



**1<sup>st</sup> Draft**

**DRAFT DISTRICT ONE PLAN**

**2020/2021**

**12 August 2021**



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## 1. Introduction and Background

In 2019, the Department of Cooperative Governance submitted the District Development Model (DDM) to Parliament to: “utilise the existing legal framework and implementation machinery, which includes the Intergovernmental Relations (IGR) Framework Act which provides for the

Minister (and department) responsible for cooperative governance to provide a *framework for coordinating and aligning development priorities and objectives between the three spheres of government*”.

The DDM is anchored on the development of the “One Plan”. The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide

investment and delivery in Xhariep as well as other district and metropolitan areas in the country. The One Plan content must be visionary and transformative addressing the following interrelated DDM transformation focus areas, articulating strategies and interventions needed to move from the current to the desired state.

This plan is meant to be jointly developed and agreed to by all spheres of government

### 1.2. Xhariep District Geographical context

The Xhariep District Municipality is one of the 4 districts and 1 Metro of Free State Province. The seat of Xhariep is Trompsburg. The district area covers about

34 250 square km<sup>2</sup>, meaning that according to size, the district ranks 9<sup>th</sup> largest in the country.

### 1.3. Purpose of the One Plan

The one plan aims to be transformative by addressing the following interrelated DDM transformation focus areas, and articulating strategies and interventions needed to move from the current state to the desired status:

- To give effect to the District Development Model approved by cabinet as a practical method to improve service delivery and development impact in the Xhariep District space

through **integrated planning, collaborative budgeting and focussed delivery by all three spheres of government working together with stakeholders** and communities;

- To achieve the objectives of the National Development Plan, the National Spatial Development Framework, the Integrated Urban Development Framework and other key national provincial and local socio-economic and spatial development policies;

- To **jointly** and coherently as all government and stakeholders develop a **common vision and approach** in addressing the current and future development needs and challenges and key priorities of the Xhariep district
- To restructure the Xhariep economy through a focus on primary activities such as mining, agriculture and secondary and tertiary activities which

include manufacturing and downstream beneficiation opportunities;

- To create an environment which is conducive for investment; e.g., to stabilize governance and financial management practices in the Xhariep district;
- To capacitate people, in particular the unemployed, vulnerable groups such as

women and youth through skills redevelopment and development to participate in the economy; and

- To focus on infrastructure planning, maintenance and expansion.

The first generation of One Plans will focus on the following areas:

- Few key economic infrastructure projects that require unblocking actions.
- Key catalytic projects.
- Key projects that are aimed at stimulating and diversifying the economy.
- Short term service delivery improvement actions.
- Immediate LG stabilization and institutional strengthening actions.

#### 1.4. The One Plan

The Xhariep District One Plan is based on the DDM Theory of Change which postulates six transformations to move from the current state of underdevelopment to a desired better future.

Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities in a joint and coherent way of addressing them.

The Xhariep District One Plan is a visionary and transformative plan addressing the following interrelated District Development Model key transformation focus areas, content themes or principles, namely:

- a) **Demographic change and people development** – the process of

understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management).

- b) **Economic Positioning** – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on

the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.

- c) **Spatial Restructuring and Environmental Sustainability** – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of significance as well as location and layout of infrastructure networks.

- d) **Infrastructure Engineering** – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- e) **Integrated Services Provisioning** – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also

requires holistic household level service delivery in the context of a social welfare and improved jobs and livelihoods

- f) **Governance and Management** – the process by which leadership and management is exercised, in particular, that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management including release of municipal / public land.

In relation to each transformation focus area, the One Plan articulates the following:

- The current situation (diagnostic assessment);
- The desired vision;
- The strategies and interventions needed to move from the current situation to the desired end state, and;
- The Implementation commitments by all three spheres of government and key stakeholders will enable the identified strategies/interventions to be implemented.

The transformation focus areas (content themes or principles) do not exist in isolation but rather as interchangeable and integrated mechanisms to achieve the **One Plan vision**, which articulates a spatial and development vision through economic growth, financial sustainability, good governance practices, infrastructure and services investment.

### 1.5. The One Plan Formulation Process

The formulation of the Xhariep One Plan has been a journey that started with the **DDM launch on 2 November 2020** in Mohokare Local Municipality Smithfield – Mofulatsepe town, led by **Deputy Minister Phomolo Masualle** together with **MEC for Corporate Governance and Traditional Affairs, Mr**

**Themebeni Ngxangisa; MEC Tate Makgoe responsible for Education and MEC Gadija Brown responsible for Treasury.** By the launch of the DDM CoGTA had already concluded the district profiling exercise. The profile provides a status quo of socio-economic development, service delivery progress, infrastructure, governance and financial management situation.

The intergovernmental management of COVID-19 through the District Command Centre instilled the District Development Model approach of cooperative governance.

The following working sessions were held throughout the development of the Xhariep District One Plan;

Activity	Purpose	Date
Engagement with COGTA FS	Clarification of the District Development Model approach	09 March 2021
Technical IGR (Municipal Manager's forum)	To ensure active participation of all municipal and government sectors in drawing the One Plan	23 March 2021
Engagement with Sector Department	To ensure that Government Departmental Planning is aligned towards the achievement of the District One Plan	17 May 2021
Political IGR (Mayor's Forum)	To ensure that the entire District Political Leadership is on board and there is political will towards the District One Plan	20 May 2021
Engagement with Kopanong LM	To ensure that Local Municipalities planning, Implementation and Monitoring at both Strategic and Operational Level is accommodated in the District One Plan	01 June 2021
Engagement with Letsemeng LM		02 June 2021
Engagement with Mohokare LM		Outstanding
FS DDM Stakeholder Task Team	To consider the Xhariep Vision and Strategies and to help with the Diagnostic Report	06 July 2021

### 1.6. The One Plan Outline

The following sections of the One Plan are arranged as per the One Plan stages, namely;

- Diagnostic assessment
- Vision setting
- Strategy formulation
- Implementation commitments
- Conclusion

## 2. XHARIEP ONE PLAN DIAGNOSTIC REPORT

The diagnostic stage of the One Plan entailed a critical analysis of the service delivery, spatial, socio-economic development, environmental and governance situation in Xhariep District in relation to

each DDM Focal Area, and an appreciation of the prevailing context and trends that shape the Xhariep District space and economy. The Xhariep Diagnostic Report can be referred to for the detailed outline of

the key diagnostic issues. A detailed analysis was conducted using the **six transformation themes/goals**.

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## 2.1. SWOT ANALYSIS

### 2.1.1. DEMOGRAPHIC ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• 125884 (Stats SA CS 2016)</li> <li>• Xhariep District accounts for a total population of 121,945 (XDM)</li> <li>• 49.9% males, 50.1% females</li> <li>• Median age 26</li> <li>• 57.8% live in fully paid off properties</li> <li>• 3.8% lived in back yard dwellings</li> <li>• Life expectancy is increasing</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertainty about data accuracy of formal sources</li> <li>• Males migrate to work in larger cities</li> <li>• No new skills</li> <li>• 10.1% households lived in informal dwellings</li> <li>• Households headed by children 0.3%</li> <li>• Fertility in Xhariep is slightly higher compared to South Africa as a whole</li> <li>• Smallest populated district in the FS</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to specific needs</li> <li>• Skills Development</li> <li>• Optimise job opportunities</li> <li>• Employment opportunities</li> <li>• Mohokare LM has the highest average annual growth rate of all 3 local municipalities</li> <li>• Health care facilities to facilitate higher life expectancy</li> </ul>	<ul style="list-style-type: none"> <li>• Annual growth rate low (0.27%)</li> <li>• Loosing skilled workers that migrate to larger cities</li> <li>• Stagnant workers market</li> <li>• Working class age projected to decrease from 2020-2025 (by 21.1%)</li> <li>• Unemployment</li> <li>• Low HDI (2,49%) and high level of vulnerability with almost 71 000 people living in poverty in 2017</li> <li>• 13.71% of population infected with HIV and this is projected to grow</li> <li>• Highest migration within borders of district</li> </ul>

### 2.1.2. ECONOMIC PROFILE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• District economy projected to grow 4.17% between 2020-2025</li> <li>• Primary Sector: Mining sector 24.8% employees</li> <li>• Mining sector projected to be the fastest growing sector between 2020-2025</li> <li>• Community Services Sector to be the largest sector in the District by 2025</li> <li>• Primary Sector: Extensive Agriculture 74% - livestock farming</li> </ul>	<ul style="list-style-type: none"> <li>• Limited progress with BBBEE at a local level</li> <li>• Seasonality of the economy and employment</li> <li>• Skills gap in basic business techniques</li> <li>• Limited support to SMMEs</li> <li>• High cost of land and property</li> <li>• Mining sector declined in last 10 years</li> <li>• Primary Sector: Agriculture sector shows a decrease in contribution</li> <li>• 59% living in poverty</li> </ul>	<ul style="list-style-type: none"> <li>• Potential of diamond industry and other minerals including titanium, iron and potash</li> <li>• Highest potential of Agricultural sector to create linkages with local economy and value chains</li> <li>• Approve maintenance and development of Trompsburg sheep shearing barn</li> <li>• Improve grape production in Jacobsdal</li> <li>• Secondary sector: Manufacturing – expand existing industries, develop new niche industries and promote local exports</li> <li>• Strengthen transport linkages on N1, N6 and N8</li> <li>• Maintain and development tourism opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• High level of inequality (wide gap between rich and poor)</li> <li>• Average annual increase of 4.23% in the number of unemployed people</li> <li>• Unemployment 35% at present; has been on a steady increase</li> <li>• Employs the least number of people in the FS and employment rates have decreased over the last 10 years</li> <li>• 32.4% non-economically active population (NEAP) [fulltime students at tertiary institutions,</li> </ul>

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Trompsburg: Second 2nd biggest sheep shearing barn in the country</li> <li>• Primary Sector: Intensive Agriculture 21%</li> <li>• Tertiary Sector: Community services (government services) 31.9%, Trade 13.5% transport and finance both 9.1%</li> <li>• Tourism increased from 2010-2019 but decreased significantly in 2020</li> <li>• Informal sector: Trade sector 43.1% employees</li> <li>• 61.8% participating in labour force</li> <li>• 70 Public schools</li> <li>• TVET College satellite in Zastron</li> <li>• Crime is decreasing the most out of all other FS districts</li> <li>• Literacy and education levels are increasing</li> </ul>	<ul style="list-style-type: none"> <li>• Working age population decreased at an annual rate of -0.56% since 2009</li> <li>• 25.76% matric only</li> <li>• There is very little economic diversification</li> <li>• Age 20 and older: 11.4% without any education</li> <li>• The district faces great challenges with respect to skills development, particularly in aspects such as financial and technical skills.</li> <li>• Competitive disadvantage in manufacturing and finance sector</li> <li>• Only 58% of the population is economically active</li> <li>• Large dependence on the agricultural sector</li> <li>• Lack of highly skilled workforce</li> <li>• Low literacy rate in comparison to that of FS Province</li> </ul>	<ul style="list-style-type: none"> <li>• Development of tourism attractions at the 'Big Hole' at Jagersfontein Mine and water &amp; leisure sports tourism at Gariep Dam and TDR</li> <li>• Water harvesting by Water Affairs to generate hydroelectricity</li> <li>• NDP – Xhariep Green economic zone with solar power potential</li> <li>• Major competitive advantage in the agricultural, mining and community services sector</li> </ul>	<ul style="list-style-type: none"> <li>disabled people, and those choosing not to work]</li> <li>• Xhariep only district in province with no college</li> <li>• Inability to attract and retain skilled person power</li> <li>• Employment rates currently lowest have been since 2014</li> <li>• COVID-19 negatively impacting jobs and income</li> <li>• Informal sector has been growing</li> <li>• Political instability</li> <li>• Not attractive for private sector development</li> <li>• Climate change and natural disasters</li> </ul>

### 2.1.3. SPATIAL PROFILE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• 83% reside in a house, 10% in an informal dwelling (shack), 4% flat in back yard</li> <li>• DALRRD acquired many farms for livestock in this region</li> <li>• Established administrative centres at Trompsburg, Zastron and Koffiefontein</li> <li>• Heritage centres identified at Luckhoff and Philippolis</li> </ul>	<ul style="list-style-type: none"> <li>• Lower income housing a spatial issue in Mohokare Local Municipality</li> <li>• The region requires a range of targeted interventions to ensure future well-being of its habitants</li> <li>• Dispersed communities</li> </ul>	<ul style="list-style-type: none"> <li>• 100% all residents in formal dwelling</li> <li>• Significant opportunities including agricultural activities, mineral deposits, potential for alternative energy generation</li> <li>• Further development of irrigation schemes for assistance to emerging farmers</li> </ul>	<ul style="list-style-type: none"> <li>• The Draft NSDF mentions that the arid and sparsely populated western and southwestern central parts of the country is set to be significantly affected by climate change trends</li> <li>• Long distances between urban areas &amp; rural communities</li> </ul>

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Agricultural centres identified at Jacobsdal and Springfontein</li> <li>• FPSU identified at Zastron</li> <li>• Agri-Park/Hub Identified at Springfontein</li> <li>• Transport Hub identified at Trompsburg</li> <li>• Tourism nodes at Smithfield and Gariep Dam</li> <li>• Mining nodes at Jagersfontein and Koffiefontein</li> <li>• Tourism corridors identified in 6 areas</li> <li>• Irrigation corridors identified</li> <li>• Freedom of space – 3.3 people/km<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Growing number of informal settlements</li> <li>• Slow spatial transformation</li> <li>• Lack of spatial integration between higher and lower income areas</li> <li>• Apartheid- planning legacy very prevalent</li> <li>• Lack of town planning skills in the DM &amp; LM</li> <li>• Fiscal challenges for key spatial interventions</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of human resource and fiscal capacity</li> </ul>

#### 2.1.4. ENVIRONMENTAL PROFILE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• The district falls in a semi-arid area and comprises of open grasslands</li> <li>• The Xhariep District environmental conditions in terms of soil, weather patterns, availability of water and rainfall are distinctly different than that of the rest of the Free State due to the drier climate conditions</li> <li>• Large waterbodies in the district</li> <li>• Higher rainfall occurs to the eastern part of the district</li> <li>• Average higher maximum temperatures in the western area</li> <li>• Large portions of Xhariep are classified as Ecological Support Areas followed by critical biodiversity areas and protected areas</li> <li>• Topography characterised by a structured landscape comprising of Butte, Mesa and Plateau</li> <li>• Diamond mining potential at Jagersfontein and Koffiefontein</li> <li>• Large areas are ecologically supported</li> </ul>	<ul style="list-style-type: none"> <li>• Aridity increases towards the west of the province</li> <li>• District's environmental vulnerability is high</li> <li>• Degraded areas to the northern parts of the district</li> <li>• No Fire Station and fire trucks/vehicles located in the district</li> <li>• Difficult environmental conditions influence the profit margins and higher assertiveness to vegetation and crop management practices</li> <li>• Most of the area is categorized by rain-fed farming practices</li> </ul>	<ul style="list-style-type: none"> <li>• Protection of critical biodiversity and protected areas</li> <li>• Irrigation systems to the western parts of the district strengthened for intensive agriculture</li> <li>• Protection of waterbodies</li> <li>• Other minerals in the district include titanium, iron and potash.</li> <li>• The mining sector has a potential for value chain enhancement, particularly small-scale mining, including artisanal mining.</li> <li>• Disaster Management Centre identified at Trompsburg</li> </ul>	<ul style="list-style-type: none"> <li>• Climate changes Increase droughts and flooding and water availability;</li> <li>• Climate change effects the change in biodiversity patterns (especially grasslands, where a high level of extinction is predicted);</li> <li>• Climate change Impacts on health, tourism, agriculture and food security;</li> <li>• Small scale and homestead farmers in dry lands are most vulnerable to climate change and although intensive irrigated agriculture is better off than these farmers, irrigated lands remain vulnerable to reductions in available water;</li> <li>• Maize production in summer rainfall areas may be badly affected by climate change;</li> </ul>

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Protected areas and critical biodiversity areas surround waterbodies and identified in the Free State Critical Biodiversity Plan</li> <li>Critical Biodiversity Areas are located along the north-western boundary of the district as well as along the eastern boundary of the district near the town of Zastron. Both areas are in close proximity to the main river</li> <li>Formal conservation and protected areas are scattered throughout the district and are also predominantly within and/or near dams and perennial rivers</li> <li>Fair air quality in the district</li> <li>Almost the entire district is suitable for game farming</li> </ul>		<ul style="list-style-type: none"> <li>Fire Base: Fire Control and Prevention identified in Rouxville and Zastron</li> <li>Nature and conservancy nodes identified in the District SDF</li> <li>Agricultural land must be protected and used to its full potential in the Xhariep District seeing that agriculture contributes a great deal to the economics of the area</li> </ul>	<ul style="list-style-type: none"> <li>Alien invasive plant species are likely to spread more and have an ever-increasing negative impact on water resources due to climate change</li> <li>There will be an increase in the frequency and severity of extreme weather events.</li> <li>Uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and air and water quality</li> <li>Risk for wildfires</li> </ul>

