ANNEXURE B

XHARIEP DISTRICT MUNICIPALITY



FINAL
INTEGRATED
DEVELOPMENT
PLAN (IDP) FOR
2023/2024
FINANCIAL
YEAR

Wednesday, 28 June 2023

Time: 10:00

Venue: Council
Chamber, Trompsburg

Financial Year 2022/23

DC16

Private Bag 136 TROMPSBURG, 9913

Tel: 051 011 2238 Fax: 051 713 0461



Letsemeng LM (FS 161) Kopanong LM (FS 162) Mohokare LM (FS 163)

XHARIEP DISTRICT MUNICIPALITY INTEGRATED DEVELOPMENT

PLAN

FINAL IDP 2023-2024



XHARIEP DISTRICT MUNICIPALITY
20 LOUW STREET TROMPSBURG 9913



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FOREWORD BY THE EXECUTIVE MAYOR

The Municipal Systems Act, 32 of 2000 requires all municipalities to develop 5-year Integrated Development plans and review them annually. Xhariep District Municipality developed the IDP within an approved IDP process plan and engaged in a consultative process to ensure that communities become part of the planning and decision-making processes.

We managed to conduct the public participation sessions in Kopanong Local Municipality, Reddersburg,

Letsemeng Local Municipality, Luckhoff and Mohokare Local Municipality in Smithfield. Inputs were highly appreciated and incorporated into our plan.

Our goal as Council is to look at both internal and community priorities and implement them in the most prudent manner. We must create an enabling environment that must be guided by our residents. This IDP must demonstrate the effective use of scarce resources and be a tool that enables us to attract additional funds and opportunities. We have taken the most important needs of our local communities into account and attempted to address them.

The district is quite stable on the area of performance management framework. The Service Delivery Implementation Plan (SDBIP), which outlines projects and programs that are to be implemented per KPI within the IDP in the current financial year that is ending July 2023 and the draft is already in place for the next financial year, 2023/2024. Noting that the SDBIP only covers those projects and programs that have budget and human resource capital support.

The Xhariep District has with the introduction of the District Development Model, managed to develop its DDM One Plan which has been reviewed with its local municipalities. The Xhariep DDM One Plan according to the Quality Assurance Assessment managed to receive a rating of 2.6 out of 3, implying that it is one of the plans that have been developed in the Free State Province. This was achieved through a structured partnership that was led by COGTA Free State with all other Government Departments, including National Departments.

The district process plans ensure that all programs are aligned together, and these will in future include the District Development Model and all will be prioritized to the core.

We continue to highlight and stress to Government the importance of the review of the Division of Revenue Allocations to municipalities, through various platforms with both COGTA and Treasury we are putting forward our case as the district of Xhariep, this is twinned with the allocated powers and functions of this district, which must seriously be reviewed as it affects the district in a highly negative way.

The continuous reduction of the Equitable Shares and financial support to the Xhariep District has put the municipality at a position that is unfavorable to deliver services, while not implementing all the powers and functions as allocated to all other districts in the Free State and the Country. A typical example is the provincial allocations that were recently done, with the Xhariep District receiving 7% only out of the entire Provincial Budget.

We as a district do not intend to mislead our communities by engaging in sessions that continue to plan for the bettering their lives while on the other hand Government planning and execution is doing exactly contrary to the cause, this will lead to failure by all, the greatest loss will be by communities of the Xhariep District.

We will continue as a municipality and as leadership strive to ensure that the district of Xhariep does not perish and instead it must be recognized as a district, just like all the other districts in the Province and the Country. We must strive until Xhariep District is rightfully recognized in Government books as a District Municipality.

Through this IDP & Budget, the municipality seeks to address the challenges of our local municipalities and communities. I would like to thank all citizens, political parties and all other stakeholders who participated in the IDP/ Budget process. I would also like to thank the Municipal Manager, all Directors and the IDP team as well as the support staff who have worked long hours to ensure that this IDP document is completed according to legislation.

Yours in governance

Executive Mayor Cllr N I Mehlomakulu Xhariep District Municipality

FOREWORD: THE MUNICIPAL MANAGER

I am proud to present to Council for approval, the Final IDP 2023-24 as first review (of four) prepared as part of the five-year planning and implementation cycle which started in July 2022 and ends in June 2027.

Our municipalities in the Xhariep District are in a dire state. One of the worst challenges facing the district is unemployment, especially among the young people.

Municipalities need government initiatives that will reduce level of unemployment and poverty through intensification of programmes such as the District Development Model (One Plan) and other means of economic opportunities in the district. We pride ourselves in the following grants that make an impact in the lives of the citizens of Xhariep:

- ❖ The Finance Management Grant(FMG) that aims at developing graduates, capacity building, transfer work skills and improving financial management systems
- * Expanded Public Works Programme- government strategy that aims at creating work opportunities and at the same time has economic benefits
- Rural Roads Asset Management System- a grant that was awarded to the district since 2013 aiming at developing internal roads

Our actual role as a district municipality has been to co-ordinate all efforts of locals in the district as well as to carry out certain designated services and this has been one of the challenges in recent years including reduced funding. The district needs a model initiative that will ultimately assist us in achieving our ideal dream of single authority in which service delivery backlog will be a thing of the past. The Technical IGR is used as platform to lobby stakeholders to come and invest in the district. It is also an initiative in ensuring that whatever projects that both National and Provincial departments are planning to implement within the district, should be implemented through the District Development Model (DDM).

Changing circumstances within the political, social, economic, environmental and technological environment of society has motivated us to become more vigilant and innovative in the exercise of fiscal discipline thereby prioritising a sustainable and responsive budget which seeks to favour growth and effect major improvements in the lives of citizens.

I, once again, wish to thank each community member who participated in the planning process to date. I would also like to thank each municipal official that contributed to the consultation processes and in preparing this document. This is to also remind ourselves that integrated development planning never ends and demands total commitment from all municipal officials all the time

Yours in local Government

Me. LY Moletsane Municipal Manager

XDM POLITICAL LEADERSHIP

EXECUTIVE MAYOR AND SPEAKER OF COUNCIL



Executive Mayor



Speaker

MEMBERS OF THE MAYORAL COMMITTEE CHAIRPERSONS OF PORTFOLIO COMMITTEES



Corporate Services



Planning &Social Development



Budget and Treasury

ACKNOWLEDGEMENT

The following government and non-governmental institutions are acknowledged for their contribution that assisted the Municipality in its planning and strategic decisionmaking processes.

STATISTICS SOUTH AFRICA (STATSSA)

- Publication of the 2011 Statistics Data
- Publication of 2016 Community Survey Data

FREE STATE PROVINCIAL TREASURY

- Capacity training on Mscoa and guidance on municipal budget
- Annual Bilaterals

FREE STATE DEPARTMENT OF COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS

- Coordination of Provincial Capacity Building Workshops
- Coordination of Provincial IDP Managers Forum

FREE STATE DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT & LAND REFORM

- Development of the Xhariep Rural Development Plan
- Development of Xhariep Spatial Development Framework

LOCAL MUNICIPALITIES

- Coordination & Attendance to District IDP Managers Forum
- Coordination of district-wide planning and development engagements

COMMUNITY & WARD COMMITTEES

- Participation in Ward-based Planning Sessions
- Participation in IDP and Budget Consultation Processes

XHARIEP MUNICIPAL COUNCIL & SENIOR MANAGEMENT

For providing support & leadership

CHAPTER 1: INTRODUCTION

Background, Legislative Framework & Mandate

A municipality is compelled by legislation, the Municipal Systems Act, Act 32 of 2000, to prepare an Integrated Development Plan (IDP) after the establishment of a newly elected Council for a 5-year electoral term. Xhariep District Municipality (XDM) has therefore compiled a draft 5th Generation IDP (2022- 2027) that will detail how it will manage and administer its affairs to meet the service delivery needs of its communities.

The draft 5th Generation IDP is however, formulated against the difficult state that the country find itself within. Triple challenges of unemployment, poverty and inequality continue to take charge of the economic development trajectory and compromise the gains made to build a sustainable economy that is able to grow the economy and create jobs. The South African economy has since been in recession and some rating agencies have downgraded the country's credit rating prior to Covid-19 pandemic. Covid-19 and its negative impacts have exacerbated the socio-economic conditions due to strict lockdown restrictions which resulted in some sectors of the economy being closed and movement of goods and people restricted. These impacts have resulted in unemployment, closing of offices, industries, and retail facilities.

The unemployment figures have reached a record high of 34.9% in the third fourth quarter of 2022 and with the expanded definition at an average of 46.6%. The youth unemployment rate is more than 75% with 64.4% comprising the youth aged 15 to 24 years and 42.9% of those aged 25 to 34 years. Approximately 30 million (55.5%) of the South African population is living in poverty at the national upper poverty line (ZAR 992) while a total of 13.8 million people (25%) experiencing food poverty. South Africa continues to be a dual economy with deeper inequality measured at a Gini coefficient of 0.63. It is important to note that the high inequality and poverty are the consequences of the structural colonial legacy of segregation and exclusion.

Communities have lost hope in municipalities to deliver services due to poor governance, corruption, and maladministration. The Auditor General highlights these challenges on an annual basis but the situation in municipalities has deteriorated with some municipalities indebted, unable to render services, owe service providers and cannot afford to pay salaries. There have been communities that previously took their municipalities to court due to failure to provide services. In the recent years the number of protest action for municipal services has increased across the country. Property developers are exploring developments that will independently provide and maintain their own infrastructure without the involvement of municipalities.

It is with this context and status quo that the 5th Generation IDP needs to be a beacon of hope to the disgruntled and destitute communities. The IDP need to introduce innovative and creative means and ways to render service delivery while improving the living conditions of the communities. The programmes and projects introduced should be labour intensive and create jobs opportunities while equally intensifying employment efforts of the EPWP and CWP. The 4th Industrial Revolution presents the opportunity to take advantage of technology in improving service delivery, communication and digitization of systems and processes. Xhariep district needs to ensure that it create a conducive environment for business to thrive by reducing red-tape and ease of doing business. To leverage on partnership and collaboration, the municipality should build

strong stakeholder relationships and interventions to attract new investments and retain existing investments. It is important for the municipality to remain people centered and ensure continuous communication and further involve communities in decision making.

Given the challenges above, it is important that the 5th Generation IDP give hope and instill confidence in the communities that municipalities can improve their socioeconomic conditions, grow the economy and create jobs.

