) to be followed.
- d) Identify clear objectives and agree on a set of supporting operational strategies and programmes / projects to be implemented in pursuit of the agreed development trajectory "Vision".
- e) Integrate and align all sector plans that must form part of this IDP so as to ensure smooth and effective implementation. This was done through careful synchronization of deliverables in the various planning processes. It is acknowledged that for reasons beyond the control of the IDP manager this intent did not fully realise as planned as some parts of the sector programmes / plans had to be incorporated later in the final document.
- f) Draft report based on inputs and circulates for comments in accordance with IDP approval requirements enshrined in the Systems Act Regulations – 2001. This was done by circulating draft reports to relevant stakeholders for comments and also by holding a series of Public Hearings for to input on the IDP and budget.
- g) Ensure completion and adoption of final IDP for implementation and submission to MEC. The intention is for the adopted document to be further marketed to relevant development agencies and internal operational structures through holding an IDP Indaba soon after the adoption.

## **GAP ANALYSIS**

As a departure point an analysis of the gaps in the current IDP was conducted in order to determine areas that need to be improved during the 2014 review process. These are summarised below.

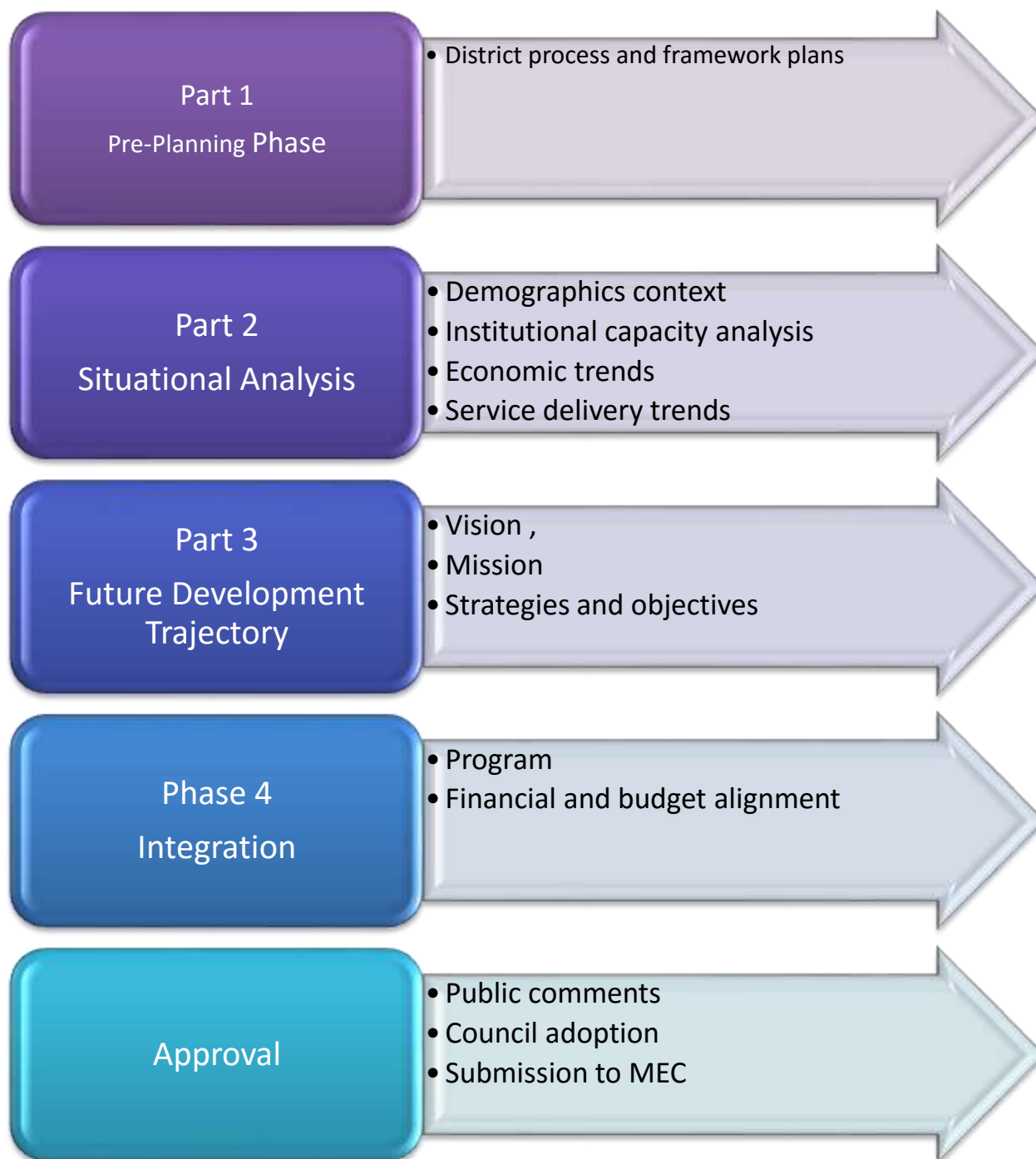
## **Report structure**

The IDP is a strategic document which must not be voluminous. Our current IDP is a document with one volume of no less than 150 pages. The document is presented in simple English and its size does encourage easy reading. Although this has been done, very few people have actually gone through the complete document including those who should be implementing it on daily basis.

It therefore becomes imperative that the IDP Manager of the municipality, must engage various stakeholders during and after developing the plan, so that IDP sharing sessions are held, for members of society to be informed about what needs to be done, when and how things will be done. This also easily informs performance management and measurement.

This document proposes the following structure to try and have a manageable volume of the main IDP so that it can be attractive to potential users who must read and understand its contents.

Figure 1: IDP Format and Report Structure



### Planning data

Since the adoption of the last IDP, very few planning initiatives have been undertaken by the district, the province and some sector departments which warrant some amendments of the existing planning data and facts in our IDP. This document also incorporates such amendments. This means that there remains a challenge with regard to ensuring that public participation is not



compromised. Other activities that the municipality engages on must not hamper progress with regard to planning and implementation of the IDP.

### **Project templates**

A simple way of representing project information and its alignment to objectives and strategies is adopted in this document. This ensures effective understanding of the information within the project templates.

### **Overarching strategy**

The development challenges facing the municipality are profound compared to available capacity and resources to address them. Therefore, the municipality has identified and suggested in this document that the municipality must adopt an overarching strategy that will guide decision making when there are conflicting strategic options and also provide a basis for the allocation of scarce resources. This will ameliorate the tensions that arise as decision makers starts to engage in processes of aligning competing needs with limited resources.

## CHAPTER 5: SITUATIONAL ANALYSIS AND SPATIAL OVERVIEW

### 5.1 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.

### 5.2 DEMOGRAPHICS PROFILE

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

#### 5.2.1 Overview Statistics

Population	: 146 742
Number of households	: 45 368
Formal	: 39 571
Informal	: 5 446
Backyard shacks	: 351

#### 5.2.2 Population by age distribution

DC16: Xhariep			
	Male	Female	Grand Total
0 - 4	8211	8073	16284
5 - 9	7593	7591	15185
10 - 14	6930	6586	13515
15 - 19	6915	6877	13792
20 - 24	7146	6675	13821
25 - 29	6458	5957	12415
30 - 34	5404	5004	10408
35 - 39	4457	4835	9292
40 - 44	4031	4360	8390
45 - 49	3400	3917	7317
50 - 54	2919	3413	6331
55 - 59	2532	3075	5607
60 - 64	2049	2579	4628
65 - 69	1368	1736	3105
70 - 74	1057	1585	2641
75 - 79	608	1118	1727
80 - 84	321	624	945
85 +	261	595	855
<b>Grand Total</b>	<b>71658</b>	<b>74600</b>	<b>146259</b>

#### Brief Summary

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State.

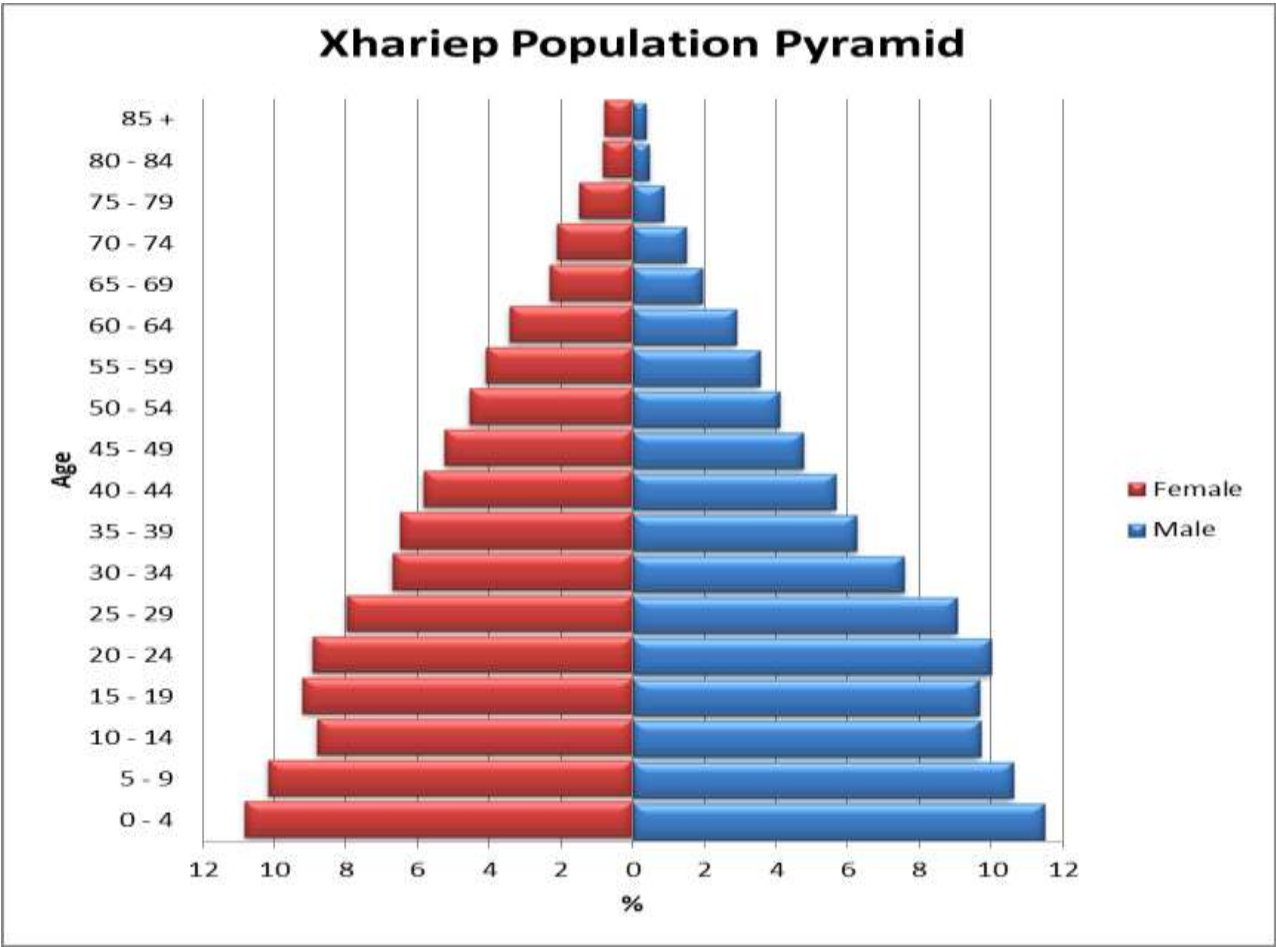
Xhariep District Municipality was extended from 34289 km sq. to about 37500 km sq. This was due to the incorporation of Naledi Local Municipality after the 2011 local government elections as per the re-determination of the Municipal boundaries

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 four local municipal areas, with Letsemeng forming the north western section, Kopanong the middle section, Mohokare the south eastern section and Naledi the north eastern section of the district.

**Population Pyramid**



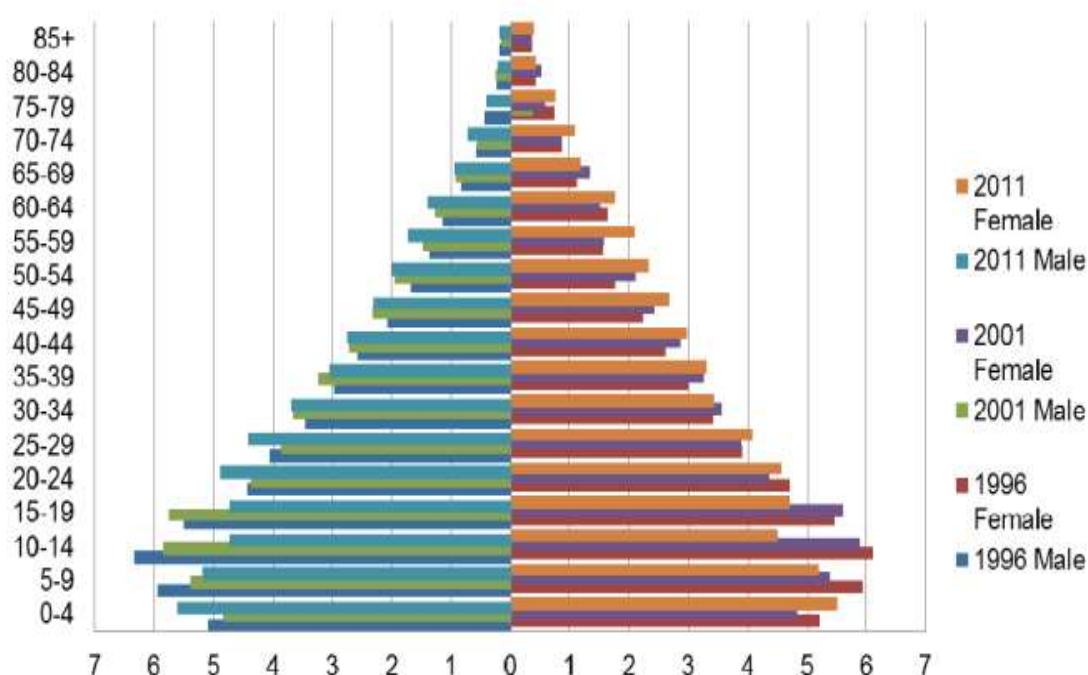
Xhariep District was estimated at a population of approximately 164 000 people in 2007. According to the 2011 Census statistics, its population size has declined with a lesser average of 2.21% per annum since 2007 to 2011,). The current district's populations is at 145 742 people as per the 2011 census survey statistics

The table below gives a breakdown of the population distribution per local municipality. Naledi only recorded a small population which only represents 18% of the entire district population. The table and graph depicts population distribution as per the Community Survey conducted in 2011 which clearly shows a decline in population.

### Population per Gender

Geography by Gender for Person weighted			
	Male	Female	Grand Total
FS161: Letsemeng	19852	18777	38628
FS162: Kopanong	24083	25087	49171
FS163: Mohokare	16314	17831	34146
FS164: Naledi	11409	12905	24314
Grand Total	71658	74600	146259

### 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.
- 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 20 urban 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	Naledi Local Municipality
Jacobsdal	Reddersburg	Smithfield	<b>Dewetsdorp</b>
Petrusburg	Edenburg	<b>Zastron</b>	Wepener
<b>Koffiefontein</b>	Jagersfontein	Rouxville	Van Stadensrus
Oppermansgronde	Springfontein		
Luckhoff	Philippolis		
	Bethulie		
	Waterkloof		
	Fauresmith		
	<b>Trompsburg</b>		
	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.

### **5.2.3 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 by local municipality**

<b>Municipality</b>	<b>Gross Value Added by Region (GVA-R)</b>	<b>Gross Domestic Product by Region (GDP-R)</b>
---------------------	--	---

	(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
Naledi	272410	0.33	311979	0.34
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 2010. 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 municipalities.

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, and Naledi. 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.

## 5.3 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 number of persons aged 20 and above that has completed grade 7 in Xhariep in 2010 was 68 887, representing a percentage of 58.33% people (Global insight, 2010) and had less number in relation with other district and metro municipalities of the province.

Locally, Kopanong topped the other three local municipalities (Letsemeng, Mohokare and Naledi) with 26 017 (61.29%) of functional literate people. Letsemeng was the second highest with 18 683(55.42%), followed by Mohokare with 13 323 (55.07%) and Naledi with 10 863 (61.22%) functional literate people.

In an account of people with no schooling and limited education, the district had 14 707 (10.81%) people aged 15 or more with no schooling and 22 523 (16.56%) people with limited education in 2010. It had less number in relation with other district and metro municipalities with people that have no schooling and limited education.

Locally Kopanong had 14 707 (10.81%) people with no schooling and 7 273 (14.89%) people with limited education. Positions of the other three local municipalities in both no schooling and limited schooling categories are also indicated in tables 23 and 25 above

	<b>Letsemeng</b>	<b>Kopanong</b>	<b>Mohokare</b>	<b>Naledi</b>	<b>Total</b>
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	91	122	149	87	450
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	8847	12013	9372	7208	37440
Special school	25	42	17	63	147
Further Education and Training College FET	92	127	82	46	347
Other College	30	64	15	17	127
Higher Educational Institution University/University of Technology	147	289	184	98	719
Adult Basic Education and Training Centre ABET Centre	150	190	114	177	631
Literacy classes e.g. Kha Ri Gude; SANLI	63	36	33	61	193

Data Source: STATSSA (Census 2011 Survey)



## 5.4 HEALTH PROFILE

	Letsemeng	Kopanong	Mohokare	Naledi
Fixed Clinics	5	10	4	4
Mobile Clinics (weekly range)	6	6	6	
Vehicles	13 + 5 subsidised	11 + 8 subsidised	21 + 11 subsidised	
Ambulances	4	9	6	
Commuter Services	2	3	4	
Radio-graphic Services	1 X-Ray, 1 Sonar	2 X-ray, 1 Radiographer, 1 Supplementary Radiographer, 1 Community service Radiographer	2 X – Rays, 1 Community Service Radiographer	
District Hospitals (laundry, mortuary & theatre services)	0	Diamond hospital (Jagers-fontein) with 32 bed Trompsburg District Hospital with 300 beds	Stoffer Coetzee Hospital (Smithfield) with 23 beds Embekweni Hospital (Zastron) with 25 beds	
Community Health care	1	1	0	

Data Source: Department of Health

### Major causes of death

1	Influenza and Pneumonia	17.6%
2	Tuberculosis	14. 2%
3	Intestinal Infectious diseases	6.8%
4	Certain disorders involving Immune mech.	5.6%
5	Cerebrovasc disease	4.8%
6	Other forms of heart disease	4.8%
7	Chronic lower respiratory disease	3.2%
8	Hypertensive disease	2.4%
9	Diabetes mellitus	2.0%
10	Ischemic Heart Disease	1.5%

### 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	-	-	-

Kopanong Local Municipality	Grant in aid	155	-	-	-
	Social relief	-	-	-	-
	Multiple social grants	-	125	-	-
	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	-	-	-
Mohokare Local Municipality	Grant in aid	227	99	-	-
	Social relief	107	-	-	-
	Multiple social grants	-	-	-	-
	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	-	-	-
Naledi Local Municipality	Grant in aid	162	-	-	-
	Social relief	-	-	-	-
	Multiple social grants	68	-	-	-
	Old age pension	1 785	37	-	23
	Disability grant	756	54	-	49
	Child support grant	4 121	66	-	-
	Care dependency grant	46	-	-	20
	Foster care grant	23	-	-	-
	Grant in aid	43	-	-	-

# **Geography and Population Group by Enumeration area type /Dwelling for Person weighted**

		<b>Formal residential</b>	<b>Informal residential</b>	<b>Farms</b>	<b>Parks and recreation</b>	<b>Collective living quarters</b>	<b>Industrial</b>	<b>Small holdings</b>	<b>Vacant</b>	<b>Commercial</b>
FS161: Letsemeng	Black African	20538	263	3841	-	100	110	472	781	75
	Coloured	6508	115	1516	-	67	12	307	500	20
	Indian or Asian	113	3	9	-	-	1	-	1	3
	White	1500	-	1082	-	127	108	247	-	57
FS162: Kopanong	Black African	30522	82	4235	61	-	32	26	184	-
	Coloured	6873	28	1889	9	-	4	9	146	-
	Indian or Asian	196	-	15	1	-	-	-	-	-
	White	2967	-	1540	60	-	12	30	20	-
FS163: Mohokare	Black African	25932	-	4728	-	-	-	-	358	-
	Coloured	564	-	192	-	-	-	-	12	-
	Indian or Asian	86	-	7	-	-	-	-	-	-
	White	1217	-	979	-	-	-	-	9	-
FS164: Naledi	Black African	19164	-	3074	-	-	-	-	227	-
	Coloured	415	-	52	-	-	-	-	-	-
	Indian or Asian	110	-	7	-	-	-	-	2	-
	White	811	-	378	-	-	-	-	-	-

### Types of dwelling per population enumerated

Type of dwellings	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
House or brick/concrete block structure on a separate stand or yard or on a farm	9016	13904	9027	6309
Traditional dwelling/hut/structure made of traditional materials	17	57	74	34
Flat or apartment in a block of flats	63	80	62	35
Cluster house in complex	12	11	5	42
Townhouse (semi-detached house in a complex)	36	31	1	9
Semi-detached house	76	20	97	106
House/flat/room in backyard	133	197	103	15
Informal dwelling (shack; in backyard)	634	475	838	662
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1179	739	483	436
Room/flat let on a property or larger dwelling/servants quarters/granny flat	22	51	55	10
Caravan/tent	5	6	9	-

### 5.5 Energy Profile

#### Energy or fuel for heating by Geography for Household weighted

	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
None	1126	1402	852	485
Electricity	7070	8185	3085	3344
Gas	198	403	334	201
Paraffin	709	3509	4389	2601
Wood	2082	1949	1943	886
Coal	35	106	93	44
Candles (not a valid option)	-	-	-	-
Animal dung	15	49	88	112
Solar	9	39	8	17

#### Energy or fuel for cooking by Geography for Household weighted

	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
None	32	49	27	6
Electricity	9896	13493	8205	6370
Gas	293	522	551	302
Paraffin	408	1042	1332	553
Wood	576	449	588	362
Coal	8	18	11	11
Animal dung	12	36	64	75
Solar	15	35	13	11

## 5.6 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
<b>DC 16: Xhariep</b>	<b>56 287</b>	<b>30.10 of the Free State Province</b>

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
Naledi	8067	27.38

Data Source: STATSSA (Census 2011 Survey)

### 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 and Naledi with 8 067.

### 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, Mohokare and Naledi.

Individual monthly income by Geography for Person weighted				
	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
No income	13800	17998	12509	9130
R 1 - R 400	7646	9324	8719	6193
R 401 - R 800	1810	2763	1875	1813
R 801 - R 1 600	6944	9424	5940	3982
R 1 601 - R 3 200	2000	2212	1074	926
R 3 201 - R 6 400	1257	1701	952	504
R 6 401 - R 12 800	950	1293	909	489
R 12 801 - R 25 600	599	747	443	296
R 25 601 - R 51 200	135	214	118	54
R 51 201 - R 102 400	47	92	54	25
R 102 401 - R 204 800	27	61	19	39
R 204 801 or more	13	34	21	12

## 5.7 POVERTY RATE

### 5.7.1 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 2010.

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)).