#### 2.1.5. INFRASTRUCTURE PROFILE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>N1, N6 and N8 transgress district and identified as transport corridors</li> <li>Gariep Dam airfield regarded as one of the best small airfields in the country</li> <li>Inter-provincial rail freight arterial line, connecting Eastern Cape (PE and East London) and a line westwards to other FS towns</li> <li>Border Post to the Kingdom of Lesotho at Makhaleng near Zastron</li> <li>Irrigation corridors identified in the western side of the district</li> <li>Existing government services (libraries, Police, emergency services, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Water pipelines between Jagersfontein and Fauresmith very old and leakages occur regularly</li> <li>Water from mineshafts is of poor quality and needs to be purified</li> <li>Water pumps at Reddersburg and Edenburg are in poor condition</li> <li>Water pump station at Bethulie is too small and its capacity will need to be increased</li> <li>No firefighting emergency services in the district – no mobile vehicles</li> <li>No Open Space Strategy/Guidelines to protect open spaces</li> <li>Roads are in a very poor condition</li> <li>Aging infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Highly connectivity to other provincial districts and provinces</li> <li>Ongoing maintenance and upgrading by SANRAL</li> <li>Development of the airstrip for small charter flights between Gariep Dam and Bloemfontein, refuelling pint and Ecotourism traffic</li> <li>Develop the rail freight arterial line to service the district</li> <li>Potential corridor linkage of people and goods between Xhariep and Lesotho</li> <li>Develop irrigation schemes</li> <li>Strengthen transport linkages on N1, N6 and N8</li> <li>Maintain and development of liable government services</li> </ul>	<ul style="list-style-type: none"> <li>Financial viability of railway freight expansion</li> <li>Insufficient allocation of budget for operations</li> <li>Political unrest and interference</li> <li>Mismanagement of infrastructure grant funding</li> </ul>

		<ul style="list-style-type: none"> <li>Development of a Disaster Risk Reduction Strategy/Framework</li> </ul>	
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### 2.1.6. SERVICE DELIVERY PROFILE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>92.7% access to safe drinking water</li> <li>42.1% piped water inside dwelling, 51.2% piped water in the yard</li> <li>83.1% flushed toilets, 0.04% VIP, 0.03% pit toilets</li> <li>91% access to electricity for lighting and other purposes, 5% did not use electricity</li> <li>71.8% have weekly refuse removal by the authority</li> </ul>	<ul style="list-style-type: none"> <li>2.7% no access to any toilet</li> <li>Electricity very expensive</li> <li>Lack of quality and affordable housing and basic services for the poor</li> <li>Number of HH with weekly service delivery been declining for the last 10 years; in Letsemeng only 27.35% have weekly removal</li> <li>Limited resources at the municipality to provide services</li> <li>Aging infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>100% piped water inside dwelling</li> <li>100% flushed toilets</li> <li>All erven has access to weekly refuse removal by the authority</li> <li>Investment by the private sector</li> <li>Increase ITC infrastructure</li> <li>Increasing capacity at local and district government</li> <li>Need for innovative service delivery models</li> </ul>	<ul style="list-style-type: none"> <li>Theft of copper wiring</li> <li>Households with no refuse removal increased at 0.16% per annum</li> <li>Low revenue generation of municipalities (both local and district) but increasing need for services</li> <li>Lack of human resource capacity</li> <li>Mismanagement of finances</li> <li>Municipality under- capacitated</li> <li>Civil unrest and sporadic protests</li> </ul>

### 2.1.7. GOVERNANCE AND MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>All Municipalities reported that positions of municipal managers were filled</li> <li>Professional Town and Regional Planner in the Mohokare LM</li> <li>Support in terms of grants and from National and Provincial Departments</li> </ul>	<ul style="list-style-type: none"> <li>MDB assessment indicates that out of 16 district functions, Xhariep district municipality is performing 7.89% of these functions.</li> <li>Generally, all three municipalities have received either unqualified or disclaimed throughout the three-year period, signalling poor management of funds</li> <li>Financial statements submitted were of poor quality and material corrections were made based on miss-statements identified, which resulted in the improved audit outcomes</li> <li>Filling of the CFO positions in some Municipalities still remain a challenge</li> <li>Lack of professional town planners at each municipality in the district, and on district level itself.</li> </ul>	<ul style="list-style-type: none"> <li>Appointing/creating post for a Professional Town Planner in each Municipality and ideally on district level as well</li> <li>Finding means of revenue generation</li> <li>Improve audit outcome for Letsemeng</li> <li>Training for government officials</li> <li>Undertaking institutional analysis to identify gaps</li> </ul>	<ul style="list-style-type: none"> <li>Xhariep District still has an unchanged 'Unqualified' audit outcome</li> <li>"The existence of an efficient, effective and accountable local government in predicated on institutional stability indicative of a capable and developmental state' not achieved</li> <li>Political influence and instability</li> <li>Civil unrest and sporadic protests</li> </ul>

## 2.2. STRUCTURAL AND SYSTEMIC CHALLENGES

Arising from the diagnostic assessment, a number of critical drivers that underpin the systemic challenges were identified. The table below indicates which of

the transformational focus area each of the critical drivers' influences, which in turn has informed the

strategies and projects per transformational area in the Xhariep One Plan.

CRITICAL DRIVER	PEOPLE DEVELOPMENT	ECONOMIC POSITIONING	SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	INFRASTRUCTURE ENGINEERING	SERVICE PROVISIONING	GOVERNANCE
Poor service delivery	X	X	X	X	X	X
Water scarcity & shortages	X	X	X	X	X	X
Low literacy level	X	X				
Increasing unemployment	X	X	X		X	X
Spatially- targeted investment	X	X	X	X	X	X
Alignment between spheres of government	X	X		X		X
Data uncertainty	X	X	X	X	X	X
Unattractive climate for private sector investment	X	X		X	X	
Reliance on grant funding						X
Low revenue collected by municipality					X	X

CRITICAL DRIVER	PEOPLE DEVELOPMENT	ECONOMIC POSITIONING	SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	INFRASTRUCTURE ENGINEERING	SERVICE PROVISIONING	GOVERNANCE
Lack of SMME support	X	X				
Poor road maintenance	X	X	X	X	X	X
Poor infrastructure maintenance	X	X	X	X	X	X
Migration of skilled workers	X	X				
Underutilised tourism potential		X	X			
Underutilised potential of current industries		X		X		
Strong linkages to markets		X	X			
Solar energy potential		X	X			
Uncertainty of land ownership		X	X			X
Economic sector diversification		X		X		
Climate change		X		X		
Non-functional freight rail		X		X		
Spatial inequality in settlements	X		X		X	
Limited primary and secondary sectors	X	X				X
Electricity cuts	X	X	X	X	X	X
Dysfunctional local government					X	X

CRITICAL DRIVER	PEOPLE DEVELOPMENT	ECONOMIC POSITIONING	SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	INFRASTRUCTURE ENGINEERING	SERVICE PROVISIONING	GOVERNANCE
Lack of skills and skills development in municipalities						X
Mismatch of skills to economic needs		X				
Low Economically Active Population	X	X				
Competitive and emerging farming		X	X	X	X	
Political and civil unrest	X	X	X	X	X	X
Lack of waste removal services					X	
Poor environmental protection			X			
Municipal human resource and fiscal capacity					X	X
Inadequate internal controls and financial mismanagement						X
Poor access to basic & social services	X	X	X	X	X	X

## 2.3. BIG TRENDS

TRENDS	DESCRIPTION
URBANISATION	<p>In 2019, 66.68% of South Africa's population were living in rural areas and this number is expected to increase to almost three quarters of the country's population (71.3%) by 2030, according to the Integrated Urban Development Framework. The flow of people to cities over the last two decades has been influenced by increased access to employment, economic, educational and social opportunities and a desire for a better quality of life in urban areas. The pull factors out of rural areas are compounded by difficulty for developing agricultural in the black homelands (issues such as land tenure and allocation), rural disasters, escalating unemployment and lack of access to basic services in rural areas. As a result, cities have become areas of prosperity and growth, while rural areas have declined, leading to an increasing urban-rural divide. This urban-rural divide has resulted in spatial fragmentation, poorly maintained and developed infrastructure and public services, social, economic and racial divides, deteriorating rural economies and civil unrests and protests about lack of access to basic services. To combat the trend and bring about economic development, jobs and service delivery, transformation of the inherited spatial structure is required. The IUDF's overall envisaged outcome is spatial transformation where urban growth is steered towards model of compact, connected and coordinated cities and towns and development of inclusive, resilient and liveable settlements.</p>
CLIMATE CHANGE	<p>Through increased temperatures, extreme weather events such as flooding and drought, wildfires and the need for reliance on alternative energy sources climate change has impacted and poses further risk to populations, the economy and especially the agricultural sector, infrastructure, livelihoods, the environment, to name a few. In response to climate change, reducing carbon footprint of cities and settlements, better and smarter utilisation of resources and smarter food production is needed. According to the international Energy Agency's global energy trends report forecasting energy trends to 2040, renewables such as wind, solar, and hydropower will surpass coal as the world's dominant source of electricity by 2030. Africa currently has about 40% of the world's potential for solar energy. South Africa's Integrated Resource Plan supports a diverse energy mix to ensure the security of electricity supply.</p> <p>These impacts and climate variability need to be managed through initiatives such as the Municipal Climate Change Strategy and Action Plan. However, sufficiently skilled human resources in the relevant fields of environment and climate change will be required. It is not clear whether these skills currently existing within the district municipality.</p>
POST COVID- 19	<p>The impact of the global COVID-19 pandemic on the way societies and economies may change is uncertain but there is real risk of long-term consequences such as increase in inequalities and social deprivation. There may be long-lasting changes in how businesses work facilitated by technology- where people work (from home), how business takes place, business operations, a need for increased digitisation, the needs of consumers, marketing. The COVID- 19 pandemic has affected low-income rural economies, such as that in Xhariep and other rural populations and economies in the Free State differently, and to a larger degree, than that of urban areas. Post- COVID recovery is going to be a greater challenge in regions such as Xhariep.</p>

TRENDS	DESCRIPTION
	Other impacts include increased mental health and psychological issues in society, lack of social cohesion due to exacerbated inequality and youth unemployment. The consequences of educational inequalities during COVID where poorer communities lacked the necessary tools to access courses, especially for girls and young women, will disadvantage them in labour markets and further exacerbate inequality. There may also be likely long-term impacts on improving food value chains, environmental and public health, changes in societal values and management of natural resources.
<b>RISING INEQUALITY</b>	<p>South Africa has the largest economy in Africa, but suffers from a highly dualistic economy, with a world class formal economy including a number of multinationals, while up to 40% of the population is unemployed who depend on welfare grants and the informal sector to survive.</p> <p>UN latest Human Development Report indicated that SA, since 2014 dropped two ranks lower on the Human Development Index (SA ranked 114 out of 189 countries) and 1 in 5 South Africans are now living in extreme poverty. What exacerbates social inequality and economic inefficiency in South Africa is the skewed spatial patterns, this is evident in the fact that as much as 65% of economic activity in the country is generated in just three of its nine provinces (Krugell, Mathee, and Mothata, 2018).</p> <p>The National Development Plan (“NDP”) is South Africa’s blue print development plan. It provides a broad strategic framework to guide key policy choices and actions. The plan presents a long- term strategy to increase employment and broaden opportunities through the active intervention of government via various policy instruments. The NDP captures the challenge of rural areas in South Africa as “characterised by great poverty and inequality, with many households trapped in a vicious cycle of poverty”.</p>
<b>TECHNOLOGY</b>	<p><i>One of the fastest ways to transform a country’s society and its economy is to invest in digital infrastructure- World Economic Forum<sup>1</sup></i></p> <p>There are big shifts globally towards Smart Cities and Smart Societies enabled by technology and innovations of the 4th Industrial Revolution. These include IoT (Internet of Things), Big Data, AI (Artificial Intelligence), Robotics and Shared Economy. Technology is transcending the Information age for resolving social challenges and creating better Human life. Smart Cities can be more than technology driven cities. They ought to be about how technology can enable smart systems, infrastructure, governance and service delivery that addresses needs of people and society in inclusive and affordable ways.</p>
<b>ANY OTHERS?</b>	

<sup>1</sup> <https://www.weforum.org/agenda/2017/09/governments-develop-digital-infrastructure-vodafone/>

## 2.4. DIAGNOSTIC SUMMARY

### 2.4.1. PEOPLE DEVELOPMENT

#### POPULATION

- Xhariep has the smallest population of all district in the Free State and has experienced a negative growth rate over the last 10 years. Between the years 2020 – 2025 the growth rate is projected to be 0.27% on average per year.
- The population is characterised by an almost equal number of male and females, with the largest share of population is within the young working age (25-44 years). There has been a decline in numbers in this category and this trend is projected to continue. This is mostly a result of high levels of out-migration by people to urban areas.
- The elderly (65+ years) make up the smallest population group however life expectancy is increasing, which may create a need for more health care facilities.
- There is uncertainty about population numbers with official (Stats SA) and commercial sources contradicting each other. Reliable demographic data remains a challenge for planning.

#### LABOUR

- Unemployment rates in the District are increasing. This, along with an increasing Gini Coefficient raises serious concerns about increasing poverty and inequality.

#### PEOPLE DEVELOPMENT

- The low HDI and high level of vulnerability bring social challenges much bigger than those faced in large metros. This has major implications for societal well-being and economic growth, as well as social cohesion and issues such as crime, drug abuse. Supporting the social Upliftment of people and communities is needed for people and communities to realise socio-economic and spatial justice. One of the ways in which this can be done is through unlocking the heritage, cultural and creative talents of the people in an inclusive way.

#### SERVICES

- A lack of access to basic services such as water and electricity prevents economic growth and job creation, and therefore opportunity for absorption of people into the economy. It is the most vulnerable in the community who are impacted by this. People are stuck in a cycle of poverty and inequality with a lack of access to sustainable income, economic opportunities and poor service delivery influencing the growth of economic sectors and investment.

### 2.4.2. ECONOMIC POSITIONING

#### GVA GROWTH & GDP

- The GDP in Xhariep has showed growth over the 10 years, however in 2020 the GDP had a negative growth rate, higher than that of the Free State, indicating that it suffered more than the Free State from the impacts of COVID19. Key economic sectors such as mining, agriculture and trade were hard hit. Economic recovery strategies will need to be sector specific and tailored to the specific needs of the District, looking at local economic development on in a holistic manner.
- Poor infrastructure such as ITC, and service delivery, along with water and electricity cuts render Xhariep an unattractive environment private sector investment to improve local economic development and the GVA. Even though the district has a competitive advantage in the agricultural, mining and community services sector, lack of private sector investment coupled with a shortage of skilled workers stifles economic growth.
- Agriculture, trade, community services and mining are the main contributors to the GVA. Electricity and manufacturing contribute the least.

## ECONOMIC DIVERSIFICATION

- There is little economic diversification in the sector, with the majority of people being employed in the trade and community services sector. The primary sector activities, such as agriculture and mining are also big contributors to the economy however, their growth is significantly more vulnerable to shocks and disasters.
- There is opportunity for economic diversification into the secondary sector, specifically manufacturing relating to the agriculture and mining sectors. The development of two agri-hubs will assist in this expansion. However, the dependence on the agricultural sector makes the economy particularly vulnerable to climate change and the associated disasters (floods, droughts, wildfires etc.).

## PEOPLE DEVELOPMENT

- While education and literacy rates has improved, they are still below the provincial average. This contributes to unemployment as the number of unskilled workers exceeds the unskilled work opportunities. In addition, there is a migration of skilled workers out of the municipality leaving a mismatch between the economic needs and skills required, constraining economic growth.
  - The low index of buying power suggests that the District only has a small percentage of the goods and services that the population need for living, meaning that residents spend some of

their income in neighbouring areas such as Bloemfontein.

- Investment of communities back into the local economy is hampered by the decreasing spending power resident have as a result of minimal investment opportunities, high unemployment, low income and a small population.
- Economic master sector plans need to be localised and focus on creating inclusive value chains empowering SMMEs, township, rural enterprises. The potential of cultural and creative industries also needs to be harnessed.
- A lack of alternative access to water, electricity through solar or wind farming and other sustainability practices – especially in an area with agricultural potential – impress a need for continued improvements in this regard in order to establish self-sustaining communities.

## ECONOMICALLY ACTIVE POPULATION

- In Xhariep in 2020, 36.21% of its total population within the Economically Active Population (EAP),
- Within the working age group 57.6% are participating in the labour force and out of the EAP, 31% are unemployed.
- It is evident that COVID19 had a major negative impact on employment as in 2019, 32 900 were employed compared to 30 600 in 2020. This is the lowest employment rate since 2014. Migration out of the district, as well as the fact that almost a quarter of the employed people work in the informal sector

influenced this; increasing poverty and inequality are a growing concern.

## SECTORS

- The community services sector contributes the most towards the GVA and provides the second most jobs as a sector. Many of the jobs in the community services sector are informal however. People join the informal sector due to the formal sector not growing fast enough so people turn to the informal sector as a survival strategy. Informal jobs are less secure as they are more vulnerable to economic shocks and provide less financial security.
- The trade sector also contributes significantly to the GVA and almost half of the jobs are in the informal sector. Barriers to entering the trade sector for less skilled and poorer people are minimal as fewer skills and capital are required. In spite of this, the trade sector still contributes the third most to the output in the District, and its GVA has been increasing. This indicates the critical role that the informal sector plays in the economy of the District and the need for mechanisms to be put in place to make these jobs more secure, and for upskilling to enable people to join the formal sector.
- Agriculture contributes the second most to the output in the District, however does not provide as many jobs as other sectors. There is huge potential to grow this sector in terms of more

intensive crop farming and assisting emerging farmers to join the sector. Most of the output is manufactured into secondary goods in other areas.