District Profile and Background

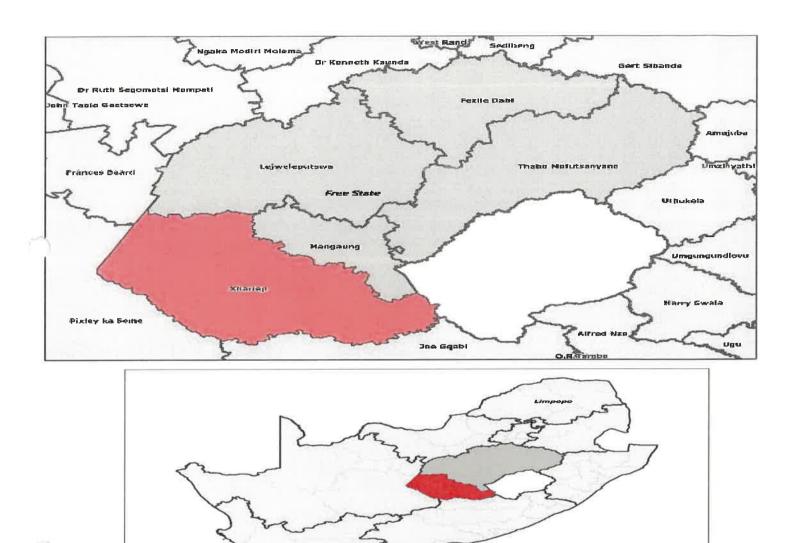
Xhariep District Municipality is a Category C Municipality, established in the year 2000 in terms of Local Government Municipal Structures Act No. 117 of 1998. It is a municipality with a Mayoral Executive System, which allow for the exercise of executive authority through an Executive Mayor in whom the executive leadership of the municipality is vested and who is assisted by a Mayoral Committee. It consists of three local municipalities: Letsemeng, Kopanong and Mohokare, which are category B executive municipalities.

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

The district is the smallest compared to the others within Free State Province with about 5.2% share of the total provincial population. The population of the District stands at 121 945 with a negative growth rate of 1.07. Sixty (60%) of the population is in the working age cohort of 15-64 years.

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

Detailed maps of the municipality are contained below, highlighting major roads, relevant areas of interest such as well as areas of significant population density



Process Plan

Section 28 of the Municipal Systems Act, Act 32 of 2000, requires that each Municipal Council, within a prescribed period after the start of its elected term, adopts a process plan that would guide the planning, drafting, adoption and review of the IDP. The Process Plan should have clear and established mechanisms, procedures, and processes to ensure proper consultation with the local communities. In August 2022, after a period of public consultation, the municipality adopted the 2022-2023 IDP Process Plan. The Process Plan indicates how the IDP process will be implemented, roles and responsibilities of all stakeholders, timeframes, milestones to be achieved, and alignment with the budget processes. The table below highlights the key deadlines listed in the Process Plan:

Table 2: Process Plan

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW ACTIVITY
		REFERENCE	ACTIVITY
AUGUST 2023			
By August 2023	 Table the IDP Framework and Process Plan in council (should happen once every 5 years). The time schedule in terms of Section 21(1)(b) of the Municipal Finance Management Act (MFMA) which is this annexure is 	MSA Section 28: (1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning,	Mayor begins planning for next three-year budget in accordance with coordination role of budget process MFMA s 53. Planning includes review of the previous years budget process and completion of the Budget Evaluation
	replaced every year.	drafting, adoption and review of its integrated development plan. (2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community	Checklist
		before adopting the process. (3) A municipality must give notice to the local community of particulars of the process it intends to follow.	
August 2023	Table in council a budget and IDP time schedule of key deadlines — happens every year at least 10 months before the start of the budget year.	MFMA Section 21(1)(b): The mayor of a municipality must at least 10 months before the start of the budget	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		year, table in the	budget related policies and
		municipal council a	consultation processes at
		time schedule	least 10 months before the
		outlining key	start of the budget year.
		deadlines for -	MFMA s 21,22, 23; MSA s
		(i) the preparation,	34, Ch 4 as amended
		tabling and approval	Mayor establishes
		of the annual	committees and
		budget;	consultation forums for the
		(ii) the annual review	budget process
		of –	
		(aa) the integrated	
		development plan in	
		terms of section 34	
		of the Municipal	
		Systems Act; and	
		(bb) the budget	
		related policies;	
		(iii) the tabling and	
		adoption of any	
		amendments to the	
		integrated	
		development plan	2
		and the budget	
		related	
		policies; and	
		(iv) any consultative	
		processes forming	
		part of the	
		processes referred	
		to in subparagraphs	
		(i), (ii) and (iii).	
August 2023	Submit annual financial	MSA Section	Accounting Officer to submit
	statements and annual	126(1)(a): The	AFS to Auditor-General
	performance report to the	accounting officer of	[Due by 31 August, MFMA
	Auditor-General for auditing -	a municipality must	Sec 126(1)(a)
	within two months after the	prepare the annual	
	end of the financial year.	financial statements	

DATE	TASK	LEGAL REFERENCE	RESPONSIBILITY/REVIEW ACTIVITY
		of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing.	
SEPTEMBER 2023			
ugust – September 2023	Submit framework, process plan and time schedule to the local municipalities and the Free State Provincial Government.		Receive acknowledgement from MEC and Provincial Government
September 2023	Give notice of the approved process plan and time schedule through local media.		Issue out notices to local media
During September 2023	Constitute the Xhariep District Municipality IDP Representatives Forum.	Council through the IDP review process determines strategic objectives for service delivery and development for next three year budgets including	Minutes/Attendance Registers
OCTOBER 2023		review of provincial and national government sector and strategic plans	
September – October 2023	Internal analysis –		Determine revenue projections and policies. Engagement with sector departments, share and evaluate plans, national policies. Draft initial

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	levels		allocations to functions.
	o institutional		
	o financial		
	o performance		
September – October 2023	Compile a Financial Plan.	MSA Section 26(h):	Municipal Manager
		An integrated	• CFO
		development plan	
		must reflect a	
		financial plan, which	
		must include a	
		budget projection for	
		at least the next	
		three years.	
September – October 2023	External analysis –	MSA Section	Review of Municipal
9	o Spatial	29(1)(b): The	Strategies, Objectives,
	o Social	process followed by	KPA's, KPI's and targets.
	o Economic	a municipality to	Identification of priority IDP
	o Environmental	draft its integrated	projects. Project alignment
		development plan,	between the DM and LM's.
	NOTE: The external process	including its	Municipal alignment
	should be combined as far as	consideration and	sessions under auspices of
	possible with the compilation of	adoption of the draft	COGTA
	area based or ward plans and	plan, must through	
	must involve the local community	appropriate	
	and other stakeholders.	mechanisms,	
		processes and	
		procedures	
		established in terms	
		of Chapter 4, allow	
		for	
		(i) the local	
		community to be	
		consulted on its	
		development needs	
		and priorities;	
		(ii) the local	
		community to	
		participate in the	

DATE		TASK	LEGAL	RESPONSIBILITY/REVIEW
			REFERENCE	ACTIVITY
			drafting of the	
			integrated	
			development plan;	
			and	
			(iii) organs of state,	
			including traditional	
			authorities, and	
			other role players to	
			be identified and	
			consulted on the	
-			drafting of the	
			integrated	
			development plan.	
September – October 2023	•	Commence with the multi-year		Draft initial changes to IDP.
,		capital and operating budget.		Consolidation of budgets
				and plans. Executive
				determines strategic
				choices for next three
				years.
September – October 2023	•	Obtain inputs from Directors		Draft initial changes to IDP.
·		and Division Heads on		Consolidation of budgets
		preliminary capital and		and plans. Executive
		operating budget - SHOULD		determines strategic
		include the following: review of		choices for next three
0		salary, fleet and equipment		years.
		budget and tariffs, etc.		
October-November 2023	•	Workshop with IDP		Executive Mayor
		Representatives Forum		Mayors of LMs
		members and other invited		Ward Councillors
		stakeholders.		Municipal Manager
November – December 2023	•	Preparation of departmental		Executive Mayor
		operational plans and SDBIP		Municipal Manager
		aligned to strategic priorities in		• CFO
		IDP and inputs from other		Directors
		stakeholders including		
		government sector		
		departments and bulk service		
		providers – e.g. NER,		

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	ESKOM, BloemWater, Water		
	Users Associations, etc.		
	(SDBIP – Service Delivery and Budget Implementation Plans, ESKOM – Electricity Supply Commission, NER – National Electricity Regulator)		
NOVEMBER 2023	Line of the last of the last	ALC: THE REAL PROPERTY OF THE PARTY OF THE P	
During November 2023	Strategic session with the		Review of Municipal
	Mayoral Committee and		Strategies, Objectives,
	Management - may extend		KPA's, KPI's and targets.
	invites to other Councillors,		Initiate preparation of
	Mayors and Municipal		Financial Plan. Conclusion
	Managers of local		of Sector Plans initiated for
	Municipalities, as well as any		the previous financial year
	representative(s) of a strategic		and integration into the IDP
	partner or stakeholder.		Review report. Finalisation
			of the SDF Submissions of
			Draft 2021/22 Reviewed
			IDPs to COGTA
November 2023	Receive audit report on	MFMA Section	Auditor-General to return
100000000000000000000000000000000000000	annual financial statements	126(4) : The Auditor-	audit report [Due by 30
	from the Auditor-General.	General must –	November, MFMA 126(4)]
		(a) audit those	
		financial statements;	
		and	
\cap		(b) submit an audit	
		report on those	
		statements to the	
		accounting officer of	
		the municipality or	
		entity within three	
		months of receipt of	
		the statements.	
November 2023	Ensure the Accounting Officer	Accounting officer	Municipal Manager
INTOINIDGI EVEU	addresses any issues raised	and senior officials	CFO
	by the Auditor-General in the	consolidate and	
	audit report - prepare action	prepare proposed	
	or audit plans to address and	budget and plans for	
	· ·		
	incorporate into the annual	next financial year	

DATE	TASK	LEGAL REFERENCE	RESPONSIBILITY/REVIEW ACTIVITY
	report.	taking into account previous years performance as per audited financial statements	AOTIVIT
DECEMBER 2023			
December 2023	Finalise coordination of inputs from bulk resource providers – e.g. NER and agree on proposed price increase.		Municipal ManagerCFOLocal Municipalities
During December 2023	District IDP Managers Forum		Municipal Manager Director: Planning and Social Development
December 2023	Review whether all bulk resource providers have lodged requests with National Treasury and SALGA seeking comments on proposed price increases of bulk resources.	j	Municipal ManagerCFOLocal Municipalities
December 2023– January 2024	Finalise first draft of departmental operational plans and SDBIP for review against strategic priorities.		Municipal ManagerCFODirectors
December 2023	Finalise first draft of annual report incorporating financial and non-financial information on performance, audit reports and annual financial statements.		 Municipal Manager CFO Director Corporate Support Services All other Directors
December 2023	Submit draft adjustments budget to IDP and Budget Steering Committee.		Municipal Manager CFO
JANUARY 2024			
January 2024	Adjustments budget submitted to the Executive Mayor or MAYCO.		Municipal Manager CFO
January 2024	Adjustments budget submitted to the Municipal Council.		Executive Mayor Municipal Manager