### 7.11.2 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%

### 5.7.2 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:

**Table: 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
<b>DC16: Xhariep</b>	<b>91 683</b>	<b>49.03</b>

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, Mohokare with 17 332 and Naledi with 15 686 people.

## **5.8 WATER SUPPLY**

### **5.8.1 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.

### **5.8.2 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 supplement 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.

### **5.8.3 Kopanong**

Most of the towns in the area utilise 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.

### **5.8.4 Naledi**

Naledi Local Municipality water is being supplied by Bloemwater, infrastructure with a case of few boreholes in remote areas. The issue of aging infrastructure is one of the biggest problems of water supply in this area of Dewetsdorp, Wepener and Van Stadensrus.

## 5.9 ROADS, STREETS AND STORMWATER

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

### 5.9.1 Level of street infrastructure in urban areas in Xhariep, 2013

Summary of Km's of Visual Assessments complete									
Mun	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
FS164	Naledi	142	24	118			0	0	142
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%	
<b>Total (km's)</b>		<b>1055</b>	<b>188</b>	<b>659</b>	<b>215</b>	<b>721</b>			

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 quarter in Trompsburg is only accessible from some of the towns via dirt roads.
- Street network is also in poor condition due to a lack of capacity and resources of local municipalities to maintain these.
- Stormwater 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. The table below indicates the number of waste disposal sites operated in the area. Most of these sites are not registered and applications will have to be lodged to legalise these sites. Most communities in the urban areas have access to a waste removal system at least once a week.

### 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

### 5.9.2 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	<b>12</b>
Soccer fields:	4	26	8	<b>38</b>
Rugby Field	3	9	4	<b>16</b>
Golf:	2	6	3	<b>11</b>
Athletics:	4	10	5	<b>19</b>
Swimming pools:	4	7	0	<b>11</b>
Cricket:	2	0	0	<b>2</b>
Hockey:	0	0	1	<b>1</b>
Tennis:	4	29	14	<b>47</b>
Netball:	2	14	5	<b>21</b>
Squash:	1	1	1	<b>3</b>
Bowls:	4	8	3	<b>15</b>
Badminton:	1	0	2	<b>3</b>
Boxing:	0	0	0	<b>0</b>
Karate:	1	0	0	<b>1</b>

Local Municipality	Letsemeng	Kopanong	Mohokare	Xhariep
Basketball:	0	2	1	3
Horse racing:	3	1	3	7

Source:

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, 2004

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

Source:

### ***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.

## Geological Factors

Physical Features	Description	Annexure
<b>Geology</b>	The geological formations within the municipality change from east to west. The most dominant rock formations are Tarkastad subgroup and Beaufort group in the eastern region, Adelaide subgroup and Beaufort group in the central region and Volksrust formation and Ecca group in the western region. Karoo dolerite formation is scattered throughout the area (Source: Council for Geosciences, 2001).	Annexure A: Mineral deposit map - geological composition of the district.
<b>Rainfall</b>	XDM falls within the summer rainfall area of South Africa (SA). It has low rainfall compared to the rest of the FSP. The eastern part of the municipality receives the highest rainfall.	Annexure A: Rainfall map (AA).
<b>Biological Productivity</b>	Biological productivity is directly related to the rainfall. XDM is less suited for crop production and therefore yields low production capacities per hectare. However, the most eastern area of the district can be used to produce crops economically.	
<b>Grazing Capacity</b>	The grazing capacity varies from east to west within the district, with the lowest number of hectars required per live stock unit in the east. In general, XDM has a low grazing capacity with the largest part having a grazing capacity below 9ha per livestock unit. This can be attributed to the low rainfall the district receives.	
<b>Broad Land Uses</b>	<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</p>	<ul style="list-style-type: none"> <li>• Land Uses - Agriculture map.</li> <li>• Location of towns and administrative districts</li> <li>• Soil types</li> <li>• Rainfall (AA)</li> <li>• Maximum daily temperature (AA)</li> <li>• Minimum daily temperature (AA)</li> <li>• Agricultural types</li> </ul>

	<p>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"> <li>• Topography</li> <li>• Vegetation types</li> <li>• Surface water</li> <li>• Mining (including mineral deposits)</li> <li>• Locality of schools</li> <li>• Sensitive localities</li> <li>• Biological productivity (B276.04)</li> <li>• Grazing capacity (B276.05)</li> <li>• Sensitive areas (B0276.07)</li> <li>• Gravity Model Attraction (B0276.08)</li> </ul>
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AA – Annual Average

## Spatial Overview

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 four local municipal areas, namely Letsemeng, Kopanong, Mookgongotshe and Naledi.

### 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.

#### **Naledi:**

Naledi Local Municipality is situated in the south eastern Free State, and forms part of Xhariep District Municipality area. The local municipality area measures 11 933.24 km<sup>2</sup> and comprises the former TLCs of Dewetsdorp, Wepener, Van Stadensrus, as well as a part of the former South East, Central South and Bloemfontein District TRCs.

#### **7.14.2 Micro Spatial Overview**

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



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

	agricultural service centre within Letsemeng Municipality. It is situated approximately 12km west of Koffiefontein. Access to the town is via the 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"> <li>▪ Access to land by emerging farmers.</li> <li>▪ Land availability for social application such a community hall and cemeteries.</li> <li>▪ Sustainable land management.</li> </ul>
Luckoff	Luckhof/Relebohile serves as a general agricultural service centre within Letsemeng Municipality. It is situated approximately 85 km south of Koffiefontein. Access to the town is via the R12 between Koffiefontein and De Aar. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing units.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Land availability for social application e.g. cemeteries and community hall.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> </ul>
<b>Kopanong Local Municipality</b>		
<b>Town</b>	<b>Description</b>	<b>Spatial Issues</b>
Trompsburg	Trompsburg/Madikgetla serves as the regional administrative seat within Kopanong Municipality. It is situated approximately 108 km south of Bloemfontein. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) main local municipal administrative centre, (b) regional agricultural services centre, (c) regional social centre for health services, (d) social functions such as residence, education and social development services, and (e) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Shortage of housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Development / expansion of municipal buildings and functions.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit from major transport routes.</li> </ul>
Reddersburg	Reddersburg/Matoporong serves as a general agricultural service centre	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated</li> </ul>

	<p>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.</p>	<p>town areas.</p> <ul style="list-style-type: none"> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit form major transport route.</li> </ul>
Edenburg	<p>Edenburg/Ha-Rasebei serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 39 km north of Trompsburg. Access to the town is via the R717 between Trompsburg and Reddersburg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route.</p>	<ul style="list-style-type: none"> <li>▪ Need for commercial and social integration of the former separated town areas.</li> <li>▪ Shortage of especially lower income housing units.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ More direct benefit form major transport route.</li> </ul>
Jagersfontein	<p>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.</p>	<ul style="list-style-type: none"> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> </ul>
Fauresmith	<p>Fauresmith/Ipopeng 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</p>	<ul style="list-style-type: none"> <li>▪ Shortage of housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Sustainable land management.</li> </ul>

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

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

	and medical services, and (d) transport support services on major route.	<ul style="list-style-type: none"> <li>▪ Conservation of areas surrounding local rivers.</li> <li>▪ More direct benefit from major transport routes.</li> <li>▪ Poor road access between Smithfield and Trompsburg.</li> </ul>
Rouxville	Rouxville/Roleleathunya serves as a general agricultural service centre within Mohokare Municipality. It is situated approximately 30 km west of Zastron. Access to the town is via the R26 between Zastron and Trompsburg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	<ul style="list-style-type: none"> <li>▪ Shortage of especially lower income housing.</li> <li>▪ Shortage of municipal land surrounding existing town and impeding expansion.</li> <li>▪ Access to land by emerging farmers.</li> <li>▪ Infill planning and development of the buffer area between the two town areas.</li> <li>▪ Sustainable land management.</li> <li>▪ Conservation of areas surrounding local rivers.</li> <li>▪ More direct benefit form major transport routes.</li> </ul>
<b>Naledi</b>		
Dewetsdorp	<p>Physical barriers such as natural characteristics (especially to the South and South East), roads (e.g. The R702 between Bloemfontein and Wepener), poor geological conditions to the north, etc.</p> <p>Development on existing vacant land towards the North West will not conform to sound development principles and will eventually lead to “urban sprawl”.</p> <p>The provision of services to the north and west will be problematic and expensive due to the topography and slope.</p>	
Wepener	<p>Topography and slope to the north would make construction and provision of services an unviable and expensive option.</p> <p>Development on existing vacant land towards the south will not conform to sound development principles and will eventually lead to “urban sprawl”.</p> <p>The sand river (currently under tremendous silting) causes large parts of the inner urban areas to be undevelopable and to the south-east of Wepener; numerous erven had to be cancelled due to the expansion of flood line over these sites as a result of silting</p>	
Van Stadensrus	The main limiting factor in guiding urban development in the areas is the	

	<p>shortage of land.</p> <p>Due to the relatively small area available to the Local Municipality, the entire area is focused on urban development and the urban fringe follows the outer boundary of the jurisdiction area.</p> <p>Apart from space, the unfavorable topography to the north and north east of Thapelang further limits expansion. This shortage of developable land as well as the availability of vacant, though un-serviced, even to the western parts of Van Stadensrus, results in the logical expansion of Thapelang towards this area by means of redevelopment and densification.</p>
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### 5.9.3 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:

#### 5.9.4 Distances between Town Areas of Xhariep (kms)

TOWN	KOFFIEFONTEIN	PETRUSBURG	JACOBSDAL	OPPERMANSGRONDE	LUCKHOFF	TROMPSBURG	EDENBURG	REDDERSBURG	FAURESMTIH	JAGERSFONTEIN	PHILLIPOLIS	SPRINGFONTEIN	GARIEP DAM	BETHULIE	ZASTRON	SMITHFIELD	ROUXVILLE	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	12	18	17	13	13	0														
EDENBURG	11	15	16	12	17	39	0													
REDDERSBURG	14	14	18	15	31	65	26	0												
FAURESMTIH	48	73	93	60	48	77	67	93	0											
JAGERSFONTEIN	58	31	10	70	23	67	57	83	10	0										
PHILLIPOLIS	10	13	15	12	83	53	92	11	61	71	0									
SPRINGFONTEIN	14	20	19	15	15	22	61	87	99	89	42	0								
GARIEP DAM	17	24	21	19	13	62	10	12	13	12	48	40	0							
BETHULIE	17	23	22	18	18	52	91	14	12	11	10	30	52	0						
ZASTRON	28	24	32	29	32	15	17	14	23	22	23	16	18	13	0					
SMITHFIELD	21	21	26	22	25	90	82	77	16	15	16	88	11	67	68	0				
ROUXVILLE	25	25	29	31	28	12	14	11	20	19	20	13	15	10	30	38	0			
Dewetsdorp																		0		
Wepenar																			0	
Van Stadensrus																				0

Source: Xhariep District Municipality (Naledi Local Municipality Towns awaiting the spatial development framework)



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.

#### 7.14.5 Key Spatial Issues

<b>KEY SPATIAL ISSUE</b>	<b>BRIEF DESCRIPTION</b>
<b>Access to land</b>	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.
<b>Land development</b>	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.
<b>Spatial integration</b>	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.
<b>Sustainable land management</b>	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.
<b>Proper distribution network</b>	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.
<b>Land reform and</b>	The two land restitution cases within the municipality (namely Bethany

KEY SPATIAL ISSUE	BRIEF DESCRIPTION
<b>restitution</b>	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.
<b>Land Conservation</b>	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 neighbouring 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	Naledi Local Municipality
Jacobsdal	Bethulie	Rouxville	Dewersdorp
Koffiefontein	Edenburg	Smithfield	Wepener
Luckhoff	Fauresmith	Zastron	Vanstandersrus
Oppermans	Gariiep Dam		
Petrusburg	Jagersfontein		
	Philippolis		
	Reddersburg		
	Springfontein		
	Trompsburg		

Source: Xhariep District Municipality

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 ambience 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 specialisation 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 specialise in certain economic activities:

#### **Nodes of specialization**

<b>Node</b>	<b>Area of specialization</b>	<b>Specific initiatives that can be promoted</b>
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
Phillipolis	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

Node	Area of specialization	Specific initiatives that can be promoted
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 Agriculture: Agro-processing Agriculture: Intensive (irrigation)	Slate and salt mining Potato processing 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 Zaaron 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.

## **5.10 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE**

### **5.10.1 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 Luckhoff 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

EXTENT OF UTILIZATION OF GROUNDWATER BY MUNICIPALITIES, 2004

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

Fauriesmith	•		
Jaggersfontien	•		
Edenburg		•	
Reddersburg		•	
Zastron			•
Rouxville			
Smithfield		•	

Table 6 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 <sup>6</sup> m <sup>3</sup> )
Smithfield Dam	D 24	4.55
Bethulie Dam	D 34	4.60
Gariep Dam	D 35	5 673.80
Welbedacht Dam	-	15 245 km <sup>2</sup> catchment
Egmont Dam	-	9 300 000 m <sup>3</sup>

Table 11 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 categorised into different biomes as indicated in the table below. A Biome refers to a group of similar types of communities characterized by their distinctive plant types.

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

**Table 13 Source: Xhariep Environmental Management Programme**

### Mineral and Heritage Resources:

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

MINERAL AND HERITAGE RESOURCES				
Resources	Letsemeng	Kopanong	Mohokare	Naledi
Minerals	Diamonds; Salt; Gravel & Sand; Clay	Diamonds	Sand	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, gheGriqua 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	Still to verify research

## 5.11 Environmental Management & Climate Change Aspects and Issues for the Xhariep DM

### 1. Introduction

**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.

#### **5.11.1 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.

#### **5.11.2 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 1: Summary of NWMS**

<b>Goals</b>	<b>Description</b>	<b>Targets (2016)</b>
<b>Goal 1:</b>	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 IndWMPs for paper and packaging, pesticides, lighting (CFLs) and tyres industries.
<b>Goal 2:</b>	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.
<b>Goal 3:</b>	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
<b>Goal 4:</b>	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.
<b>Goal 5:</b>	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.
<b>Goal 6:</b>	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.
<b>Goal 7:</b>	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.

### 5.11.3 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.

#### 5.11.4 PROGRAMMES, INTERVENTIONS AND PROJECTS IN THE XHARIEP DM 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 LM, Naledi LM, Letsemeng LM, 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 & Invasive Species Clearing projects which are currently funded are based in the following towns:
  - Koffiefontein – R548 500
  - Jacobsdal – R1 829 150
  - Petrusburg – Next Financial Year (2016/17)
  - Luckhoff – R574 225
- **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

#### 5.12 Disaster Management Profile

DMs have been tasked with the responsibility of coordinating disaster management efforts within the district. It is for this reason that it is important to understand the likelihood and kind of a disaster that can affect communities in the district. The following table gives an overview of the type of hazards that can cause a disaster to happen, the communities at risk as well as the intensity and probability of the disaster to occur and also what the anticipated effects of the hazard can be:

##### LIKELIHOOD OF HAZARDS THAT CAN CAUSE A DISASTER IN XHARIEP

Type of Hazard	Community at Risk	Nature of the Disaster	Probability of the Disaster to occur
Transport related hazards	Main traffic routes	Road Accidents	High

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

## CHAPTER 6: THE ORGANISATION (INSITUTIONAL PERSPECTIVE)

### 6.1 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.

### 6.2 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 authorised 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 Board emanating from the Boards' annual capacity assessment report.

The MEC has recently re-adjusted powers and functions between category A and B municipalities through a provincial gazette no.25 published on 11 April 2008. The said gazette authorize Xhariep District municipality and its local municipalities to perform the functions or exercise the powers 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 <sup>1</sup>	Yes
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,	No

<sup>1</sup> There are currently no roads complying with the definition of Municipal roads.

	equipment and procedures, and training of officers.	
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)<sup>2</sup> and these are routed directly to local municipalities for the provision of infrastructure services. This had a negative impact on the exercise of section 84(1) (o) receipt, allocation and if applicable, distribution of grants made to the district municipality.

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.

### **6.3 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.

### **6.4 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.

The section below is based on the Section 53 role clarification that was approved at the council meeting of May 2011.

#### **(a) Municipal Council**

- a) Governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- b) Is a tax authority that may raise property taxes and service levies;
- c) 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;



- d) can delegate responsibilities and duties for the purposes of fast and effective decision making;
- e) must strive towards the constitutional objects of local government;
- f) must consult the community with respect to local government matters; and
- g) 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 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 extent that 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 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.

## **6.5 THE COUNCIL AND COUNCIL COMMITTEES**

**The Xhariep District Municipal Council consists of 16 councillors:**

Executive Mayor: Cllr MG Ntwanambi (ANC)

Speaker: Cllr M Sehanka (ANC)

Chief Whip: Cllr V Mona (ANC)

### **DISTRICT COUCILLORS AND POLITICAL PARTIES THEY REPRESENT**

NAME	GENDER	POLITICAL PARTY	STATUS
Cllr VA Mona	M	ANC	Full time
Cllr NC Spochter	F	ANC	Part time
Cllr H Shebe	F	DA	Part time

Cllr SA Sola	M	ANC	Part time
Cllr P Dibe	F	ANC	Part time
Cllr I Mehlomakulu	F	ANC	Full time
Cllr JJ Makitle	M	ANC	Part time
Cllr ML Sehloho	F	ANC	Part time
Cllr MG Modise	M	ANC	Full time
Cllr J Jafta	F	ANC	Part time
Cllr T Mokhele	F	ANC	Part time
Cllr MJ Mohapi	F	ANC	Part time
Cllr MJ Mphore	F	COPE	Part time
Cllr AJJ Van Rensburg	M	DA	Part time

## COUNCIL COMMITTEES

The Xhariep District Municipal Council consist of the following Committees:

### 1. Mayoral committee

MEMBER OF THE MAYORAL COMMITTEE	PORTFOLIO
Cllr Mongi Ntwanambi	Executive Mayor
Cllr Vuyisile Mona	Budget and Treasury
Cllr Gerald Modise	Corporate Services
Cllr Irene Mehlomakulu	Planning and Social Development

### 2. Finance & Budget

MEMBER OF THE COMMITTEE	PORTFOLIO
Cllr AV Mona	Chairperson
Cllr SA Sola	Member
Cllr JJ Makitle	Member
Cllr MJ Mohapi	Member

### 3. Corporate Services

MEMBER OF THE COMMITTEE	PORTFOLIO
Cllr MG Modise	Chairperson
Cllr MJ Mphore	Member
Cllr T Mokhele	Member
Cllr NC Spochter	Member

### 4. Planning and Social Development

MEMBER OF THE COMMITTEE	PORTFOLIO
Cllr I Mehlomakulu	Chairperson
Cllr P Dibe	Member

Cllr J Jafta	Member
Cllr AJJ Van Rensburg	Member
Cllr ML Sehloho	Member

## OTHER COMMITTEES OF THE MUNICIPALITY

### 5. Audit Committee

MEMBER OF THE COMMITTEE	PORTFOLIO
Mr. W Vaphi	Chairperson
Ms. S Makhathini	Member
Mrs. Mocwaledi	Member

### 6. MPAC Committee

MEMBER OF THE COMMITTEE	PORTFOLIO
Cllr JJ Makitle	Chairperson
Ms. Stuurman	Member
Mr. Mpatshela	Member
Cllr S Pokane	Member

### 7. SCM Committees

#### Bid specifications

MEMBER OF THE COMMITTEE	PORTFOLIO
Mr. M Jafta	Chairperson
Mr. J Tshabalala	Member
Mrs. N Augustus	Member
Mr. N Mothabeng	Member

#### Evaluation committee

MEMBER OF THE COMMITTEE	PORTFOLIO
Mr. A Tyhokolo	Chairperson
Mr. S Matobako	Member
Ms. N Ngeyakhe	Member
Mr. T Chabe	Member
Ms. P Moloji	Member

#### Adjudication committee

MEMBER OF THE COMMITTEE	PORTFOLIO
Mr. C Mogoale	Chairperson
Mr. M Mohale	Member

Mr. Megoe	Member
Mrs. L Ntuli	Member

## 6.6 THE ADMINISTRATION

The Organisational structure and management team are shown below



### 6.6.1 Functional Breakdown by Directorates

The Xhariep District Municipality has been administratively configured to deal effectively with the challenges faced by the municipality in transforming itself into a best performing municipality. The breakdown of departments is discussed:

### 6.6.2 Office of the Municipal Manager

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.