- The economic opportunity herein, is the revitalisation of agricultural, leading to the creation of new commercial agricultural enterprises, whilst simultaneously creating jobs for locals in the sector. There is a need to lobby for localisation of jobs. Attendant to enterprise development and job creation in this sector is the requirement for skills development, especially in relation to the Agri- hubs. The entrepreneurial skills for commercial agricultural enterprises. This will contribute to sustainable livelihoods and stimulate production driven growth. It is a low to medium skilled sector, with an abundance of land available for expansion. The climate and a topography are favourable for farming and processing various food, livestock and cash crops. Linking this programme to other LED programmes, scaling up local production, aggressively building local markets and seeking export markets, are the ingredients to make this proposed programme a success. The linkages to markets are an advantage for export of manufactured goods to the rest of the country. Water shortages are one of the major constraints to growth in this sector.
- While mining does not employ many people, it is the fourth highest

contributor to output. While mining has a limited life span, there is potential for the extraction of new minerals and development of secondary products within the municipality rather than exporting them to other areas for processing into secondary goods. This will require facilitating and attracting investment for the creation of spin- off industries based on the current and potential future mining activities.

- Lack of electricity is a constraint to economic development. This can be addressed by attracting the investment of solar related industries and using the biogas and hydrogen resources to promote business development and investment into energy creation.
- A critical sector that needs support is the SMME sector as business owners have a shortage of management and financial skills.

### 2.4.3. SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY

#### MORPHOLOGY (SPATIAL FORM)

- Growth in towns' trend along existing activities and growth around the peripheries shows a natural tendency for human settlement around areas that are already developed.
- Urbanisation has an effect on the demand in housing, other economically

activities and infrastructure and more settlements growing at the periphery of town that leads to urban sprawl, but migration of people to bigger cities also have an effect on the core of old settlements to depopulate.

- Towns are also dispersed/scattered throughout the district with bad road infrastructure to integrate towns. There is a need for an integrated urban-rural development approach. District cross border linkages are often stronger than the functional linkages within the district and people spend in other areas.

#### SPATIAL TRANSFORMATION / RESTRUCTURING

- Spatial transformation and integration is still slow in the Xhariep District. The towns in the District still reflect the geographically segregation between towns due to apartheid planning. In some instances integration is not always possible due to topography, natural and, and physical restrictions and the only connection is through accessible infrastructure (roads). The maintenance and upgrading of roads needs to be a priority.
- Urban restructuring to integrate areas in the towns involve integrated planning; rebuilding and upgrading the townships and informal settlements; planning for higher density land-uses and development; reform of the urban and planning system; urban transportation; and environmental management. Spatial restructuring informs

infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

## INFORMAL SETTLEMENT

- The number of informal settlements are growing in the Xhariep District. Approximately 10% of the population in the District lives in informal housing/settlements. The lack of spatial structuring and land use planning lead to human settlements being scattered and not always falling within the boundaries of basic service provision. The growth of informal settlements are further being encouraged by unrealistic political promises.
- The illegal occupation of land can be linked to township establishment procedures that take too long. People invade land illegally on areas earmarked for proposed future residential development in the SDFs where no infrastructure, and proper development studies have been conducted.
- To avoid land invasion/illegal occupation of land/informal settlements, Municipalities must proactively identify, acquire and develop land; incorporate the interest of all relevant roll-players; and, avoid political promises. For effective containment of informal settlements, preventive measures must be identified early in the IDP and SDF (identification of proposed future areas, densification strategies, etc.). The buy-in/commitment of all sector

departments and relevant role-players are important.

## RESOURCES

- Considering the Xhariep District agriculture and mining resources, the arid land distribution, and cultivation patterns, the area demonstrates great risk related to natural resource protection, production stability and food security. Water and the management thereof, as the most critical resource, can stabilise the economy and tourism opportunities. Natural water resources, core biodiversity assets, high potential agricultural land must be developed and sustained. The need for renewable energy (solar energy) and the favourable location of the District makes it ideal for the development of Solar Energy.
- Urbanisation pressures impacting on natural resource base.
- Renewable energy infrastructure is very limited and where projects are in the pipeline, the focus is on solar energy.

## ENVIRONMENTAL SUSTAINABILITY

- Protect the natural resource base and manage the natural and built environment interface including strict enforcement to limit encroachment and impact of settlements and industry on high potential agriculture land, biodiversity areas, water resources and air quality.

- The protection, nurturing and harnessing of the natural environment and resources for economic sustainability, are crucial.
- Develop the utilisation of tourism potential in the District. The sustainable management of tourism nodes, corridors and centres as well as the promotion thereof are important.
- Create opportunities in the local economy and tourism sector to retain and attract talented people.
- The compilation of a District Environmental Management Plan and a District Tourism Strategy/Plan are very important for environmental sustainability and tourism development in the district.

## 2.4.4. INFRASTRUCTURE ENGINEERING

### FINANCES AND INVESTMENT

- The Xhariep District is characterised by ageing infrastructure and a high backlog in infrastructure investment. Water is the most critical source in the district and the provision of water to communities need to be carefully coordinated and managed to attract investment.
- In order for investment in infrastructure to achieve the objectives of eliminating poverty, reducing unemployment and inequality, and promoting equitable economic growth, the Xhariep District needs to have the capability and

capacity to maintain, plan and deliver infrastructure efficiently and effectively. Therefore, investment in basic services, roads, and information and communication technology infrastructure is paramount. Intergovernmental coordinated infrastructure investment must be guided by spatial transformation, desired spatial forms, densification areas, and priority development areas.

- The provision, maintenance and operating of infrastructure is itself a job creator. If local communities are involved, it can generate income within a community that will have a ripple effect towards the wider community. While the development may provide temporary jobs, the operations and maintenance of infrastructure can provide long- standing jobs especially if local labour, materials and contractors are used. Other direct results of infrastructure are improved access to transport, jobs, markets health, and education and other basic socio-economic facilities and services.

## WATER

- Provision of water services are poor. Water resources and availability is a significant constraint in the district, especially during drought periods. Economic industries (extraction of natural resources and raw material) and secondary (processing and manufacturing) require sufficient water services provision. This led to the

inability to successfully produce economic trading commodities.

## RENEWABLE ENERGY

- The District has a huge potential for the development of renewable energy. The potential of Solar Renewable Energy has already being identified in the Letsemeng Local Municipality and the Solar Hub at Bethulie, Kopanong.
- Hydropower is already being used at the Gariep Dam and Vanderkloof Dam and need to be further investigated.
- Renewable Wind Energy was investigated for implementation at Springfontein but studies proofed that this energy source is not sustainable in the Xhariep District.

## TRANSPORT:

- Because of the geographically segregation between towns, the only connection is through accessible infrastructure, like roads. The maintenance and upgrading of roads need to be a priority. Except for the N1, N6 and N8 transgressing through the District and maintained by SANRAL, a sufficient and reliable transport network is not in existence in the District. Due to huge backlogs in road maintenance the district road network is in a poor condition, placing significant constraints on the district and regional connectivity.
- The inability of the existing Inter-provincial Rail Freight Arterial Line at Springfontein, connecting Eastern Cape (PE and East London) and a line

westward to other FS towns, puts an undue burden on the existing road networks.

- The non-existence of an integrated and affordable public transportation system in the district force people to make use of expensive privately owned transportation (taxis) for travelling and accessibility of places.
- Existing air transport facilities must be developed and maintain to enhance and encourage tourism and local economy.

## HOUSING

- Alignment with existing housing patterns for further settlement provision should be considered to prevent further scattered and localised housing provision. Considering the need for economic activity, especially in the secondary, tertiary and informal sector, potential exists for integrated human settlements based on an infrastructure network system and in terms of access to job opportunities.

## ITC

- The district is characterised by a very poor ICT network, with poor connectivity across the district. Communication is the backbone of a developmental state required in the region to assist the development goals. A number of small-scale initiatives has been started, but a district wide connectively initiative is required to ensure fast implementation and effective ICT service provision

- With COVID 19, people are less physically connected and digital connection has become more of a need now than ever. Increase connectivity of services that can further unlock opportunities for work, synergies and regional integration between rural areas and their surroundings. To attract the private sector to provide ITC infrastructure, an attractive investment climate for sustainable economic growth needs to be created.

## 2.5. SERVICE PROVISIONING

### BASIC SERVICES

- The state of service provision and governance is in general very poor, with huge backlogs experienced in all areas of basic service provision and social infrastructure, ageing infrastructure and absence of basic service provision in the very rural areas. Proper infrastructure is necessary to boost the economy and tourism sector of the District.
- The challenge, country wide, is the affordability of household electricity. The expensive rates of using electricity in households force people to use alternative resources such as wood, paraffin, coal, etc. for heating and cooking purposes. This has an impact on the environment – such as natural resources and air quality. The sporadic national load shedding is not spatially specific – all citizens and the national economy suffer under it.

- Roads/streets throughout the District are in a very poor condition and connectivity and accessibility are essential for providing the necessary support for economic centres to ensure optimal economic production output, and also to support households in terms of access to basic services to improve household living conditions
- A free basic services policy is in place in all local municipalities, constraining cost recovery strategies and overall economic growth in the area. A drive toward indigent based grant provision motivates indigence leading discouragement of service delivery.
- A lack of inter-municipal coordination and the misalignment between demarcation and function, increasing the need for centralised service delivery models taking not into account the administrative boundaries, but rather the spatial-functional activities.
- Lack of quality and affordable housing and basic services for high, medium, and low density.
- The demand for services outstripping supply.
- The insufficient allocation of budget for operation due to low revenue generation on district and local level.

### SOCIAL SERVICES & FACILITIES

- Health, policing and judicial services are met as per prescribed norms considering total population figures. Education presents as a dilemma, however, considering the movement

network, school distribution, and learner to teacher ratio, it is clear that education and school structure provision is not a facilities issue, but rather a problem of access to facilities – highlighting the importance of maintenance and innovative, efficiently operational public transport solutions as well as the infrastructure it requires.

- In order for the Municipality to provide local labour to expand towards local economic development there is a need for training facilities and higher education institutions.
- The development and maintenance of social services and facilities essential to the well-being of the population.
- Culture and heritage sites must be developed and preserved for the future generation and tourism potential.
- The development and maintenance of Fire Services and Disaster Risk Management throughout the District is essential to protect the agricultural, urban, and natural areas.

## 2.6. GOVERNANCE

### SKILLS

- Governance is constrained due to a lack of skills and skills development in municipalities, as well as by human resource and fiscal capacity. Inadequate customer relations management strains relationships with other stakeholders such as the community and business. A comprehensive skills audit identifying

the skills available and required is needed to close the skills gap.

## ACCOUNTABILITY AND TRANSPARENCY

- Inadequate systems of internal control, institutional capacity and employment are reflected in financial governance and management. Non-compliance and inaccurate financial information make it difficult to assess service delivery, the impact and cost thereof. All indications are that local government across the district is dysfunctional and are facing serious challenges. The lack of accountability and transparency with respect to the use of public resources has resulted in unqualified audits, mispending of public funds and hostility between municipalities and communities.

- Signals indicates a failed local government system. Operational revenue and expenditure are deteriorating the liquidity position sharply indicating any further investment in this regard must be done with ensured successful investment. Working capital management is not sustainable and require interventions in the order of restructuring operations at a local municipal level in order to enable institutional capacities and social capital development.

## SERVICES

- Fiscal constraint places strain on all municipalities performing their core functions such as provision of water, sanitation, electricity and refuse services. While the municipalities have accurate data on the services being

rendered, the over- reliance on grant funding and consistent operational deficits renders services consistently provided under what is required.

## CIVIL UNREST

- Sporadic civil protests, at times destructive, arise due to poor service delivery by municipalities. Municipalities have to close in response to safety threats, as was the case during this current Council term in Koffiefontein Letsemeng and recently in Zastron Mohokare local municipalities, further weakening the ability to meet their mandated services. These are major deterrents to investment and economic growth

### 3. Xhariep District One Plan Vision

#### 3.1. Vision setting

The vision is based on the diagnostic findings discussed in the section above and is informed by the vision of the country as set out in the National Development Plan (NDP) and other key policies and plans across government.

The Vision Framework for the One Plan comprise of eight (8) components, with a clear hierarchy. The Vision Framework are directly linked to the diagnostic assessment. This is to ensure that the desired future encapsulated are tied to the realities that govern the space, economy, and dynamics of the area.

Furthermore, it is to ensure that the vision framework is context related, informed by evidence-based findings as opposed to aspirational, clinical and dimensionless statements.

These components include:

- **Visual Vision:** A Visual Vision, is a spatial depiction of the development potential, localised desired activity,

based on spatial statistics collected in terms of a uniform analysis measure.

- **Vision:** A Vision, is a detailed, write-up that lays out a clear, logical vision of what an organisation or area will look like in the future. When completed, it's meant to guide decision making and giving all involved clear direction to strive for.
- **Goal:** A goal is an idea of the future or desired result that an organisation envisions, plan and commit to achieve.
- **Outcomes:** An outcome is something that follows as a result or consequence of one or many actions. An outcome involves an intentional change being imposed on a system with the resulting end state being measured, typically by indicators.
- **Objectives:** An objective is something which you plan to do or achieve, with the aim or purpose to realise an outcome. It is typically related to specific, measurable actionable, relevant and time-bound strategies and actions that if implemented, will bridge the “where we are” to the “where we want to be”.
- **Strategies:** A strategy is a course of action, to achieve a specific objective.

- **Projects:** A project is an undertaking carried out individually or collaboratively carefully focused in achieving a particular aim, in this case a particular strategy. A project can further be characterised by a clear scope, resource requirement plan, time estimation and a clear output.
- **Indicators:** An indicator is a variable that are used to measure a specific output which typically shows whether the desired impact has been met.

### 3.2. Vision Statement and Desired Future Elements

Xhariep District of the future by **2050** aspires to be:

**“A community-oriented municipality, with dignified service provision and a business-driven culture competing locally and internationally”.**

This vision talks to the desired future of the district, which entails a societal-, economic-, digital-, developmental and natural landscape, capably and ethically governed and managed on sound principles of policy consistency, regulatory and legislative compliance with a people centred approach, which infuses investor confidence that attracts both foreign and domestic direct investment leading to accelerated and sustained economic sectoral growth. This investment stimulated economic growth is sustained through environmentally conscious leveraging of Xhariep’s unique and differentiated competitive advantages and natural resources, optimised functional linkages between activities and spaces and broad-based gender and age neutral active economic participation. Promotion of entrepreneurship and enterprise development in the district with its high economic potential. Enabling people to generate their own livelihoods through supporting the informal, social and solidarity economy. The approach of uplifting people by addressing the legacy of apartheid spatial planning

Through high levels of investment, economic participation, primary resource beneficiation and value addition, the Xhariep society has addressed the triple threat of poverty, unemployment and inequality and has established a healthy, inclusive socio-economic fabric with the robustness and economic capacity to support social safety nets for uplifting the vulnerable members of society.

The vision is unpacked into desired future statements according to the **six DDM Transformation Focal Areas**.

#### **Desired Future: Space and Environment –**

Xhariep District is spatially just and resilient region that integrates diverse urban and rural spaces. It is Environmentally friendly protecting its natural resource base; including efficient utilisation and development of land. Xhariep is an inclusive platform for a competitive and diverse sustainable economy; integrated and harmonised human settlements – depicting dignity.

#### **Desired Future: Services –**

All residents of Xhariep live in decent dignified housing within a built environment in which they have access to reliable, affordable and sustainable services.

#### **Desired Future: People Development –**

The residents and the community of Xhariep by 2050 are safe, healthy, fully empowered and prosperous. They are **4IR** compatible and multi-functional skilled artisanal, professional, technical, business, trade and management sectors are the drivers of competitive and inclusive regional economy. They earn sufficient and sustainable income through employment and entrepreneurial activity. They are conscious of their expenditure, save and invest to build intergenerational wealth.

#### **Desired future – Economic Positioning**

Xhariep is a desired destination for global trade and tourism with a highly attractive living environment. The region operates a functioning Commercial / Industrial business that are people friendly, serving alongside as Tourism and Leisure establishment accommodating also the international established client base.

**Desired Future: Governance –**

Well governed district / region utilising smart and innovative policies, systems and delivery models. Effective spatial governance and financial management. Active and involved citizens and stakeholders. Strong local municipalities and other institutions. Highly conducive business environment and well supported social and solidarity economy.