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
			• CFO
January 2024– February 2024	Approved adjustments budget		Municipal Manager
	submitted to the Provincial		• CFO
	and National Treasuries.		
January 2024	Ensure coordination of any		Municipal Manager
	written comments made to		• CFO
	bulk resource providers in		Local Municipalities
	support of local municipalities		
	on the proposed increase of		
	bulk resources are included in		
	any submission made by the		
	bulk resource providers to the		
	required organs of state.		
January 2024	Review whether comments		Municipal Manager
	coordinated from National		• CFO
	Treasury and SALGA have		Local Municipalities
	been received on proposed		·
	price increases of bulk		
	resources.		
January 2024	Finalise detailed operating &		Municipal Manager
	capital budgets in the		• CFO
	prescribed formats		
	incorporating National &		
	provincial budget allocations,		
	integrate & align to IDP		
	documentation & draft SDBIP,		
	finalise budget policies		
	including tariff policy.		
January – February 2024	Review the KPIs and annual		Municipal Manager
January I Opidary 2027	performance targets.		• CFO
FEBRUARY 2024	ponomiano targoto.	THE RESERVE OF THE PERSON NAMED IN	
February – March 2024	Finalise the draft capital and		Municipal Manager
I ODIGUTY INGIGET	operating budgets, and budget		CFO
	related policies.		Other Directors
February 2024	Review progress with regard		Executive
i Guiudiy 2024	to support provided to local		Mayor/Speaker
	municipalities in finalising area		Mayors of LMs
			Ward Councillors
	based or wards plans.		- ward Councillors

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
			Municipal ManagerCFOOther Directors
During February 2024	Note any provincial and national allocations to municipalities for incorporation into budget.		Municipal Manager CFO
During February 2024	Finalise corrective measures from audit report.		Municipal Manager CFO
February 2024	IDP Representatives Forum Meeting.		Executive MayorMayors of LMsWard CouncillorsMunicipal Manager
Before February 2024	Receive notification of any transfers that will be made to the municipality from other municipalities in each of the next three financial years by no later than 120 days before the start of its budget year.	MFMA Section 37(2): In order to enable municipalities to include allocations from other municipalities in their budgets and to plan effectively for the spending of such allocations, the accounting officer of a municipality responsible for the transfer of any allocation to another municipality must, by no later than 120 days before the start of its budget year, notify the receiving	Municipal Manager CFO
		municipality of the projected amount of any allocation proposed to be transferred to that	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		municipality during	
		each of the next 3	
		financial years.	
MARCH 2024			
March 2024	Receive bulk resource		Municipal Manager
	providers' price increases as		• CFO
	tabled in parliament or the		Local Municipalities
	provincial legislature.		
March 2024	Submit draft budget at least		Municipal Manager
	90 days before the start of the		• CFO
	budget year to the Budget		
	Steering Committee.		
Month end March 2024	Table draft IDP and budget in	MFMA Section 16:	Executive Mayor
	Council at least 90 days	(1) The council of a	Mayors of LMs
	before the start of the budget	municipality must for	Municipal Manager
	year.	each financial year	• CFO
	o Submit to MAYCO -	approve an annual	
	March 2024	budget for the	
	o Submit to Council -	municipality before	
	March 2024	the start of that	
		financial year.	
		(2) In order for a	
	9	municipality to	
		comply with	
		subsection (1), the	
		mayor of the	
		municipality must	
		table the annual	
		budget at a council	
		meeting at least 90	
		days before the start	
		of the budget year.	
March 2024	District IDP Managers Forum	saagat jaan	Municipal Manager
maivii avaT	2.5. St. St. D. Managoro Fordin		Director: Planning and
			Social Development
APRIL 2024	The state of the s		Coolai Borolopiiloite
April 2024	Submit the budget as well as	MFMA Section 22:	Municipal Manager
ryin 2027	the IDP to the Provincial	Immediately after an	CFO
	the IDF to the Flovincial	minieulately after all	- 010

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	Treasury, National Treasury	annual budget is	Director Planning and
	and other affected organs of	tabled in a municipal	Social Development
	state.	council, the	
		accounting officer of	
		the municipality	
		must (a) in	
		accordance with	
		Chapter 4 of the	
		Municipal Systems	
		Act – (i) Make public	
		the annual budget	
		and the	
		documents referred	
		to in Section 17(3);	
		and	
		(ii) invite the local	
		community to submit	
		representations in	
		connection with the	
		budget;	
		(b) submit the	
		annual budget -	
		(i) in both printed	
		and electronic	
()		formats to the	
		National Treasury	
		and the relevant	
		provincial treasury;	
		and (ii) in either	
		formats to any	
		prescribed national	
		or provincial organs	
		of state and to other	
		municipalities	
		affected by the	
		budget.	
April 2024	Submit the proposed revised	MFMA Section 22:	Executive Mayor
1	IDP and budget to the local	Immediately after an	Municipal Manager

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	municipalities.	annual budget is	
		tabled in a municipal	
		council, the	
		accounting officer of	
		the municipality	
		must (a) in	
		accordance with	
		Chapter 4 of the	
		Municipal Systems	
		Act – (i) Make public	
		the annual budget	
		and the documents	
		referred to in Section	
		17(3); and	
		(ii) invite the local	
		community to submit	
		representations in	
		connection with the	
		budget;	
		(b) submit the	
		annual budget -	
		(i) in both printed	
		and electronic	
		formats to the	
		National Treasury	
		and the relevant	
		provincial treasury;	
		and (ii) in either	
		formats to any	
		prescribed national	
		or provincial organs	
		of state and to other	
		municipalities	
		affected by the	
		budget.	
April 2024	Publish the proposed IDP and	MPPM Regulation	Municipal Manager
	Budget for public comment.	3(4)(b):	
		No amendment to a	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		municipality's	
		integrated	
		development plan	
E		may be adopted by	
		the municipal council	
		unless the proposed	
		amendment has	
		been published for	
		public comment for a	
		period of at least 21	
		days in a manner	
		that allows the public	
		an opportunity to	
		make	
		representations with	
		regard to the	
		proposed	
		amendment.	
April – May 2024	Process of consultation and	MFMA Section	Executive Mayor
	meetings with local community	23(1): When the	Mayors of LMs
	and other stakeholders, local	annual budget has	Ward Councillors
	municipalities, Provincial and	been tabled, the	Municipal Manager
	National Treasury and other	municipal council	• CFO
	organs of state.	must consider any	
	J	views of –	
		(a) the local	
		community; and	
		(b) the National	
		Treasury, the	
		relevant provincial	
		treasury and any	
		provincial or national	
		organs of state or	
		municipalities which	
		made submissions	
		on the budget.	
MAY 2024			

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	meeting.		Mayors of LMs
			Ward Councillors
			Municipal Manager
May 2024	Confirm National budget for		Municipal Manager
	provincial and National		• CFO
	allocations to municipalities for		
	incorporation into budget.		
May 2024	Review provincial and national		Municipal Manager
	legislation including DoRA to		• CFO
	establish potentially new		Other Directors
O3,	reporting requirements		
7	including annual, monthly and		
	quarterly grant & performance		
	reports for specific new		
	allocations & programmes -		
	10 working days after end of		
	month deadlines.		
May 2024	Council must give the	MFMA Section	Executive Mayor
	Executive Mayor an	23(2) : After	Municipal Manager
	opportunity to respond to the	considering all	• CFO
	submissions and, if	budget submissions,	
	necessary, to revise the	the council must	
	budget and table amendments	give the mayor an	
	for consideration by the	opportunity –	
	council.	(a) to respond to the	
		submissions; and	
		(b) if necessary, to	
		revise the budget	
		and table	
		amendments for	
		consideration by the	
		council.	
May 2024	Completion of Annual Budget		Executive Mayor
	amendments or refinements.		Municipal Manager
			• CFO
			Other Directors
May 2024	Submit draft budget 30 days		Municipal Manager
-	before the start of the budget		• CFO

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	year to the Budget Steering		
	Committee.		
May 2024	Table final IDP and budget in	MFMA Section	Executive Mayor
	Council at least 30 days	24(1): The Council	Municipal Manager
	before the start of the budget	must at least 30	• CFO
	year.	days before the start	
	○ Submit to MAYCO -	of the budget year	
	May 2024	consider the	
	Submit to Council on	approval of the	
	or before - 31 May		
	2024	amuai suugeti	
	2024	MPPM Regulation	
		3(3):	
		An amendment to a	
		municipality's	
		integrated	
		development plan is	
		adopted by a	
		decision taken by a	
		municipal council in	
		accordance with the	
		rules and orders of	
		the council.	
		trie Courion.	
0		(MPPM - Local Government: Municipal Planning and Performance Management regulation)	
JUNE 2024		Togament	
June 2024	Place the IDP, annual budget,	MFMA Section	Municipal Manager
	all budget-related documents	75(1): The	• CFO
	and all budget-related policies	accounting officer of	
	on the website within 5 days	a municipality must	
	of the adoption of the plan.	place on the website	
	or the adoption of the plan.	the following	
		documents of the	
		municipality:	
		(a) the annual and	
		adjustments budgets	
		and all budget-	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		related documents;	
		and	
		(b) all budget-related	
		policies.	
		MSA Section	
		21A(1)(b):	
		All documents that	
		must be made public	
		by a municipality in	
		terms of a	
		requirement of this	
		Act, the Municipal	
		Finance	
		Management Act or	
		other applicable	
		legislation, must be	
		conveyed to the	
		local community by	
		displaying the	
		documents on the	
		municipality's official	
		website, if the	
		municipality has a	
		website as	
		envisaged by	
		section 21B.	
		MFMA Section	
		75(2): A document	
		referred to above	
		must be placed on	
		the website not later	
		than five days after	
		its tabling in the	
		council or on the	
		date on which it	
		must be made	

DATE		TASK	LEGAL	R	ESPONSIBILITY/REVIEW
			REFERENCE		ACTIVITY
			public, whichever		
			occurs first.		
June 2024	•	Submit a copy of the revised	MSA Section	•	Municipal Manager
		IDP to the MEC for local	32(1)(a): The	•	CFO
		government as well as	municipal manager	•	Director: Planning and
		Provincial Treasury within 10	of a municipality		Social Development
		days of the adoption of the	must submit a copy		
		plan.	of the integrated		
			development plan as		
			adopted by the		
^			council of the		
Y 1			municipality, and		
			any subsequent		
			amendment to the		
			plan, to the MEC for		
			local government in		
			the province within		
			10 days of the		
			adoption or		
			amendment of the		
			plan.		
June 2024	•	Give notice to the public of the	MSA Section	•	Municipal Manager
		adoption of the IDP within 14	25(4)(a): A	•	CFO
		days of the adoption of the	municipality must,		
		plan	within 14 days of the		
			adoption of its		
			integrated		
			development plan in		
			terms of subsection		
			(1) or (3) give notice		
			to the public - (i) of		
			the adoption of the		
			plan; and		
			(ii) that copies of or		
			extracts from the		
			plan are available for		
			public inspection at		
			specified		