### **6.6.3 Directorate: Budget and Treasury**

The Directorate provides the budget function, supply chain management, treasury services, expenditure and accounting, and asset management services. It is a department that provides strategic financial foresight, as well as proper and visionary financial management systems.

### **6.6.4 Directorate: Corporate Services**

This function primarily entails fleet management, human resource, administration, and other auxiliary support services essential for the functioning of the municipality. The five-year programmes of the municipality depend heavily on foresight and innovation by the corporate and administrative function, especially in terms of human capital management and support systems to core departments.

Successful human resources are often the difference between the success and failure of an organisation. The municipality was faced with specific problems of administration in the past five years of its existence. The transformation that subsequently followed demanded that the municipality responded with transformation agents, policy makers and innovative thinkers who could assist the municipality to deal with financial sustainability and stable administration.

By and large, the municipality succeeded in implementing its transformation agenda. As the municipality aims to consolidate the solid gains of the last five years and offer better quality services and performance, such as exemplary political and administrative governance, it is crucial to build human resource capital to support the needs of the five (5) year IDP.

### **6.6.5 Directorate: Planning and Social Development**

This represents the biggest department in the municipality. This Directorate is principally responsible for development planning, development management, local economic development, municipal environmental health and disaster management functions which are the core functions of the Xhariep District Municipality. In addition, economic development provides economic research and analysis, economic development, skills development, business development, SMME and BEE support, and economic sector support in the district.

The area of environmental health has some major bearings in terms of the sustainable future, as outlined in its district-wide strategic objectives. In the 2012 - 2017 mayoral term, the sustainability concerns of the environment will receive prominence. Such a dedicated function will focus on environmental policy, air quality control, food control and management of environmental regulatory services.

## **6.7 HUMAN RESOURCE DEVELOPMENT**

### **6.7.1 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 2012 - 2017 Mayoral Term will be characterized by further enhancements and improvements in staffing and remuneration.

### **6.7.2 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.

### **6.7.3 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 2012 – 2017 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 2012 - 2017 IDP.

### **6.7.3 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

#### **6.7.4 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.

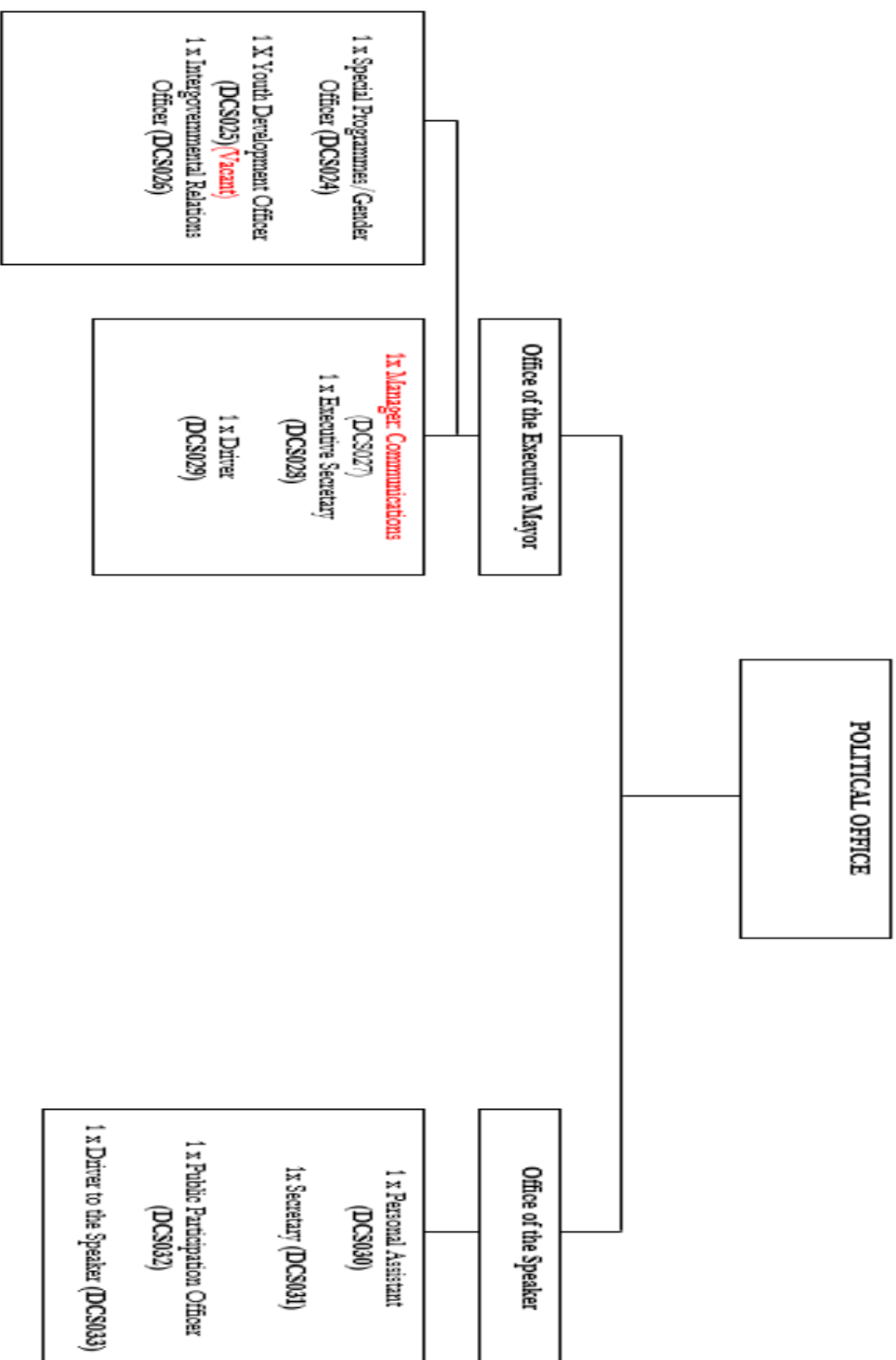
To streamline such arrangements, a new set of conditions of employment has been introduced nationally. These have prompted synergy as well as parity, to a greater extent. The new conditions of service will also address the legacy of the past imbalances in terms of fairness, and deal with the municipality's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

#### **6.8 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** **EXECUTIVE OFFICE**

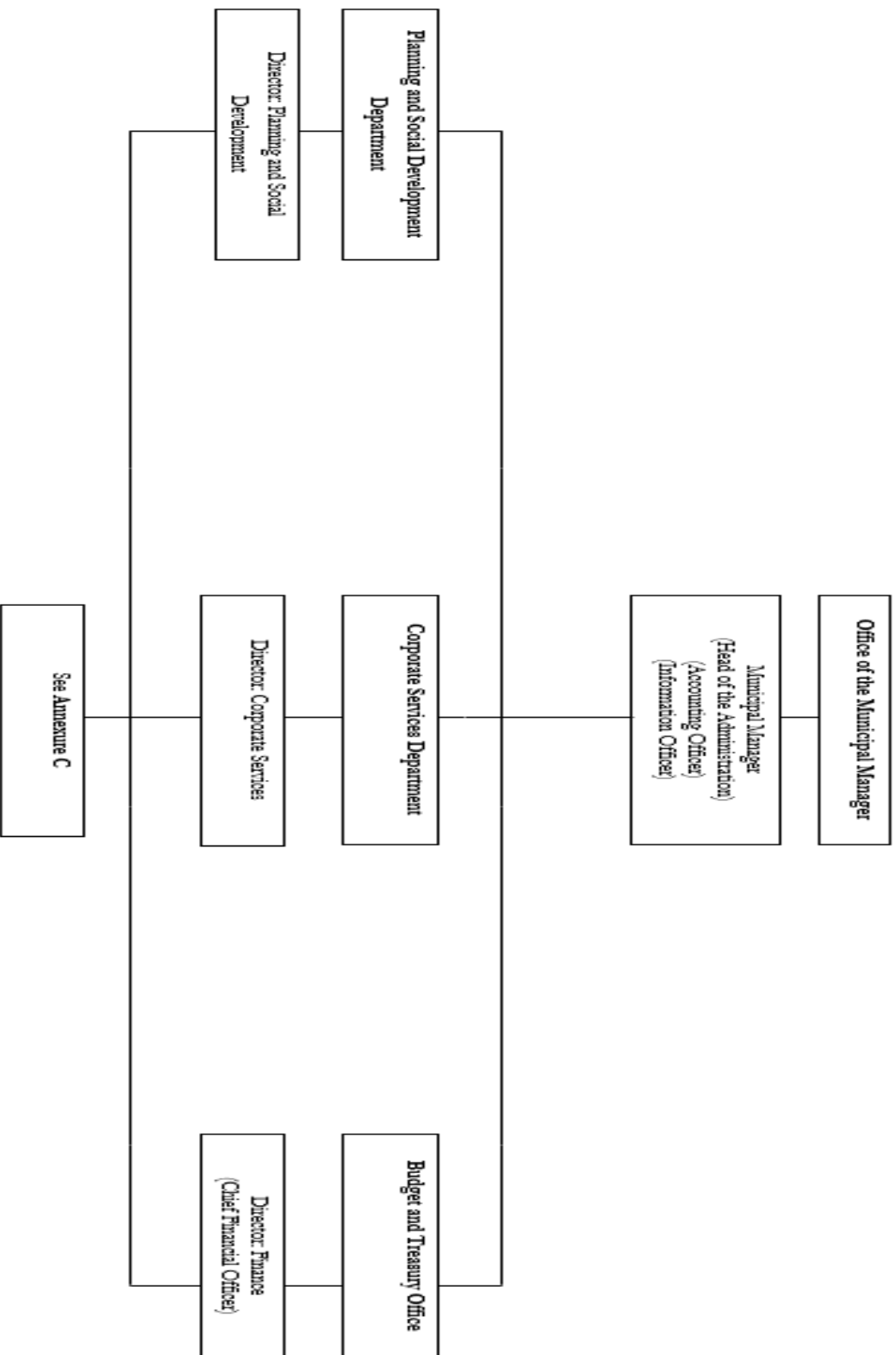
**ANNEXURE A**





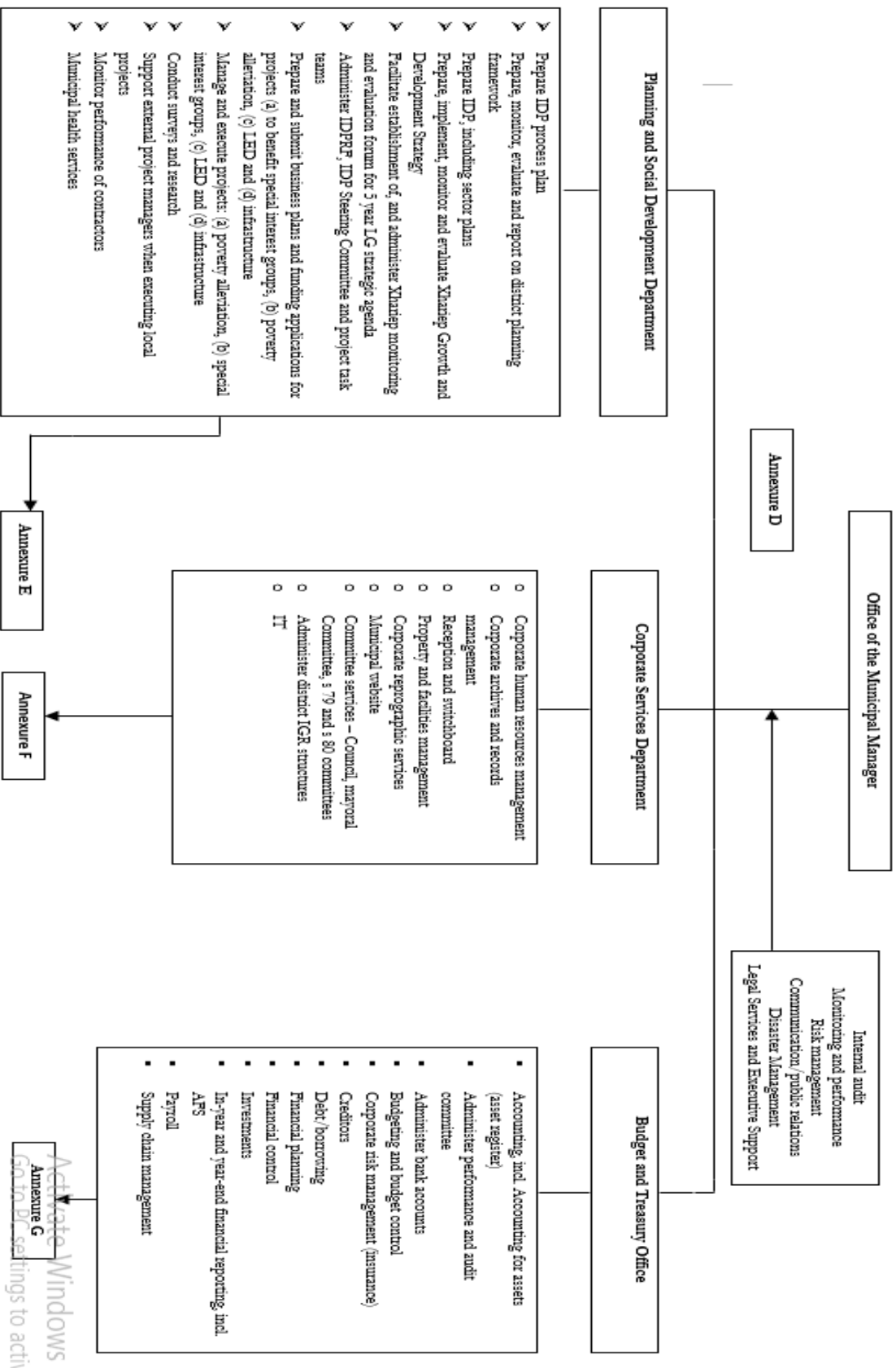
# **XHARIEP DISTRICT MUNICIPALITY MACRO-STRUCTURE**

**ANNEXURE B**



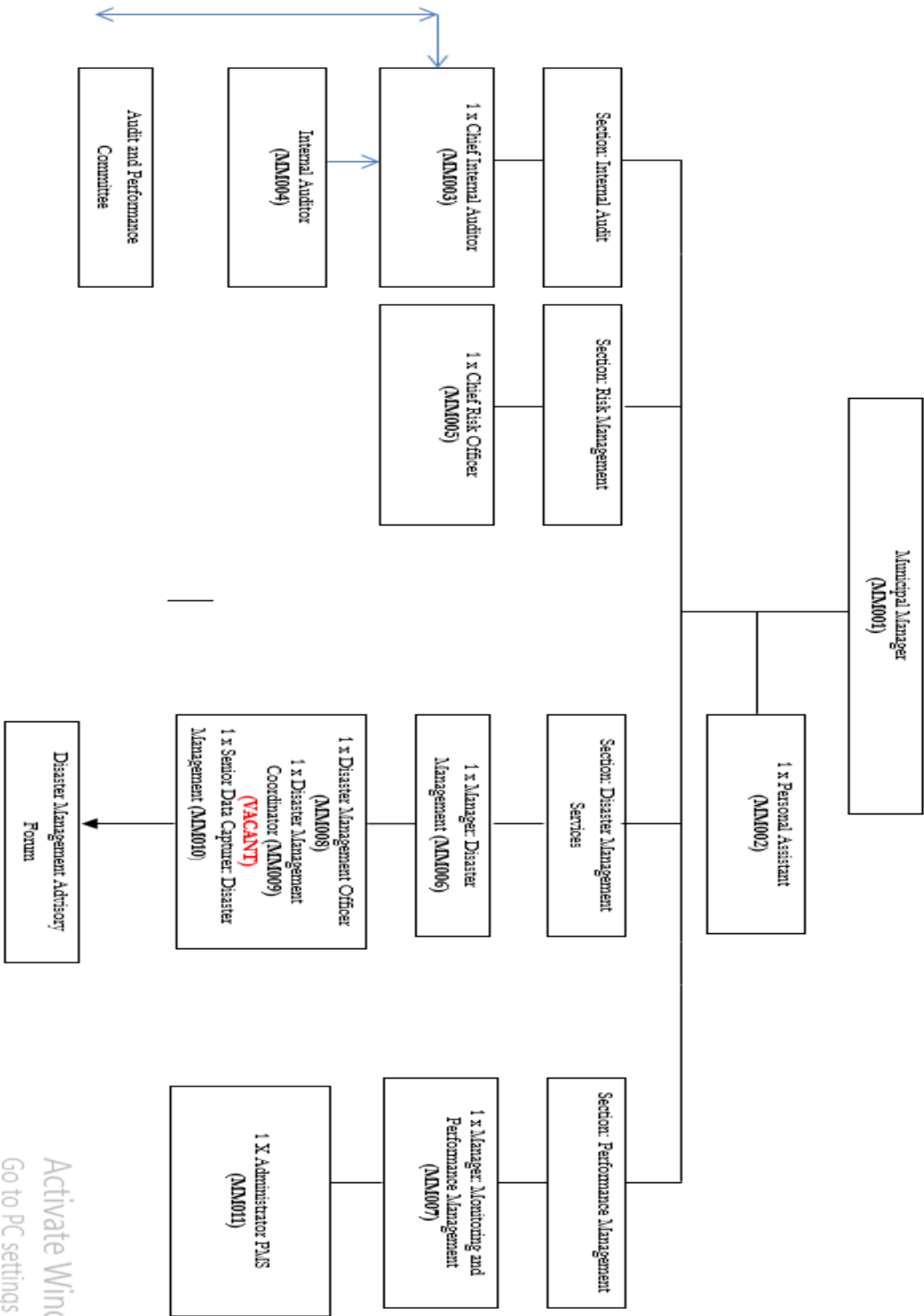
# **XHARIEP DISTRICT MUNICIPALITY** **FUNCTIONAL STRUCTURE**

**ANNEXURE C**



**XHARIEP DISTRICT MUNICIPALITY  
OFFICE OF THE MUNICIPAL MANAGER**

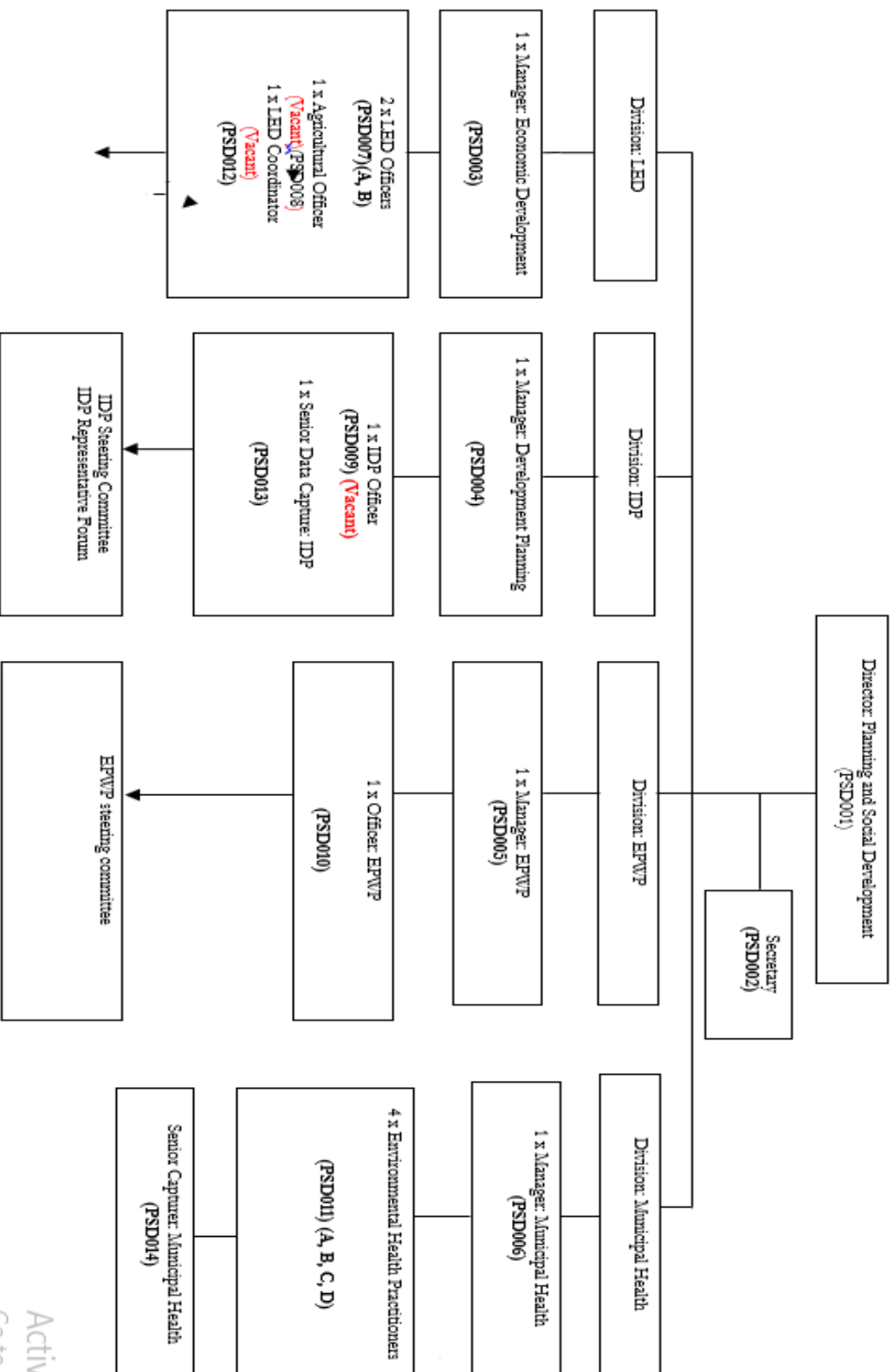
**ANNEXURE D**



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# **XHARIEP DISTRICT MUNICIPALITY** **PLANNING AND SOCIAL DEVELOPMENT**