**Desired Future: Infrastructure Engineering by 2050 –**

Xhariep has prioritised, coordinated cost effective infrastructure investment and management systems that activates and sustains the transformed region / district network, utilising innovative solutions and green technology. Xhariep has high performance infrastructure networks that supports a competitive economy including smart manufacturing industries. The

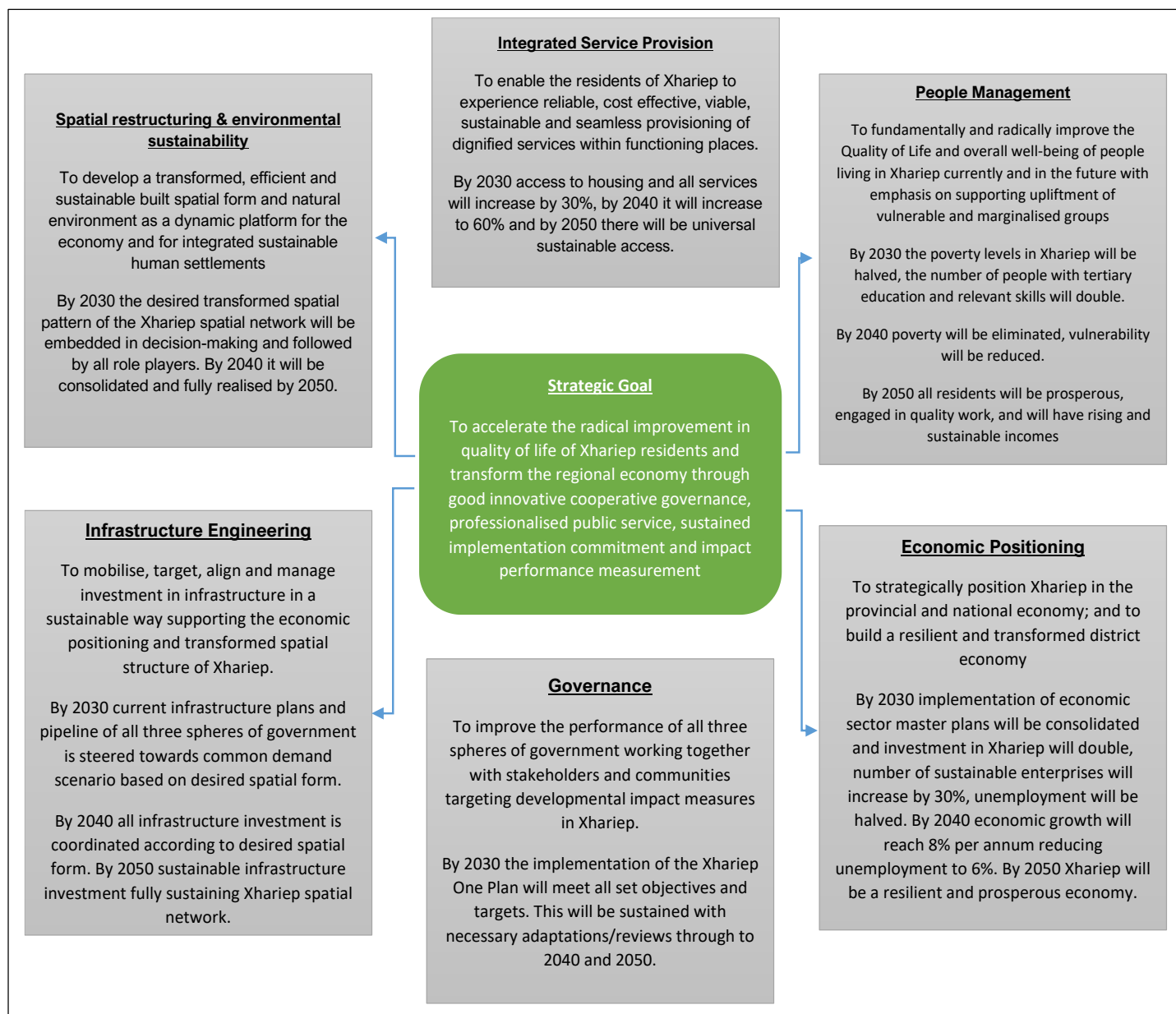
infrastructure network enables regional and spatial integration and reliable provision of services.

## 4. Strategies

### 4.1. One Plan Strategic Goals

#### Overarching Strategic Goal –

**“To accelerate radical improvement in quality of life of Xhariep and transform the regional economy through good innovative cooperative governance, professional municipal and government service, sustained implementation commitment and impact performance management”**



DDM Focal area	Strategic goal	Target
<b>Strategic Goal 1</b> <b>People Development</b>	To fundamentally and radically improve the Quality of Life and overall well-being of people living in Xhariep currently and in the future with emphasis on supporting upliftment of vulnerable and marginalised groups	By 2030 the poverty levels in Xhariep will be halved, the number of people with tertiary education and relevant skills will double. By 2040 poverty will be eliminated, vulnerability will be reduced. By 2050 all residents will be prosperous, engaged in quality work, and will have rising and sustainable incomes.
<b>Strategic Goal 2</b> <b>Economic Positioning</b>	To strategically position Xhariep as a leading Region and to build a resilient and transformed metropolitan economy	By 2030 implementation of economic sector master plans will be consolidated and investment in Xhariep will double, number of sustainable enterprises will increase by 30%, unemployment will be halved. By 2040 economic growth will reach 8% per annum reducing unemployment to 6%. By 2050 Xhariep will be a resilient and prosperous economy
<b>Strategic Goal 3</b> <b>Spatial Restructuring &amp; Environmental</b>	To develop a transformed, efficient and sustainable built spatial form and protect natural environment as a dynamic platform for the economy and for integrated sustainable human settlements	By 2030 the desired transformed spatial pattern of the Regional spatial network will be embedded in decision-making and followed by all role players. By 2040 it will be consolidated and fully realised by 2050.
<b>Strategic Goal 4 Infrastructure Engineering</b>	To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of Xhariep.	By 2030 current infrastructure plans and pipeline of all three spheres of government is steered towards common demand scenario based on desired spatial form. By 2040 all infrastructure investment is coordinated according to desired spatial form. By 2050 sustainable infrastructure investment fully sustaining the Xhariep Region spatial network.
<b>Strategic Goal 5</b> <b>Integrated Service Provisioning</b>	To enable the residents of Xhariep to experience reliable, cost effective, viable, sustainable and seamless provisioning of services within functioning places.	By 2030 access to housing and all services will increase by 30%, by 2040 it will increase to 60% and by 2050 there will be universal sustainable access.
<b>Strategic Goal 6</b> <b>Governance</b>	To improve the performance of all three spheres of government working together with stakeholders and communities targeting developmental impact measures in Xhariep	By 2030 the implementation of the Xhariep One Plan will meet all set objectives and targets. This will be sustained with necessary adaptations / reviews through to 2040 and 2050.

The strategies related to each goal are outlined in the next section. The desired future as part of the Vision element that the strategies are directed to is also indicated together with the outcomes or envisaged results and the Key Performance Indicator (KPI) measures.

#### 4.2. Xhariep Regional Spatial Network

The Xhariep Region vision is translated into a Regional Spatial Network pattern that informs and influences each of the strategic goals and strategies. It builds on the Xhariep district including its local municipalities SDFs and translates the spatial principles as contained in SPLUMA:

- **"Spatial justice"** – past spatial and other developments imbalances must be redressed through improved access to and use of land;
- **"Spatial sustainability"** – promote land development that is within the fiscal, institutional and administrative means of South Africa, protect prime and unique agricultural land, comply with environmental laws and limit urban sprawl;
- **"Efficiency"** – land development must optimise the use of existing resources and infrastructure and decision-making procedures must be designed to minimise negative financial, social, economic or environmental impact; and;
- **"Spatial Resilience"**- flexibility in spatial plans is accommodated to ensure sustainable livelihoods.

The Xhariep Region Spatial Network pattern enables the following:

**People Development** – Opportunities for people to move closer to key economic nodes and activities, or within key corridors.

**Economic Positioning** – Generate a competitive advantage and conducive investment and business environment through efficient freight and logistics corridors and smart and sustainable place-making and place management within the Network.

**Spatial Restructuring & Environmental Sustainability** – Enable spatial integration and directing of growth, compactness and densification within the district.

**Infrastructure Engineering & Service Provisioning** – Enable prioritisation, coordination and directing infrastructure investment and service provision within the Spatial Network Pattern.

**Governance** – Undertake spatial governance guided by a clear spatial transformation and economic competitiveness rationale

Strategic goal 1: People Development				
To fundamentally and radically improve the Quality of Life and overall well-being of people living in Xhariep currently and in the future with emphasis on supporting upliftment of vulnerable and marginalised groups				
Strategy 1 Improve safety	Implement a comprehensive and sustainable safer cities programme across the Xhariep District that is collaborative, and evidence led with integrated community development plans and programmes	Desired Future		
		The estimated people that will be residing in Xhariep by 2050 are safe, healthy, fully empowered and prosperous. They are 4IR and multi-functionally skilled in artisanal, professional, technical, business, trade and management sectors and are the drivers of a competitive and inclusive regional economy. They earn sufficient and sustainable income through employment and ethical entrepreneurial activity. They spend responsibly and save and invest to build intergenerational wealth. There is well being of society based on social solidarity, celebration of diversity and culture, and dignity for all. People are engaged and active citizens with civic responsibility and are proud residents of Xhariep. They live in well designed and well managed integrated neighbourhoods, and are well served by government.		
Strategy 2 Improve Education Outcomes	Drastically improve education and training outcomes from Early Childhood Development (ECD) to tertiary levels	Outcomes	Measure / indicator	Baseline
Strategy 3 Develop Skills	Operate an innovative eco-system for accelerated skills development relevant to digital transformation, 4IR, export hub and localization strategy, and key economic sector growth including cultural and creative industries	1. Poverty, inequality and unemployment alleviated	- Poverty line Gini co-efficient - Household income growth - Employment levels; Youth and Women Employment	
		2.		
Strategy 4 Empower Communities	Enable communities to be empowered and self-sustaining by generating their own livelihoods and incomes through participation in a more inclusive formal mainstream economy and by strengthening the social and solidarity economy	3. Human development	- Human Development Index - Safe, healthy, educated, economically empowered communities - Mortality rate, Health improvement - Literacy and education levels, Skills development - Nutrition - Decent Shelter - Access to basic services - Material, ethical and emotional/spiritual development - Well-Being, Prosperity and Happiness Indices	
Strategy 5 Ensure Social Security	Ensure that a strong consolidated and coordinated social safety net and social support services are available, functional and reaches all people that are in need	4. Upliftment of vulnerable and marginalised groups supported	Employed numbers Established businesses by groups	

Strategic goal 2: Economic Repositioning				
To strategically position Xhariep as a leading Region and to build a resilient and transformed metropolitan economy				
Strategy 7 Develop a Competitive Platform	Undertake smart, inclusive and compact place-making and place management to attract and retain investment and innovative enterprises within the Xhariep Region Spatial Network that consists of industrial/economic clusters, priority nodes and corridors	Desired Future		
		Xhariep is a premier destination for global trade and tourism with a highly attractive living environment. The region operates as an inclusive and transformed well-functioning Commercial / Industrial businesses that are people friendly serving alongside as Tourism and Leisure establishments.		
Strategy 8 Grow Key Sectors	Develop and implement an export growth and localisation plan that ensures competitiveness and enhances spatial integration and participation and empowerment of SMMEs, Township and Rural Enterprises, Cooperatives / Social Enterprises and Home-Based enterprises.	Outcomes	Measure / indicator	Baseline
Strategy 9 Grow Key Industries	Develop and implement strategies to further expand and substantially grow and support the Cultural and Creative Industries and the Tourism industry	1. Competitive Economic advantage defined and developed	Strategic advantage generated due to unique product and/or high quality and/or competitive pricing  Globally renowned place/product, High demand  Economic Anchor driving growth and jobs  Attract investment, skills and talent	
Strategy 10 Provide Enterprise Support	Establish and operate a comprehensive Enterprise Support Eco-System on mass scale across the City that provides entrepreneurship, innovation support, business support and finance that is easily accessible for informal traders, artisanal entrepreneurs and SMMEs.	2. Key economic sectors developed	High job absorbing growth  Linkages and development of local SMMEs	
		3. Self-sustaining communities established	Local production of goods and services  Cooperatives, micro and small businesses and township industries thriving  Promote new paradigms and innovative models	
		4. Circulation of money in the local economy maximised	Multiplier effect of investment and spending in the local economy increased  Viability of local economy and sustainable development enhanced	

Strategic goal 3: Spatial Restructuring & Environmental Sustainability				
To develop a transformed, efficient and sustainable built spatial form and protect natural environment as a dynamic platform for the economy and for integrated sustainable human settlements				
Strategy 11 Direct Spatial Growth	Direct all future growth and development in Xhariep according to Spatial Transformation and Integration objectives.	Desired Future		
		Xhariep is a Spatially Just and Resilient Region that integrates diverse urban and rural spaces, protected natural resource base; including efficient utilisation and development of land. It is an inclusive platform for a competitive and diverse sustainable economy; integrated and harmonised human settlements, integrated and affordable public transport system.		
Strategy 12 Invest in Public Transport	Design, develop and operate a green and affordable Public Transport system including rapid rail feasibility to boost the Region Spatial Network Pattern	Outcomes	Measure / indicator	Baseline
Strategy 13 Protect Natural Resources	Protect the natural resource base and manage the natural and built environment interface including strict enforcement to limit encroachment and impact of settlements and industry on high value agriculture land, biodiversity areas, water resources and air quality.	1. Natural Resource Base protected and harnessed	<ul style="list-style-type: none"> <li>- Support sustainable economic development and green economy</li> <li>- Long term water sources, energy and food security supporting human settlements and human life well planned and managed</li> <li>- Carbon footprint and air pollution reduced</li> </ul>	
Strategy 14 Promote Rural Development	Develop and implement an innovative rural development vision and strategy within an integrated regional development approach	2. Functional, efficient and equitable spatial structure established and equitable access to land facilitated	<ul style="list-style-type: none"> <li>- Connecting and Integrating places and communities across district space</li> <li>- Strategic land packaging, release, and land use management</li> <li>- Efficient, smart, sustainable and cost-effective connectivity and movement of people, goods and services within district and beyond</li> </ul>	
Strategy 15 Govern Land Development	Undertake spatial planning, land use management and regulatory approvals effectively and efficiently across the Xhariep district space unlocking Land development, catalytic projects and promoting integrated urban and rural development	3. Each settlement within district defined, designed, planned and managed as a green and smart place in integrated and dedicated way	<p>Consolidation of existing settlements and development of new settlements according to urban planning principles, mixed income and housing typology, and prescribed social and economic service access norms and standards and targets across settlement types:</p> <p>Townships, informal settlements, urban centres/CBDs, urban nodes, villages, rural settlements</p>	

Strategic goal 4: Infrastructure Engineering				
To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of Xhariep				
Strategy 16 Coordinate Infrastructure Investment	Coordinate and secure sustainable funding and investment in development, maintenance and operation of infrastructure within the Xhariep district Spatial Network including inter-Country routes, i.e., S2 route Catalytic Project.	Desired Future		
		Xhariep has a prioritised, coordinated and cost-effective infrastructure investment and management system that activates and sustains the transformed regional network, utilising innovative solutions and green technology. Xhariep has high performance Infrastructure networks that supports a competitive economy including smart manufacturing industries. The infrastructure network enables regional spatial integration and reliable provision of services.		
Strategy 17 Accelerate Universal Access	Coordinate and undertake bulk infrastructure planning and investment to accelerate universal access to basic, community and social services in functional integrated sustainable human settlements according to the transformed settlement growth pattern and Common Demand Scenario	Outcomes	Measure / indicator	Baseline
Strategy 18 Coordinate Regional Infrastructure	Coordinate regional road, rail, water, energy and telecommunications infrastructure linkages and projects to support spatial and economic integration in terms of export and localization objectives	1. Economic production adequately supported by Infrastructure networks and systems	Planning, funding, installation, maintenance and operation of Infrastructure undertaken in viable, sustainable and adequate manner. Infrastructure networks strategically supporting the economy, enabling business connectivity and productivity. Each infrastructure sector well planned and managed: water, sanitation, power, roads, public transportation and ICT.	
Strategy 19 Secure Bulk Energy	Develop and implement a new energy strategy and plan that enables long-term energy security and supply of electricity that is adequate, reliable, affordable for households and competitively priced for industry	2. Integrated human settlements adequately supported by Infrastructure networks and systems	Planning, funding, installation, maintenance and operation of Infrastructure undertaken in viable, sustainable and adequate manner Investment in adequate and innovative Bulk, connector and reticulation infrastructure according to existing and planned	
Strategy 20 Secure Bulk Water	Secure long-term bulk water source and supply for Xhariep region through the construction of the Xhariep Bulk water scheme (Incorporation of all the regional bulk schemes).	3. Green, smart and innovative infrastructure networks and solutions deployed	Provide resilient and cost-effective infrastructure for green place-making, green mobility solutions, on-site and off-grid solutions to mitigate costly and resource intensive bulk networks	

Strategic goal 5: Integrated Service Provisioning				
To enable the residents of Xhariep to experience reliable, cost effective, viable, sustainable and seamless provisioning of services within functioning places				
Strategy 21 Coordinate Service Delivery	Coordinate provision of reliable, affordable, dignified and consistent services by all three spheres of government in a financially viable way at each settlement level according to differentiated place-making logic of each settlement with agreed norms and standards, and Standard Operating Procedures (SOPs)	Desired Future		
		All residents of Xhariep live in decent housing within a built environment in which they have access to reliable, affordable, dignified and sustainable services. They experience healthy living in well designed, safe, functional and well managed integrated neighbourhoods, and are well served by government.		
Strategy 23 Manage Growth Points	Prepare and implement Local Area Plans for areas to where growth will be directed specifying the development and densification vision and objectives, norms and standards and delivery systems	Outcomes	Measure / indicator	Baseline
Strategy 24 Undertake Financial Reforms	Undertake financial reforms to promote access to housing and enable adequate service provisioning including equitable share and grant review, appropriate allocation and funding of mandated functions, affordable housing loan / rent to own models and other innovative funding models	Basic, community and social services provided and aligned at each settlement level context according to agreed norms, standards and Standard Operating Procedures	Translation of each department, entity, municipality's mandate, powers and functions into service delivery standards, work methods and procedures within coordinated local delivery framework Performance measures and end-user responsiveness. Community and customer management standards and systems Integrated complaint management systems Communication and outreach systems	
Strategy 25 Implement IGR development	Establish and operate an implementation platform for all three spheres of government to work closely as a collective in communities and undertake responsive zonal/area-based management and service delivery	2. Universal access to services, decent shelter and affordable housing facilitated	Universal coverage of basic services to all households Reliable, quality services Affordability promoted Land development, land use and housing services coordinated and improved	
Strategy 26 Promote Innovative Service Delivery	Promote and undertake innovative service delivery models and solutions and utilise technology tools to enhance interface and communication with the public, and to make access to services easier for the public	3. Innovative service delivery models and systems implemented	Good practices and lessons embedded. Knowledge and Learning networks Research and innovation labs. Community-driven approaches Use of technology, Fast, reliable, affordable and dignified service delivery	