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		places;	
		MSA Section	
		21A(1)(a) and (c):	
		All documents that	
		must be made public	
		by a municipality in	
		terms of a	
		requirement of this	
		Act, the Municipal	
7.22		Finance	
		Management Act or	
		other applicable	
		legislation, must be	
		conveyed to the	
		local community –	
		(a) by displaying the	
		documents at the	
		municipality's head	
		and satellite offices	
		and libraries;	
		(c) by notifying the	
		local community, in	
		accordance with	
		section 21, of the	
		place, including the	
		website address,	
		where detailed	
		particulars	
		concerning the	
		documents can be	
		obtained.	
Before 14 June 2024	Make public the approved	BUDGET AND	Municipal Manager
	annual budget and supporting	REPORTING	• CFO
	documentation (including	REGULATIONS	
	tariffs) within 10 working days	2009,	
	after approval of the budget.	Regulation 18:	
		(1) Within ten	

DATE	TASK	LEGAL.	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		working days after	
		the municipal	
		council has	
		approved the annual	
		budget of a	
		municipality, the	
		municipal manager	
		must in accordance	
		with section 21A of	
*		the	
		Municipal Systems	
		Act make public the	
		approved annual	
		budget and	
		supporting	
		documentation and	
		the resolutions	
		referred to in section	
		24(2)(c) of the Act.	
		(2) The municipal	
		manager must also	
		make public any	
		other information	
		that the municipal	
		council considers	
		appropriate to	
		facilitate public	
		awareness of the	
		annual budget,	
		including –	
		(a) summaries of the	
		annual budget and	
		supporting	
		documentation in	
		alternate languages	
		predominant in the	
		community; and	
		(b) information	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		relevant to each	
		ward in the	
		municipality.	
		(3) All information	
		contemplated in sub-	
		regulation (2) must	
		cover:	
		(a) the relevant	
		financial and service	
		delivery implications	
		of the annual	
		budget; and	
		(b) at least the	
		previous year's	
		actual outcome, the	
		current year's	
		forecast outcome,	
		the budget year and	
		the following two	
		years.	
Before 14 June 2024	Submit approved budget to	MFMA Section	Municipal Manager
	the provincial treasury and	24(3): The	• CFO
	National Treasury within 10	accounting officer of	
	working days after approval of	a municipality must	
	the budget.	submit the approved	
		annual budget to the	
		National Treasury	
		and the relevant	
		provincial treasury.	
		BUDGET AND	
		REPORTING	
		REGULATIONS	
		2009,	
		Regulation 20:	
		The municipal	
		manager must	
		comply with section	

DATE		TASK	LEGAL	RESPONSIBILITY/REVIEW
			REFERENCE	ACTIVITY
			24(3) of the Act	
			within ten working	
			days after the	
			municipal council	
			has approved the	
			annual budget.	
July 2024		District IDP Managers Forum		Municipal Manager
July 2024	•	Submit to the Executive Mayor	MFMA Section	Municipal Manager
		the draft SDBIP and draft	69(3):	• CFO
		annual performance	(a) The accounting	Other Directors
~		agreements for the next year	officer must no later	
().		within 14 days after approval	than 14 days after	
		of the budget.	the approval of an	
			annual budget	
			submit to the mayor	
			a draft service	
			delivery and budget	
			implementation plan	
			for the budget year.	
			(b) The accounting	
			officer must no later	
			than 14 days after	
			the approval of an	
			annual budget	
			submit to the mayor	
			drafts of the annual	
			performance	
			agreements as	
			required in terms of	
			section 57(1)(b) of	
			the Municipal	
			Systems Act for the	
			municipal manager	
			and all senior	
			managers.	
Before July 2024	•	The Executive Mayor takes all	MFMA Section	Executive Mayor
-		reasonable steps to ensure	53(1)(c)(ii):	Municipal Manager
		that the SDBIP is approved	The mayor of a	· -

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
	within 28 days after approval	municipality must	
	of the budget.	take all reasonable	
		steps to	
		ensure that the	
		municipality's	
		service delivery and	
		budget	
		implementation plan	
		is approved by the	
		mayor within 28	
		days after approval	
		of the budget.	
Before July 2024	Place the performance	MFMA Section	Municipal Manager
	agreements and all service	75(1): The	
	delivery agreements on the	accounting officer of	
	website.	a municipality must	
		place on the website	
		the following	
		documents of the	
		municipality:	
		(d) performance	
		agreements required	
		in terms of section	
		57(1)(b) of the	
		Municipal Systems	
		Act; and	
		(e) all service	
		delivery agreements.	
		BUDGET &	
		REPORTING	
		REGULATIONS	
		2009, Regulation 19:	
		The accounting	
		officer must place on	
		the website all	
		performance	
		agreements required	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		in terms of section 57(1)(b) of the Municipal Systems Act.	
Before 31 July 2024	Submit copies of the performance agreements to Council and the MEC for local government as well as the national minister responsible for local government within 14 days after concluding the employment contract and performance agreement.	MFMA Section 53(3)(b): Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.	Executive Mayor Municipal Manager CFO Other Directors
		PERF REGS 2006 Regulation (5): The employment contract and performance agreement must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government within fourteen (14) days after concluding the employment contract and performance agreement	
July 2024	Submit the SDBIP to National and Provincial Treasury within 10 working days approval of	BUDGET & REPORTING REGULATIONS	Municipal Manager CFO
	the plan.	2009,	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		Regulation 20(2)(b):	
		The municipal	
		manager must	
		submit to the	
		National Treasury	
		and the relevant	
		provincial treasury,	
		in both printed and	
		electronic form the	
		approved service	
		delivery and budget	
(-)		implementation plan	
		within ten working	
		days after the mayor	
		has approved the	
		plan.	
July 2024	Make public the projections,	MFMA Section	Municipal Manager
	targets and indicators as set	53(3)(a):	• CFO
	out in the SDBIP within 10	The mayor must	
	working days after the	ensure that the	
	approval of the SDBIP.	revenue and	
		expenditure	
		projections for each	
		month and the	
(:)		service delivery	
		targets and	
		performance	
		indicators for each	
		quarter, as set out in	
		the service delivery	
		and budget	
		implementation plan,	
		are made public no	
		later than 14 days	
		after the approval of	
		the service delivery	
		and budget	
		implementation plan.	

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		BUDGET & REPORTING REGULATIONS 2009, Regulation 19: The municipal manager must in accordance with section 21A of the Municipal Systems Act make public the approved service delivery and budget implementation plan within ten working	ACTIVITY
		days after the mayor has approved the plan in terms of section 53(1)(c)(ii) of	
July 2024	Make public the performance	the Act. MFMA Section	Executive Mayor
July 2024	agreements of Municipal	53(3)(b): The mayor	-
	Manager and senior managers no later than 14 days after the approval of the SDBIP.	must ensure that the performance agreements of municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget	• Municipal Manager

DATE	TASK	LEGAL	RESPONSIBILITY/REVIEW
		REFERENCE	ACTIVITY
		implementation plan.	

Integrated Development Planning and its Guiding Principles

The Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making processes in the municipality. The purpose of the IDP is to ensure the effective use of scarce resources; helps to speed up delivery and attract additional funds from all the spheres of government and the private sector; helps to overcome the legacy of apartheid by lobbying for integrated rural and urban areas and to extend services to the poor and lastly promotes co-ordination between local, provincial and national government.

Legal Framework

The IDP process is guided by various legislations, policies and guidelines which have to be considered carefully when the document is compiled. These include amongst others the following:

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

Section 152 of the Constitution of South Africa of 1996 and the Municipal Systems Act of 2000 No, 32 of 2000 have a substantial impact on the traditional role of local government. Over and above the delivering of municipal services, municipalities must (by law) now lead, manage and plan development through the process of Integrated Development Planning. Sections 152 and 153 of the Constitution prescribe that local government should oversee the development process and municipal planning and describe the following objects of local government:

- To ensure the sustainable provision of services;
- o To provide democratic and accountable government for all communities;
- o To promote social and economic development;
- o To promote a safe and healthy environment;
- o To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organizations in matters of local government.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighboring communities. The legislation governing the development, implementation and review of the IDP has been conceived in the constitutional spirit of a developmental state.

In terms of the provisions of Local Government: Municipal Systems Act of 2000, each council must, within the prescribed period after the start of its elected term, adopt a single, inclusive, strategic plan for the development of the municipality.

Section 25(3) (a) prescribes that a newly elected council, may adopt the IDP of the previous council. In order to develop the IDP, Local Government: Municipal Structures Act, 117 of 1998 prescribes in section 56(2) that "The executive mayor must-

- (a) identify the needs of the municipality;
- (b) review and evaluate those needs in order of priority;
- (c) recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans;"

In terms of Section 24, of the Local Government: Municipal Finance Management Act, (Act 56 of 2003) municipal council should, at least 30 days before the start of the budget year, consider approval of the annual budget.

WHITE PAPER ON LOCAL GOVERNMENT

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

MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

The Municipal Systems Act, No 32 of 2000, obligates all municipalities to undertake a process of preparing and implementing IDP's. The Act defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. According to Section 25 (1) of the MSA, each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which;

- Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

MUNICIPAL FINANCE MANAGEMENT ACT NO 53 OF 2003

The Act states that the Mayor of a municipality must;

Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible;

At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for;

- o The preparation, tabling and approval of the annual budget;
- The annual review of the IDP in terms of section 34 of the MSA; and the budget-related policies;
- The tabling and adoption of any amendments to the IDP and the budgetrelated policies; and
- Any consultative processes forming part of the processes referred to in subparagraphs

Section 21(2) of the Municipal Finance Management Act states that, when preparing the annual budget, the Mayor of a municipality must:

- Take into account the municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the IDP in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;

The Municipal Planning and Performance Management Regulations (R796 of 2001) set out further requirements for an IDP:

- An institutional framework is required for the implementation of the IDP and to address the municipality's internal transformation;
- Investment initiatives;
- Development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

Intergovernmental Relations Framework Act no 13 of 2005 which provides clarity on how all the three spheres of government must work together. The Act is a response to the limited successes in the alignment efforts among the three spheres of government. It creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of "cooperative governance". It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP's. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance

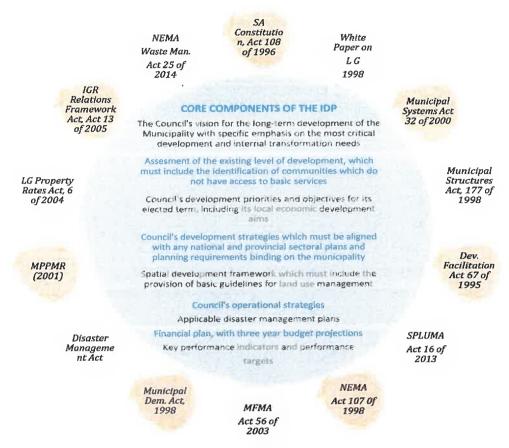


Figure 1: IDP Legislative Framework

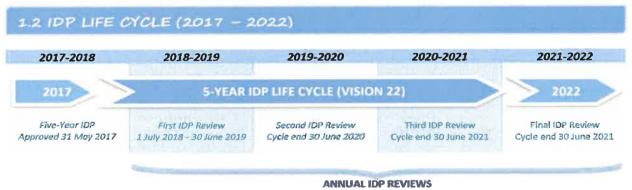


Figure 2: IDP Life Cycle

Why is the IDP necessary?