## **ANNEXURE E**



# XHARIEP DISTRICT MUNICIPALITY CORPORATE SERVICES

ANNEXURE F

Project Task Teams  
LED Forum  
Tourism Committee

Director Corporate Services (DCS001)

1 x Secretary  
(DCS002)

Division Information Technology  
(IT)

1 x IT Manager  
(DCS003)

1 x IT Officer  
(DCS007)

1 x Network Administrator  
(Vacant)  
(DCS015)

Division Support and Committee Services

1 x Manager Administration (DCS004)

2 x Administrative Office (DCS008 A, B)  
(x1 Vacant)

1 x Committee Secretary  
(Vacant) (DCS016)

Manager Labour Relations (DCS006)

Division Labour Relations

Council  
Mayoral Committee  
Section 80-committees  
Section 79-committees  
District Intergovernmental Forum  
District Intergovernmental Technical  
Support Structure

Labour Relations Officer (DCS014)

Local Labour Forum

1 x Facility Management Officer  
(DCS009) (Vacant)

3 x General Assistants  
(DCS017) (A, B, C, D, E)  
(1x Vacant)

3 x Maintenance Assistants  
(DCS018) (A, B, C)

1 x Senior Records Management  
Administrator (DCS020)

1 x Records Management  
Administrator (DCS021)

Receptionist/Switchboard  
Operator (DCS022)

2 x Drivers (DCS023)

Division Human Resources (HR)

1 x Manager Human Resource  
(DCS005)

1 x HR  
Information  
Officer  
(DCS010)

1 x HR  
Officer  
(DCS011)

1 x HR Clerk  
(DCS019)

2 x Skills  
Development  
Facilitator  
(DCS012)  
(1x Vacant)

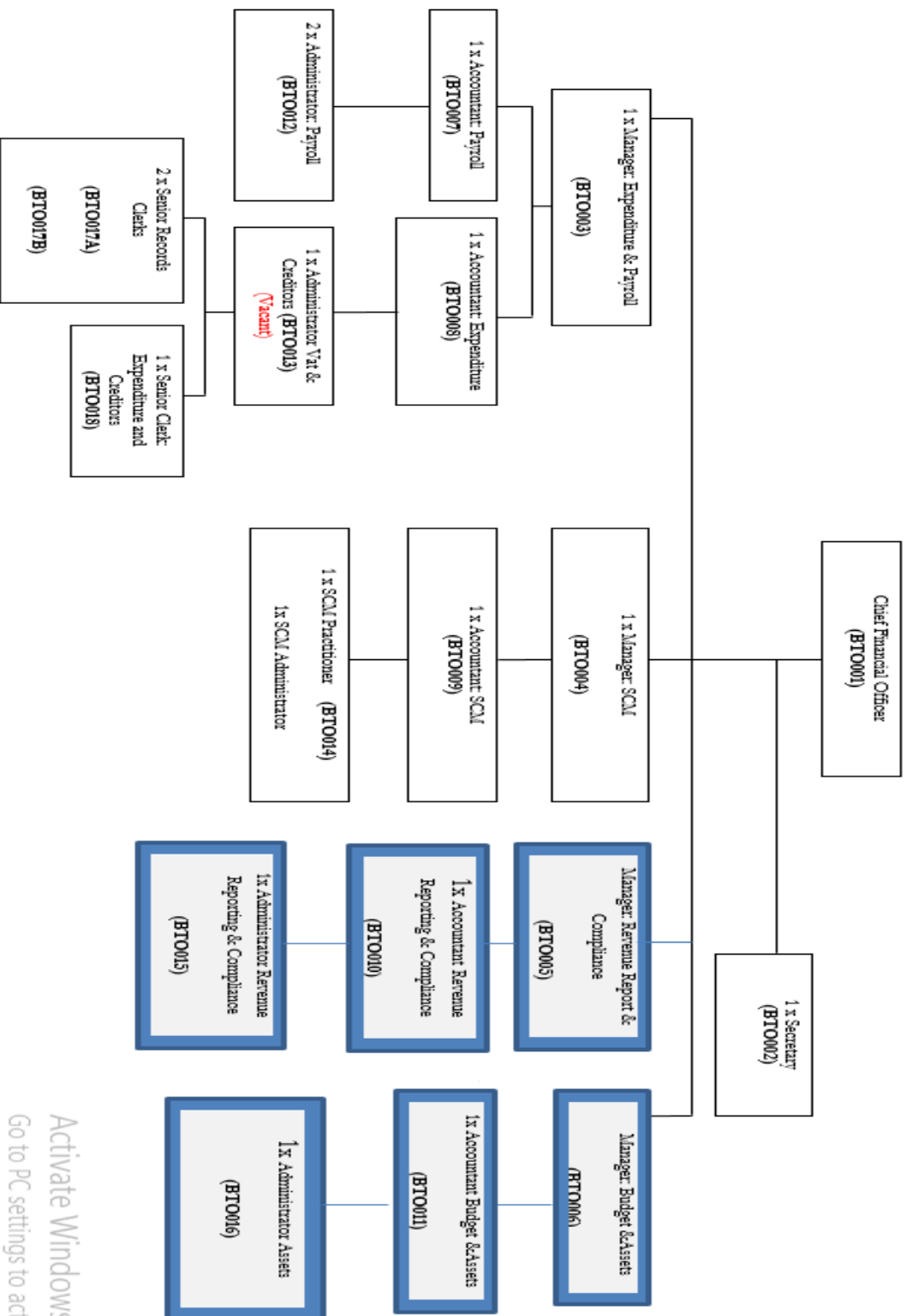
1 x Remuneration  
on &  
Benefits  
Officer  
(DCS013)

Training Committee  
Performance Evaluation Panels  
Job Evaluation Panels

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# **XHARIEP DISTRICT MUNICIPALITY BUDGET AND TREASURY OFFICE**

**ANNEXURE G**



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## CHAPTER 7: BUDGET SUMMARY AND FINANCIAL PLAN

### 7.1 KHARIEP DISTRICT MUNICIPALITY'S DRAFT BUDGET 2016/2017

DEPARTMENTS / BUDGET ITEMS	Draft Budget 2016/17
Revenue	
Equitable Share	29 739 000.00
Finance Management Grant	1 250 000.00
Municipal Systems Improvement Grant	1 041 000.00
Expanded Public Works Programme Incentive Grant	1 053 000.00
Financial Assistance Grant	17 000 000.06
Rural Roads and Asset Management Grant	1 961 000.00
Donations	-
sale of motor vehicle	-
Rental Income- Kopanong	438 565.88
Rental Income- Auditorium and Kitchen	24 837.50
Parking Bays	96 712.64
Tender Document Fees	14 000.00
<b>Total revenue</b>	<b>52 618 116.08</b>
Salaries	41 357 554.18
intern salaries	546 134.78
	-
<b>TOTAL SALARIES</b>	<b>41 903 688.97</b>
	-
Audit Committee	200 000.00
Advertisements	117 000.00
Bank Charges	69 393.00
Printing & Stationery	90 000.00
Congress & Seminars	20 000.00
Audit Fees	-
Interest Paid purchases	10 000.00
Interest Paid overdraft	20 795.00
Furniture and Office Equipment	-
Postage	6 000.00
Travel & Subsistence-km claimed	91 719.76
Travel & Subsistence flights	30 000.00
Travel & Subsistence car rental	7 500.00
Travel & Subsistence	15 000.00
Travel & Subsistence Accommodation	50 000.00
Travel & Subsistence	1 191 491.78
Legal Costs	50 000.00
Insurance	500 000.00
Water & Electricity	550 000.00
Property Rates	381 522.00
Sundry Expenses	2 000.00
Salga Membership Fees	-

Training	-
Entertainment Council	10 000.00
Entertainment Mayor	10 000.00
Entertainment Speaker	10 000.00
Entertainment Municipal Manager	13 000.00
Entertainment Corporate Services Director	2 000.00
Entertainment Planning & Dev. Director	5 000.00
Entertainment BTO Director	3 000.00
Occupational Health and Safety(New)	50 850.00
Employee Wellness (New)	10 000.00
Recruitment and Selection (New)	-
EPWP PEP (Overalls and Safety Boots) New	-
EPWP Equipment (Tools) New	-
EPWP Marketing (Signage Boards) New	-
Study Aids	-
Study Assistance	-
Disciplinary Hearings	3 671.00
Fuel For Vehicles	200 000.00
Telephone Expenses voice	325 000.00
Telephone Expenses data	12 000.00
consulting fees( pastel, VIP etc)	-
Licensing for Vehicles	3 000.00
Volume licencing	94 000.00
Outsourcing of security	-
Subscriptions	43 640.00
Subscriptions professional bodies	13 500.00
Finance Lease costs	-
Cleaning Materials	30 000.00
Interest and Penalties	-
Sewage and Refuse	4 800.00
Depreciation	1 800 000.00
Provision for Doubtful debts	-
Antivirus,Languard and Web monitor	40 000.00
Cabling & Hardware Cabinet Clean up	-
Fire Extinguisher Repairs And Maintenance	20 000.00
Learnerships	-
Operating lease repayments	-
license fees for softwares (MSIG)	235 000.00
performance evaluation	40 000.00
imfo	49 252.00
ISP Premiums and back up services	110 000.00
<b>TOTAL GENERAL EXPENSES</b>	<b>6 540 134.54</b>
	-
Repairs & Maintenance - F&E	122 292.00
Repairs & Maintenance - Vehicles	50 000.00
Repairs & Maintenance - Computers	30 000.00
Repairs & Maintenance -website	12 000.00
Repairs & Maintenance - Arts & Crafts Machine	-
Repairs & Maintenance - Security System	-
Repairs & Maintenance - Generator	-



Repairs & Maintenance - Document Management System	-
Repairs & Maintenance-Building	40 000.00
Repairs & Maintenance -Electric Fence	-
Repairs & Maintenance - Telephone	-
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>254 292.00</b>
	-
Public Participation	50 000.00
Youth Development Programmes	50 000.00
Special Programmes	50 000.00
IGR	-
Social Responsibility Fund	100 000.00
Mandela Day	-
District Aids Council	20 000.00
Environmental Health Projects	-
Disaster Management Contributions	20 000.00
Environmental Health	310 000.00
IDP Review	60 000.00
LED and Marketing Brochures	-
Support for SMME'S	15 000.00
XDM heritage festival (new)	100 000.00
Feasibility study	100 000.00
LED Trainings	100 000.00
Disaster Management Plan	-
Health & Hygiene Education	10 000.00
LED Projects	-
Tourism Marketing and development	100 000.00
District Forums	-
Disaster Management Centre	-
Financial Management Grant	150 000.00
Financial Management Grant consultation	200 000.00
Financial Management Grant training	200 000.00
Financial Management Grant Accommodation	90 000.00
	-
EPWP Incentive Grant	1 053 000.00
Compilation of AFS	-
Financial Statements	-
OR Tambo Games	150 000.00
MSIG	-
Consulting fees	-
XDM Community Benefits Events	-
Disaster Conference	-
Disaster Training	10 000.00
Naledi	-
Intranet	-
Communication strategy	-
Intergovernmental relations	10 000.00
Promotion/ Marketing	-
LED Feasibility Studies	-
SCOA-MSIG	806 000.00

SCOA	-
<b>TOTAL PROJECTS</b>	<b>3 754 000.00</b>
Fixed Assets	-
Furniture and Equipment	5 000.00
Computers and Laptops	-
Speakers Vehicle	-
Mayors Vehicle	-
Maintenance Of Internal Streets(RRAMS)	1 961 000.00
Provincial Infrastructure Grant	-
Financial system licence fees	-
Repayment of borrowings(Printing Machines)	-
Land	-
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1 966 000.00</b>
	-
<b>GRAND TOTAL</b>	<b>54 418 115.51</b>
	-
<b>DIFFERENCE</b>	<b>(1 800 000.00)</b>

## **7.2 XHARIEP DISTRICT MUNICIPALITY'S 2016/2017 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, a Capital Investment Programme, and the Sources of Funding for the Capital Investment Programme, financial strategies and programmes, various financial management policies adopted by Council, key financial targets and a budget according to the IDP priorities.

### **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 and Capital budget, 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 information on which to base decisions
- Improved clarity and focus
- A greater confidence in your decision making

## **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	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b><u>Financial Performance</u></b>									
Property rates	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–
Investment revenue	284	110	338	–	–	–	–	–	–
Transfers recognized - operational	38,596	55,360	50,521	51,774	51,774	51,774	52,044	54,669	56,276
Other own revenue	505	875	1,066	563	605	605	574	632	696
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>39,385</b>	<b>56,345</b>	<b>51,924</b>	<b>52,337</b>	<b>52,379</b>	<b>52,379</b>	<b>52,618</b>	<b>55,301</b>	<b>56,972</b>
Employee costs	30,159	34,018	33,386	37,155	36,712	36,712	37,945	40,222	42,635
Remuneration of councillors	3,318	3,625	3,754	3,658	3,858	3,858	3,959	4,196	4,448

Depreciation & asset impairment	3,648	2,309	2,175	3,300	3,300	3,300	1,800	1,700	1,550
Finance charges	287	71	–	–	–	–	–	–	–
Materials and bulk purchases	–	–	–	–	–	–	–	–	–
Transfers and grants	–	–	–	–	–	–	–	–	–
Other expenditure	33,332	20,024	17,488	11,524	11,810	11,810	10,714	10,883	9,889
<b>Total Expenditure</b>	<b>70,744</b>	<b>60,046</b>	<b>56,803</b>	<b>55,637</b>	<b>55,679</b>	<b>55,679</b>	<b>54,418</b>	<b>57,001</b>	<b>58,522</b>
<b>Surplus/(Deficit)</b>	<b>(31,359)</b>	<b>(3,701)</b>	<b>(4,878)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(1,800)</b>	<b>(1,700)</b>	<b>(1,550)</b>
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(31,359)</b>	<b>(3,701)</b>	<b>(4,878)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(1,800)</b>	<b>(1,700)</b>	<b>(1,550)</b>
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>(31,359)</b>	<b>(3,701)</b>	<b>(4,878)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(1,800)</b>	<b>(1,700)</b>	<b>(1,550)</b>
<b><u>Capital expenditure &amp; funds sources</u></b>									
<b>Capital expenditure</b>	<b>20,077</b>	482	–	–	–	–	–	–	–
Transfers recognized - capital	<b>20,077</b>	482	–	915	385	385	5	5	6

Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funds</b>	<b>20,077</b>	482	-	915	385	385	5	5	6
<b><u>Financial position</u></b>									
Total current assets	<b>2,790</b>	3,462	4,051	115	115	115	2,580	3,100	1,965
Total non-current assets	<b>21,629</b>	20,095	20,718	15,577	15,577	15,577	17,918	16,218	15,018
Total current liabilities	<b>7,304</b>	7,502	10,664	7,150	7,150	7,150	9,000	9,450	8,685
Total non-current liabilities	<b>879</b>	1,113	1,347	850	850	850	1,400	1,470	1,350
Community wealth/Equity	-	16,236	-	-	-	-	-	-	-
<b><u>Cash flows</u></b>									
Net cash from (used) operating	<b>(11,886)</b>	(652)	-	-	-	-	(1,800)	(1,700)	(1,550)
Net cash from (used) investing	<b>(1,411)</b>	(408)	-	-	-	-	-	-	-
Net cash from (used) financing	<b>(363)</b>	(272)	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>			-						

	5,997	4,665		(9,300)	(9,300)	(9,300)	(1,800)	(3,500)	(5,050)
<b><u>Cash backing/surplus reconciliation</u></b>									
Cash and investments available	1,819	770	1,733	–	–	–	2,000	2,520	1,500
Application of cash and investments	7,452	7,242	10,664	7,185	7,193	7,193	8,440	8,890	8,235
<b>Balance - surplus (shortfall)</b>	<b>(5,632)</b>	<b>(6,473)</b>	<b>(8,931)</b>	<b>(7,185)</b>	<b>(7,193)</b>	<b>(7,193)</b>	<b>(6,440)</b>	<b>(6,370)</b>	<b>(6,735)</b>
<b><u>Asset management</u></b>									
Asset register summary (WDV)	20,822	20,256	–	–	–	–	–	–	–
Depreciation & asset impairment	3,648	2,309	2,175	3,300	3,300	3,300	1,800	1,700	1,550
Renewal of Existing Assets	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	1,271	1,596	–	276	218	218	254	254	270
<b><u>Free services</u></b>									
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–
<b><u>Households below minimum service level</u></b>									
Water:	–	–	–	–	–	–	–	–	–



Sanitation/sewerage:	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-

## The 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	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue By Source</b>										
Property rates	2	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges										
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		433	525	395	461	461	461	463	510	561
Interest earned - external investments		284	110	338						
Interest earned - outstanding debtors			162							
Dividends received										
Fines										
Licences and permits										

Agency services										
Transfers recognised - operational		38,596	55,360	50,521	51,774	51,774	51,774	52,044	54,669	56,276
Other revenue	2	73	113	671	102	144	144	111	122	135
Gains on disposal of PPE			74							
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>39,385</b>	<b>56,345</b>	<b>51,924</b>	<b>52,337</b>	<b>52,379</b>	<b>52,379</b>	<b>52,618</b>	<b>55,301</b>	<b>56,972</b>
<b><u>Expenditure By Type</u></b>	-									
Employee related costs	2	30,159	34,018	33,386	37,155	36,712	36,712	37,945	40,222	42,635
Remuneration of councillors		3,318	3,625	3,754	3,658	3,858	3,858	3,959	4,196	4,448
Debt impairment	3	10,778	187							
Depreciation & asset impairment	2	3,648	2,309	2,175	3,300	3,300	3,300	1,800	1,700	1,550
Finance charges		287	71							
Bulk purchases	2	-	-	-	-	-	-	-	-	-
Other materials	8									
Contracted services		-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	22,555	19,837	17,488	11,524	11,810	11,810	10,714	10,883	9,889
Loss on disposal of PPE										
<b>Total Expenditure</b>		<b>70,744</b>	<b>60,046</b>	<b>56,803</b>	<b>55,637</b>	<b>55,679</b>	<b>55,679</b>	<b>54,418</b>	<b>57,001</b>	<b>58,522</b>
<b>Surplus/(Deficit)</b>		<b>(31,359)</b>	<b>(3,701)</b>	<b>(4,878)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(1,800)</b>	<b>(1,700)</b>	<b>(1,550)</b>
Transfers recognised - capital										
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-

Contributed assets										
Surplus/(Deficit) after capital transfers & contributions		(31,359)	(3,701)	(4,878)	(3,300)	(3,300)	(3,300)	(1,800)	(1,700)	(1,550)
Taxation										
Surplus/(Deficit) after taxation		(31,359)	(3,701)	(4,878)	(3,300)	(3,300)	(3,300)	(1,800)	(1,700)	(1,550)
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		(31,359)	(3,701)	(4,878)	(3,300)	(3,300)	(3,300)	(1,800)	(1,700)	(1,550)
Share of surplus/ (deficit) of associate	7									
Surplus/(Deficit) for the year		(31,359)	(3,701)	(4,878)	(3,300)	(3,300)	(3,300)	(1,800)	(1,700)	(1,550)

## CHAPTER 8: SWOT ANALYSIS

### Summary of Key Xhariep Trends, Possible Causes and Potential District Implications

Economy			
Element	Trend	Possible Causes	District Implications
Structure	Over 20% of Xhariep's gross value added is generated by the primary sector, significantly higher than both the Free State (15%) and South Africa (9%).	Limited economic potential beyond the agricultural and mining sector. Economic activity in the district remains rooted in the exploitation of natural resources.	Lack of diversification is associated with an economy highly exposed to natural and price volatility, particularly in small, open markets.  Local products are exported with little or no value being added.
	Whereas Xhariep's secondary sector is in line with the provincial average (17%), its tertiary sector is relatively undeveloped (45%). Meanwhile, it has a relatively large government sector (18%).	Limited economic potential beyond the agricultural and mining sector. Economic activity in the district remains rooted in the exploitation of natural resources.  The significance of the public sector relative to the district economy may be attributed to the residual government infrastructure in the region, and the considerable regional infrastructure (roads, rail) that transects the district, and finally the disproportionately high number of elderly persons residing here.	Lack of diversification is associated with an economy highly exposed to natural and price volatility, and agricultural input costs, particularly in small, open markets.  The public sector will continue to play an important role in the district economy, given the district's geographic significance to the national logistics network, and other factors.
	Very high levels of economic volatility, with GDP growth fluctuating wildly from over 13% in 1996, followed by a 7% contraction the following year.	Limited economic potential beyond the agricultural and mining sector. Economic activity in the district remains rooted in the exploitation of natural resources.	Lack of diversification is associated with an economy highly exposed to natural and price volatility, and agricultural input costs, particularly in small, open markets.