Strategic goal 6: Governance				
To improve the performance of all three spheres of government working together with stakeholders and communities targeting developmental impact measures in Xhariep				
Strategy 27 Promotes social compacts	Undertake consistent and effective stakeholder and community engagement through development and implementation of social compacts as multi-party agreements on priority service delivery and development aspects.	Desired Future		
		Well-governed Xhariep region utilising smart and innovative policies, systems and delivery models. Effective spatial governance and financial management. Active and involved citizens and stakeholders. Strong district, local municipalities and existing institutions. Highly conducive business environment and well supported social and solidarity economy. Contribute to and be a key successful part of an ethical, capable Developmental State		
Strategy 28 Enhance Social Capital	Grow the institutional capability of the Xhariep District with all its local municipalities through involvement and networking of local organisations and institutions	Outcomes	Measure / indicator	Baseline
Strategy 29 Improve Public & Investor Confidence	Undertake effective, ethical and accountable governance and financial management including transparent and fair supply chain management that ensures competitiveness, empowerment and value for money	1. The powers and core functions of each department, state entity and municipalities performed well in cooperation with each other and with stakeholders and communities	Enable seamless and effective service delivery and developmental impact related to improvement in quality of life of people, resilient and transformed economy and space. Accountability of each individual national and provincial department and state entity for district/metro spatial and developmental outcomes and impacts embedded. Joint Planning systems and mechanisms institutionalised	
Strategy 30 Effective Public Service	Develop an effective, accountable, talented and innovative Professional Public & Municipal Service in all three spheres of government that performs mandated functions well within a cooperative governance framework that is practicalised through the DDM	2. Social compacts developed and managed	Stakeholder and community involvement deepened Cohesive societal relations Key and critical issues and contestations managed Society wide buy-in and commitment to jointly created vision and outcomes Coordination and participatory platforms	
Strategy 31 Institutionalise the DDM	Ensure effective and sustainable technical and political Hub committees supported by a well capacitated operational Hub structure, linkages with and better functioning of Clusters and IGR structures to enable better cooperative governance and coordination through the Xhariep DDM One Plan formulation, implementation, monitoring and review.	3. Local Institutional capacity and social capital developed and harnessed	Build capability and local resource base across government, academia, research, advocacy, private sector, communities. Solution seeking collaborations between government, business, labour, tertiary institutions etc.	

## **5. Implementation Commitments**

### **5.1. Priority Programmes**

DDM Hubs are part of the overall institutional arrangements for the implementation of the DDM. They form part of the extension of CoGTA capacity for purposes of playing its role in driving the institutionalising of the DDM. The Xhariep District Hub is facilitating the formulation, adoption, implementation, monitoring and review of the Xhariep District One Plan.

According to the DDM content guide, the One Plan serves as a strategic framework:

“The One Plan is a Strategic Long-Range Framework including short, medium and long-term objectives / interventions to guide all state and private investment within the district and metropolitan areas. It is not a detailed or comprehensive plan covering the full range of departmental and municipal responsibilities”.

To ensure that the One Plan aligns with the intent of the DDM, the implementation framework is structured according to the strategy component of the theory of change.

#### **5.1.1 Strategy sequencing;**

Strategy sequencing and prioritisation is directly linked to the analysis done in the strategy formulation section on the focus of strategic drivers. The strategies contained in this One Plan are premised on the following:

- Not all issues and findings are of equal importance, and each element has a different impact across the spectrum of transformation areas.
- The outcomes of the project's diagnostic and visioning phases stand in the context of a broader policy framework dealing with local, regional and national developmental issues. Again, the objectives of these policies do not have an equal impact, if any at all, on the transformation focus areas in the District of Xhariep.
- It is essential to put the diagnostic study findings in the context of National, Provincial and Local policies, plans and frameworks.

The DDM One Plan's objective is to support development and service delivery by improving intergovernmental relations and building on the provision and aims of the Intergovernmental Relations Framework Act of 2005 (Act 13 of 2005). The implementation and monitoring framework is the culmination of the One Plan process through the diagnostic study, the vision formulation process, the strategy formulation process, which allows the compilation of a project list from existing stakeholders as well as a list of projects identified as part of a gap assessment addressing the discrepancies between existing budgets and plans and the objectives of the One Plan.

### 5.1.2. Prioritising projects cutting across institutions and different mandates

The projects identified link to programmes and the strategic thrusts of the Xhariep District One Plan. An explanatory note, timeframes, and a cost estimate should accompany each proposed project to do meaningful prioritisation in the capital budgeting process. This information does not exist for all the projects identified under each of the One plan programmes.

The following criteria may be regarded as meaningful priority indicators and can be applied across the mandates of the stakeholders involved in the District's development:

- Highest priority, which means that the cancellation or postponement of specific capital projects could have catastrophic consequences, such as the loss of life and property;
- Essential extensions to existing infrastructure or new capital projects, which cannot be cancelled or postponed without seriously affecting the public;
- Desirable extensions to existing infrastructure or new capital projects, which should enjoy priority on the basis of extraordinary economic and/or social advantages to the public;
- Useful extensions to existing infrastructure or new capital projects, which serve a useful purpose and which should be undertaken in the interests of the public but which could nonetheless be postponed without prejudice to the public, and;
- Dispensable extensions to existing infrastructure or new capital projects, which may be cancelled or postponed without prejudice to the public.

Projects focus on achieving an institution's goals and objectives as it works towards the shared vision. However, the challenge is that institutions responsible for project implementation in the District **MUST** operate through the District Municipality and the DDM Structures in place. Taking into consideration that all these mandates are derived from either the Constitution or from specific legislation.

**CATALYTIC PROJECTS**

**XHARIEP DISTRICT MUNICIPALITY**

Project Name	Project Description / Objectives	Timeframe / Duration	Funding Source	Region/Location	Total Project Budget
<b>Xhariep District Sola Hub</b>	Construction of a Solar PV Power Plant with a 600MW output (+14 000ha of land)	36 months	Government / Investors	Kopanong Local Municipality, <b>Bethulie</b>	TBD
<b>Xhariep Agri-Hub</b>	Promotion Agri – Agro Value Chain, Access to markets, Small & Commercial Farmer Development	10 years	Department of Agriculture, Rural Development & Land Reform / All government departments / Investors	Kopanong Local Municipality, <b>Springfontein</b>	R265 037 796
<b>Lake Gariep Initiative</b>	Cross-border Tourism promotion, Job creation & Investment. Tourism promotion, Job creation	Ongoing	Xhariep DM, DESTEA and Key government departments	Cross-Provincial Border (Free State, Xhariep DM – Eastern Cape, Joe Gqabi – Northern Cape, Pixley Ka Seme)	TBD
<b>Provision of land to small scale farmers</b>	Create a conducive environment for the development of small-scale miners in the district	Ongoing	Local Municipalities	Kopanong, Letsemeng & Mohokare Local Municipalities	TBD
<b>Development of small-scale miners</b>	Create a conducive environment for the development of small-scale miners in the district	TBD	DESTEA & Funding agencies	Kopanong, Letsemeng & Mohokare Local Municipalities	TBD

Project Name	Project Description / Objectives	Timeframe / Duration	Funding Source	Region/Location	Total Project Budget
<b>Sand stone mining</b>	Business growth, Market Access, Job creation	TBD	DESTEa and other funding agencies	Mohokare LM, <b>Zastron</b>	TBD
<b>N1 One Stop Shop and Truck stop</b>	Create & establish a business hub on the N1 South, Trompsburg, with Fuel Stations, SMME hub, Truck stop, Hospitality opportunities & franchise opportunities	18 months	Funding agencies	Kopanong LM, <b>Trompsburg</b>	TBD
<b>N6 One Stop Shop and Truck stop</b>	Create & establish a business hub on the N6 South, Smithfield, with Fuel Stations, SMME hub, Truck stop, Hospitality & creative arts opportunities & franchise opportunities	18 months	Funding agencies	Mohokare LM, <b>Smithfield</b>	TBD
<b>N8 One Stop Shop and Truck stop</b>	Create & establish a business hub on the N8, Petrusburg, with Fuel Stations, SMME hub, Truck stop, Hospitality & creative arts opportunities & franchise opportunities	18 months	Funding agencies	Letsemeng, <b>Petrusburg</b>	TBD
<b>Development of Jagersfontein Big Hole as a tourism spot</b>	Establish the Jagersfontein big hole as a tourism spot and for tourism adventures, e.g., Bungee jumping	TBD	DESTEa, Other National Departments and funding agencies	Kopanong LM, <b>Jagersfontein</b>	TBD
<b>Repair and Upgrade of the Koffiefontein Bridge</b>	Infrastructure Development, Job Creation	18 Months	TBC	Letsemeng: Koffiefontein	TBD
<b>Upgrading of the Trompsburg Taxi rank to a business hub</b>	Development of the Trompsburg taxi rank area into a business hub, by also sourcing funds for possible franchises to ensure economic traffic around the town and in the district	TBD	XDM / Kopanong LM / Investors / Partnerships	Kopanong LM, Trompsburg	TBD
<b>Zastron - Kloof dam and Caravan Park development</b>	Establishment of the area as a nature spot and a tourism destination	TBD	DESTEa, Key National Departments	Mohokare LM, <b>Zastron</b>	TBD

Project Name	Project Description / Objectives	Timeframe / Duration	Funding Source	Region/Location	Total Project Budget
<b>Xhariep District Agro-Processing hub</b>	Establishment, strengthening and promotion of Agro-Processing initiatives within the District, utilising existing facilities and vacant available land	TBD	XDM / Local Municipalities / Key departments / Investors / partnerships	District – wide	TBD
<b>Development of the Bethulie Resort</b>	Tourism promotion & marketing, Job creation	TBD	Funding departments, i.e., DESTEa and key National Departments, Investors	Kopanong LM, <b>Bethulie</b>	TBD
<b>Upgrading of the Zastron Montague dam area</b>	Tourism promotion & marketing, Job creation	TBD	Funding departments, i.e., DESTEa and key National Departments, Investors	Mohokare LM, <b>Zastron</b>	TBD
<b>Agave Syrup Agro-processing and manufacturing facility; and farming enterprise</b>	Agro-processing & manufacturing, Job creation, poverty alleviation	TBD	Land bank, DESTEa, DARDLR, NEF, DTI, IDC, District & Mohokare LM, DAFF & Private investors	Mohokare LM, Zastron	TBD
<b>District warehouse – plant and production</b>	SMME development - access to the market	TBD	DESTEa, NEF, DTI, IDC, Private Sector Investment	District beneficiation	TBD
<b>Provision of the Xhariep District</b>	Promotion of an integrated and coordinated system of disaster management, emphasis on prevention and mitigation	TBD	NDMC, PDMC, Funding Agencies	District beneficiation	TBD

Project Name	Project Description / Objectives	Timeframe / Duration	Funding Source	Region/Location	Total Project Budget
<b>disaster management centre</b>					
<b>Review – Xhariep Tourism Package</b>	Review of the Xhariep Tourism package – Springbok route, re-branding of the district, install proper signage	3 months	DESTEA, funding agencies	District-wide: Kopanong, Letsemeng & Mohokare	TBD
<b>Karoo STR project</b>	Implementation of the Karoo STR program and related projects	TBD	Karoo Development participants / Investors	Karoo Region	TBD
<b>Wine tasting festival – Jacobsdal</b>	Tourism and marketing promotion, Job creation, Product promotion, access to markets	TBD	Funding departments, Investors	Letsemeng LM, Jacobsdal	TBD
<b>District Heritage Festival</b>	Tourism promotion, Product promotion, Job creation, promotion of creatives	3 weeks – activities & main event	Funding departments, Investors	All Local Municipalities (Rotating Event)	R500 000.00
<b>District Summer Break Festival</b>	Tourism promotion, creatives promotion, Job creation	2 weeks – activities & main event	Funding departments, Investors	Mohokare LM, <b>Zastron</b>	R500 000.00
<b>Letsemeng Brick Making factory</b>	Job creation, business development	TBD	Funding departments / agencies / investors	Letsemeng LM, Koffiefontein	TBD
<b>Services Master Plans – District</b>	Proper planning and coordination	TBD	Funding departments, Investors	All Local Municipalities	TBD

**SECTOR DEPARTMENT PROJECTS  
IN THE  
XHARIEP DISTICT**

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**DEPARTMENT OF ENVIRONMENT, FORESTRY AND  
FISHERIES**

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
<b>ENVIRONMENTAL PROTECTION AND INFRASTRUCTURE PROJECTS</b>				
<b>Xhariep District Thuma Mina Green Deeds</b>	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, non-accredited training to participants.	Implementation	01/03/2019 – 31/12/2021	R 6 787 330.00
<b>NATURAL RESOURCE MANAGEMENT</b>				
<b>NRM FS Biocontrol_2</b>	Alien Plant Clearing Project	Not Active		R925,158.46
<b>NRM FS Jacobsdal_2</b>	Alien Plant Clearing Project	Implementation		R630,871.97
<b>NRM WOF Rouxville Fire Base</b>	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
<b>NRM WoF Zastron Fire Base</b>	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
<b>NRM FS Koffiefontein_2</b>	Alien Plant Clearing Project	Implementation		Not indicated
<b>NRM FS Petrusburg_2</b>	Alien Plant Clearing Project	Implementation		Not indicated

# **DEPARTMENT OF WATER AND SANITATION**

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B			Schedule 6, Part B		
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RS12	Jagersfontein/Fauresmith Bulk Water Supply	Kopanong Local Municipality	-	-	-	-	-	-
RBIG 5b	Rouxville / Smithfield /Zastron Bulk Water Supply	Mohokare Local Municipality	R 20 000	-	-	-	-	-

**DEPARTMENT OF SMALL BUSINESS DEVELOPMENT –  
NATIONAL**

Projects	Project description	Location /	Time frames	Budget
		Targeted areas		
<b>SheTradesZA</b>	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 1200	2019 - 2024	Not indicated
<b>100 thousand young entrepreneurs</b>	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 400	Not indicated	Not indicated
<b>SMME expansion/ scale up</b>	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 900	Not indicated	Not indicated
<b>Township and rural entrepreneurship</b>	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 1259	Not indicated	Not indicated
<b>Incubation and digital hubs</b>	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It	Targeted beneficiaries - 2	Not indicated	Not indicated

	targets start-ups that require hand holding as they start their journey in business.			
<b>Cooperatives</b>	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 40	Not indicated	Not indicated
<b>Informal businesses</b>	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 2518	Not indicated	Not indicated
<b>SMME products</b>	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 640	Not indicated	Not indicated
<b>Start-up nation</b>	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 1280	Not indicated	Not indicated

**DEPARTMENT OF ECONOMIC, SMALL BUSINESS  
DEVELOPMENT, TOURISM AND ENVIRONMENTAL  
AFFAIRS**

Projects	Project description	Location /	Project Funding (2021 /22) (R ,000)	Beneficiaries
		Targeted areas		
<b>Maintenance</b>	Maintenance	TDR Nature Reserve (Kopanong)	2 000	20
<b>Maintenance</b>	Maintenance	Gariep Dam Nature reserve (Kopanong)	2 000	20
<b>EPWP</b>	<b>EPWP</b>	TDR NR, Gariep Dam NR (Kopanong)	444	2
<b>EPWP</b>		Kalkfontein NR(Letsemeng)		2
<b>Environmental Monitors</b>		Kalkfontein NR (Letsemeng)		1
<b>Trompsburg container park / SMME Hub</b>	<b>SMME Development</b>	Trompsburg / Madikgetla	TBD	TBA
<b>Koffiefontein container park / SMME hub</b>	<b>SMME Development</b>	Koffiefontein / Ditlhake	TBD	TBA

## DESTEA SMME SUPPORT – ENTERPRISE INCENTIVES 2020/21

No	Beneficiary name	Transfer date	Amount transferred	Town	Sector
1	Liwiad Motors <b>Martin Roets</b>	05-Aug-20	R 300 000,00	Reddersburg	Automotive
2	Ponahatso Primary Cooperative <b>Boitumelo Mothae</b>	05-Aug-20	R 150 000,00	Zastron	Clothing & Textile
3	Ke Batla Ho Thusa <b>Petrus Buffel</b>	05-Aug-20	R 180 000,00	Luckhoff	Service: Funeral
4	Madikgetla Confectionary Baking <b>Lerato Monatisa</b>	11-Aug-20	R 250 000,00	Trompsburg	Service: Food
5	Phumelela Guesthouse <b>Judith Stuurman</b>	11-Aug-20	R 150 000,00	Trompsburg	Service: Accommodation
6	Lichaba General Trading <b>Lichaba Godfrey Benedict Mokone</b>	10-Sep-20	R 50 000,00	Koffiefontein	Manufacturing
7	Sikhosana Morake Projects <b>Johannes Sikhosana</b>	10-Nov-20	R 280 000,00	Bethulie	Construction
8	Jothla Holdings <b>Hlalefang Mzingwane</b>	20-Nov-20	R 80 000,00	Zastron	Service: Food
9	At Scents <b>Thabang Leeuw</b>	21-Dec-20	R 150 000,00	Madikgetla	Service: Beauty
10	Lapeng Takeaways <b>Nyefolo Mary Makhube</b>	04-Dec-20	R 80 000,00	Matlakeng SP	Service: Food
11	Cote-a-Cote <b>Donve-Anne Fullard</b>	04-Dec-20	R 205 000,00	Smithfield	Manufacturing