- It enables the Municipality to manage the process of fulfilling its developmental responsibilities.
- Through the IDP, the Municipality is informed about the problems affecting its residents. It is thus able to develop and implement appropriate strategies and projects to address the problems.
- It helps to make more effective use of scarce resources.
- Helps to speed up service delivery.

- Helps to attract additional funds.
- Helps to strengthen democracy and enhance institutional transformation because decisions are made in a democratic and transparent manner, rather than just by a few.
- Promises intergovernmental co-ordination.

The District Development Model (DDM)

In 2019 during the President Budget Speech, President Cyril Ramaphosa identified the pattern of operating in silos as a challenge, which led to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult. The consequence has been non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

The District Development Model (DDM) was then initiated. Subsequently, as XDM we launched the DDM that calls for the rolling out of a new integrated district-based approach to addressing our service delivery challenges.

The Model consists of a process by which joint and collaborative planning is undertaken at local, district, province and national by all three spheres of governance resulting in a single strategically focused One Plan for the district geographic space, wherein the district is seen as the 'landing strip'. Xhariep District adopted its One Plan during November 2021.

However, we continue to develop and review the Intergraded Development Plans (IDP) as local government, which is in terms of Municipal Systems Act 2000 (Act 32 2000) as amended. The needs and priorities of communities are derived from Public Participation and Mayoral Outreach Programmes, which are also conducted as per the requirements of the Act.

The IDP and Budget are living documents of the municipality and their implementation is assessed in terms of service delivery and budget implementation plan (SDBIP) which confirms the relevance of programmes and projects of Council. The IDP and Budget are designed in such a way that they fulfil the constitutional mandate of local government that of institutional development and transformation, service delivery, local economic development, job creation, spatial planning as well as financial viability and financial management. These documents should also speak to District Development Model, which was launched in 2019.

As XDM our One Plan and this five-year term IDP (2022-2027) will reflect the commitment to provide solutions to pressing issues driven by community needs and geared towards meeting their aspirations. Our programme of action which is now integrated under One Plan will be delivered under the pretext of more effective and efficient approach to achieve our strategic objective. The implementation of capital projects will emanate from the needs and challenges identified in an ongoing consultation with communities and strategic stakeholders. It will remain our collective efforts to ensure that our One Plan, the IDP and Budget processes are aligned to deliver quality services to our people.

This development of a credible IDP that will be implemented by the Council after will continue to allow the municipality to engage in continuous planning, monitoring and evaluation of all the sector plans that form part of this IDP. This new five-year IDP sets out the vision and mission of the municipality and clearly defines the strategies and plans to deliver our objectives of infrastructure-led growth, financial sustainability, LED, social development and strategic partnerships to address DDM.

The District One Plan is based on the DDM Theory of Change which is supported by six transformation areas to change from the current, problematic situation to a desired, future state. The DDM Guideline provides the standardised format that is aligned to the themes, analysed according to the impacted development areas. Some themes are crosscutting, which indicates a level of integration between themes. These six, DDM, transformation focal areas/goals are:

Table: District Development Model Goals

DDM Six (6) Goals	Brief Description
Demographic / People Development	Assess the level of human capacity and development The main focus is the reduction of the triple challenge of poverty, unemployment and inequality and uplifting the vulnerable members of society
Economic Positioning	Identify key economic drivers
	Identify barriers and constraints to unlocking opportunities and potentials
Spatial Restructuring and Environment Development	 Assess land development, land release and land-use management systems Prioritize township development initiatives and incentives
Infrastructure Development	Assess the state and adequacy of infrastructure to support addressing current service backlogs and future growth of the district
	Identify alternative and innovative infrastructure programmes and project
Integrated Service Provision	Identify current state of service delivery across all sectors Improve quality and standardised service within the district
Governance Development	Assess state of governance regarding intergovernmental relations and coordination Assess state of financial governance and management Promote good governance and ethical leadership

In preparing the Xhariep District One Plan, the Diagnostic Assessment, Vision Setting, Strategy Formulation and Implementation Framework formulating exercises the following Strategic Goals were set:

DDM Focal Area	Xhariep District Strategic Goals
Demographics/ People Development Goal	To maximise the impact of people development inclusive of business support on skills development for caring and self-reliant society

Economic Positioning Goal	To enhance sectoral support for agriculture, rural development, tourism, manufacturing and reindustrialization
	To promote township economic revitalization with supporting infrastructure allocations
	To promote sustainable development of industrial hubs, economic hubs and auto/digital hubs focusing on access for youth and vulnerable communities
	 To provide legal framing for commercial rapid land release initiative to release publicly owned land for best, most developmental use in township areas To establish SEZ to ensure growth, revenue generation, job creation, attract Foreign Direct Investment (FDI) and foster international competitiveness To augment sectoral support for agriculture, rural development, tourism and manufacturing towards re-industrialization and rural development To promote and develop economic hubs within townships Review and revise legislation, policies and regulation that govern the township business To enhance and promote socio-economic stakeholder engagements and participation To improve heritage potential of the district To introduce development guidelines that reduces red-tape and improves ease of doing business
Spatial Restructuring and Environmental Goal	To create a sustainable, interlinked urban and rural region through sustainable and well-located developments
Infrastructure Engineering Goal	 To develop sustainable regional bulk infrastructure capacity. To provide stable and sustainable infrastructure To conduct research in innovative and alternative infrastructure delivery mechanism\ To encourage partnership with private sector in the infrastructure provision
Integrated Service Provisioning Goal	 To promote effective and integrated service that addresses the socio-economic and environmental development imperatives of the region To harness the use of technology To promote effective and integrated services that addresses the socio-economic and environmental development imperatives of the Region
Integrated Service Provisioning Goal	To promote effective and Integrated service that addresses the socio- economic and environmental development imperatives of the Region To harness the use of technology
	 To promote effective and integrated services that address the socio-economic and environmental imperatives of the Region To introduce the concept of smart city to optimize the District's functions and promote economic growth, while also improving the quality of life for citizens by using smart technologies and data analysis
Governance Goal	 To ensure good financial management inclusive of stakeholder's partnership To promote ethical, accountable governance with integrity To enhance and promote socio-economic stakeholder engagements and participation To implement a rigorous system of consequence management

Emanating from the above is a number of *catalytic projects* that were identified. Listed below are only the projects that affects Xhariep District Municipality (directly and in-directly) with huge economic impact.

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

Project Name	Project Description / Objectives	Timefram e / Duration	Funding Source	Region/Locati on	Total Project Budget
Development of small scale miners	Create a conducive environment for the development of small scale miners in the district	7BD	DESTEA & Funding agencies	Kopanong, Letsemeng & Mohokare Local Municipalities	TBD
Sand stone mining	Business growth, Market Access, Job creation	TBD	DESTEA and other funding agencies	Mohokare LM, Zastron	TBD
N1 Transport & Logistics Hub	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, Trompsburg	TBD
N6 Transport & Logistics Hub	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, Smithfield	TBD
N8 Transport & Logistics Hub	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, Petrusburg	TBD
Review – Xhariep Tourism Package	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
Karoo STR project	Implementation of the Karoo STR program and related projects	TBD	Karoo Development participants / Investors	Karoo Region	ТВД

Project Name	Project Description / Objectives	Timefram e / Duration	Funding Source	Region/Locati on	Total Project Budget
Development of Jagersfontein Big Hole as a tourism spot	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, Jagersfontein	ТВО
Upgrading of the Trompsburg Taxi rank to a business hub	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
Kloof dam and Caravan park development	Establishment of the area as a nature spot and a tourism destination	ТВО	DESTEA, Key National Departments	Mohokare LM, Zastron	TBD
Xhariep District Agro-Processing hub	Establishment, strengthening and promotion of Agro- Processing initiatives within the District, utilising existing facilities and vacant available land	ТВО	XDM / Local Municipalities / Key departments / Investors / partnerships	District – wide	TBD
Development of the Bethulie Resort	Tourism promotion & marketing, Job creation	ТВО	Funding departments, i.e. DESTEA and key National Departments, Investors	Kopanong LM, Bethulie	TBD
Wine tasting festival – Jacobsdal	Tourism and marketing promotion, Job creation, Product promotion, access to markets	TBD	Funding departments, Investors	Letsemeng LM, Jacobsdal	TBD

Project Name	Project Description / Objectives	Timefram e / Duration	Funding Source	Region/Locati on	Total Project Budget
District Heritage Festival	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
District Summer Break Festival	Tourism promotion, creatives promotion, Job creation	2 weeks – activities & main event	Funding departments, Investors	Mohokare LM, Zastron	R500 000.00
Letsemeng Brick Making factory	Job creation, business development	TBD	Funding departments / agencies / investors	Letsemeng LM, Koffiefontein	TBD
Services Master Plans – District	Proper planning and coordination	ТВО	Funding departments, Investors	All Local Municipalities	TBD

Total Project Budget	TBD
Region/Locati on	Kopanong Local Municipality, Bethulie
Funding Source	36 months Government / Investors
Timefram e / Duration	36 months
Project Description / Objectives	Construction of a Solar PV Power Plant with a 600MW output (±14 000ha of land)
Project Name	Xhariep District Sola Hub

Project Name	Project Description / Objectives	Timefram	Funding Source	Region/Locati	Total Project
		e / Duration		Lio .	pnager
Xhariep Agri-Hub	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, Springfontein	R265 037 796
Lake Gariep Initiative	Cross-border Tourism promotion, Job creation & Investment. Tourism promotion, Job creation	Ongoing	om, and rnment ints	Cross- Provincial Border (Free State, Xhariep DM – Eastern Cape, Joe Gqabi – Northern Cape, Pixley Ka Seme)	TBD
Provision of land to small scale farmers	Create a conducive environment for the development of small scale miners in the district	Ongoing	Local Municipalities	Kopanong, Letsemeng & Mohokare Local Municipalities	TBD
Development of small scale miners	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	Timefram e / Duration	Funding Source	Region/Locati on	Total Project Budget
Sand stone mining	Business growth, Market Access, Job creation	TBD	DESTEA and other funding agencies	Mohokare LM, Zastron	TBD
N1 Transport & Logistics Hub	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, Trompsburg	TBD
N6 Transport & Logistics Hub	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, Smithfield	TBD
N8 Transport & Logistics Hub	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, Petrusburg	ТВО
Review – Xhariep Tourism Package	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
Karoo STR project	Implementation of the Karoo STR program and related projects	TBD	Karoo Development participants / Investors	Karoo Region	TBD
Development of Jagersfontein Big Hole as a tourism spot	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, Jagersfontein	ТВО