	Economic volatility has progressively decreased, and annual GDP growth is relatively stable at 1-4%.	Economic diversification is reducing the district economy's exposure to price externalities.	Diversification enables for improved fiscal planning by government, and greater resilience to externalities.
	The economy is diversifying rapidly; with the primary sector contracting from 29% of GVA in 1996 to 22% today (the agricultural sector has contracted by an average of 6% since 2002). The secondary sector has expanded from 10% to 17%, while the tertiary sector has grown from 36% to 44%. The government sector has contracted from 23% to 17% during this period.	<p>The consolidation of the mining sector and the declining relative significance of the agricultural sector, coupled with sustained growth in the tertiary sector (particularly in the transport and communications sector).</p> <p>The roll-out of welfare grants may contribute to the recent growth in the community and social services sector.</p>	Diversification enables for improved fiscal planning by government, and greater resilience to externalities.
	<p>Top performing sectors over the last five years include construction (over 8% pa), mining (5% pa) and transport and communication (5% pa).</p> <p>Worst performing sectors include agriculture (6% contraction), trade and tourism (1% growth) and utilities (1% growth).</p>		
Skills	Xhariep's skills levels are significantly lower than the national and provincial average. 12% of Xhariep residents have no schooling, compared to between 7-	The most likely explanation for the divergence is out-migration of skilled persons. This is supported by Kok's model of internal migration, which suggests that educational attainment is a leading	The district must focus its resources on attracting skilled persons from elsewhere and retaining current skilled persons, rather than relying on output from local educational

	<p>8% elsewhere.</p> <p>The proportion of persons with Grade 9 is less than 30%, compared to the Free State (at 40%) and South Africa (42%). Similar patterns are evident for those with a minimum attainment of matric (13%), and a bachelor's degree (1.7%).</p>	<p>enabler for migration. Conversely, persons with little or no schooling are less likely to leave the district, and will reside either as farm labourers or seek social services in the local towns.</p>	<p>facilities. These points to a greater need for quality of life interventions.</p>
	<p>Whereas Letsemeng has the highest proportion of persons with no schooling (15%), overall levels of education is poorest in Mohokare. The highest levels of education are in Kopanong.</p>	<p>The distribution of skills in the district may be due to the migration of unskilled, seasonal labourers to the irrigated farming activity in Letsemeng, particularly outside the towns of Jacobsdal and Koffiefontein.</p> <p>The situation of the district's administrative centre in Kopanong, along with district hospital et al, may contribute to the greater retention of skilled persons in this area, relative to the adjacent municipalities.</p>	<p>Resources must be focused on retaining pockets of skills in the Kopanong municipality.</p>
Employment	<p>Out of every four employment opportunities in the district, one would be in community services / government, one in agriculture and one in informal employment. The number of persons employed in the secondary sector is negligible (less than 8%). Mining generates</p>	<p>The agricultural sector plays a critical part in providing employment opportunities for unskilled workers.</p> <p>The employment structure of the district economy diverges greatly from provincial and national job distributions.</p>	<p>The importance both agricultural and informal sectors in providing jobs for unskilled workers suggest that economic strategy must cultivate these sectors.</p> <p>The great divergence between jobs generated and economic</p>

	less than 4% of jobs.		significance brings into question focusing too closely on GDP alone.
	<p>Xhariep has experienced a net gain of jobs of 1000 jobs since 2001. Whereas Letsemeng and Kopanong generated 800 and 500 jobs respectively during this period, Mohokare shed nearly 300 jobs. Since 1996, the community and government services sector generated jobs across the board, whereas Letsemeng benefited from 600 new jobs in the business services sector. Jobs growth in the trade and tourism industry was concentrated in Kopanong, whereas Letsemeng bucked the district trend by generating over 200 farming jobs. Informal employment opportunities were in steep decline in Mohokare, which lost over 300 jobs.</p>	<p>The competitive dominance of national food and goods distributors may have led to the steep decline in informal job opportunities.</p> <p>The decline in agricultural jobs in the East may be attributable to the reduction of dry land crop production (due to drought), whereas stock farming and irrigated crop farming in the Letsemeng region may have contributed to expanded employment opportunities.</p>	<p>The rapid growth of settlements in Letsemeng may be attributable in part to the perception of job availability in this municipality.</p> <p>Employment trends in the farming sector may suggest that stock farming must be prioritised over dry land crop farming, given its greater resilience to climate variability (drought).</p> <p>Ways must be found to address the role of large retailers / distributors in marginalising entrepreneurialism.</p>
	<p>Employment levels display very high levels of volatility in recent years, fluctuating between a high of 27% in the second half of 2006 to a low of 21% a year earlier. The trendline does however suggest a gradual downward movement in employment, approaching 24% in 2007. This is higher than the</p>	<p>High variability may be due to statistical error attributed to the Labour Force Survey, or successive redefinitions of unemployment.</p> <p>Reduced overall employment in the 2001-2004 period may be attributable to the effects of drought and mining consolidation.</p>	<p>The District must undertake to break the longstanding pattern of jobless growth, focusing on sectors that generate employment opportunities for semi- and un-skilled workers. These sectors include agriculture, wholesale and trade and community / personal services.</p>



	<p>national average (23%) but lower than the provincial average during this time (25%). However, Quantec statistics show the overall number of employed persons has remained relatively stable since 2000, with very marginal increases in Letsemeng and Kopanong since 2003.</p> <p>Kopanong has by far the largest number of employed persons (over 16,000), whereas Letsemeng – despite its overall size – has 14,000 workers. Mohokare has a very small working base, at below 10,000 persons.</p>		
	<p>The number of persons employed by private business has declined from over 80% in 2004 and less than 70% by the second half of 2007. Although local government remains a marginal employer (less than 5%), provincial government generates over 10% of jobs. Central government is playing an expanded role, surpassing local government as an employer by 2005.</p>	<p>The centralisation of the municipal head office in Trompsburg had a negative impact on economic development in the remainder of the towns, since fewer officials are now stationed in the other towns.</p> <p>The rationalisation of local government since the amalgamation of the former smaller municipalities may result in its declining role in creating direct employment opportunities. Furthermore, the Expanded Public Works Programme may account for the expanded role by</p>	<p>Better cooperation and coordination between the public and private sector must be prioritised in order to achieve a more sustainable balance between private and public sector jobs. The district's dependency on the provincial and central government for the generation of jobs exposes the district to the whims of external resource allocation decisions beyond its control or influence. The district must shift from being increasingly on 'life support' towards cultivating</p>

		<p>provincial and central government.</p> <p>The declining role of the private sector relative to the public sector in providing employment indicates a growing dependency on the latter and a possible crowding-out of private sector initiative in reaching broader development objectives in the district.</p>	<p>organic economic growth fuelled by the district's elements of competitive advantage intrinsic to the region's social and environmental resource base.</p>
<b>Business Development</b>	<p>The Free State Province has the fourth lowest business density in terms of percentage of formal businesses per unit of population</p> <p>70% to 80% of new businesses fail within the first three years</p> <p>An estimated 2% of existing businesses can be classified as businesses with high growth potential</p> <p>In 2001 there were an estimated 85,000 urban-based businesses and 25,000 rural-based businesses</p> <p>A more detailed profile of the Xhariep SMME sector and the needs of its SMMEs is contained in the Seda Report Xhariep SMME</p>	<p>The rural and small town nature of the Free State makes for difficult operating conditions (e.g. travel distances; access to infrastructure and support services) and limited markets</p> <p>Low levels of education and business experience contribute to high failure rates.</p> <p>South Africa's level of entrepreneurship culture is low when compared internationally.</p>	<p>Free State needs a provincial SMME support strategy</p> <p>Xhariep should focus on addressing the needs of existing SMMEs and tailor programmes start-ups in sectors with emerging potential specifically, e.g. transport and agriculture</p> <p>A review of procurement policies and practices should be initiated to maximise business opportunities for municipal services for local businesses</p> <p>A business plan should be developed with support from SEDA for the proposed District business and investor service centre</p>

	Development and Support Plan, published in 2009.		A process to establish a representative Xhariep business chamber should be initiated
Tourism	<p>Although the tourism sector (narrowly defined here as accommodation and catering) has performed well, it constitutes a tiny proportion of the district economy. Tourism is concentrated in the Kopanong local municipality.</p> <p>Areas surrounding regional dams are well suited for tourism development.</p> <p>Tourism is limited to a small number of domestic visitors, with, as of yet, nowell known brand name and poor marketing of tourist amenities.</p> <p>Local Tourism institutional structures are either non-existent or very weak.</p>	<p>The tourism sector is comparatively small and undeveloped, and the concentration of this activity in Kopanong is testament to its relative attractiveness to visitors and it being transacted by regional movement corridors.</p> <p>There is a lack of a clear marketing strategy to attract tourists and investment, despite recent attempts to develop a tourism strategy.</p>	<p>Tourism infrastructure should be prioritised in the Kopanong district, but policymakers should guard against over-estimating the short-term potential of this sector in meeting broader social and economic goals of the district.</p> <p>The viability of existing tourist routes such as the Phillipolis Route, Horizon Route, Xhariep Route and the Lake Gariep Route should be re-evaluated, enhanced and marketed.</p> <p>Environmentally sensitive areas that have to be too taken into account by the spatial framework are the Gariep Dam and Oviston, Tussen-die-Riviere and Kalkfontein nature reserves, among others.</p> <p>Tourism is mostly local and should therefore focus on leisure activities for locals, capturing local tourism markets such as biker clubs, etc.</p>

Agriculture	<p>The district's agricultural sector is dominated by livestock farming.</p> <p>The red meat industry is one of the most important and growing industries both domestically, and internationally.</p> <p>The real price of red meat has risen dramatically since 2000, tracking the increase in consumption.</p> <p>South Africa imported 61,000 tons of beef in 2007/8 to meet national demand.</p> <p>Cattle grazing land has experienced the highest level of land price inflation (160% increases since 2000).</p> <p>Mohokare and the North-East of Kopanong has the best grazing capacity of between 5 and 8 hectares per livestock unit, whereas in the West up to 16 hectares are required to support a single head of cattle.</p>	Low rainfall and vast grazing land makes district ideal for livestock farming.	<p>The economic viability of beef production is expected to grow as domestic and global consumption expands, especially amongst emerging blacks locally and the rapidly expanding middle class in Asia. Methods to expand beef production, especially among small farmers, must be explored. Import substitution must inform the direction of this initiative.</p> <p>Mohokare and NE Kopanong should be targeted for small-scale beef production.</p> <p>Application of specialised agri technologies and construction of irrigation infrastructure to utilise the full capacity of available water bodies, combined with intensive productive of high profit niche crop.</p>
	The Free State is the leading province of field crop earnings, and a leading province in animal and	State support for the sector has been minimal relative to both developing and developed economies.	Government may need to provide stronger support to the farming sector as a deliberate strategy to

	<p>animal product sales. Agricultural production in the Free State is of strategic significance regionally.</p> <p>The Free State has the second largest farming assets (R25bln), but also the second largest farming debt (R6,2bln) of all provinces.</p> <p>Agriculture is a dominant but declining activity throughout the district, but there is inappropriate farmer support services, particularly to small scale farmers, who lack information and transport.</p> <p>The farming industry varies throughout the region, with irrigation schemes in Jacobsdal producing crops such as grapes, potatoes, maize, wheat, lucern and groundnuts, while cattle and sheep farming dominates around Luckhoff and Koffiefontein.</p>	<p>The resources allocated to agriculture are not commensurate with the sector's contribution to production and as the foundation of rural development.</p>	<p>address the global food crisis and escalating prices.</p>
	<p>A considerable amount of human and financial resources has been directed at safeguarding the province against the threat of Classical Swine Fever from the Eastern Cape.</p>		

	The district only processes a fraction of its primary agricultural production.		The district is exposing itself to influences on the sector from forces outside its borders and mostly outside its direct control.
Land Reform	20% of the provincial budget for the provision of technical support to black emerging farming was spent in Xhariep (amounting to R5.1mln). This budget was spent exclusively on two projects, Oppermansgronde and Vukani Ma-Afrika.		A robust framework for monitoring decision-making processes is needed, both in site-specific joint venture projects and wider-ranging agricultural commercialisation programmes.
	Poor management and degradation of extensive commonage lands throughout district.	Demographic pressure ('land hunger'), municipal administrative difficulties, weakness of farmers' representative committees and environmental degradation.	<p>The development of commonages should form part of a strategic plan and the Spatial Development Framework. Area-Based Planning is a new approach that needs to be prioritised to accelerate sustainable land reform.</p> <p>Stocking rates should be site specific, based on an understanding of the dynamic governing veld ecology, the manner in which grazing varies, and the innate response of veld to environmental factors.</p>
Mining	Spin-offs from diamonds mined at Koffiefontein by De Beers mines contribute a major part of the local economy.		

Manufacturing	The majority of manufacturing is focused on the beneficiation of agricultural products.	Location quotient for manufacturing activities is low.  Limited industrial mass in the district.  The decline in mining means that mineral beneficiation is not sustainable.	The district must build on the foundation of products currently evident in the region, specifically agricultural products.  Possibilities exist around processing cereals for bio-fuel, but there are serious concerns over its impact of food prices / security.

	<p>Decline in younger persons</p> <p>Decline in proportion of school-going age population, especially at primary school.</p> <p>The number of persons younger than 19 has declined from over 43% in 2001 to 41.5% in 2007. This trend is most marked in Kopanong, where the proportion of young people has declined from over 42% to 39% during that same period. Mohokare is the only exception, where the proportion of youth has increased marginally to nearly 44%.</p>	Smaller families, lower reproductive rates and out-migration of young person's due to various push/pull factors.	<p>Negative implications for spending on education.</p> <p>Closure of many schools and learners being transported to other schools.</p> <p>Educators have to be redeployed to other schools.</p>
	The proportion of working age people (between 19 and 64) is significantly lower in the district (at 51%) than the provincial average (55%).	Limited economic opportunities in the district may be driving certain workers to the larger urban centres.	The district is at a marginal disadvantage given that a lower proportion of its population is economically active.

	Larger proportion of elderly relative to provincial and national averages. The highest dependency on old age pensions is found in Kopanong, at 8%.	People's preference to retire in the district.	Greater demand for public health and social services.
Health	<p>Xhariep's HIV infection rate (11.6%) is significantly lower than the provincial rate (over 14%), and more in line with the national average. Within the district, HIV infections are concentrated in Mohokare, while Kopanong, Letsemeng and Naledi show markedly lower rates of infection.</p> <p>AIDS deaths in the district have risen from 400 per year in 2000 to nearly 1,200 in 2007.</p>	<p>The divergence between Xhariep and the Free State's rates of infection may be attributable to the district's settlement pattern, lower levels of seasonal migration, low densities, high relative levels of social cohesion and the corresponding residual influence of traditional, rural values/norms on sexual behaviour.</p> <p>The divergence within Xhariep can also be attributable to the factors listed above, in addition to a younger population, migratory interaction between Xhariep and the adjacent Eastern Cape and Lesotho.</p>	The district must prioritise the combating of HIV/AIDS in the Mohokare municipality, and provision must be made for families affected by the scourge.
	<p>The availability and accessibility of primary health care has become very limited due to the blanket fashion by which the Department's formula is applied.</p> <p>Doctors are only available at district hospitals.</p>		The lack of availability of a full-time medical practitioner in every town has a negative impact on the retention of skilled people.
Education	Xhariep's education system has outperformed the provincial average	The decrease in learners can be ascribed to the fact that the formulas for	Xhariep enjoys a competitive advantage in the development of



	<p>since 2005. Its Grade 12 pass rates has been consistently 5% higher than the provincial average.</p> <p>The number of schools dropped sharply between 1995 and 2006, and the learner-educator ration has improved.</p>	<p>resource allocation are difficult to apply in areas where the scale of learners is limited, resulting in a snowball effect where teachers leave and the quality of education deteriorates.</p> <p>Slowly declining learner numbers may give Xhariep a short-term advantage with regards to learner-educator ratios.</p> <p>A higher relative quality and availability of education facilities / infrastructure.</p>	<p>skills, but educational attainment is also a driving force behind out-migration in peripheral areas, as it raises the perception of improved employment opportunity elsewhere.</p>
Migration	<p>The district is urbanising, with town populations remaining stable while the rural population is in decline.</p> <p>Most of the towns are either stable or growing slowly. Population growth and contraction are divergent across settlements, but out of 16 settlements, 12 grew and 4 contracted since 2001. Jacobsdal (Letsemeng) has shown the most dramatic growth - at nearly 50% - whereas Zastron (Mohokare) contracted by 18%.</p> <p>The district's overall urbanisation rate has grown from 67% in 1996 to nearly 75% in Xhariep. Kopanong is the most urbanised (82%) and</p>	<p>Job-shedding in agricultural sector.</p> <p>Provision of social grants</p> <p>Low cost housing provision</p> <p>Accessibility of social services and opportunities</p>	<p>Immiseration and isolation of deep rural communities.</p> <p>Higher levels of settlement concentration enable greater efficiency in the delivery of social services and infrastructure.</p>

	<p>Mohokare the least (60%).</p> <p>Data available between 1996 and 2001 suggest that the number of persons migrating to the district grew sharply from less than 500 in 1996 to over 5,000. Even allowing for anomalies in data capturing, this trend cannot be discounted. The level of in-migration of Mohokare was – in both relative and absolute terms – greatest.</p>		
Welfare	<p>The proportion of residents accessing old age and disability grants are significantly higher in Xhariep (7% and 6% respectively) compared to the national average. Also, a younger Mohokare population results in a high relative dependency on child support grants.</p>	<p>The proportionately high number of retirees / elderly in the district, in addition to the out-migration of economically active persons, may be contributing to greater levels of dependency on welfare services.</p> <p>Furthermore, low levels of worker safety associated with agriculture and mining, coupled with inadequate health provision, may result in greater levels of disability in the population.</p>	<p>Greater demand on welfare services.</p>
Household Poverty	<p>More than half of households live in deep poverty (&lt;R1600 pm), which is marginally higher than the Free State or South Africa average. Very poor households are concentrated in Mohokare (63%), while at 44% Kopanong proportion of poor</p>	<p>The situation of the district municipality's administrative centre, the alignment of regional movement corridors, higher relative amenity and the wealth of cultural and recreational resources, has raised the overall quality of life in Kopanong beyond a minimum</p>	<p>The high levels of inequality – which implies high levels of household dependency on the public sector and the corresponding very small rate-paying sector – undermines the financial sustainability of the local municipalities. Whereas Mohokare</p>

<p>households fall below the national average (46%).</p> <p>Kopanong also has a relatively significant working class (R1600-R6400 pm), constituting 45% of overall households. In stark comparison, only 25% of households in Mohokare fall within this category. This suggests very high levels of inequality in the latter municipality.</p> <p>The number of households in deep poverty (&lt;R1600 pm) has dropped significantly from nearly 80% in 2001 to around 50% in 2007. The smallest reduction in very poor households has been in Mohokare, where it has dropped by 20% during this period (compared to nearly 30% in the district).</p> <p>Full-time farm workers in the Free State earn R2, 200 less per year than the national average. Casual workers earn a mere R2, 000 per annum, compared to R4,000 per year in the rest of South Africa.</p>	<p>threshold, thus retaining valuable semi-skilled and skilled workers in the municipality. This is in contrast to Mohokare, which has seen a dramatic out-migration of skilled labour in recent years.</p> <p>The dramatic reduction in very poor households may be attributable to the roll-out of welfare grants in recent years, and the enforcement of minimum salaries (esp. as it pertains to mining and agricultural sector). The divergence between Kopanong and Mohokare may be attributable to limited access by welfare service, and a concomitant drop in low-paying employment opportunities in the latter municipality.</p>	<p>will continue to require significant funding and technical support from external sources, Kopanong (and also Letsemeng) must ensure that those elusive factors which ensure the retention of skilled workers must be vigorously preserved and enhanced.</p> <p>The monitoring and evaluation of poverty in the Mohokare municipality must be improved so as to identify deserving households not accessing grants.</p>
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Element	Trend	Possible Causes	District Implications
Regional Infrastructure	New traffic growth in freight and passengers captured by road in recent years. Rail's share of freight in rural areas has declined from 14% in 1993 to 12% in 2007, whereas rail's share in corridor movement has dropped from 36% to 19% during the same period.	Underinvestment in rail infrastructure	Trend is unlikely to continue as long-distance road-based transport becoming increasingly expensive due to rising fuel costs, and modal shift is anticipated following substantial investment in rail.
	Domestic logistics costs is significant competitive disadvantage for national and local economy (ranked 124 <sup>th</sup> in world)	Long-term development of space economy, with industries in Gauteng (away from coast)	Modal shift to rail, and increasing focus on rail-corridor development, expected.
	Stimulate development along N6 (Gauteng-Port Elizabeth) corridor.	Industrial development zones being development at Coega in E Cape.  Construction of a link between Coega and PE-GT main railway line is underway.	Potential benefits to Reddersburg, Smithfield and Rouxville.
	No provincial development corridor is identified in Xhariep.  Gauteng-Cape Town (N1) Corridor will densify by between 200-250% by as soon as 2015.	Growth of RSA as regional logistics hub, and increased global trade.  Greater containerisation	Extensive opportunities created along development corridors, especially in tourism and trade, transport and communication.  Greater need for intermodal terminals and interchange facilities that improve the logistics system by consolidating cargo.