No	Beneficiary name	Transfer date	Amount transferred	Town	Sector
12	Catyee Projects <b>Katiso Patrick Sebusi</b>	04-Dec-20	R 50 000,00	Smithfield	Construction
13	LCF FS	04-Dec-20	R 50 000,00	Smithfield	Technology
14	Kob-Agic <b>Masabata Siwakwi</b>	04-Dec-20	R 100 000,00	Petrusburg	Mining
15	Bonang Raditlhare	04-Dec-20	R 50 000,00	Petrusburg	Manufacturing
16	Xhololami	04-Dec-20	R 50 000,00	Petrusburg	Clothing & Textile
17	MONICA BRICKS <b>Matshidiso Martha Makhakhe</b>	23-Feb-21	R 100 000,00	Koffiefontein	Manufacturing
18	LEPHAILA PRINTES Relekane <b>France Lephaila</b>	23-Feb-21	R 150 000,00	Zastron	Technology
19	Tshepis Beauty House	12-Mar-21	R 50 000,00		
20	GOLDEN CREATIONS <b>Jonita Malesa Visser-mona</b>	09-Mar-21	R 70 000,00	Koffiefontein	Service: Catering
21	PITSENG TSE BELANG <b>Lydia Mabatobatsi Ranoka</b>	09-Mar-21	R 50 000,00	Zastron	Service: Food
22	GM Shoes	09-Sep-20	R400 000.00	Trompsburg	Manufacturing
	<b><u>TOTAL</u></b>		<b><u>R 2 995 000,00</u></b>		

## INFORMAL BUSINESSES AND SPAZA SHOPS

No	Business name	Beneficiary name	Town	Amount
1	Mandalicious	Mabatho Prudence Mohanoe	Jagersfontein	R10,000.00
2	Nhanha Store	Molahlehi Lefeta	Luckhoff	R10,000.00
3	Vukani Supermarket	Mpomelelo Josef Matinise	Rouxville	R10,000.00
4	Reotshepile Kitchen & caterting	Mantoa Emily Mandaba	Trompsburg	R10,000.00
5	boithatelo	Boitumelo Machabe	Zastron	R3,000.00
6	Dieketseng Elisa Moseke	Dieketseng Elisa Moseke	Smithfield	R3,000.00
7	Jabu s general dealer	Jabulisile Agnes Mahapane	Zastron	R3,000.00
8	Buhle General Dealer	Meisie Paka	Zastron	R3,000.00
9	Sekgobo Tetenki Sanna	Mokhobo Tetenki	Smithfield	R3,000.00
10	Tiisetso Joyce Ramarumo	Tiisetso Joyce Ramarumo	Smithfield	R3,000.00
11	Amohelang Trading	Kekeletso Ellen Mane	Zastron	R3,000.00
12	Makhetha Trading	Mpolokeng Florence Makhetha	Zastron	R3,000.00
13	ikaheng recycling	Lea Sesinyi	Zastron	R3,000.00
14	Mamzo kitchen	Martha Nobengazi	Reddersburg	R3,000.00

No	Business name	Beneficiary name	Town	Amount
15	Liphaswa Thapele Lucas	Ntsotiseng Lisbeth Ntsekalle	Zastron	R10,000.00
16	Mothupi Itumeleng Constance	Itumeleng Constance Mothupi	Zastron	R3,000.00
17	Thabong Tuck shop	Lefulesele Alocia Maketsi	Zastron	R10,000.00
18	Stop 2 Tuck shop	Matshediso Lucy Rigala	Zastron	R8,000.00
19	Bua Feela Supply ( Pty) Ltd	Mohau Auther Tshabalala	Rosendal	R3,000.00
20	Lilians Kitchen	Lilian Mthinyane	Zastron	R3,000.00
21	Thapys Grill and Bakery	Gladys Mofokeng	Luckhoff	R10,000.00
22	King Garden Trading	Buyisile Maarman	Springfontein	R10,000.00
24	Yarona bakery	Dibuseng Machere	Reddersburg	R 10 000,00
25	Ramakatsa Tuck Shop	Monwatsisi Julias Ramakatsa	Zastron	R10,000.00
26	Sodic Tuckshop	Josephine Mamara	Zastron	R10,000.00
27	T.P. Vegetable Shop	Tshokolo Petrus Kabeli	Zastron	R10,000.00
28	Mna Nawe Tuckshop	Ntsokolo Prince Adoons	Zastron	R10,000.00

No	Business name	Beneficiary name	Town	Amount
29	Tace and Tonny Kitchen	Elizabeth Matshidiso Lejone	Zastron	R10,000.00
30	Rosy kitchen	Modiehi Rosy Betha	Trompsburg	R10,000.00
31	Manka	Letsheleha Julias Manka	Zastron	R3,000.00
32	Xoliswa Mona	Xoliswa Patricia Mona	Koffiefontein	R3,000.00
33	Mataise Moeketsi	Moeketsi Ismael Mataise	Zastron	R3,000.00
34	Nzo's Tuck Shop	Ndzondelelo Nqalele Scwebu	Zastron	R10,000.00
35	Boi's Tuck Shop	Naledi Maria Mkendani	Zastron	R10,000.00
36	Mohlaki Pascilla Ntsela	Mahlaki Pascalina Ntsela	Smithfield	R3,000.00
37	Rosy kitchen	Modiehi Rosy Betha	Trompsburg	R3,000.00
38	K2020542209/Kwandozi Tuckshop	Siphosethu Mvandaba	Luckhoff	R3,000.00
39	Cleaning Agency	Nomathemba Fracina Pane	Zastron	R3,000.00
40	Moleboheng's Fast Food	Malefetsane Phosholi	Zastron	R3,000.00
41	Malike	Juliah Mapaseka Maalike	Zamdela	R10,000.00
42	Maggie Thokozile Makoane	Thokozile Makoane	Zastron	R 10 000,00
43	Senti General Trading	Thomas Senti	Luckhoff	R 10 000,00

No	Business name	Beneficiary name	Town	Amount
44	Moloi Tuckshop	Nthabiseng Moloi	Rosendal	R 10 000,00
45	Mokhethi Tuckshop	Refiloe Lilian Mokoena	Rosendal	R 10 000,00
46		Wilhelmina Christina Gerber	Rosendal	R 10 000,00
<u>TOTAL</u>				<u>201 000</u>

**SEDA Assistance with applications for relief, 2020/21 –  
Small Enterprise Development Agency, Xhariep District  
Branch**

No	Client	Assistance/Funding Applied for	Status	Local Municipality
1.	De Oude Kraal Country Lodge	Tourism Relief Fund, Sukuma Relief Fund and SA Future Trust	Submitted, awaiting feedback	Edenburg, Kopanong Local Municipality
2.	Tom's Place	Tourism Relief Fund	Received R50 000	Edenburg, Kopanong Local Municipality
3.	At Scent	Debt Relief Fund	Submitted, awaiting feedback	Trompsburg, Kopanong Local Municipality
4.	Motsikwe Steelworks	Debt Relief Fund	Submitted, awaiting feedback	Fauresmith, Kopanong Local Municipality
5.	MMS Tombstones	Debt Relief Fund	Submitted, awaiting feedback	Fauresmith, Kopanong Local Municipality
6.	Msquared Makhetha Solutions	Debt Relief Fund	Submitted, awaiting feedback	Zastron, Mohokare Local Municipality
7.	Geluksfontein Trading (Farming Enterprise)	Agricultural Disaster Support Fund	Received R50 000	Jagersfontein, Kopanong Local Municipality
8.	Tazwe General Trading	Agricultural Disaster Support Fund	Submitted, awaiting feedback	Smithfield, Mohokare Local Municipality
9.	Nombu Farming and Projects	Agricultural Disaster Support Fund	Submitted, awaiting feedback	Springfontein, Kopanong Local Municipality
10.	Timeless Tomatoes	Agricultural Disaster Support Fund	Submitted, awaiting feedback	Bethulie, Kopanong Local Municipality
11.	Phumelela Guest House	Debt Relief Fund and Tourism Relief Fund	R150 000 from DESTEA, UIF for 13 employees for 9 months	Trompsburg, Kopanong Local Municipality
12.	Rock SS Guest House	Tourism Relief Fund	Submitted, awaiting feedback	Zastron, Mohokare Local Municipality
13.	Cote a Cote	Debt Relief Fund and SAFT	R250 000 from DESTEA	Smithfield, Mohokare Local Municipality

No	Client	Assistance/Funding Applied for	Status	Local Municipality
14.	Sanbon (Debt Relief & SAFT) Submitted	Debt Relief Fund and SAFT	Submitted, awaiting feedback	Trompsburg, Kopanong Local Municipality
15.	Arnasol	Debt Relief Fund	Submitted, awaiting feedback	Trompsburg, Kopanong Local Municipality
16.	Madikgetla Confectionery	Debt Relief Fund	Sefa R110 000 loan. TREP R20 000. Destea R250 000	Trompsburg, Kopanong Local Municipality
17.	Botebo Wines	Debt Relief Fund	Submitted, awaiting feedback	Jacobsdal, Letsemeng Local Municipality
18.	Nomansele Trading	Economic Recovery	Trep R5 000. Sefa Loan R85 197.	Smithfield, Mohokare Local Municipality
19.	Jothla Trading	Economic Recovery	Sefa Loan R118 480	Zastron, Mohokare Local Municipality
20.	Lephaila Printers	Economic Recovery	Destea R150 000.	Zastron, Mohokare Local Municipality

#### SEDA XHARIEP IMEDP APPLICATIONS – Informal and Micro Enterprise Development Programme

Name & Surname	Grant Amount	Contact No
Paballo Farelane	R10 000	Numbers excluded on the basis of POPIA
Limakatso Mathinya	R10 000	
Themba Motsetse	R10 000	
Matebello Ramarumo	R10 000	
Paseka Sesinyi	R10 000	
Dieketseng Moseke	R10 000	
Nthabeleng Pitso	R10 000	
Nomathokazi Nondlwana	R10 000	
Patrick Nzula	R10 000	

Name & Surname	Grant Amount	Contact No
Kunzima Masiso	R10 000	
Ntsediseng Motsetse	R10 000	
Litsoanelo Koloi	R10 000	
Mahlodi Tsoamotse	R10 000	
Bonang Telite	R10 000	
Mpotseng Khabo	R10 000	
Tshepang Shabe	R10 000	
Nomathemba Tyokolo	R10 000	
Esther Motsepe	R10 000	
Nyefolo Makhube	R10 000	
Sehloho Molikeng	R10 000	
Khumsa Tuoane	R10 000	
Relebohile Sehanka	R10 000	
Nokhaya Rwexwana	R10 000	
Siphosihle Siko	R10 000	
Mabereng Sesinyi	R10 000	
Bulelani Languza	R10 000	
Stephen Letsiika	R10 000	
Karabo Chitja	R10 000	
Tselane Mpiti	R10 000	
Noluthando Nodwele	R10 000	

**DEPARTMENT OF  
AGRICULTURE, LAND REFORM AND RURAL  
DEVELOPMENT**

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
<b>RURAL DEVELOPMENT: RID</b>				
<b>Construction of Springfontein Agri-Hub Warehouse</b>	Construction of Springfontein Agri-Hub Warehouse	Execution of Planned Activities	Not indicated	R 21,160,174.05
<b>RURAL DEVELOPMENT: REID</b>				
<b>Zastron Fpsu</b>	Zastron Fpsu	Planning	Not indicated	R 23,326,000.10
<b>Sediba Fpsu</b>	Sediba Fpsu	Execution of Planned Activities	Not indicated	R18,000.00
<b>Makholokoeng FPSU</b>	Makholokoeng FPSU	Execution of Planned Activities	Not indicated	R18,000.00
<b>Sediba Fpsu</b>	Sediba Fpsu	Execution of Planned Activities	Not indicated	R18,000.00
<b>Makholokoeng FPSU</b>	Makholokoeng FPSU	Execution of Planned Activities	Not indicated	R18,000.00
<b>Sediba Fpsu</b>	Sediba Fpsu	Execution of Planned Activities	Not indicated	R18,000.00
<b>Makholokoeng FPSU</b>	Makholokoeng FPSU	Execution of Planned Activities	Not indicated	R18,000.00

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
Sediba Fpsu	Sediba Fpsu	Execution of Planned Activities	Not indicated	R18,000.00
Makholokoeng FPSU	Makholokoeng FPSU	Execution of Planned Activities	Not indicated	R18,000.00
Sediba Fpsu	Sediba Fpsu	Execution of Planned Activities	Not indicated	R18,000.00
Makholokoeng FPSU	Makholokoeng FPSU	Execution of Planned Activities	Not indicated	R18,000.00
APP PROJECTS				
LAND ACQUISITION AND ALLOCATION				
Pro - Active Skeba	Farm, Skeba no. 2438; Remaining Extent of the farm, Brakdam no.961; Remaining Extent and Portion 2 of Rex no. 2760; Portion 1 of the farm, Wonderfontein no. 502	Execution / Implementation	30-Apr-21	R 27,100,001.00

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
Pro - Active Skeba	Farm, Skeba no. 2438; Remaining Extent of the farm, Brakdam no.961; Remaining Extent and Portion 2 of Rex no. 2760; Portion 1 of the farm, Wonderfontein no. 502	Actual  Implementation of Planned Activities	30-Apr-21	Not indicated
Pro - Active Klein Gryskop	Klein Gryskop No.445	Actual  Implementation of Planned Activities	30-Apr-21	Not indicated
LAND TENURE ADMINISTRATION				
TRI: Donkerhoek	Donkerhoek No. 425	Execution / Implementation	31-Apr-21	R 50,000.00
	Honingfontein No. 75			
	Swaershoek Suid No. 397			
	Zwangershoek No.216			
Bethany CPA	Bethany	Execution / Implementation	31-Apr-21	Not indicated
Boitumelo CPA	Boitumelo	Execution /	31-Apr-21	Not indicated

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
		Implementation		
<b>Lomahanyang CPA</b>	Lomahanyang	Execution / Implementation	31-Apr-21	Not indicated
<b>Oppermansgronde CPA</b>	Oppermansgronde	Execution / Implementation	31-Apr-21	Not indicated
<b>Springfontein CPA</b>	Springfontein	Execution / Implementation	31-Apr-21	Not indicated
<b>Donkerhoek CPA</b>	Donkerhoek	Execution / Implementation	31-Apr-21	Not indicated
<b>Vaviera LTA</b>	Vaviera No. 432	Execution / Implementation	31-Apr-21	Not indicated
<b>Beersheba LTA</b>	Beersheba No. 363	Execution / Implementation	31-Apr-21	Not indicated

# **Department of Transport**

Project Name	Project Type (Description)	Project Status (Planned, Design & Tender, Implementation Stage, Completed)	Financial Year 2020-2021	Financial Year 2021-2022	Financial Year 2022-2023	Local Municipality	Total Project Cost R'000
<b>MPRS2: Driekuil to Mount Rd</b>	Resurfacing of road with double seal	Design	59806564	0	0	Kopanong Local Municipality	R59 806 564
<b>MPRS2: Mount Road to Trompsburg</b>	Resurfacing of road with double seal	Design	66000000	17508750	0	Kopanong Local Municipality	R84 408 750
<b>MPRS2: Mount Road to Trompsburg</b>	Resurfacing of road with double seal	Design	55000000	5000000	0	Kopanong Local Municipality	R60 000 000
<b>MPRS2: Reddersburg - Rustfontein</b>	Resurfacing of road with double seal	Construction	0	0	0	Kopanong Local Municipality	R88 356 518
<b>MSPGA: Trompsburg - Fonteintjie Repairs</b>	Restoration of selected pavement areas followed by asphalt	Design	24000000	40000000	0	Kopanong Local Municipality	R64 000 000
<b>MPRS2: N1 Orange river - Driekuil</b>	Resurfacing of road with double seal	Design	45195497	4214261,428	0	Kopanong Local Municipality	R56 516 556
<b>DNNN2: R702 to N8</b>	New 4 lane road	Design	5000000	24535350	24208800	Kopanong Local Municipality	R180 000 000

Project Name	Project Type (Description)	Project Status (Planned, Design & Tender, Implementation Stage, Completed)	Financial Year 2020-2021	Financial Year 2021-2022	Financial Year 2022-2023	Local Municipality	Total Project Cost R'000
<b>DSRGS: Rouxville - Smithfield</b>	Rework existing layer, add new bascourse and reseal	Construction	133734734,9	0	0	Mohokare Local Municipality	R598 275 206,6
<b>DNURT: Trompsburg to Fonteintjie</b>	Upgrading from single to dual carriageway road	Construction	0	0	0	Kopanong Local Municipality	R531 792 837,6
<b>MONRM: Xhariep Package 1 NT</b>	Routine road maintenance	Design	25108235,16	16571435,21	11047623,47	Xhariep District Municipality	R75 548 265,47
<b>MPRCR: Hydrocutting - Free State (NT)</b>	Surface bleeding Hydro Cutting	Design	5600000	5600000	5600000	Xhariep District Municipality	R22 400 000