Project Name	Project Description / Objectives	Timefram e / Duration	Funding Source	Region/Locati on	Total Project Budget
Upgrading of the Trompsburg Taxi rank to a business hub	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
Kloof dam and Caravan park development	Establishment of the area as a nature spot and a tourism destination	ТВD	DESTEA, Key National Departments	Mohokare LM, Zastron	TBD
Xhariep District Agro-Processing hub	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
Development of the Bethulie Resort	Tourism promotion & marketing, Job creation	TBD	Funding departments, i.e. DESTEA and key National Departments, Investors	Kopanong LM, Bethulie	TBD
Wine tasting festival – Jacobsdal	Tourism and marketing promotion, Job creation, Product promotion, access to markets	TBD	Funding departments, Investors	Letsemeng LM, Jacobsdal	TBD
District Heritage Festival	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
District Summer Break Festival	Tourism promotion, creatives promotion, Job creation	2 weeks – activities	Funding departments,	Mohokare LM, Zastron	R500 000.00

Total Project Budget		TBD	TBD
Region/Locati on		Letsemeng LM, Koffiefontein	All Local Municipalities
Funding Source	Investors	Funding departments / agencies / investors	Funding departments, Investors
Timefram e / Duration	& main event	TBD	TBD
Project Description / Objectives		Job creation, business development	Proper planning and coordination
Project Name		Letsemeng Brick Making factory	Services Master Plans – District

Project Name	Project Description	Project Status	Timeframe /	Total Project
	RURAL DEVELOPMENT: RID	DPMENT: RID		
Construction of Springfontein Agri-Hub Warehouse	Construction of Springfontein Agri-Hub Warehouse	Execution of Planned Activities	Not indicated	R 21,160,174.05
	RURAL DEVELOPMENT: REID	PMENT: REID		
Zastron Fpsu	Zastron Fpsu	Planning	Not indicated	R 23,326,000.10
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	Not indicated	R18,000.00
		Planned Activities		
Makholokoeng FPSU	Makholokoeng FPSU	Execution of Planned Activities	Not indicated	R18,000.00
Sediba Fosu	Sediba Fosu	Execution of	Not indicated	R18.000.00
		Planned		
		Activities		
Makholokoeng FPSU	Makholokoeng FPSU	Execution of	Not indicated	R18,000.00
		Planned		
		Activities		
Sediba Fpsu	Sediba Fpsu	Execution of	Not indicated	R18,000.00
		Planned		
		Activities		
Makholokoeng FPSU	Makholokoeng FPSU	Execution of	Not indicated	R18,000.00
		Planned		
		Activities		
Sediba Fpsu	Sediba Fpsu	Execution of	Not indicated	R18,000.00
		Planned		
		Activities		
Makholokoeng FPSU	Makholokoeng FPSU	Execution of	Not indicated	R18,000.00
		Planned		
		Activities		
	APP PROJECTS	JECTS		
	LAND ACQUISITION A	ACQUISITION AND ALLOCATION		
Pro - Active Skeba	Farm, Skeba no. 2438; Remaining	Execution /	30-Apr-21	R 27,100,001.00
	Remaining Extent and Portion 2 of Rex	III preliferiation		

	no. 2760; Portion 1 of the farm, Wonderfontein no. 502			
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.	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	MINISTRATION		
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 / Implementation	31-Apr-21	Not indicated

Lomahanyang CPA	Lomahanyang	Execution /	31-Apr-21	Not indicated
		Implementation		
Oppermansgronde CPA	Oppermansgronde	Execution /	31-Apr-21	Not indicated
		Implementation		
Springfontein CPA	Springfontein	Execution /	31-Apr-21	Not indicated
		Implementation		
Donkerhoek CPA	Donkerhoek	Execution /	31-Apr-21	Not indicated
		Implementation		
Vaviera LTA	Vaviera No. 432	Execution /	31-Apr-21	Not indicated
		Implementation		
Beersheba LTA	Beersheba No. 363	Execution /	31-Apr-21	Not indicated
		Implementation		

Total Project Cost	R59 806 564	R84 408 750	R60 000 000
Local Municipality	Municipality	Kopanong Local Municipality	0 Kopanong Local Municipality
Financial Year 2022- 2023	0	0	0
Financial Year 2021-2022	0	17508750	2000000
Financial Year 2020- 2021	59806564	00000099	55000000
Project Status (Planned, Design & Tender, Implementation Stage, Completed)	Design	Design	Design
Project Type (Description)	Resurfacing of road with double seal	Resurfacing of road with double seal	Resurfacing of road with double
Project Name	MPRS2: Driekuil to Mount Rd	MPRS2: Mount Road to Trompsburg	MPRS2: Mount Road

Financial Financial Year Financial Local Municipality Total Project Year 2020- 2021-2022 Year 2022- 2021		0 0 Kopanong Local R88 356 518 Municipality	24000000 40000000 0 Kopanong Local R64 000 000 Municipality	45195497 4214261,428 0 Kopanong Local R56 516 556 Municipality	5000000 24535350 24208800 Kopanong Local R180 000 000 Municipality	133734734,9 0 Mohokare Local R598 275 Municipality 206,6	0 0 Kopanong Local R531 792 Municipality 837.6
Project Status Finand (Planned, Year 2 2021 Design & 2021 Tender, Implementation Stage, Completed)		Construction	Design 24	Design 45	Design 5	Construction 13373	Construction
Project Type (Description)	seal	Resurfacing of road with double seal	Restoration of selected pavement areas followed by asphalt	Resurfacing of road with double seal	New 4 lane road	Rework existing layer, add new bascourse and reseal	Upgrading from single to dual
Project Name	to Trompsburg	MPRS2: Reddersburg - Rustfontein	MSPGA: Trompsburg - Fonteintjie Repairs	MPRS2: N1 Orange river - Driekuil	DNNN2: R702 to N8	DSRGS: Rouxville - Smithfield	DNURT: Trompsburg

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
	road						
MONRM: Xhariep Package 1 NT	Routine road maintenance	Design	25108235,16	16571435,21	11047623,47	Xhariep District Municipality	R75 548 265,47
MPRCR: Hydrocutting - Free State (NT)	Surface bleeding Hydro Cutting	Design	2600000	5600000	5600000	Xhariep District Municipality	R22 400 000
Project Description	otion	Project Funding (2021/2)	Local Municipality	ty DDM KRA		Nu of Beneficiaries	ıries
Reddersburg V 500 Erven Wat	Reddersburg Water and Sewer- R4 250 000 500 Erven Water and Sanitation	R4 250 000	Kopanong	Infrastructu	Infrastructure Engineering	20	
lpopeng and R Establishment	lpopeng and Riverside TownshipR471 296 Establishment	oR471 296	Kopanong	Spatial Res Environme	Spatial Restructuring and Environmental Sustainability	300 ity	

			eficiaries							
480	3500		Nu of Beneficiaries	36	.61	27	86	06	12	250
Infrastructure Engineering	Spatial Restructuring and	Environmental Sustamability	DDM KRA	Infrastructure Engineering	Infrastructure Engineering	Infrastructure Engineering	Infrastructure Engineering	Infrastructure Engineering	Infrastructure Engineering	Infrastructure Engineering
Letsemeng	Mohokare Sp	Ī	Local Municipality DDM KRA	Kopanong	Kopanong	Kopanong	Kopanong	Kopanong	Letsemeng	Letsemeng
R10 936 000	R5 961 643	R21 618 939	Project Funding (2021/2)	R4 717 400	dR1 598 060	R636 838	R12 878 240	R10 036 000	R1 503 220	R14 936 000
Jacobsdal Ratanang 545 Water R10 936 000 and Sanitation	Matlakeng Mooifontein	Total	Project Description	EPHP Edenburg 61 (units and title deeds)	EPHP Springfontein 27 (units and R1 598 060 title deeds)	EPHP Bethulie 7 (units and title deeds)	Edenburg 98 (units and title deeds)	Maphodi Ext 3 Springfontein Water and Sanitation	EPHP Petrusburg 24 (units and title deeds)	Luckhoff Relebohile 450 Water and Sanitation

Project Description	Project Funding (2021/2)	Local Municipality DDM KRA	DDM KRA	Nu of Beneficiaries
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
Project Description	Project Funding (2021/2)	Local Municipality DDM KRA	DDM KRA	Nu of Beneficiaries
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 R1 586 160 deeds)	BR1 586 160	Mohokare	Infrastructure Engineering	12
EPHP Fauriesmith 67 (units and R215 120 title deeds)	R215 120	Mohokare	Infrastructure Engineering	_
EPHP Jacobsdal 32 (units and title deeds)	R206 826	Mohokare	Infrastructure Engineering	_
EPHP Koffiefontein 9 (units and title deeds)	R1 519 808	Mohokare	Infrastructure Engineering	12

Project Description	Project Funding (2021/2)	Local Municipality DDM KRA	DDM KRA	Nu of Beneficiaries
EPHP Rouxville 12 (units and title R1 586 160 deeds)	title R1 586 160	Mohokare	Infrastructure Engineering	12
EPHP Jagersfontein 115 (units and title deeds)	s R1 586 160	Mohokare	Infrastructure Engineering	12
EPHP Philipolis 21 (units and title R1 586 160 deeds)	title R1 586 160	Mohokare	Infrastructure Engineering	12
EPHP Reddersburg 20 (units and R1 698 866 title deeds)	and R1 698 866	Mohokare	Infrastructure Engineering	12
EPHP Trompsburg 35 (units and title deeds)	nd R1 533 492	Mohokare	Infrastructure Engineering	12
Smithfield 448 Water and Sanitation	R14 978 000	Mohokare	Infrastructure Engineering	12
Total	R96 514 522			
Project Description	Project Funding (MTEF)		Local MunicipalityDDM KRA	Nu of Beneficiaries
	2022/2023 2023	2023/2024		
Reddersburg Water and Sanitation	R11 000 000	Kopanong	Infrastructure Engineering	200