			<p>Greater logistical efficiency for local producers, esp. in agri-, mining and manufacturing sectors.</p> <p>Greater modal integration</p> <p>Densification may incentivise designation of N1 (south of Bloemfontein) as provincial development corridor.</p>
Transport	<p>High level of rail-based through-traffic, but there is negligible levels of integration between regional logistics system and local production. Rural branch lines are either suspended or run episodically.</p>	<p>Insufficient transport infrastructure to link internal nodes.</p> <p>Present condition of both tarred and gravelled roads is very poor, thus limiting access to communities and economic opportunities.</p> <p>Main connector roads are still dirt roads which impact on delivery.</p>	<p>Spare capacity along rural branch lines for future utilisation.</p>
Housing	<p>Xhariep's housing mix is particular to the national or provincial mix as it does not have a significant stock of traditional housing. Just fewer than 20% of Xhariep households live in informal housing, with the housing backlog growing by 900 to 7,100 since 2001. Whereas Letsemeng and Kopanong is highly formal (80% and 87%</p>	<p>The near doubling of households living in informal dwellings in Mohokare suggests a significant migration trend from the deep rural areas to the towns in the municipality. This may be attributable to increased deep rural immiseration, in conjunction with possible in-migration from Lesotho and the Eastern Cape.</p> <p>Letsemeng has reduced the backlog,</p>	<p>Housing delivery should be fast-tracked in Mohokare, but this should be implemented on the basis of a more thorough understanding of migration to and from this area, particularly from Lesotho and the Eastern Cape. Developmental differentials between the adjacent municipalities on each side of the provincial border should be interrogated.</p>

	<p>respectively), Mohokare's proportion of informal housing (29%) is significantly above district (19%), provincial (17%) and national (14%) rates of informality. This divergence has been caused by a dramatic increase in households living in informal housing since 2001 in Mohokare, from around 1,600 to 3,000 in 2007.</p>	<p>whereas housing delivery in Kopanong has matched new growth in informal housing.</p>	
<p>\\Basic Service Delivery</p>	<p>90% of households have access to piped water in Xhariep, significantly higher than South Africa (73%) and the Free State (83%). There has however been an across-the-board decline in this provision. Letsemeng has experienced the most marked reduction in piped water access, from 88% in 1996, to 83% today. In Kopanong and Mohokare, levels of access have been relatively stable. The backlog in Letsemeng has risen from less than 1,500 households in 2001 to over 2,500 in 2007.</p>	<p>The marked reduction in piped water access in Letsemeng may be due to various factors, ranging from water management practices to the quality of bulk water infrastructure.</p>	<p>Piped water provision is within acceptable limits in the district, but the reduction experienced in Letsemeng is a concern that must be addressed.</p>

	<p>Levels of weekly refuse removal are very high compared to national and provincial averages, and recent trends suggest that its provision continues to improve. At present over 66% of households receive weekly refuse removal, compared to 58% provincially and 54% nationally. This is remarkable given the logistical difficulties in providing reliable services in a vast, low density district.</p> <p>Improvement in waste removal has been across the board, but the best performing municipality is Kopanong. Mohokare's provision appears to have stalled at 60%.</p> <p>None of the landfill sites in the district are registered.</p>	<p>Present condition of both tarred and gravelled roads is very poor, thus limiting access to communities and economic opportunities.</p> <p>Main connector roads are still dirt roads which impact on delivery.</p>	<p>Refuse removal rates are acceptable, and continuously improving. This is despite the difficult logistical / geographic context in which delivery is occurring. It may be worthwhile taking stock of the operational and management methods currently being employed, and replicated in Mohokare and elsewhere. Effective refuse removal not only benefits the natural environment, but also raises the quality of life for inhabitants. The lack of compliance with waste site regulations must however be addressed urgently.</p>
	<p>Xhariep enjoys a high relative provision of sewerage, with nearly two-thirds of households receiving this basic service. Service</p>		<p>Current provision is improving, but the declining provision in Letsemeng is cause for concern. Also, the growing backlog in Kopanong must be addressed to prevent a deterioration in quality of life for local</p>

	provision has expanded in Kopanong and Mohokare, but declined in Letsemeng. Note however that the absolute backlog has expanded not only in Letsemeng, but also Kopanong, where 13,000 households do not have access to sewerage.		inhabitants, and damage to the natural environment. Potential damage to hydrological systems such as aquifers and rivers in very arid areas tend to have acute repercussions on both health and agriculture.
Logistics	Freight transport will grow between 200% and 250% over next 20 years.	Growth of RSA as regional logistics hub, and increased global trade.  Greater containerisation	Xhariep must position itself to take advantage of increased freight transport along its movement corridors.  The viability of industrial clustering and depots next to N1 and N6 may improve.
Electricity	Electricity provision is relatively higher than national and provincial levels. Currently 72% of households have access to the grid (for lighting). While Kopanong has shown improvement since 2001 (surpassing 80%), the level in Letsemeng is sharply down from nearly 75% in 1996 to 64% at present. The electrification backlog has expanded greatly in Letsemeng, from 3,200 to	The marked reduction in electrification in Letsemeng may be due to various factors, ranging from management practices to the quality of electricity infrastructure.	Electrification is within acceptable limits in the district, but the reduction experienced in Letsemeng is a concern that must be addressed as a matter of urgency.



	well over 5,000 between 2001 and 2007.		
Settlement Pattern	Xhariep's settlement pattern is distinct in that it does not have a clear economic centre of gravity. The pattern may be characterised as a lattice of dispersed settlements, most of which contain between 4,000 and 10,000 residents. The towns have intermediate density levels and the characteristic apartheid form – comprising former white areas with intermediate to high service levels and former black areas with more limited access to services.		

Governance			
Element	Trend	Possible Causes	Potential Implication
Service Delivery	Reductions in basic service delivery caused by technical and fiscal constraints, and aggravated by contextual constraints (large geographic size).	Equitable Share formula emphasizes population size (particularly youth), not geographic size	The current model of service delivery by provincial and national line departments are inadequate in the small-town context and do not consider aspects such as how to deal with remoteness and limited scale in services.
	Local municipalities have drawn heavily on the province's Municipal Support Programme to amalgamate its financial systems, but the capacity among staff to manage and administer the system in future remains inadequate.	Limited skills base, due to an inability to attract and retain skilled workers.	The DM must solicit and direct special grants towards specific projects that have an inherent revenue generating potential for the District. The DM must enhance its project implementation capacity in order to provide technical support to local municipalities.
		Weak project implementation record	
		No performance management systems in place for the accountability of managers.	Municipalities must analyse their particular changing social and economic conditions in relation to the impact on their service delivery responsibilities. This requires the adoption of asset registers, compliance with new budgeting and financial management regulations, updated and effective spatial development frameworks, effective development control systems and the maintenance of infrastructure.
		Intergovernmental grants, based mostly on population figures, do not address the reality of the limited scale of bulk infrastructure in small towns.	Municipalities must dedicate themselves to collecting all the money owed to them, while being sensitive to the difficulties experienced by the poor.

			The DM must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions
	<p>Deterioration of road infrastructure</p> <p>Present condition of both tarred and gravelled roads is very poor, thus limiting access to communities and economic opportunities.</p>	<p>Although DM is responsible for maintenance of roads service the district, these roads have not been identified, leaving a vacuum in terms of responsibility.</p>	<p>Poor condition of road impacts on service delivery.</p>
Alignment	<p>District challenges in aligning local municipalities with provincial and national spheres of government.</p>	<p>Weak working relations with local municipalities.</p> <p>Limited capacity at district municipality, particularly technical and management skills.</p> <p>Lack of Housing Sector strategy</p> <p>Lack of Land Reform Strategy</p>	<p>The DM must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions.</p>
Fiscal Sustainability	<p>Past financial challenges appear to be stabilising. The budget deficit for the district was mostly recently recorded as surpassing 25% of the total 2008 budget (down from turning a small surplus in 2007). The divergence between actual</p>	<p>Poor fiscal management and control results in very low levels of predictability, and a proportionately high level of discretionary spending.</p>	<p>The DM must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions and a lack of commitment to cultivate effective relationships with national and provincial government. Municipalities must analyse their particular</p>

	<p>and planned operational expenditure has grown dramatically in Xhariep since 2005, from 40% to 120%. The national average for districts has dropped from 60% in 2004 to 30% in 2007.</p>		<p>changing social and economic conditions in relation to the impact on their service delivery responsibilities. This requires the adoption of asset registers, compliance with new budgeting and financial management regulations, updated and effective spatial development frameworks, effective development control systems and the maintenance of infrastructure.</p> <p>Municipalities must dedicate themselves to collecting all the money owed to them, while being sensitive to the difficulties experienced by the poor.</p>
	<p>Capital expenditure by the district ground to a halt in 2005, but has since improved, whereas the national average for district municipalities have increased from around 15% of total budget in 2004 to 40% at present.</p> <p>The proportion of overall budget allocated to capital expenditure has grown sharply across the board amongst local municipalities since 2005. Letsemeng currently spends nearly 65% of its budget on capital expenditure.</p> <p>Between 2003 and 2007, Letsemeng and Kopanong has each</p>	<p>The lack of technical capacity and the inability to corral resources through intergovernmental grants has effectively paralysed the district municipality.</p>	<p>The district has effectively suspended the provision and maintenance of infrastructure such as district roads, etc. since 2005.</p>

	spent a cumulative total of R1,800 per capita on capital expenditure, while Mohokare committed under R1,200 per capita during that same period.		
<b>Capital Spending</b>	Kopanong committed the largest portion (88%) of its capital budget on water and sanitation between 2003 and 2007, while Letsemeng only committed 55% of its capital budget on the same item. At the same time, Letsemeng was the only local municipality to provide funding for roads and stormwater (15% of capital budget).	The allocation of capital budgets across municipalities may be determined in part by the availability (or lack thereof) of requisite technical skills.	The low funding prioritisation in Letsemeng to water and sanitation provision has led to significantly reduced service.
	The level of self-sufficiency in the operational budget of respective municipalities has diverged greatly in recent years. Although the most recent financial information has not been confirmed, it suggests that whereas Kopanong and Mohokare has substantially increased self-sufficiency (meeting 85% and 75% of operating revenue through own revenue), Letsemeng remains highly dependent on external funding, generating only 55% of required operating revenue.	If the estimates for 2007 and 2009 are correct, Kopanong and Mohokare have improved their self-sufficiency, whereas Letsemeng remains on life support.	Letsemeng must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions and a lack of commitment to cultivate effective relationships with national and provincial government.  The salary cap of 35% in budgets may not be viable for deep rural municipalities, since attracting skilled employees is in itself a challenge. The problem is compounded by the negative impact of skills shortage, resulting in an inability to generate local income through effective and efficient municipal services administration.

			<p>Municipalities must analyse their particular changing social and economic conditions in relation to the impact on their service delivery responsibilities. This requires the adoption of asset registers, compliance with new budgeting and financial management regulations, updated and effective spatial development frameworks, effective development control systems and the maintenance of infrastructure.</p> <p>Municipalities must dedicate themselves to collecting all the money owed to them, while being sensitive to the difficulties experienced by the poor.</p>
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Based on the preceding analysis, a set of high level and prioritized SWOT issues has been identified and summarized in the following table. This overall SWOT is reinforced and followed up by more detailed sector specific SWOT summaries.

AGRICULTURE	
Strengths	<ul style="list-style-type: none"> <li>• largest contributor to local economy</li> <li>• main source of employment / income</li> <li>• vocational advantage of DM within FS very high</li> <li>• sufficient road infrastructure to form effective distribution network</li> <li>• high agricultural potential</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• large portions of DM do not have access to sufficient potable water, and water shortage is one of the key constraining factors to the expansion of agricultural production in DM</li> <li>• majority of livestock, grain and oilseed production focused on primary production, which are processed externally and imported as final consumer products</li> </ul>

	<ul style="list-style-type: none"> <li>• majority of inputs for grain production, such as pesticides and seeds, are imported</li> <li>• limited availability of finance to promote mechanisation and produce high quality agri produce suitable for export market</li> <li>• insufficient logistics and cooling facility capacity for livestock</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• ASGISA, NIPF and IPAP emphasises extension of current agri activities to agri-processing activities</li> <li>• expansion of current agri base to include: <ul style="list-style-type: none"> <li>○ soy</li> <li>○ prickly pear</li> <li>○ ostrich</li> <li>○ emu</li> </ul> </li> <li>• aquaculture <ul style="list-style-type: none"> <li>○ trout, catfish, carp</li> <li>○ plankton</li> <li>○ manure rich water (fertiliser)</li> </ul> </li> <li>• development of irrigation systems for intensive production <ul style="list-style-type: none"> <li>○ pumpkin</li> <li>○ carrots</li> <li>○ olives</li> <li>○ mushrooms</li> <li>○ cut flowers</li> </ul> </li> <li>• Application of specialised agri technologies and construction of irrigation infrastructure to utilise the full capacity of available water bodies, combined with intensive productive of high profit niche crop.</li> <li>• biofuels</li> <li>• fish farming</li> </ul>
Threats	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>MANUFACTURING</b>	
Strengths	<ul style="list-style-type: none"> <li>• Jacobsdal identified as manufacturing node.</li> <li>• The Shoe Manufacturing in Trompsburg</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• manicuring sector is relatively small with limited variety of manufacturing activities</li> <li>• current activities limited to small-scale, light industrial activities</li> <li>• location quotient for manufacturing activities is low</li> </ul>

	<ul style="list-style-type: none"> <li>• due to limited industrial mass in DM, the majority of manufacturing will be focused on agri beneficiation</li> <li>• due to decline in mining activities, mineral manufacturing will not be sustainable in DM over long term</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• beneficiation of agricultural products <ul style="list-style-type: none"> <li>○ biodiesel</li> </ul> </li> <li>• strengthening of forward and backward linkages between agri and manufacturing sectors</li> <li>• cluster developments at Gariep Dam and locations in close proximity to N1 National Road (Springfontein, Trompsburg, Edenburg)</li> <li>• strengthening of linkages between complimentary activities to obtain agglomeration advantages</li> <li>• patents and use of new production methods can be sourced from nearby UFS</li> <li>• feasibility studies for development of chemical and plastic production plants recommended</li> <li>• also fertilizer manufacturing and oil extraction may be potential areas</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Identification of land</li> </ul>
CONSTRUCTION AND UTILITIES (ENERGY AND WATER)	
Strengths	<ul style="list-style-type: none"> <li>• Location quotient is relatively high for both utilities and construction sectors, indicating that the DM has required potential economic mass to render development in this sector viable</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Electricity and water have negative influences on production and investment</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• Expansion of Gariep Dam's hydro capacity from 360MW with techniques such as pump-storage (being investigated by Eskom)</li> <li>• Irrigation schemes for intensive agri production</li> <li>• industrial cluster development around Gariep Dam, due to high availability of bulk water and electricity</li> <li>• small-scale hydroelectricity facilities along rivers and dams</li> <li>• solar energy is viable due to abundance of sunshine</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Aging infrastructure</li> </ul>
Strengths	<ul style="list-style-type: none"> <li>• Sand in Wepener</li> </ul>
MINING	



Strength	<ul style="list-style-type: none"> <li>• Development of Tourist attractions( Jagersfontein Mine)</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• very little beneficiation of extracted minerals</li> <li>• very high initial capital expenditure on mining technology, severely influencing profitability of sector</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• small beneficiation cluster possible</li> <li>• primary processing <ul style="list-style-type: none"> <li>○ grading, cutting, brushing and polishing</li> </ul> </li> <li>• secondary processing <ul style="list-style-type: none"> <li>○ jewellery design and manufacturing</li> <li>○ precision tools and instruments</li> </ul> </li> </ul>
Threats	<ul style="list-style-type: none"> <li>• highly exposed to international commodity prices</li> </ul>

TOURISM	
Strengths	<ul style="list-style-type: none"> <li>• home to number of tourist routes (Phillipolis Route, Lake Gariep Route) (Section 9.1 expounds further on the tourism opportunities associated with Lake Gariep)</li> <li>• DM centrally located as halfway stop-over point between WC and GT</li> <li>• DM home to heritage sites and Gariep Dam</li> <li>• more tourism activities compared to rest of province</li> <li>• Naledi to provide</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• tourism limited to small number of domestic visitors</li> <li>• lacks established brand name</li> <li>• limited tourism products that appeal to wide range of tourists</li> <li>• poor marketing of tourist amenities</li> <li>• large distance to potential tourism market (remote location)</li> <li>• not located near tourist hot spot such as Garden Route or Kruger National Park</li> </ul>

Opportunities	<ul style="list-style-type: none"> <li>• Gariep Dam <ul style="list-style-type: none"> <li>○ tourism product development</li> <li>○ coordinate tourism product</li> <li>○ environmental considerations</li> </ul> </li> <li>• Phillipolis Route <ul style="list-style-type: none"> <li>○ cultural tourism</li> <li>○ historic war sites</li> </ul> </li> <li>• Maluti Mountains (Zastron) <ul style="list-style-type: none"> <li>○ adventure activities (abseiling, hiking)</li> </ul> </li> <li>• Horizon Route</li> <li>• Xhariep Route</li> <li>• Mookodi Lodge</li> <li>• Witblits festival</li> <li>• Maluti Route (Naledi)</li> <li>• Vanrooyen's Gate</li> <li>• horseracing</li> <li>• Jacobsdal wine production (Landzicht)</li> <li>• hunting and game farming</li> <li>• tourism is mostly local and should therefore focus on leisure activities for locals, capturing local tourism markets such as biker clubs</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• despite good road infrastructure, rising cost of petrol and air fares discourage tourism</li> </ul>

SOCIAL	
Strengths	<ul style="list-style-type: none"> <li>• low levels of crime, except stock theft</li> <li>• SEDA office in Trompsburg</li> <li>• District Hospital in Trompsburg</li> <li>• Agricultural Extension Officers</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• 80% of population lives in poverty</li> <li>• high level of illiteracy</li> </ul>

	<ul style="list-style-type: none"> <li>• Teacher: Learner ratio at secondary schools in Mohokare is far too high (61.4)</li> <li>• Dependency on social grants</li> <li>• high levels of drug and alcohol abuse with related family abuse (anecdotal)</li> <li>• youth delinquency (anecdotal)</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• designation of commonage land to alleviate poverty and improve food security</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• HIV/AIDS</li> <li>• high levels of unemployment</li> <li>• youth unemployment is resulting in increasing crime levels</li> </ul>

GOVERNANCE AND FINANCE	
Strengths	<ul style="list-style-type: none"> <li>• committed councillors and staff</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Challenges hindering XDM from undertaking its legislative functions <ul style="list-style-type: none"> <li>○ financial incapacity (ES Formula emphasizes population size, not geographic size)</li> <li>○ limited skills base (inability to attract and retain skilled manpower)</li> </ul> </li> <li>• Lack of clarity over powers and functions relating to road infrastructure and maintenance</li> <li>• Waste management remains XDM's legislative domain, although it lacks competency to perform function effectively.</li> <li>• Lack of Housing Sector Strategy</li> <li>• Lack of Land Reform Strategy (given 30% of agricultural land must be redistributed by 2014)</li> <li>• weak project implementation record</li> <li>• low capacity district municipality</li> <li>• weak working relations with local municipalities</li> <li>• severe financial constraints</li> <li>• shortage of key technical and management skills</li> <li>• many critical posts are vacant</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• soliciting for and directing special grants towards specific projects that have an inherent revenue generation capacity for the DM</li> <li>• harnessing DMs investment potential</li> </ul>

	<ul style="list-style-type: none"> <li>• enhancing the DM's project implementation capacity</li> <li>• investing in robust marketing strategy</li> <li>• MIG, DBSA funding available for specific projects if pursued diligently</li> <li>• staff secondments by National and Provincial Government (e.g. current DEAT staff)</li> <li>• assistance from DPLG and other sector departments</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Growing XDM deficit</li> </ul>

ENVIRONMENTAL	
Strengths	<ul style="list-style-type: none"> <li>• abundant land</li> <li>• abundant water</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• registration of landfill sites in municipalities</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• protection of people through preventative methods (awareness campaigns)</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• flooding along main roads, low-laying areas</li> <li>• drought</li> </ul>

OVERALL ECONOMY	
Strengths	<ul style="list-style-type: none"> <li>• low crime rate</li> <li>• abundant water sources</li> <li>• sophisticated entrepreneurs running game farms and certain agriculture enterprises which are export oriented</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• limited economic diversification</li> <li>• dilapidation of small towns and urban migration of skilled labour</li> <li>• very low population density means poor support for infrastructure spending</li> <li>• lack of growth</li> <li>• lack of skills</li> </ul>

	<ul style="list-style-type: none"> <li>• high unemployment</li> <li>• small number of SMMEs and low levels of entrepreneurship</li> <li>• poorly organised programmes supporting SMMEs</li> <li>• no functional incentive programmes for investment attraction</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• leveraging SETA's to capacitate and train communities</li> <li>• develop, support and strengthen XDM's position as tourist destination</li> <li>• utilise Lake Gariep as key economic development opportunity</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• significant water provision and sanitation challenges that may require emergency intervention</li> </ul>

INFRASTRUCTURE TRANSPORT AND COMMUNICATION	
Strengths	<ul style="list-style-type: none"> <li>• Located centrally along national road networks including N1 (CT, Bloemfontein and GT), N6 (E London) and N10 (PE).</li> <li>• sufficient road infrastructure to form effective distribution network</li> <li>• central location of DM indicates potential in terms of transport linkages, storage and distribution between Cape and Gauteng</li> <li>• transport sector enjoys high location quotient</li> <li>• exposure to GT-CT tourists</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• limited public transport</li> <li>• unavailability of sufficient transport infrastructure to link internal nodes</li> <li>• Present condition of both tarred and graveled roads is very poor, thus limiting access to communities and economic opportunities. Although XDM is responsible for maintenance of roads serving district as whole, these roads have not been identified, leaving a vacuum in terms of responsibility.</li> <li>• most of the road network is dirt roads</li> <li>• main connector roads are still dirt roads which impact on service delivery</li> <li>• district headquarters only accessible from some towns via dirt road</li> <li>• street network in poor condition due to lack of capacity</li> <li>• storm water systems not in place on most areas, thus impacting on maintenance of streets</li> <li>• no provincial development corridor identified in area</li> </ul>

Opportunities	<ul style="list-style-type: none"> <li>• development of national distribution centre</li> </ul> <p>Developing District Transport Axis</p> <p>upgrading of Trompsburg-Smithfield gravel road</p> <ul style="list-style-type: none"> <li>• upgrading of Springfontein-Bethulie gravel road</li> <li>• upgrading of Trompsburg-Jagersfontein gravel road</li> <li>• storage facilities and warehouses</li> <li>• industrial clustering and depots next to N1 and N6 national routes</li> <li>• Development of Coega will stimulate traffic on N6, implying emerging transport axis along Reddersburg, Smithfield and Rouxville route.</li> <li>• The RRAMS grant will assist in planning for roads in the district.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• high backlog of infrastructure and basic services</li> </ul>

## **CHAPTER 9: PRIORITY SERVICES AND STRATEGIC APPROACH TO XHARIEP DEVELOPMENTAL GOALS**

### **9.1 BACKGROUND AND STRATEGIC OVERVIEW**

#### **9.1.1 Introduction**

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 2012/17 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.