# **Department of Human Settlement**

**Funding Source: Upgrading of Informal Settlements Partnership Grant**

<b>Project Description</b>	<b>Project Funding (2021/2)</b>	<b>Local Municipality</b>	<b>DDM KRA</b>	<b>No of Beneficiaries</b>
Reddersburg Water and Sewer- 500 Erven Water and Sanitation	R4 250 000	Kopanong	Infrastructure Engineering	50
Ipopeng and Riverside Township Establishment	R471 296	Kopanong	Spatial Restructuring and Environmental Sustainability	300
Jacobsdal Ratanang 545 Water and Sanitation	R10 936 000	Letsemeng	Infrastructure Engineering	480
Matlakeng Mooifontein Township Establishment	R5 961 643	Mohokare	Spatial Restructuring and Environmental Sustainability	3500
<b>Total</b>	<b>R21 618 939</b>			

**Funding Source: Human Settlements Development Grant**

<b>Project Description</b>	<b>Project Funding (2021/2)</b>	<b>Local Municipality</b>	<b>DDM KRA</b>	<b>No of Beneficiaries</b>
EPHP Edenburg 61 (units and title deeds)	R4 717 400	Kopanong	Infrastructure Engineering	36
EPHP Springfontein 27 (units and title deeds)	R1 598 060	Kopanong	Infrastructure Engineering	13

<b>Project Description</b>	<b>Project Funding (2021/2)</b>	<b>Local Municipality</b>	<b>DDM KRA</b>	<b>No of Beneficiaries</b>
EPHP Bethulie 7 (units and title deeds)	R636 838	Kopanong	Infrastructure Engineering	27
Edenburg 98 (units and title deeds)	R12 878 240	Kopanong	Infrastructure Engineering	98
Maphodi Ext 3 Springfontein Water and Sanitation	R10 036 000	Kopanong	Infrastructure Engineering	90
EPHP Petrusburg 24 (units and title deeds)	R1 503 220	Letsemeng	Infrastructure Engineering	12
Luckhoff Relebohile 450 Water and Sanitation	R14 936 000	Letsemeng	Infrastructure Engineering	250
Koffiefontein 1250 Water and Sanitation	R19 136 000	Letsemeng	Infrastructure Engineering	748
Jacobsdal 42 Land Restitution (units and title deeds)	R1 503 220	Letsemeng	Infrastructure Engineering	42
EPHP Smithfield 16 (units and title deeds)	R1 552 984	Mohokare	Infrastructure Engineering	12
EPHP Zastron 48 (units and title deeds)	R1 519 808	Mohokare	Infrastructure Engineering	12
EPHP Rouxville 12 (units and title deeds)	R1 586 160	Mohokare	Infrastructure Engineering	12

Project Description	Project Funding (2021/2)	Local Municipality	DDM KRA	No of Beneficiaries
EPHP Fauriesmith 67 (units and title deeds)	R215 120	Kopanong	Infrastructure Engineering	1
EPHP Jacobsdal 32 (units and title deeds)	R206 826	Letsemeng	Infrastructure Engineering	1
EPHP Koffiefontein 9 (units and title deeds)	R1 519 808	Letsemeng	Infrastructure Engineering	12
EPHP Rouxville 12 (units and title deeds)	R1 586 160	Mohokare	Infrastructure Engineering	12
EPHP Jagersfontein 115 (units and title deeds)	R1 586 160	Kopanong	Infrastructure Engineering	12
EPHP Philipolis 21 (units and title deeds)	R1 586 160	Kopanong	Infrastructure Engineering	12
EPHP Reddersburg 20 (units and title deeds)	R1 698 866	Kopanong	Infrastructure Engineering	12
EPHP Trompsburg 35 (units and title deeds)	R1 533 492	Kopanong	Infrastructure Engineering	12
Smithfield 448 Water and Sanitation	R14 978 000	Mohokare	Infrastructure Engineering	12
<b>Total</b>	<b>R96 514 522</b>			

**Funding Source: Upgrading of Informal Settlements Partnership Grant**

Project Description	Project Funding (MTEF)		Local Municipality	DDM KRA	No of Beneficiaries
	2022/2023	2023/2024			
Reddersburg Water and Sanitation	R11 000 000		Kopanong	Infrastructure Engineering	500
Ipopeng and Riverside Water and Sanitation	R5 500 000	R5 300 000	Kopanong	Infrastructure Engineering	300
Jacobsdal Ratanang 545 Water and Sanitation	R8 400 000		Letsemeng	Infrastructure Engineering	65
Matlakeng Mooifontein Water and Sanitation	R24 135 000	R31 500 000	Mohokare	Infrastructure Engineering	1 500
<b>Total</b>	<b>R49 035 000</b>	<b>R36 800 000</b>			

### Funding Source: Human Settlements Development Grant

Project Description	Project Funding (MTEF)		Local Municipality	DDM KRA	No of Beneficiaries
	2022/2023	2023/2024			
Maphodi Ext 3 Springfontein Water and Sanitation	R22 000 000	R27 000 000	Kopanong	Infrastructure Engineering	438
Luckhoff Relebohile 450 Water and Sanitation	R20 000 000	R12 000 000	Letsemeng	Infrastructure Engineering	200
Koffiefontein 1250 Water and Sanitation	R22 000 000	R28 000 000	Letsemeng	Infrastructure Engineering	900
Smithfield 448 Water and Sanitation	R21 500 000	R21 500 000	Mohokare	Infrastructure Engineering	436
<b>Total</b>	<b>R85 500 000</b>	<b>R88 500 000</b>			

# **DEPARTMENT OF EDUCATION**

Projects	Project description	Time frames	Budget
<b>Trompsburg: New Special School</b>	Specialised school	31/03/2022	R15 000 000
<b>Gariep Dam: Oranjekrag</b>	Small Primary School	31/03/2022	R10 000 000
<b>Boaramelo C/S</b>	3 Grade R Classrooms	2020/12/28	R661 308
<b>Koffiefontein</b>	3 Grade R Classrooms	2020/10/09	R315 723
<b>Naledi I/S</b>	1 Toilet Block + 3 Grade R Classrooms	2020/10/09	R496 468
<b>Reikaeletse</b>	Fence	2020/12/01	R4 931 339
<b>Botla Ba Thuto P/S</b>	3 Grade R Classrooms + Renovations	2020/10/09	R2 466 266
<b>AJC Jooste C/S</b>	Refurbish Hostel	13/09/2020	R4 172 190
<b>Naledi I/S</b>	Renovations to School	2021/06/10	R5 306 259
<b>Hendrik Potgieter A/S</b>	Renovations to School	14/01/2022	R5 747 750
<b>Relebohile Sibulele - MC Breier Hostel</b>	Refurbish Hostel	14/01/2022	R5 561 949
<b>Pelissier C/S Hostel</b>	Refurbish Hostel	14/01/2022	R5 852 906
<b>Springfontein P/S</b>	Renovations to School	14/01/2022	R5 459 421

Projects	Project description	Time frames	Budget
St Lawrence PI/S	Renovations to School	14/01/2022	R5 135 292
Oppermansgrond I/S	Renovations to School	14/01/2022	R2 726 660

# **DEPARTMENT OF HIGHER EDUCATION AND TRAINING**

Project Name	Project Description	Location/Target areas	Timeframe / Duration	Total Project Budget
National Skills Fund Projects				
WL-2 Aubrey Nyiko (UIF)	Koffiefontein Motheo College	Koffiefontein	Not indicated	R16,378,350.00
WL-2 Ratidzo (UIF)	Mohokare Local Municipality	Zastron	Not indicated	R9,598,125.00
SP Dept. Correctional Serv - DCS	Goedemoed Correctional centre	Goedemoed	Not indicated	R87,201,694.00

# **DEPARTMENT OF SOCIAL DEVELOPMENT**

## SOCIAL WELFARE SERVICES

Project Description	Project Funding 2021/2022	District & Local/s where project will be implemented	DDM KRA	Number of beneficiaries / or expected number of jobs created
<b>1. Trompsburg Sentrum Vir Bejaardes (Residential Facility)</b>	R888 000.00	Xhariep- Trompsburg	People development	21
<b>2. Huis Uitkoms (Residential Facility)</b>	R630 000. 00	Xhariep- Bethulie	People development	15
<b>3. Huis Vergesig (Residential Facility)</b>	R252 000.00	Xhariep- Zastron	People development	06
<b>4.Reddersrus Sentrum Vir Bejaardes (Residential Facility)</b>	R1050 000.00	Xhariep- Reddersburg	People development	25
<b>5.Ons Woning Sentrum Vir Berjaardes (Residential Facility)</b>	R756 000.00	Xhariep- Petrusburg	People development	18
<b>6.Vukuzenzeke Luncheon Club</b>	R133 920.00	Xhariep- Bethulie	People development	31
<b>7. Geriatrics Luncheon Club</b>	R133 920.00	Xhariep- Gariep dam	People development	31
<b>8. Masakhane Luncheon Club</b>	R133 930.00	Xhariep- Springfontein	People development	31
<b>9. Itekeng Luncheon Club</b>	R133 930.00	Xhariep- Trompsburg	People development	31
<b>10. Kopanang Luncheon Club</b>	R133 930.00	Xhariep- Reddersburg	People development	31
<b>11. Mofulatshephe Luncheon Club</b>	R151 200.00	Xhariep- Smithfield	People development	35
<b>12. Chrissie Pelser Luncheon Club</b>	R133 930.00	Xhariep- Rouxville	People development	31
<b>13. Vukani Luncheon Club</b>	R151 200.00	Xhariep- Zastron	People development	35

<b>Project Description</b>	<b>Project Funding 2021/2022</b>	<b>District &amp; Local/s where project will be implemented</b>	<b>DDM KRA</b>	<b>Number of beneficiaries / or expected number of jobs created</b>
<b>14. Ha Rasebei Luncheon Club</b>	R133 930.00	Xhariep- Edenburg	People development	31
<b>15. Itereleng Luncheon Club</b>	R133 930.00	Xhariep- Koffiefontein	People development	31
<b>16. Makhotsa Luncheon Club</b>	R133 930.00	Xhariep- Jagersfontein	People development	31
<b>17. Ha Re Itsekeng Luncheon Club</b>	R133 930.00	Xhariep- Philippolis	People development	31
<b>18. Ikarabeleng Luncheon Club</b>	R133 930.00	Xhariep- Jacobsdal	People development	31
<b>19. Sunshine Luncheon Club</b>	R133 930.00	Xhariep- Oppermansdorp	People development	31
<b>20. Luckhoff Luncheon Club</b>	R133 930.00	Xhariep- Luckhoff	People development	31
<b>21. Ipopeng Luncheon Club</b>	R133 930.00	Xhariep- Fauresmith	People development	31
<b>22. Rethabile Protective Workshop (Disability Services)</b>	R68 544.00	Xhariep- Zastron	People development	16
<b>23. Sheet Metal Workshop (Disability Services)</b>	R181 440.00	Xhariep- Petrusburg	People development	45
<b>24. Lebohang Day Care Centre (Disability Services)</b>	R144 000.00	Xhariep- Zastron	People development	20
<b>24. Handevat Day Care Centre</b>	R145 440.00	Xhariep- Jacobsdal	People development	20
<b>25. Southern Free State Mental Health</b>	R457 033.37	Xhariep- Letsemeng Municipality (Luckhoff, Petrusburg, Jacobsdal,	People development	107

Project Description	Project Funding 2021/2022	District & Local/s where project will be implemented	DDM KRA	Number of beneficiaries / or expected number of jobs created
		Oppermansgronde & Koffiefontein)		
<b>26. Faranani OVC</b>	R61 767.69	Xhariep- Edenburg	People development	
<b>27. Siyanqoba OVC</b>	R62 715.97	Xhariep- Trompsburg	People development	
<b>28. Amohelang/ Aganang HIV/AIDS Prevention Programme</b>	R123 758.78	Xhariep- Jagersfontein	People development	
<b>29. Itemoheng HIV/AIDS</b>	R62 715.97	Xhariep- Philippolis	People development	
<b>30. Re Ema Mmoho</b>	R62 715.97	Xhariep- Oppermansgronde	People development	
<b>31. Kutlwisiso Organisation</b>	R100 323.47	Xhariep- Jacobsdal	People development	
<b>32. Retswelepele Faith Based</b>	R112 244.98	Xhariep- Petrusburg	People development	
<b>33. Good Samaritans</b>	R64 326.30	Xhariep- Bethulie	People development	
<b>34. Bolokanang HIV/AIDS Home Based Care Programme</b>	R46 326.30	Xhariep- Fauresmith	People development	
<b>35. Kopanong Youth Forum</b>	Not funded due to non-compliance	Xhariep- Springfontein	People development	
<b>36. Tshepanang HIV/AIDS Project Centre</b>	R92 400.80	Xhariep- Smithfield	People development	
<b>37. Rea-Hola Child Care</b>	R94 073.95	Xhariep- Luckhoff	People development	

**Note:** R230 750.00 per year for 2021/2022 has been allocated to 4 each project/ Organization to render **Social Behaviour Change Programme**.

Projects that will render this service are:

1. Re Emma Mmoho (Opermans) = R230.750.00

2. Amohelang (Jagersfontein) =R230.750.00

3. Tshepanang (Smithfield) =R230.750.00

4. Farranani (Edenburg) =R230.750.00

**DSD: RESTORATIVE SERVICES**

Project Description	Project Funding 2021/2022	District & Local/s where project will be implemented	DDM KRA	Number of beneficiaries / or expected number of jobs created
<b>1. Women Support Group (VEP)</b>	R130,604.86	Xhariep- Petrusburg	People development	200
<b>2. Bambanani Victim Empowerment (VEP)</b>	R129,587.23	Xhariep- Philippolis	People development	150
<b>3. Bophelong Victim Empowerment (VEP)</b>	R129,706.56	Xhariep- Bethulie	People development	200
<b>4.Sivile- Re- Utlwile Victim Centre (VEP)</b>	R130,343.30	Xhariep- Smithfield	People development	200
<b>5.Kgothlang Victim Centre (VEP)</b>	R130,640.18	Xhariep- Zastron	People development	250
<b>6. Bolokanang Churches Organisation (Prevention &amp; Treatment of Substance Abuse)</b>	R142,532.45	Xhariep- Petrusburg	People development	225

<b>Project Description</b>	<b>Project Funding 2021/2022</b>	<b>District &amp; Local/s where project will be implemented</b>	<b>DDM KRA</b>	<b>Number of beneficiaries / or expected number of jobs created</b>
<b>7. Youth First (Prevention &amp; Treatment of Substance Abuse)</b>	R142,532.45	Xhariep- Oppermansdorp	People development	100
<b>8. Isolabantwana Awareness Project (Prevention &amp; Treatment of Substance Abuse)</b>	R142,532.45	Xhariep- Edenburg	People development	225
<b>9. Albertina Sisulu Youth Recreation Centre (Prevention &amp; Treatment of Substance Abuse)</b>	R142,532.45	Xhariep- Jacobsdal	People development	225
<b>10. Siyanqoba Youth Development Organisation (Prevention &amp; Treatment of Substance Abuse)</b>	R142,532.45	Xhariep- Zastron	People development	300
<b>11. Phikelela Youth Development Organisation (Prevention &amp; Treatment of Substance Abuse)</b>	R113,551.59	Xhariep- Trompsburg	People development	225
<b>12. Ubuntu Youth Development Organisation (Social Crime Prevention &amp; Support)</b>	R190, 045.00	Xhariep- Petrusburg	People development	240

**DSD: INTEGRATED SERVICE PROVISIONING**

<b>Project Description</b>	<b>Project Funding 2021/2022</b>	<b>District &amp; Local/s where project will be implemented</b>
<b>FAMSA</b> (Services to families)	<b>R 120 000</b>	Petrusburg
<b>Free State Care in Action</b> (Services to families)	<b>R 120 000</b>	Zastron
<b>ENGO</b> (Services to children)	<b>R 592 070</b>	Reddersburg
<b>Free State Care in Action</b> (Services to families)	<b>R 589 352</b>	Zastron
<b>Child Welfare</b>	<b>R 307 555</b>	Xhariep

# **DEPARTMENT OF TELECOMMUNICATIONS AND POSTAL SERVICES**

Projects	Project description	Location / Targeted areas	Time frames	Budget
<b>SITA</b>	Government connectivity services	All districts	2020/21 – 2022/23	Not indicated
<b>BBI Programme</b>	Implement secure backup for AC mains power supply to network critical sites during AC mains supply interruptions.  Install Permanent Standby Generators at 5 main sites	All districts and metros	2020/21 – 2022/23	Not indicated
	100Gbps network capacity upgrade on selected network routes were completed.	All districts and metros	2020/21 – 2022/23	Not indicated
	Migration of overhead fibre to underground fibre as part of the maintenance projects to reduce network failures.	All districts and metros	2020/21 – 2022/23	Not indicated
	IP Network Refurbishment phase 0 where old equipment will be replaced with newer and better performing equipment.	Xhariep DM	2020/21 – 2022/23	Not indicated
<b>USAASA</b>	BDM Phase 1	Xhariep DM	2020/21 – 2022/23	Not indicated
	BDM Phase 2	Xhariep DM	2020/21 – 2022/23	Not indicated
<b>DCDT</b>	Broadcasting Digital Migration (BDM) Distribution of Vouchers and decoder rollout	All districts and metros	2020/21 – 2022/23	Not indicated
<b>SENTECH</b>	BDM Implementation specifically around the installation of STBs in the municipal areas. Secondly the engagements were also around utilisation of local installers where required	Xhariep DM	2020/21 – 2022/23	Not indicated