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	92
Matlakeng Mooifontein Water and Sanitation	R24 135 000	R31 500 000	Mohokare	Infrastructure Engineering	1 500
Total	R49 035 000	R36 800 000			
Project Description	Project Fundi	iding (MTEF)	Local	DDM KRA	Nu of
	2022/2023	2023/2024	Municipality		Beneticiaries
Maphodi Ext 3 Springfontein Water and Sanitation	R22 000 000	R27 000 000	Kopanong	Infrastructure Engineering	438
Luckhoff Relebohile 450 Water R20 000 000 and Sanitation	r R20 000 000	R12 000 000	Letsemeng	Infrastructure Engineering	200
Koffiefontein 1250 Water and R22 000 000 Sanitation	R22 000 000	R28 000 000	Letsemeng	Infrastructure Engineering	006
Smithfield 448 Water and Sanitation	R21 500 000	R21 500 000	Mohokare	Infrastructure Engineering	436
Total	R85 500 000	R88 500 000			

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

Projects	Project description	Time frames	Budget
Pelissier C/S Hostel	Refurbish Hostel	14/01/2022	R5 852 906
Springfontein P/S	Renovations to School	14/01/2022	R5 459 421
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

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
1. Trompsburg Sentrum Vir Bejaardes (Residential Facility)	R888 000.00	Xhariep- Trompsburg	People development	21
2. Huis Uitkoms (Residential Facility)	R630 000. 00	Xhariep- Bethulie	People development	15
3. Huis Vergesig (Residential Facility)	R252 000.00	Xhariep- Zastron	People development	90
4.Reddersrus Sentrum Vir Bejaardes (Residential Facility)	R1050 000.00	Xhariep- Reddersburg	People development	25
5.Ons Woning Sentrum Vir Berjaardes (Residential Facility)	R756 000.00	Xhariep- Petrusburg	People development	18
6.Vukuzenzeke Luncheon Club	R133 920.00	Xhariep- Bethulie	People development	31

Project Description	Project Funding 2021/2022	District & Local/s where project will be implemented	DDM KRA	Number of beneficiaries / or expected number
7. Geriatrics Luncheon Club	R133 920.00	Xhariep- Gariep dam	People development	31
8. Masakhane Luncheon Club	R133 930.00	Xhariep- Springfontein	People development	31
9. Itekeng Luncheon Club	R133 930.00	Xhariep- Trompsburg	People development	31
10. Kopanang Luncheon Club	R133 930.00	Xhariep- Reddersburg	People development	31
11. Mofulatshephe Luncheon Club	R151 200.00	Xhariep- Smithfield	People development	35
12. Chrissie Pelser Luncheon Club	R133 930.00	Xhariep- Rouxville	People development	31
13. Vukani Luncheon Club	R151 200.00	Xhariep- Zastron	People development	35
14. Ha Rasebei Luncheon Club	R133 930.00	Xhariep- Edenburg	People development	31
15. Itereleng Luncheon Club	R133 930.00	Xhariep- Koffiefontein	People development	31
16. Makhotso Luncheon Club	R133 930.00	Xhariep- Jagersfontein	People development	31
17. Ha Re Itekeng Luncheon Club	R133 930.00	Xhariep- Philippolis	People development	31
18. Ikarabeleng Luncheon Club	R133 930.00	Xhariep- Jacobsdal	People development	31
19.Sunshine	R133 930.00	Xhariep-	People development	31

Project Description	Project Funding	District & Local/s	ABM MOG	Nimber of
	2021/2022	where project will be implemented		beneficiaries / or expected number of jobs created
Luncheon Club		Oppermansdorp		
20. Luckhoff Luncheon Club	R133 930.00	Xhariep- Luckhoff	People development	31
21. Ipopeng Luncheon Club	R133 930.00	Xhariep- Fauresmith	People development	31
22. Rethabile Protective Workshop (Disability Services)	R68 544.00	Xhariep- Zastron	People development	16
23. Sheet Metal Workshop (Disability Services)	R181 440.00	Xhariep- Petrusburg	People development	45
24. Lebohang Day Care Centre (Disability Services)	R144 000.00	Xhariep- Zastron	People development	20
24. Handevat Day Care Centre	R145 440.00	Xhariep- Jacobsdal	People development	20
25.Southern Free State Mental Health	R457 033.37	Xhariep- Letsemeng Municipality (Luckhoff, Petrusburg, Jacobsdal, Oppermansgronde & Koffiefontein)	People development	107
26. Faranani OVC	R61 767.69	Xhariep- Edenburg	People development	
27. Siyanqoba OVC	R62 715.97	Xhariep- Trompsburg	People development	
28. Amohelang/ Aganang HIV/AIDS	R123 758.78	Xhariep- Jagersfontein	People development	

Project Description	Project Funding 2021/2022	District & Local/s where project will be	DDM KRA	Number of beneficiaries / or
		implemented		expected number of jobs created
Prevention Programme				
29. Itemoheng HIV/AIDS	R62 715.97	Xhariep- Philippolis	People development	The second secon
30. Re Ema Mmoho	R62 715.97	Xhariep- Oppermansgronde	People development	
31. Kutlwisiso Organisation	R100 323.47	Xhariep- Jacobsdal	People development	
32. Retswelepele Faith Based	R112 244.98	Xhariep- Petrusburg	People development	は の は の は の は の は の は の は の は の は の は の
33. Good Samaritans	R64 326.30	Xhariep- Bethulie	People development	
34. Bolokanang HIV/AIDS Home Based Care Programme	R46 326.30	Xhariep- Fauresmith	People development	
35. Kopanong Youth Forum	Not funded due to non- compliance	Xhariep- Springfontein	People development	
36. Tshepanang HIV/AIDS Project Centre	R92 400.80	Xhariep- Smithfield	People development	
37. Rea-Hola Child Care	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 Behavior 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
1. Women Support Group (VEP)	R130,604.86	Xhariep- Petrusburg	People development	200
2. Bambanani Victim Empowerment (VEP)	R129,587.23	Xhariep- Philippolis	People development	150
3. Bophelong Victim Empowerment (VEP)	R129,706.56	Xhariep- Bethulie	People development	200
4.Sivile- Re- Utlwile Victim Centre (VEP)	R130,343.30	Xhariep- Smithfield	People development	200
5.Kgothalang Victim Centre (VEP)	R130,640.18	Xhariep- Zastron	People development	250
6. Bolokanang Churches	R142,532.45	Xhariep- Petrusburg	People development	225

Project Description	Project Funding 2021/2022	District & Local/s where project will be	DDM KRA	Number of beneficiaries / or
Organication		Implemented		expected number of jobs created
Organisation (Prevention & Treatment of				
Substance Abuse)				
7. Youth First (Prevention & Treatment of Substance Abuse)	R142,532.45	Xhariep- Oppermansdorp	People development	100
8. Isolabantwana Awareness Project (Prevention & Treatment of Substance Abuse)	R142,532.45	Xhariep- Edenburg	People development	225
9. Albertina Sisulu Youth Recreation Centre (Prevention & Treatment of Substance Abuse)	R142,532.45	Xhariep- Jacobsdal	People development	225
10. Siyanqoba Youth Development Organisation & (Prevention & Treatment of Substance Abuse)	R142,532.45	Xhariep- Zastron	People development	300
11. Phikelela Youth	R113,551.59	Xhariep- Trompsburg	People development	225

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
Development Organisation (Prevention & Treatment of Substance Abuse)				
12. Ubuntu Youth Development Organisation (Social Crime Prevention &	R190, 045.00	Xhariep- Petrusburg	People development	240

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

XDM KEY PRIORITIES

What informs Xhariep District Municipality's IDP priorities?

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

- Local perspective, informed by situational analysis, developmental challenges, public participation processes and the 2021 Local Government Election Manifesto of the ruling party.
- National perspective, informed by national priorities and Sustainable Development Goals.
- Provincial perspective, informed by the PGDP.

The review of the IDP remains consistent to the FSGDP and the five-year IDP. The Executive Mayor also identified certain priorities for his term of office and this was further discussed during the municipal strategic session in 2022.

- 1. Economic growth and job creation
- 2. Tourism Development
- 3. Health and community development (Including fight against Covid 19)
- 4. A safe, clean and green city
- 5. A well-governed and managed municipality
- 6. HIV and AIDS
- 7. Education

CHAPTER 2: SITUATIONAL ANALYSIS

Disclaimer: These review IDP will still use the 2011 statistics and 2016 Community Survey for StatsSA. The Census report of 2022 is still undergoing quality assurance before it can be officially released.

Introduction

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

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

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

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

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

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

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

The information provided is based specifically on 2016 municipal boundary changes as promulgated by Municipal Demarcation Board (MBD) as well as research conducted by IHS Markit as commissioned by Department of Economic Development.

Important notice

Whilst the consultants have applied the degree of skill, care and diligence normally exercised by consultants in similar circumstances the data and information contained in this report is based on third party sources and has not been independently verified and no warranty or guarantee is provided as to its accuracy.

Data Collection.

Data collection has been undertaken through:

- Literature review: published material on legislation, policy, land reform analyses,
 Xhariep and local municipal IDPs and associated sector plans, available material on land, land use, land and agricultural potential, existing GIS information, municipal valuation rolls and deeds office searches.
- Consultation through interviews / meetings with:
 - relevant national and provincial departmental staff, particularly DRDLA,
 Department of Agriculture, DESTEA, Housing, Health, the Department of
 Local Government and Traditional Affairs (DLGTA).
 - o District and local municipal staff and councillors.
 - o NGOs and CBOs, and
 - Community meetings.

Demographic Profile of the Municipality

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

Overview Statistics

Population	: 125 884
Number of households	44 767
Formal	39 571
Informal	: 5 446
Backyard shacks	351

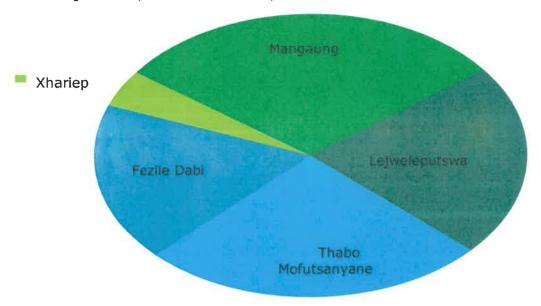
Population by Age Distribution

16: Xhariep EARS)	Group 0-14	Group 15-59	Group 60+	Total
Letsemeng	9 955	26 450	3 639	40 044
Kopanong	13 007	32 029	4 964	49 999
Mohokare	10 393	21 859	3 589	35 840
Total	33 355	80 338	12 191	125 884

Data Source: STATSSA community survey 2016

With 125 884 people, the Xhariep District Municipality housed 0.2% of South Africa's total population in 2017. Compared to Free State's average annual growth rate (0.62%), the growth rate in Xhariep's population at -0.73% was significant lower than that of the province.