#### **9.1.2 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:

#### **9.1.3 Internal Assessment**

The Xhariep District Municipality held an internal Strategic Session Workshop in November 2011, which focused on the processes leading up to the development of the 2012/17 IDP. Some of the critical lessons learnt, were:

- New formulation of the strategic planning process and restructuring.
- 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.

#### **9.1.4 National and Provincial Assessment**

Xhariep District Municipality participated in the Provincial IDP Analysis, held in April 2011, in which provincial and national sector departments had the opportunity to analyse 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 2011, the Department of Cooperative Governance, Traditional Affairs and Human Settlement had a meeting with IDP managers in order to provide feedback from the analyses week on specific matters relating to departmental plans.

The meeting focused not only 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.

## **9.2 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:

- Economic growth and job creation
- Tourism Development
- Health and community development
- A safe, clean and green city
- A well-governed and managed municipality
- HIV and AIDS.

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 **Summary of Key Xhariep Trends, Possible Causes and Potential District Implications** provides a high-level summation of the key responses informing our analysis of Xhariep's opportunities and constraints.

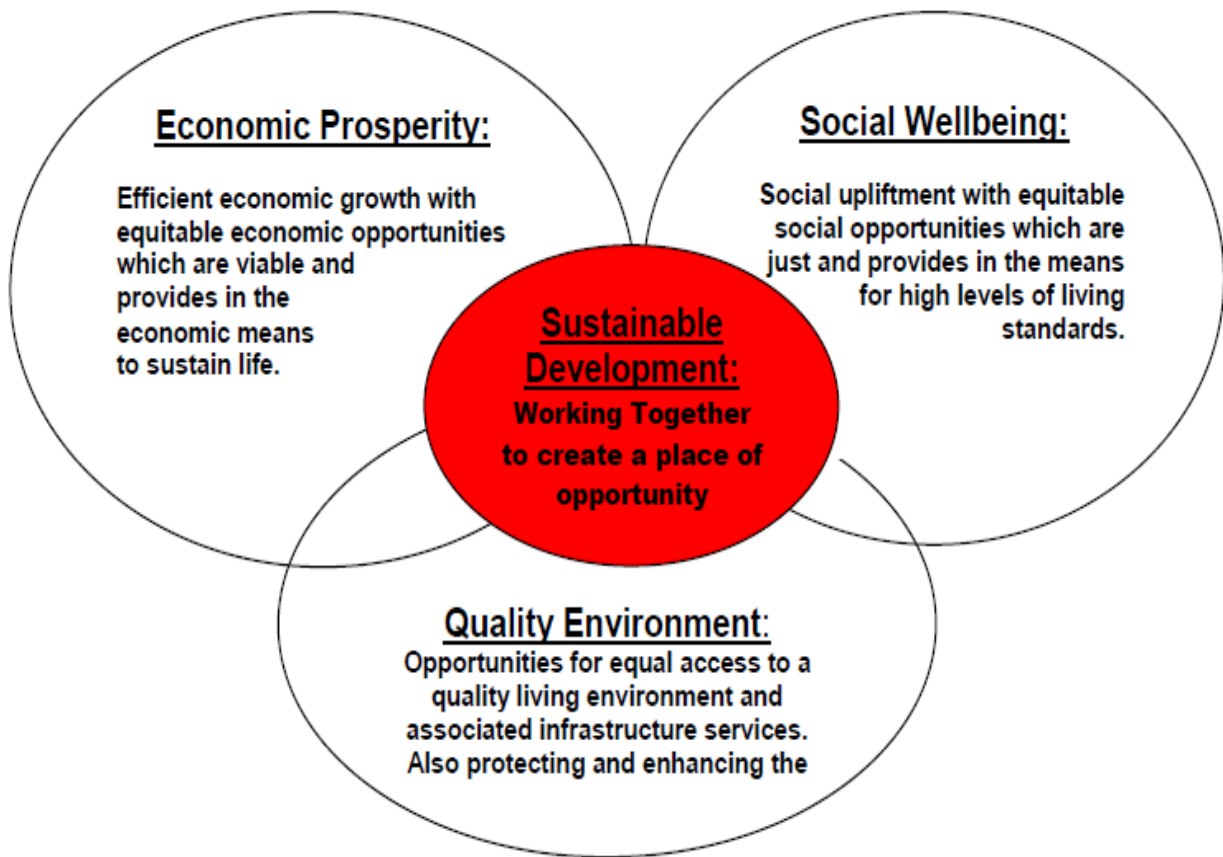
### **9.2.1 Municipal Strategy**

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 realised if the underlying components of the economic, social and environmental capital are simultaneously addressed and holistically balanced. This municipal strategy is illustrated as follows:



### 9.2.2 Xhariep Development Strategy



### 9.2.3 IDP Review 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 Review 2012/2017 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 Organisational 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 Xhariep District.
- Facilitate the setting of Departmental Key Performance Indicators.
- Facilitate easier integration with the Municipality's Budgeting processes.

### 9.2.4 Domesticating the Millennium Development Goals

The statistics report on the Millennium Development Goals has been developed to endeavour the level of South African government in complying with the goals.

South African government through its priorities has owned the MDG agenda and through clear policies complied with the MDG imperatives. It is plausible to conclude then that the South African Constitution and its development mandate explicitly takes the MDGs into account, and as a consequence there remain a greater possibility that despite many a challenge, South Africa has a plan in place and a winning chance in implementation of the MDG goals, the table below shows the link between the National Development Plan and the Millennium Development Goals.

Linkage between South Africa's national development planning and the MDGs	
NDP Strategic Element	Relevant MDGs
Strategic Priority 1: <b>Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</b>	MDG 1, MDG 2, MDG 3, MDG 8
Strategic Priority 2: <b>Massive programme to build economic and social infrastructure</b>	MDG 1, MDG 3, MDG 8
Strategic Priority 3: <b>Comprehensive rural development strategy linked to land and agrarian reform and food security</b>	MDG 1, MDG 2, MDG 7
Strategic Priority 4: <b>Strengthen the skills and human resource base</b>	MDG 2
Strategic Priority 5: <b>Improve the health profile of all South Africans</b>	MDG 4, MDG 5, MDG 6
Strategic Priority 6: <b>Intensify the fight against crime and corruption</b>	MDG 2, MDG 3
Strategic Priority 7: <b>Build cohesive, caring and sustainable</b>	MDG 2, MDG 3, MDG 7
Strategic Priority 8: <b>Pursuing African advancement and enhanced international cooperation</b>	MDG 8
Strategic Priority 9: <b>Sustainable resource management and use</b>	MDG 2, MDG 3, MDG 7
Strategic Priority 10: <b>Building a developmental state, including improvement of public services and strengthening democratic institutions</b>	MDG 1, MDG 2, MDG 3, MDG 8

#### 9.2.5 National Development Plan (Vision 2030)

National Development Plan (NDP) inform some of the programmes of this and it cut across a broad spectrum of issues and are reflected in this IDP according to the five key performance areas of the Municipality.

#### 9.2.6 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.

### **9.2.7 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.

The above is underpinned by the statement of the National Executive Committee of the African National Congress.

### **9.2.8 Provincial Perspective**

#### **Provincial Growth and Development Plan (PGDP)**

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 Organisational 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.

### **9.2.9 Millennium Development Goals**

The current IDP Review will also attempt to respond to goals and targets as set out in the Millennium Development Goals

The eight development priorities were termed the Millennium Development Goals, (MDGs). As a member state of the United Nations, South Africa is a signatory to this Agreement. The eight MDGs are in their numerical order and can be summarized as follows:

1. To eradicate extreme poverty and hunger.
2. To achieve universal primary education.
3. To promote gender equality and empower women.
4. To reduce child mortality.
5. To improve maternal health.
6. To combat HIV/AIDS, malaria and other diseases.
7. To ensure environmental sustainability.
8. To develop a global partnership for development.

The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, in September 2000 and from further agreement by member states at the 2005 World Summit (Resolution adopted by the General Assembly).

The goals and targets are interrelated and should be seen as a whole. They enjoin the developed countries and the developing countries through a partnership that would be conducive to development and to the elimination of poverty

### 9.3 LINKAGE BETWEEN NATIONAL DEVELOPMENT PLANS, MILLENNIUM DEVELOPMENTAL 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

National KPA	Link with NDP	Millennium Development Goals	Municipal Implementation Strategy	Supporting Sector Plans /Standards
<b>Service Delivery and Infrastructure Development</b>	Ensure that all South Africans have access to clean running water in their homes.	To develop a global partnership for development	1) Conduct water quality checks of all local municipality as per the Green and Blue drop Standards 2) Lobby for the formulation of WSP (Water Services Plan)	WSP (Water Services Plan  Environmental Health By-Laws
	Establish effective, safe and affordable public transport.		1) Implement Rural Roads Asset Management Project 2) Lobby for the formulation of Integrated Transport Plan (ITP)	Integrated Transport Plan

National KPA	Link with NDP	Millennium Development Goals	Municipal Implementation Strategy	Supporting Sector Plans /Standards
	Broaden ownership of assets to historically disadvantaged groups		Partner with <b>Housing Development Agency</b> (HDA) to implement some redistribution projects	Housing Sector Plans
<b>Local Economic Development and Job Creation</b>	A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.	To eradicate extreme poverty and hunger	Partner with different investment corporations and Development agencies to create and promote SMMEs in the district	Local Economic Development Strategy
	Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.			
	Increase employment from 13 million in 2010 to 24 million in 2030		Implement the Expanded Public Works Programme through internal and External funded programmes	
	Play a leading role in continental development, economic integration and human rights		Form International Partnerships in programmes that will bring about global change and development i.e the <b>Xhariep Solar Hub</b> initiative in partnership with Korean Development	

National KPA	Link with NDP	Millennium Development Goals	Municipal Implementation Strategy	Supporting Sector Plans /Standards
			Agency	
<b>Social wellbeing and Upliftment</b>	Provide affordable access to quality health care while promoting health and wellbeing.	To reduce child mortality To improve maternal health To combat HIV/AIDS, malaria and other diseases	Conduct different awareness and educational programs through the <b>Special Programmes Office</b> , and Champion the effective running of the <b>District AIDS Council</b>	
	Entrench a social security system covering all working people, with social protection for the poor and other groups of need			
<b>Municipal Infrastructure and Environment</b>	Produce sufficient energy to support industry at competitive prices, ensuring access for poor Households, while reducing carbon emissions per unit of power by about one-third.	To develop a global partnership for development	Champion the effective running of the District Energy Forum	
	Make high-speed broadband internet universally available at competitive prices.			
	Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.	To achieve universal primary education	Ensure that Early Childhood Development centres are well taken care of through the environmental and Health Unit	
			Provide for Bursaries through the Mayoral Grant	

<b>National KPA</b>	<b>Link with NDP</b>	<b>Millennium Development Goals</b>	<b>Municipal Implementation Strategy</b>	<b>Supporting Sector Plans /Standards</b>
<b>Community Safety</b>	Realise a developmental, capable and ethical state that treats citizens with dignity.	To ensure environmental sustainability	Implement instructional Fraud and Corruption Strategy	
	Ensure that all people live safely, with an independent and fair criminal justice system.		Encourage Community participation in District Policing Forums	
<b>Institutional Development</b>	Ensure that skilled, technical, professional and Managerial posts better reflect the country's racial gender and disability makeup.	To promote gender equality and empower women	Implement and review the Work Place skills development Plan and the Human resource strategy to encourage Gender and Equity Plan	



## Municipal Strategies

### Effective Governance & Admin Cluster

KPI	Objective no.	Objective and Standards	Strategy	Strategy Code
<b>Municipal financial viability</b>	1	To improve financial viability of the municipality by June 2015	By preparing and adopting sustainable budget (with capital expenditure allocation) and financial plan as part of IDP to implement in 2014/15 financial year	EG&A1 STR 1
			By improving internal financial management systems and policies	EG&A1 STR 2
			By formulating and implement financial management policies and credit control strategies	EG&A1 STR 3
<b>Capital Expenditure</b>	2	To spend on service delivery and infrastructure related projects	By ensuring that Xhariep appropriately budget and monitor capital expenditure	EG&A2 STR 1
<b>Organisational capacity building</b>	3	To build capacity of the organisation to effectively deliver on its Powers and Functions assignments in line with our macro strategy by June 2015	By populating organogram and prioritise the filling of vacant critical top management layer positions	EG&A3 STR 1
			By supporting and participating intergovernmental relations and elections	EG&A3 STR 2
			By strengthening public participation and communication with communities	EG&A3 STR 3
<b>Employment Equity plan</b>	4	To review and implement municipal employment equity plan by June 2015	By reviewing the EEP and implement in line with legislation	EG&A4 STR 1
<b>Work Place Skills plan</b>	5	To review and implement municipal work place	By reviewing the WSP and implement in line with legislation	EG&A5 STR 1

KPI	Objective no.	Objective and Standards	Strategy	Strategy Code
		skills plan by June 2015		
<b>Performance Management System</b>	6	To implement effective performance management system by July 2015	By reviewing current PMS policy and implement planning, review, auditing, reviewing and reporting of municipal performance	EG&A6 STR 1
<b>Integrated Development Planning</b>	7	To continuously prepare, adopt, effectively implement and annually review IDP	By reviewing and adopt a revised IDP and ensure its implementation during 2014/15	EG&A7 STR 1
<b>By-laws and policies</b>	8	To build capacity for by-law preparation and enforcement by June 2015	By improving capacity of the legal department through training of existing staff	EG&A8 STR 1

## Economic Development & Employment Creation cluster

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
	9	To improve economic growth and job creation	By improving capacity of the LED unit and implement adopted plan	EGD&E09 STR 1
			By creating an enabling economic environment for investment	EGD&E09 STR 3
			Provisioning of Sound Leadership through the implementation of Xhariep Economic Strategy	EGD&E09 STR 4
			Agricultural Sector Development Strategy	EGD&E09 STR 5
			Establish regional linkages	EGD&E09 STR 6
			Business retention, expansion and attraction	EGD&E09 STR 7
			Area targeting and regeneration strategies	EGD&E09 STR 8
			By diversifying district economy by supporting performance of key sector identified in the summit resolution	EGD&E09 STR 9
			By contributing to local skills base development by implementing effective Economic Learnership programmes in collaboration with LGSETA	EGD&E09 STR10
SMME Development	10	To support local SMMEs	By developing database of existing SMMEs and provide information on support resources	EGD&E10 STR1
			By developing a support programme and utilize the supply chain management policy to empower SMMEs	EGD&E10 STR2

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
<b>Job creation &amp; employment</b>	11	To facilitate creation of jobs and employment opportunities leading to 10% reduction in current unemployment by 2008	By supporting use of labour intensive methods in the implementation of EPWP and MIG programmes	EGD&E11 STR 1
			By facilitating the promotion and marketing of local produce to national and international markets	EGD&E11 STR 2
			By creating job opportunities through programmes delivered by the DM	EGD&E11 STR 3
			By supporting promotion of emerging farmers initiatives through partnership arrangements with financing and training agencies as well as Dept of Agriculture	EGD&E11 STR 4
<b>Poverty alleviation</b>	12	To contribute to the reduction of levels of poverty in the district	By supporting initiatives to improve food security	EGD&E12 STR 1
			By supporting livelihood initiatives aimed at income generation means for the Poorest of the Poor in XDM	EGD&E12 STR 2
<b>Tourism development</b>	13	To contribute to 5% increase in the contribution of Tourism sector to district GGP by 2015	By facilitating promotion and marketing of the strategic regional sites (ie- Lake Xhariep, Heritage sites, etc)	EGD&E13 STR1
			By preparing and adopting district Tourism Development and promotion strategy with support from Tourism agencies including DEAT	EGD&E13 STR2
			By investing in infrastructure (i.e- roads construction and maintenance) development that supports tourism development	EGD&E13 STR3
			By participating in partnerships and joint ventures with	EGD&E13 STR4

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
			other government agencies and NGOs in support of Tourism growth in the Xhariep region	
			By contributing to promotion of arts and culture products	EGD&E13 STR5
			By establishing district tourism office and support it	EGD&E13 STR6
<b>Environmental Management</b>	14	To manage and prevent harm of the environment and ensure its sustainability	By preparing, adopting, reviewing and implementing integrated environmental management plan for Xhariep DM	EGD&E14 STR1
			By building capacity to monitor impact, develop and submit regular State of Environment Reports to DEAT	EGD&E14 STR2
			By coordinating and support local municipalities in implementing their environmental sector plans	EGD&E14 STR3
<b>Disaster Management</b>	15	To properly manage and prevent occurrence loss of lives due to disasters	By preparing, adopting, reviewing and implementing integrated disaster management plan for Xhariep DM	EGD&E15 STR 1
			By undertaking risk assessment and preparing operational management support accordingly	EGD&E15 STR 2
			By building capacity (infrastructure, systems and personnel) of the organisation to respond to regional disasters with support from Province	EGD&E15 STR 3
<b>Water supply</b>	16	Facilitate provision of sufficient bulk water supply to all municipalities	By increasing access to raw water supply	EGD&E16 STR 1
			By co-ordinating the delivery of good quality water supply ( water sampling as per the Green and Blue Drop Standards )	EGD&E16 STR 2

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
			By facilitating increased poor household access to free basic water supply	EGD&E16 STR 3
			By improving capacity of DM to implement responsibility	EGD&E16 STR 4
<b>Sanitation</b>	17	Facilitate provision of sustainable basic sanitation all households in the district	By supporting implementation of alternative sanitation service systems to enhance coverage	EGD&E17 STR 1
			By co-ordinating the delivery of sanitation services in the district	EGD&E17 STR 2
			By facilitating improvements in the provision of bulk sanitation service by responsible agents	EGD&E17 STR 3
			By facilitating increased poor household access to free basic sanitation	EGD&E17 STR 4
<b>Electricity</b>	18	Facilitate increased access by all households to electricity service ( through <b>District Energy Forum</b> )	By lobbying relevant authorities to prioritise the district and regularly maintain and upgrade existing networks	EGD&E18 STR 1
			By facilitating increased poor household access to free basic electricity	EGD&E18 STR 2
<b>Roads and Stormwater</b>	19	Improve conditions of roads, drainage and stormwater infrastructure in the district	By clarifying powers and functions in terms of maintenance and upgrading of road and street infrastructure	EGD&E19 STR 1
			By improving capacity of DM to manage responsibility	EGD&E19 STR 2
			By co-ordinating the maintenance and upgrading of roads, streets and stormwater networks in district	EGD&E19 STR 3

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
Waste and refuse	20	To facilitate provision of integrated waste management services to residential and non-residential consumers in the district	By improving waste management and planning capacity of local municipalities	EGD&E20 STR 1
			By reviewing and implementing district integrated waste management plan	EGD&E20 STR 2
			By contributing to the provision and maintenance of waste management infrastructure in the district	EGD&E20 STR 3
Cemeteries	21	To coordinate and support provision of safe and proper burial spaces by our local municipalities	By facilitating the identification, planning, provision of land for and maintenance of cemeteries in the entire district	EGD&E21 STR 1
Land Reform	22	To support the land reform programme and monitor effectiveness in the delivery mechanisms	By engaging the all relevant stakeholders in the preparation of Xhariep District Land Reform & Settlement plan	EGD&E22 STR 1
			By facilitating the provision of supporting infrastructure to approved land reform settlement and economic development projects	EGD&E22 STR 2
Sports and Recreation	23	To facilitate proper provision and maintenance of community sports and recreation facilities	By lobbying Department of Sports and Culture to provide, maintain and upgrade sports facilities	EGD&E23 STR 1
			By lobbying LMs to make provision for land allocation to recreational facilities and maintain the existing ones	EGD&E23 STR 2
Housing	24	To support accelerated delivery of a range of sustainable housing options to our communities	By coordinating preparation and implementation of an integrated district housing strategy	EGD&E24 STR 1
			By supporting LMs to plan and set-aside suitable land for	EGD&E24 STR 2

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
			housing delivery	
Telecommunication	25	To facilitate provision of effective telecommunication network to enable private and business development	By lobbying telecommunication service providers to install new and constantly upgrade and maintain current infrastructure	EGD&E25 STR 1



## Social and Human Development Cluster

KPA	Objective no.	Objective	Strategy	Strategy Code
Education & Skills	28	To lobby Department of Education to prioritise Xhariep and deliver necessary infrastructure and supporting needs to our schools	By lobbying the DoE to deliver on its 5 year plan in terms of provisions for Xhariep	S&HD 28 STR 1
Municipal health	29	To build capacity of the district to perform its municipal health function	By lobbying funds and council approval for the creation of the Environmental Health unit within the district to undertake municipal health activities	S&HD 29 STR 1
Primary health (HIV/Aids)	30	To contribute to the fight against the spread of pandemics like HIV/Aids and others	By entering into partnerships with social movement and DoH to contribute into the fight against spread of infectious diseases like HIV/ Aids	S&HD 30 STR 1
			By participating in the awareness initiatives and district Aids council structures	S&HD 30 STR 2
Special Programmes (Youth, Gender & Disabled)	31	To implement effective special groups support development programmes focusing on Youth, Gender and Disabled	By setting up a dedicated special programmes unit in the office of the Mayor to drive these programmes	S&HD 31 STR 1
			By lobbying funding for the construction of a skills development centre to engage youth and disabled in productive activities	S&HD 31 STR 2
			By designing and implementing targeted special awareness programmes for youth	S&HD 31 STR 3