**MUNICIPAL INFRASTRUCTURE GRANT IMPLEMENTATION PLANS – KOPANONG  
LM, LETSEMENG LM AND MOHOKARE LM**

**KOPANONG LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Notes: (Implementation Plan Session 2021/2022)</b>
PMU	1 074 700,00	1 074 700,00	PMU Business Plan with budget to be submitted by 15/03/2021. And captured on the MIG MIS. Projected PMU expenditure exceeding 5%.
Fauresmith: Rehabilitation of landfill site	3 969 556,00	3 969 556,00	Saving. Project to be closed.
Jaggersfontein: Rehabilitation of landfill site	7 459 587,26	7 459 587,26	Completed
Springfontein: Upgrading of sports facility (MIS:234990)	9 200 000,00	9 200 000,00	To be completed by 31 July 2021.
Springfontein: Closure of existing solid waste site and construction of a waste transfer facility (MIS:235003)	5 200 000,00	5 200 000,00	To be implemented during 2022/2023
Bethulie/Lephoi: Construction of 600m paved road and storm water channels (MIS:250010)	6 486 972,00	6 486 972,00	Construction to start during July 2021
Fauresmith: Construction of 1km paved road and storm water channels (MIS:266903)	10 277 106,00	10 277 106,00	Saving. Project to be closed.
Philippolis: Upgrading of sports facility (MIS:266859)	6 000 000,00	6 000 000,00	Cash flow and dates not aligned
Trompsburg: Permitting and closure of existing disposal site and construction of a new disposal site (MIS:234997)	11 131 319,87	8 131 319,87	Progress / BM / Scope change
Gariiep Dam: Construction of a waste transfer facility (MIS:235004)	5 200 000,00	5 200 000,00	To be implemented during 2022/2023
Philippolis: Installation of water meters and valves for 1147 households (MIS:268576)	1 915 131,60	1 915 131,60	To be completed during 2020/2021
Fauresmith: Installation of water meters and valves for 1194 households (MIS:266851)	1 941 868,82	1 941 868,82	To be completed during 2020/2021
Reddersburg: Installation of water meters and valves for 650 households (MIS:266790)	2 136 415,86	2 136 415,86	To be completed during 2020/2021
Trompsburg/Madikgetla: Upgrading of 550m asbestos water pipe line and refurbishment of elevated tank (MIS:362898)	1 155 479,83	1 155 479,83	To be completed during 2020/2021

**KOPANONG LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Notes: (Implementation Plan Session 2021/2022)</b>
Springfontein: Upgrading of the sewer pump stations (MIS:362940)	7 258 779,99	7 258 779,99	To be completed during 2020/2021
Bethulie: Re-alignment of 3.5km sewer pumping main and 1km pipeline in Vergenoeg COVID-19 (MIS:363818)	9 703 673,00	9 703 673,00	To be completed during 2020/2021
Phillipolis: Installation of water reticulation for 250 stands	7 701 008,30	7 701 008,30	Signed MIG1 to be submitted by 18/03/2021
Trompsburg:Upgrading of 3km pipeline and mainline pumpstation	6 786 350,00	6 786 350,00	All documents to be submitted by 19/03/2021
Edenburg: Township Register and Installation of water reticulation for 500 stands Phase 2	17 370 000,00	17 370 000,00	
Upgrading of Gravel Roads and refurbishment of bridges in 5 Towns (Bethulie, Trompsburg, Edenburg, Jagersfontein and Fauremish)	6 370 490,71	6 370 490,71	
<b><u>Total</u></b>	<b><u>128 338 439,24</u></b>	<b><u>125 338 439,24</u></b>	

**LETSEMENG LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Planned date: Project to be completed</b>
PMU	894 700,00	894 700,00	
Koffiefontein: Upgrading of existing Waste Disposal Site (MIS:207907)	6 674 700,00	6 674 700,00	30-Nov-22
Koffiefontein/Sonwabile: Upgrading of sports facility (Phase 2) (MIS:249754)	2 757 930,00	2 757 930,00	30-Nov-24
Luckhoff: Closure of existing solid waste site and construction of a new solid waste facility (MIS:285464)	6 022 665,00	6 022 665,00	30-Mar-22
Petrusburg: Refurbishment of waste water treatment works (MIS:325185)	8 111 686,00	8 111 686,00	28-Dec-21
COVID 19 Project:Refurbishment of Luckhoff Water Treatment Works	1 789 400,00	1 789 400,00	30-Mar-22
Jacobsdal/Ratanang: Construction of Water reticulation for 540 stands	13 920 785,00	13 920 785,00	30-Nov-23
Petrusburg: Construction of 2km Paved Road and Storm Water	14 237 000,00	14 237 000,00	30-Jun-24
Replacing Jacobsdal small-bore sewer system with conventional gravity sewers	12 517 600,00	12 517 600,00	30-Nov-24

**LETSEMENG LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Planned date: Project to be completed</b>
PMU	853 050,00	853 050,00	
Jacobsdal: Upgrading of waste water treatment works (MIS:168615)	4 887 997,00	4 887 997,00	2019/03/14
Koffiefontein: Upgrading of existing Waste Disposal Site (MIS:207907)	6 674 700,00	6 674 700,00	2022/06/30
Jacobsdal: Upgrading of waste water treatment works (Phase 2)	6 523 302,00	6 523 302,00	2019/03/14
Koffiefontein/Sonwabile: Construction of new sports facility (Phase 1)	2 551 452,00	2 551 452,00	2021/03/30
Jacobsdal/Ratanang: Construction of waterbourne Sanitation for 202 stands (MIS:272657)	10 331 338,98	10 331 338,98	2020/06/30
Koffiefontein/Sonwabile: Upgrading of sports facility (Phase 2) (MIS:249754)	2 757 930,00	2 757 930,00	2022/11/30
Koffiefontein/Dithlake: Upgrading and refurbishment of Sports facility (MIS:287082)	13 065 000,00	13 065 000,00	2020/08/30
Luckhoff: Closure of existing solid waste site and construction of a new solid waste facility (MIS:285464)	6 022 665,00	6 022 665,00	2022/11/30
Koffiefontein/Ditlake/Diamanthoogte: Installation of 340 new domestic water meters and refurbishment of 432 domestic water meters (MIS:379063)	3 821 560,14	3 821 560,14	2021/03/30
Jacobsdal/Ratanang: Installation of 232 new domestic water meters, bulk water meters, 296 refurbishments of domestic meters (MIS:379135)	2 473 334,36	2 473 334,36	2021/03/30
Luckhoff/Relebohile: Installation of 308 new domestic water meters and refurbishment of 46 domestic water meters (MIS:379150)	1 989 624,45	1 989 624,45	2021/03/30
Petrusburg/Bolokanang: Installation of 231 domestic water meters and refurbishment of 134 domestic water meters (MIS:379145)	1 491 661,57	1 491 661,57	2021/03/30

**LETSEMENG LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Planned date: Project to be completed</b>
Petrusburg/Bolokanang: Construction of new pipeline from Boreholes 14 & 15 to reservoir (MIS:325184)	6 329 554,00	6 329 554,00	2021/04/30
Petrusburg: Refurbishment of waste water treatment works (MIS:325185)	8 111 686,00	8 111 686,00	2021/09/28
Jacobsdal/Ratanang: Construction of Water reticulation for 540 stands	13 920 785,00	13 920 785,00	2023/02/28
Petrusburg: Construction of 2km Paved Road and Storm Water	14 237 000,00	14 237 000,00	2024/06/30

**MOHOKARE LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Planned date: Project to be completed</b>
Mohokare PMU	939 400,00	939 400,00	
<i>Zastron/Itumeleng: Upgrading of sports facility (MIS:262316)</i>	11 000 000,00	11 000 000,00	31-Jan-19
Roleleathunya: Construction of the sports ground (MIS:234965)	2 351 846,00	2 351 846,00	30-Jun-24
<i>Rouxville/Roleleathunya: Construction of gatehouse, ablution facility and fencing the cemetery (MIS:243625)</i>	2 758 083,00	2 758 083,00	30-Jun-20
<i>Smithfield/Mofulatshpe: Erection of fence at the cemetery, construction of gatehouse and ablution facilities (MIS:</i>	3 007 191,00	3 007 191,00	30-Jun-20
Zastron/Matlakeng: Construction of 600m paved road and related storm water for Zama street (MIS:265473)	3 893 164,38	3 893 164,38	27-Aug-20
Rouxville/Roleleathunya: Installation of 5 high mast lights in Thokoza (MIS:265444)	1 356 745,00	1 356 745,00	12-Apr-19
<i>Rouxville/Roleteathunya: Upgrading of the Waste Water Sewerage Treatment works (MIS:253354)</i>	7 893 764,00	3 487 260,00	22-Nov-22
Rouxville/Roleleathunya: Construction of paved 2km access road and related storm water - phase 2 (MIS:378096)	17 748 864,27	17 748 864,27	23-Apr-21
Zastron/Matlakeng: Upgrading of Waste Water Pump Stations and construction of new outfall sewer line (MIS:295628)	17 419 119,00	8 937 969,45	06-May-21
Smithfield/Mofulatshpe: Refurbishment of the Water Treatment Works (MIS:363822)	2 169 622,38	2 169 622,38	23-Apr-21

**MOHOKARE LOCAL MUNICIPALITY**

<b>Project Description</b>	<b>Project Value</b>	<b>MIG Value</b>	<b>Planned date: Project to be completed</b>
Smithfield / Mofulatshepe: Specialized vehicle	999 550,00	999 550,00	31-Oct-21
Rouxville / Roleleathunya: Specialized vehicle	999 550,00	999 550,00	31-Oct-21
Zastron / Matlakeng: Specialized vehicle	999 550,00	999 550,00	31-Oct-21
Smithfield/ Mofulatshepe: Phase 1_ Construction of 1km access road with related storm water in Green fields	8 671 992,10	8 671 992,10	30-Nov-23
Smithfield/Mofulatshepe: Upgrading of the Tladi Village outfall sewerline	15 800 756,14	15 800 756,14	30-Nov-23
Smithfield / Mofulatshepe: Construction of Sports facility in Greenfields	1 863 900,00	1 863 900,00	30-Nov-24
Smithfield/ Mofulatshepe: Phase 2_ Construction of 0.8km access road with related storm water in Green fields	7 053 020,58	7 053 020,58	30-Jun-24
<b><u>Total</u></b>	<b><u>106 926 117,85</u></b>	<b><u>94 038 464,30</u></b>	

## **6. One Plan Implementation, Monitoring and Evaluation**

The monitoring framework is based on the following points of departure:

- Any monitoring framework recommended by the One Plan must align with existing monitoring and evaluation structures in public sector;
- Any monitoring framework must be outcomes driven;
- A monitoring framework must be able to rely on an existing standard for reporting;
- A monitoring framework must be owned by an oversight function;
- A monitoring framework must be utilised continuously in order to optimise implementation speed

### **6.1. Implementation Readiness**

The baseline establishment for the One Plan provides a first order summary of:

- Existing commitments and planned
- One Plan projects and initiatives

The baseline, a summary of projects, should be viewed in the context of a project lifecycle. The baseline comprises of a series of projects that find themselves at a different part of the project lifecycle. This means that some projects are commitments and are under construction during the drafting of this document. Others, are in concept phase and should be developed further by the responsible entity, municipality, sector department or SOEs. As part of an implementation framework some fundamental conclusions can be made:

- Project data completeness is not an indication of data quality, especially in the context of planned initiatives.
- A strategic document sets out the parameters in which a process should be managed. Project implementation is a projects-based perspective, which calls for a framework in which project implementation should be standardised. This framework exists in government and serves as a good mechanism to standardise project lifecycle elements, stage gates and monitoring ability.
- The baseline sets a starting point for the Hub to continue with project standardisation preparation and implementation that aligns with the One Plan set of strategies.
- Role players should take the baseline as a test to see which elements can be onboarded by them as implementing agents under the conditions where the strategies align.

The One Plan cannot and does not replace any existing prescribed development, departmental strategic and annual performance plans that each sphere, department and state entity is responsible for. It is therefore the intent to take the baseline as a point of departure and additional informant when making decisions regarding budget choices.

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## **6.2 Monitoring & Evaluation**

### **6.2.1 Existing standardised framework for reporting**

In order to establish a common approach to infrastructure delivery across all organs of state, the National Treasury adopted the Standard for Infrastructure Procurement and Delivery Management (SIPDM). In order to give effect to the SIPDM the following guidelines were issued:

- Treasury Instructions Notes No. 4 of 2015/16 in terms of Public Finance Management Act (PFMA); and
- Circular 77 for Model Supply Chain Management (SCM) policy for infrastructure procurement and delivery management.

As a revision, the Framework for Infrastructure Delivery and Procurement Management (FIDPM) prescribes minimum requirement for effective governance of infrastructure delivery and procurement management. The FIDPM is therefore the recommended standard that should be systemised through the continuation toolset of the One Plan.

### **6.2.2 Oversight entity**

Implementation of plans must be monitored to measure progress towards the achievement of planned targets so that monitoring findings can be used to improve performance, future planning and budgeting.

The purpose of monitoring and evaluations is to:

- systematically and objectively assess policies, programmes and/or systems;
- to make judgements about the achievement of intended results, and;
- to assess the causal links between implementation and observed results.

Monitoring must be planned and conducted continuously by collecting data on specified indicators, verifying, storing the data, analysing and reporting the findings. These findings must be used to provide management, oversight institutions and the public with information about the extent to which implementation of the plan has progressed.

Reporting is a vital component of the monitoring process and is used to inform management and oversight decision-making. Reporting tracks progress against a plan, improves accountability for delivering on government priorities and provides information about the use of allocated budgets. It also gives institutions the opportunity to describe measures that they will be taking to ensure that implementation of plans remains on track.

To do this, an oversight entity must be defined. In terms of the Intergovernmental relations framework act, act 13 of 2005, this oversight entity, in the context of an intergovernmental forum, is usually the body that established the forum.

### **6.2.3 Continuation of the One Plan Implementation Framework**

The One Plan is a Strategic Long-Range Framework including short, medium and long-term objectives/interventions to guide all state and private investment within the district and metropolitan areas. It is not a detailed or comprehensive plan covering the full range of departmental and municipal responsibilities.

The One Plan, and even more so the District Development Model, is focussed on the structuring of public sector (and others) to formulate sustainable structures that will lead to more efficient use of resources to fore fill the mandate and responsibilities of public sector. It is therefore not a static policy position, but a dynamic and continuous process of establishment and implementation. To ensure that the strategic thrusts identified in the One Plan are implemented, a longer-term system-based approach should be taken.

## **6.2.4 Information Management System**

As part of the DDM implementation plan, a DDM Information Management System (IMS) must be developed. To realise the implementation framework, it is pivotal for the Xhariep District One Plan, and its adjoining implementation framework be incorporated into the IMS.

To ensure the continuation of the Xhariep District One Plan, the One Plan has been developed in a relational database format, which means that it is possible to relate each item to another from diagnostic right through to the implementation framework to the extent to which it makes sense to do so. This is to harness the value chain of evidence driven outcomes-based planning and for the IMS to pull standardised information from the Xhariep District One Plan.

The development and roll out of the Information Management System aims to address the following:

- COGTA currently does not have an automated system that underpins operations, reporting and monitoring as well as governance of the DDM. There is no central ICT system that can allow government to function more optimally and effectively.
- All spheres and sectors of government currently operate in silos which results in a lack of consistency, alignment and integration in planning and implementation and has made monitoring and oversight of programmes difficult.
- The need for simplifying and standardizing the One Plan format, enabling easy access, viewing, capturing of inputs across all three spheres of government through an electronic platform and to digitize the One Plan that allows for the collaborative planning, budgeting and implementation processes.
- The Management and execution of numerous once-off, routine and ad-hoc strategic, tactical and technical or operational level work processes, activities and tasks by a large number and wide variety of role-players will require and yield a vast amount of information (data and documents) that would need to be systematically processed for storage (and regulatory compliances), further utilisation or dissemination.

The following business objectives have been identified to be achieved through the development and implementation of the DDM Information Management System:

- To enable the efficient and effective execution of the mandated DDM functions;
- To improve integrated planning across government through formulation and implementation of electronic Single Joined-Up Plans (One Plan) in relation to the 44 District and 8 Metropolitan geographic spaces or (52 IGR Impact Zones or DDM implementation sites);
- To facilitate constant oversight or monitoring, communication and decision-making data and information by the management of COGTA; its agencies; key stakeholders and the various programme participants;
- To enable formal management and governance framework for DDM programme;
- To enable efficient Inter-governmental planning coordination, and;
- To enable a strategic dashboard and generate service delivery and development reports cutting across all sector and sphere programs and budgets based on the One Plan commitments.

## **7. Conclusion**

The Xhariep District One Plan presents an opportunity for various role players to participate and contribute towards the desired future set out per transformation theme.

This document will be published as a draft for further consultations and inputs from communities and stakeholders.