## Justice and Crime Prevention cluster

KPA	Objective no.	Objective	Strategy	Strategy Code
<b>Crime</b>	32	To contribute to the reduction of crime in the district.	By entering into partnerships with crime prevention agencies in support of SAPS to reduce crime and increase awareness	J&CP 32 STR 1
			By actively contributing to the effectiveness of community policing forums in the district	J&CP 32 STR 2
<b>Public safety</b>	33	To facilitate protection of general law abiding members of our society against lawlessness	By participate in the law enforcement and prevention initiatives and partnerships	J&CP 33 STR 1
<b>Human Rights Promotion</b>	34	To promote human right and increase awareness among vulnerable groupings	By continuously encourage eradication of discriminatory patterns of behaviour and racism in all our engagements	J&CP 34 STR 1
			By actively promoting and advocating for the protection and support of vulnerable groups (the poor, farm dwellers, women, children, racism victims and crime etc)	J&CP 34 STR 2

## PROJECTS TO BE IMPLEMENTED IN THE XHARIEP DISTRICT MUNICIPALITY

### Effective Governance and Admin cluster

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
					2014	2015	2016	Internal	External (identify )
<b>Municipal financial viability</b>	To improve financial viability of the municipality by June 2015	Prepare budgets and financial reporting statements in accordance with law	EG&A P1		✓	✓	✓	OPEX	
		Recruit internal auditor and expand his/her role to include auditing of performance reports	EG&A P2					OPEX	
		Train and capacitate finance department staff on critical areas of their work such as GRIP, MFMA	EG&A P3					OPEX	
		Review and implement internal financial management policies and credit control strategies: <ul style="list-style-type: none"> <li>- Asset management</li> <li>- Supply chain policy</li> <li>- Debt collection</li> <li>- IT and information systems (Web site)</li> </ul>	EG&A P4					OPEX	

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
					2014	2015	2016	Internal	External (identify )
		<ul style="list-style-type: none"> <li>- Credit control</li> <li>- Fleet management</li> </ul>							
<b>Capital Expenditure</b>	To spend on service delivery and infrastructure	Allocate budget for capital infrastructure spending and monitor outcomes then report to national as part of PMS	EG&A P5					CAPEX	MIG
<b>Organisational capacity building</b>	To build capacity of the organisation to effectively deliver on its Powers and Functions assignments in line with our macro strategy by June 2006	Populate organogram and prioritise the filling of vacant critical top management layer positions:	EG&A P6					OPEX	
		Support CDWs	EG&A P7					OPEX	
		Support and participate in intergovernmental forums and Elections	EG&A P8					OPEX	
		Support ward committees	EG&A P9					OPEX	
<b>Employment Equity plan</b>	To prepare and implement municipal employment equity plan by June 2015	Develop the EEP and implement in line with legislation and monitor outcomes then report to national as part of PMS	EG&A P10					OPEX	
<b>Work Place Skills plan</b>	To prepare and implement municipal work place skills plan by June 2015	Develop the WSP and implement in line with legislation and monitor outcomes then report to national as part of PMS	EG&A P11					OPEX	

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
					2014	2015	2016	Internal	External (identify )
<b>Performance Management System</b>	To implement effective performance management system by July 2015	Commission review and implementation of effective PMS and train internal staff and councillors to understand their respective roles	EG&A P12					OPEX	
<b>Integrated Development Planning</b>	To continuously prepare, adopt, effectively implement and annually review IDP	Complete the review and adoption of IDP for implementation in 2014/15 financial year						OPEX	
<b>By-laws and policies</b>	To build capacity for by-law preparation and enforcement by June 2015	Develop and enforce by-laws						OPEX	Improve ment grant

## Economic Growth, Development & Employment cluster

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
<b>Economic growth</b>	To improve economic growth by at least 10% increase annually by 2017	Develop database of existing SMMEs and provide information on support resources						OPEX	Improvement Grant
		Contribute to the Creation of jobs							Equitable Share / EPWP
								OPEX	
								OPEX	
								OPEX	
<b>SMME Development</b>	To support local SMMEs	Develop a support programme and utilize the supply chain management policy to empower SMMEs						OPEX	
		Implement EPWP and monitor use of labour intensive methods to create jobs						CAPEX	Equitable Share / EPWP
<b>Job creation &amp; employment</b>	To facilitate creation of jobs and employment opportunities leading to 10% reduction in current unemployment by 2015	Support promotion of emerging farmers initiatives						OPEX	
		Support promotion and marketing of the strategic regional sites (ie- <b>Lake Xhariep, Heritage sites etc</b> ) and cultural artefacts produce, through partnerships such as the <b>Xhariep Solar Hub Initiative</b>						OPEX	
<b>Tourism development</b>	To contribute to Tourism Development packages and Marketing							OPEX	DEAT
		Prepare the review of integrated Environmental Management Plan and implement						OPEX	
<b>Environmental</b>	To manage and prevent	Prepare and submit State of Environment						OPEX	DEAT

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
<b>Management</b>	harm of the environment and ensure its sustainability	Reports to DETEA							
		Coordinate and support local municipalities in implementing their environmental sector plans						OPEX	
<b>Disaster Management</b>	To manage and prevent occurrence loss of lives due to disasters	Prepare the review of integrated Disaster Management Plan and implement						OPEX	
		Lobby funding for the Establishment of the Disaster Management Centre						CAPEX	
		Procure at least one 4X4 van for disaster management support to LMs						OPEX	
		Support LMs and their WSPs to plan and implement basic services policies						OPEX	
<b>Water supply</b>	Facilitate provision of sufficient bulk water supply to all municipalities	Check and Monitor the quality of water according to the Blue and Green drop standards						OPEX	
		Support LMs to plan and implement free basic services policies	EGDE P21					OPEX	
<b>Sanitation</b>	Facilitate provision of sustainable basic sanitation all households in the district	Monitor outcomes as part of PMS then report to National as required by System Act	EGDE P22					OPEX	
<b>Electricity</b>	Facilitate increased access by all households to electricity service	Support provision of free basic electricity to poor households and monitor outcomes as part of PMS then report to National through the <b>District Energy Forum</b>	EGDE P24					OPEX	DoT

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
<b>Roads and Storm water</b>	Improve conditions of roads, drainage and storm water infrastructure in the district	Review and implement Integrated Waste Management Plan for Xhariep	EGDE P26					CAPEX	DETEA
<b>Waste and refuse</b>	To facilitate provision of integrated waste management services to residential and non-residential consumers in the district	regional landfill sites	EGDE P27					OPEX	
<b>Sports and Recreation</b>	To facilitate proper provision and maintenance of community sports and recreation facilities	Lobby Department of Sports and Culture to provide, maintain and upgrade sports facilities	EGDE P31					OPEX	
<b>Housing</b>	To support accelerated delivery of a range of sustainable housing options to our communities	Lobby and Partner the Housing Development agency to support their housing strategies	EGDE P32						



Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
Telecommunication	To facilitate provision of effective telecommunication network to enable private and business development	Identify areas that need support as part of SDF and lobby Department of Communication for funding							
		Advocate for the installation of High speed broadband such as ADSL							
Transportation	To facilitate provision of effective transportation system for movement of goods and people into and outside the district	Rollout the Rural Roads Asset Management Systems in all local municipality							RAMS Grant

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
Education & Skills	To lobby Department of Education to prioritise Xhariep and deliver necessary infrastructure and supporting needs to our schools	Lobby department of Education to implement its 5 year plan commitments and monitor outcomes as part of PMS	S&HD P1				✓	OPEX	

<b>Municipal health</b>	To build capacity of the district to perform its municipal health function	Conduct section 78 process to determine effective way of delivering municipal health service in Xhariep	S&HD P2					OPEX	
<b>Primary health (HIV/Aids)</b>	To contribute to the fight against the spread of pandemics like HIV/Aids and others	Conduct awareness campaigns in all LMs and <b>revive District Aids Council</b>	S&HD P4					OPEX	
<b>Special Programmes (Youth, Gender &amp; Disabled)</b>	To implement effective special groups support development programmes focusing on Youth, Gender and Disabled	Draft funding applications for special programmes and awareness campaigns	S&HD P6						Health Donors and DoSD
<b>Social Development</b>	To facilitate effective provision of social development and welfare services to our communities	Identify areas that need support and draft business plans for submission to DoSD	S&HD P7					OPEX	

# STATUS OF XHARIEP DISTRICT MUNICIPALITY PROJECTS FOR THE 2015/2016 FINANCIAL YEAR

PROJECT DESCRIPTION	TOWN/AREA	STATUS
LED: Food security	Reddersburg	In progress
Recycling	Fauresmith	In progress
EPWP: Shoe production	Trompsburg	Complete
Access control	Trompsburg	In progress
Cleaning and greening	Selected towns	Complete
Data collectors	Selected towns	Complete
ENVIRONMENTAL HEALTH SERVICES: Health and hygiene education	All towns	In progress
IDP: Rural Roads Asset Management System	All towns	In progress
Disaster Management Centre	Trompsburg	Planning phase

**SECTOR DEPARTMENT PROJECTS****DEPARTMENT OF HEALTH**

<b>Project</b>	<b>Project location</b>	<b>Budget amount (R)</b>
Remedial Infrastructure Works	Albert Nzula District Hospital (Trompsburg)	150 million
Procure and Commission Health Technology	Albert Nzula District Hospital (Trompsburg)	
Organisational Development and Quality Assurance	Albert Nzula District Hospital (Trompsburg)	
Upgrade Clinics through construction of Guardhouses	All District clinics	
Refurbish Security Fences at all Health Facilities	The whole district	
Refurbishment and Replacement of Boilers	All District hospitals	
Refurbishment and replacement Mechanical Equipment (Lifts, Air cons, Calorifiers, Autoclaves etc.)	All District hospitals	
Maintenance of Clinics in Xhariep	All District clinics	

**DEPARTMENT OF SPORTS AND RECREATION**

Library	Smithfield	17 million
Library	Luckhoff	13 million
Library	Gariep dam	13 million
Library	Bolokanang	9.7 million
Library	Oppermansgronde	2.9 million

**DEPARTMENT OF SOCIAL DEVELOPMENT**

Maintenance and Repairs of Offices, Old Age Homes, Secure Care Centers and Children's Homes	Whole province	16 million
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**DEPARTMENT OF PUBLIC WORKS, ROADS & TRANSPORT**

Rouxville clinic	Rouxville	28 million
Maintenance government facilities		32 million
Cemetery Maintenance		6,5 million
Community works programme		11,4 million
National youth service		4.5 million
Cash for waste		3.4 million
Contractor development		4.5 million
Skills training		4.4 million

**DEPARTMENT OF LAND AND RURAL DEVELOPMENT**

Agripark	Springfontein	45 million
Fish Processing	Bethulie	6 million

**DEPARTMENT OF EDUCATION**

New Special School	Trompsburg	60 million
Primary School Farm	Mooifontein	30 million
Oranjekrag Farm School		15 million
ERC & District Warehouse	Koffiefontein	3.3 million
Hostels & Maths Labs	Whole province	

## **CHAPTER 10: SECTOR PLANS:**

### **10.1 SUMMARY OVERVIEW**

#### **10.1.1 Policy and legislative 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, and it is in charge of municipal 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.

While the IDP is not in direct conflict with development plans of any of its neighbours 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, Traditional Affairs and Human Settlement 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 harmonisation of our plans.

A summary of the status on Sectoral Plans for the Xhariep District Municipality is provided below

### **10.2 EXECUTIVE SUMMARY OF XDM SECTOR PLANS**

#### **10.2.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY**

Xhariep District Municipality appointed Missao Ponto Investment Holdings to review the existing Local Economic Development (LED) Strategy of 2015. Local economic development forms part of Xhariep District Municipality's mandate to create and facilitate the development of the economy, realising the local economic development potential as well as encouraging private sector investment and job creation.

Local economic development is an ongoing process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents.

### **1.1 Situational Analysis**

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.

### **1.2 Economic and Potential Analysis**

Growth in the local economy of Xhariep District Municipality has somewhat stagnated at 2% since 2010. Sectors that make the largest contribution to the local economy include the mining sector, agro-processing, manufacturing sector, trade and accommodation (tourism) and the finance and business sector.

The sectors that can contribute to the future economic growth of Xhariep District Municipality include:

- **Agriculture:** 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. The determination of the location quotient has indicated that economic diversification is limited with the majority of economic activities in the primary agricultural production. The location quotient measures the locational district advantage in context to the larger province. The location quotient for agriculture in the District accounts for 2.9, which is very high. The agricultural sector in Xhariep District has experienced high growth in production (GDP) approximately 12.2% per annum.

Xhariep District Municipality is ideally located for an expanding agriculture sector. New developments such as the Agri-Park provide opportunity for local farmers to have better access to markets. The manufacturing sector also largely depends on the agriculture sector for inputs. Agricultural sector incorporates the establishments and activities that are primarily engaged in

farming activities (mainly livestock and crop), but also establishment focused on game propagation and commercial hunting.

- **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 of its, 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 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. There are various
- **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. The district hosts several events as key tourism drivers:
  - Quenna Festival
  - Fauresmith Horse Endurance Ride
  - Soap Box Racing Competition
  - Gliders Competition
  - Zastron Gatfees Competition
  - Xhariep Heritage Festival

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, AgriPark infrastructure investment by government also provide opportunity for local construction companies to benefit.
- **Transport:** The district 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.



#### Transportation linkages

- **Agriculture**, transportation of local agricultural produces.
- **Manufacturing**, transportation of local agro-processing and value added products.
- **Storage and Distribution**, storage and distribution of primary and secondary products produced outside of the Xhariep district.
- **Tourism**, persons travelling from Gauteng to the Cape Town (promote stop and stay over tourism).

Forward and backward linkages within the economy should be strengthened and a unique opportunity exists for utilising the by-products of different economic sectors for beneficiation and value adding.

### 1.3 Strategic Framework

The vision for Xhariep Municipality is a community-oriented municipality characterized by a sound political and administrative capacity with sustainable and enabling business environment.

In order to attain this vision, the mission statement for the LED Strategy is as follows:

The following development objectives have been identified for LED in Xhariep District Municipality based on the abovementioned vision and mission: 1. Development Objective	Local business support and stimulus.
2. Development Objective	Restructuring and diversifying rural economic base.
3. Development Objective	Agriculture sector expansion and the promotion of local value addition.
4. Development Objective	Industrial sector expansion and promotion of value chains.
5. Development Objective	Tourism development and promotion
6. Development Objective	Human resource development

## 10.2.2 DISASTER MANAGEMENT PLAN

A legal obligation is placed on the Government by the Constitution of the Republic of South Africa (Act 108 of 1996) to ensure the health and safety of its citizens (personal and environment). Section 41(1)(b) of the Constitution compels all spheres of Government to “*secure the well-being of the people of the Republic*” and Section 152(1)(d) also requires that local government “*ensure a safe and healthy environment*”. This put the primary responsibility for disaster risk management in South Africa upon Government.

Each municipal entity is to develop a disaster risk management plan as part of their Integrated Development Plans. This plan establishes the arrangements for disaster risk management within the Xhariep District Municipality (XDM) and has been prepared in accordance with the requirements of the Disaster Management Act, 57 of 2002 (the Act) and section 26(g) of the Municipal Systems Act, 2000.

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 Plan aims to facilitate an integrated and coordinated approach to disaster risk management in the municipality which will ensure that the Xhariep District Municipality achieves its vision for disaster risk management which is to build resilient communities in the Xhariep DM who are alert, informed and self-reliant by establishing risk reduction and resilience building as core principles and developing adequate capabilities for readiness; and effective and rapid, response and recovery.

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

This plan provides a brief background study of the Xhariep DM in line with its current Integrated Development Plan (IDP). The Xhariep DM disaster risk management plan contains a macro disaster risk assessment based on field research, observation, primary- and secondary data sources.

The Xhariep District DMP has as far as possible, been imbedded in the current reality of the municipality. The macro disaster risk assessment provides the foundation towards risk reduction planning, based on the identified and prioritised disaster risks and vulnerabilities of the Xhariep DM. This DMP for the Xhariep DM furthermore provides the municipality with a guiding framework for future disaster risk management planning by the municipality as a whole, as required by the Disaster Management Act 57 of 2002 and the Municipal Systems Act 32 of 2000.

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.

### **10.2.3 XHARIEP RURAL DEVELOPMENT PLAN (XRDP)**

#### **ANCHORING VISION FOR XHARIEP RURAL DEVELOPMENT PLAN**

Having a commonly shared vision for Xhariep was an integral part of the process of formulating the District Development Plan. The first consultation phase involved stakeholder engagements to discuss and share a view of how a future Xhariep should look like, based on a 15 year perspective. With further information been gained through the analyses off various documents leading to the Status Quo report, having considered various policy and legislative documents, and through insights gained by continued interaction with stakeholders, a number of common general themes have emerged as building blocks for the RDP vision.

The themes are:

- An inclusive, and growing economy that generates jobs and reduces poverty; ☐ Sustainable use of natural resources and a green path to development;
- Spatial integration;
- Stakeholders structures that work for greater public good;

- Development of value chains that help retain value in Xhariep;
- Investments in infrastructure;
- Human capital investment and skills development, and
- Social cohesion.

These themes also follow closely on the key pillars and drivers of the Free State Growth and Development Strategy (FSGDS) and the vision of the Xhariep District Municipality.

Thus, based on the consultations, review of key documents, analysis of key development trends as contained in the Status Quo documents and taking into consideration the need to align the vision of the XRDP with vision statements of the Xhariep District Municipality and the Free State Provincial Spatial Development Framework, three alternative vision statements to drive the XRDP are proposed as follows:

**By 2030 Xhariep will be a thriving, spatially cohesive and socially integrated district which employs sustainable development principles innovative solutions and good governance to accelerate inclusive socio-economic growth and development...”**

**By 2030, Xhariep District harnesses new technologies and innovations to ensure sustainable, community oriented, equitable social and economic development, promotes spatial and social integration and is home to healthy and well skilled communities.**

**By 2030, Xhariep will have a resilient and sustainable economy and thriving communities**  
Through the participation meetings conducted from 27 September 2015 to 7 October 2015 it notably indicated that the stakeholders and participants prefer the latter Vision statement of “By 2030, Xhariep will have a resilient and sustainable economy and thriving communities”

**Copies of the Sector Plans are available as supplements from the respective Directorates.**

#### **Overview of Sector Plans**

<b><i>Sector Plan</i></b>	<b><i>Purpose of Plan</i></b>	<b><i>Contribution to IDP Strategy</i></b>
Skills Development Plan	To equip and empower the staff with the necessary skills for their respective duties and to develop their careers.	Empowered staff will be better suited to deliver the services and tasks as required through the implementation of the IDP.
Employment Equity Plan	To comply with Employment Equity requirements through	Ensure the necessary representation required to

	targets set by data of stats South Africa.	serve all the communities equally.
Performance Management System (Organisational)  Individual	Facilitate an performance driven and accountable municipality	To set performance indicators and targets that will measure the effectiveness and efficiency of the municipality in implementing its IDP Objectives.  Monitor and Measure individual Performance against set targets to give effect to the Municipality's commitment to a performance orientated relationship with its employee by attaining equitable and improve service delivery.
Participative Governance Strategy	To facilitate democracy by Enabling broad but structured community participation in Council affairs.	In the spirit of participative governance in general and participation in the IDP specifically, to enable community participation in the drafting, monitoring and review of the municipal IDP and Budget
Communication Plan	To plan and manage effective and efficient communications with the community, role-players and stakeholders.	To facilitate participation, understanding, buy-in for the IDP development agenda of the municipality.
<b>Sector Plan</b>	<b>Purpose of Plan</b>	<b>Contribution to IDP Strategy</b>
Financial Plan	To effectively manage the financial position of the municipality in accordance with the IDP and standards as set out by the MFMA and National Treasury.	To provide for democratic, accountable and effective governance of finances.
LED Strategy	Outlines how Council can create an enabling	Local Economic Development is the first

	environment for economic growth, that will benefit all the Citizens, especially those that are poor	highest strategic priority of Council
Spatial Development Framework (SDF)	Legal requirement in terms of Municipal Systems Act and other relevant legislation. Purpose is to create / maintain sustainable and orderly living environment.	Quality living environments as promoted by the IDP must be reflected / addressed by the SDF.
Environmental Management Plan	Integrated Environmental functions of all sections. Ensure compliance with legislation. Ensure compliance with NEMA principles.	Ensure sustainability of the municipality. Implement agenda 21 principles. Protect integrity of the environment. Ensure participative Greener Governance
Integrated Waste Management Plan	To ensure a sustainable Waste Management Plan in the Xhariep District Municipality.	To present in a holistic sequential way the status quo and way forward to address waste management for a better life for all and in terms of the Constitution and statutory requirements
Disaster Management Plan	To address any natural or manmade Disaster that may occur	Disaster Management is an integral part of the IDP to ensure a safer community.
Poverty Reduction Strategy.	To address the plight of the poorest in the community in order to ensure their life sustenance.	Poverty Reduction is the highest priority of Council.
HIV/Aids Strategy	To mobilise all sectors in a developmental intervention to fight HIV/AIDS.	To ensure a sustainable interventions both institutionally and locally to address the pandemic.
Gender Strategy	Addressing the vulnerable position of women through capacity building and empowerment.	Gender is a cross-cutting issue in the IDP.

### **10.3 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS (SDBIP)**

The Service Delivery and Budget Implementation Plan (SDBIP) serves as the implementation and monitoring plan for the municipal budget in accordance with the related Development Programmes.

#### **10.3.1 The SDBIP consist of five (5) components:**

- Monthly projections of revenue collected for each source,
- Monthly projections of expenditure and revenue for each vote,
- Quarterly projections of service delivery targets and performance indicator for each vote;
- Information for expenditure and service delivery, and
- Detailed capital works plan broken down the years.

The SDBIP is compiled and approved within 14 days and will thereafter be available as a supplement from Finance Department.

### **10.4 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 Xhariep District community is constantly consulted and informed about the development plans of the Xhariep District Municipality.