Total Population (Free State Province)



When compared to other regions, the Xhariep District Municipality accounts for a total population of 125,884 of the total population in the Free State Province, with the Mangaung being the most populous region in the Free State Province for 2017. The ranking in terms of the size of Xhariep compared to the other regions remained the same between 2007 and 2017. In terms of its share the Xhariep District Municipality was slightly smaller in 2017 (4.2%) compared to what it was in 2007 (4.9%). When looking at the average annual growth rate, it is noted that Xhariep ranked lowest (relative to its peers in terms of growth) with an average annual growth rate of -0.7% between 2007 and 2017.

Brief Summary of Xhariep District Municipality

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. The municipality measures 34289 km sq. It is bordered by Tokologo Municipality in Lejweleputswa District to the north, Mangaung Metro and Mantsopa Municipality in Thabo Mofutsanyana District to the north-east. Other borders are with the Kingdom of Lesotho to the east, Ukhahlamba Municipality in Eastern Cape Province

Topographically the district is bordered for most of its eastern border by the Maluti and Drakensberg mountains. Hydrological the district is located between the Vaal River to the north, and Orange River to the south, with rivers within the district draining towards these rivers.

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

Xhariep District was estimated at a population of approximately 164 000 people in 2007. According to the 2011 Census statistics, its population size has declined with a lesser average of 2.21% per annum since 2007 to 2011. The current district's populations is at 125 884 people as per the 2016 census survey statistics

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

Population by Population Group, Gender and Age - Xhariep District Municipality, 2017 [Number].

	African		White		Coloured	
	Female	Male	Female	Male	Female	Male
00-04	4,800	4,810	222	326	914	937
05-09	5,260	5,250	244	273	944	962
10-14	4,410	4,720	198	167	982	953
15-19	3,750	3,770	148	200	894	848
20-24	3,900	3,860	134	177	764	762
25-29	4,460	4,620	255	250	751	769
30-34	4,220	4,320	293	279	732	706
35-39	3,730	3,500	272	291	680	646
40-44	2,500	2,340	210	264	641	719
45-49	1,830	1,760	235	247	612	577
50-54	1,610	1,660	281	316	415	529
55-59	1,520	1,740	376	333	426	398
60-64	1,450	1,430	401	395	319	322
65-69	1,010	1,090	336	378	269	253
70-74	1,020	1,020	315	312	235	199
					4.50	
75+ Total	1,080	739	626	452	153	121
TOtal	46,600	46,600	4,550	4,660	9,730	9,700

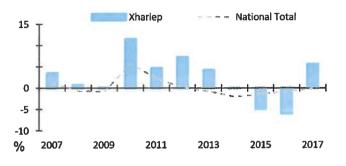
Data Source: STATSSA community survey 2016

Total Population - Local Municipalities of Xhariep District Municipality, 2007, 2012 And 2017

	2007	2012	2017	Average Annual growth
Letsemeng	42,800	39,100	39,100	-0.91%
Kopanong	54,100	49,300	48,400	-1.09%
Mohokare	34,700	34,300	34,800	0.01%
Xhariep	131,629	122,739	122,282	-0.73%

Data Source: STATSSA community survey 2016

The Mohokare Local Municipality increased the most, in terms of population, with an average annual growth rate of 0.0%, the Letsemeng Local Municipality had the second



	2007	2017	Change
Xhariep	0.48	0.61	0.13
National Total	0.55	0.66	0.11

57.9% **Xhariep**

Household backlog

Refuse

Household services diamond

Sanitation

Electricity

Water

Refuse

58.2% South Africa

10.5%

4.6%

25.7%

2007

5.8%

9.6%

24.7%

Sanitation 100%

20%

Electricity

21.8%

Total Population

122,000

People

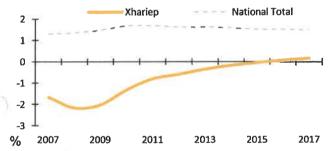
0.2%

of national population

Growth in population annual % change

	2017	10 year avg.
Xhariep	0.1%	-0.7%
National Total	1.5%	1.6%

Population growth: 2007-2017



Index of services development

0.81**Xhariep**

National Total

Xhariep

0.75

South Africa

Dominant share: 2007 and 2017

	2007	2017
Language: Sesotho	57.9%	58.2%
African population group	74.1%	76.2%



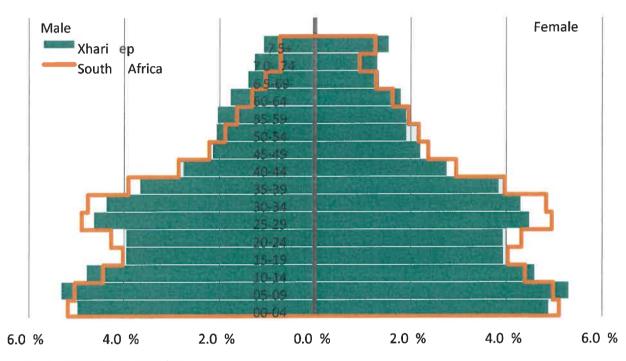
highest growth in terms of its population, with an average annual growth rate of -0.9%. The Kopanong Local Municipality had the lowest average annual growth rate of -1.09% relative to the other within the Xhariep District Municipality.

Population Pyramids

Definition: A population pyramid is a graphic representation of the population categorized by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5year age categories.

With the African population group representing 76.2% of the Xhariep District Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Xhariep's population structure of 2017 to that of South Africa.

Xhariep vs. South Africa, 2017



Source: IHS Markit Regional eXplorer

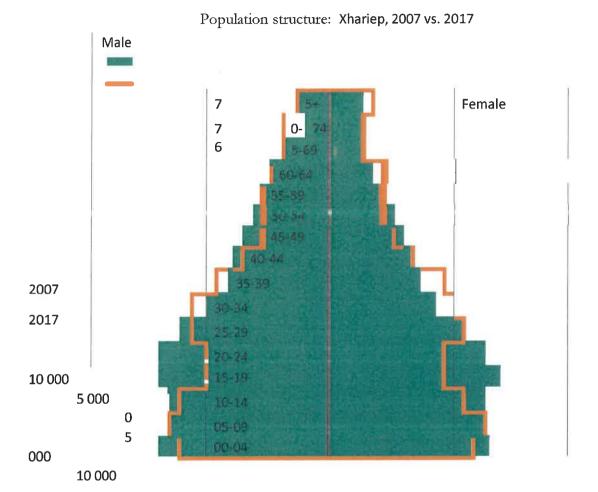
By comparing the population pyramid of the Xhariep District Municipality with the national age structure, the most significant differences are:

There is a significant smaller share of young working age people - aged 20 to 34 (25.6%) in Xhariep, compared to the national picture (28.0%).

The area seems to be a migrant sending area, with many people leaving the area to find work in the bigger cities. Fertility in Xhariep is slightly higher compared to South Africa as a whole.

Spatial policies changed since 1994.

The share of children between the ages of 0 to 14 years is slightly larger (29.8%) in Xhariep compared to South Africa (29.1%). Demand for expenditure on schooling as percentage of total budget within Xhariep District Municipality will therefore be higher than that of South Africa.



Source: IHS Markit Regional explorer

When comparing the 2007 population pyramid with the 2017 pyramid for the Xhariep District Municipality, some interesting differences are visible:

In 2007, there were a slightly larger share of young working age people - aged 20 to 34 (25.8%) - compared to 2017 (25.6%).

Fertility in 2007 was slightly higher compared to that of 2017.

The share of children between the ages of 0 to 14 years is slightly smaller in 2007 (29.6%) compared to 2017 (29.8%).

Life expectancy is increasing.

In 2017, the female population for the 20 to 34 years age group amounted to 12.4% of the total female population while the male population group for the same age amounted to 13.4% of the total male population. In 2007 the male working age population at 12.9% still exceeds that of the female population working age population at 12.7%.

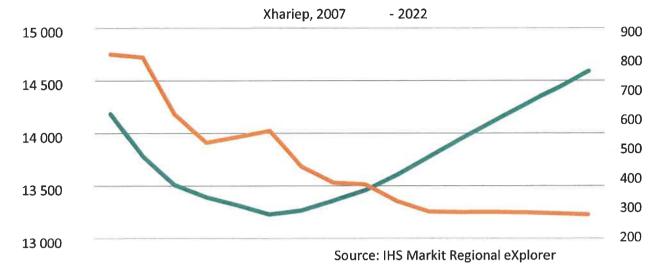
HIV+ and AIDS Estimates: HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

Xhariep	Free Stat	e Nati		hariep as % of province	Xhariep as % of national
14,200 341,000	5,370,000	4.2%	0.26%		
13,800 339,000	5,400,000	4.1%	0.26%		
13,500 339,000	5,480,000	4.0%	0,25%		
13,400 341,000	5,590,000	3.9%	0.2	5%	
13,300 343,000	5,680,000	3.9%	0,24%		
13,200 343,000	5,760,000	3.9%	0,23%		
13,300 346,000	5,880,000	3.8%	0,23%		
13,400 351,000	6,010,000	3.8%	0,23%		
13,500 356,000	6,130,000	3.8%	0,23%		
13,600 361,000	6,280,000	3.8%	0,23%		
13,800 367,000	6,430,000	3.7%	0,22%		
Average Annual growth					
2007-2017	-0.29%		0.76%	1.839	%

In 2017, 13 800 people in the Xhariep District Municipality were infected with HIV. This reflects a decrease at an average annual rate of -0.29% since 2007, and in 2017 represented 11.27% of the district municipality's total population. The Free State Province had an average annual growth rate of 0.76% from 2007 to 2017 in the number of people infected with HIV, which is higher than that of the Xhariep District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2007 to 2017 with an average annual growth rate of 1.83%.

AIDS Profile and Forecast - Xhariep District Municipality, 2007-2022

HIV+ estimates and AIDS death estimates



Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 810 in 2007 and 271 for 2017. This number denotes a decrease from 2007 to 2017 with a high average annual rate of -10.38% (or -539 people). For the year 2017, they represented 0.22% of the total population of the entire district municipality.

Key Developmental Challenges

- High poverty and unemployment 46.3% (STATSSA 2011).
- Inadequate access to basic services (water, sanitation, refuse collection, electricity, and housing and primary health care).
- Infrastructure, maintenance and service backlogs.
- HIV and AIDS 30.8% prevalence rate (Antenatal Care Statistics) and TB.
- Substance abuse.
- Illegal dumping.
- High rate of illiteracy and lack of tertiary institutions (only two site-light institutions)
- Lack of integrated planning between the three spheres of government.
- Unfunded mandates.
- Housing shortage and rectification of incomplete houses.
- Lack of integrated and sustainable human settlements.

Xhariep Economic Analysis

The economic state of Xhariep District Municipality is put in perspective by comparing it on a spatial level with its neighbouring district municipalities, Free State Province and South Africa. The section will also allude to the economic composition and contribution of the regions within Xhariep District Municipality.

The Xhariep District Municipality does not function in isolation from Free State, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

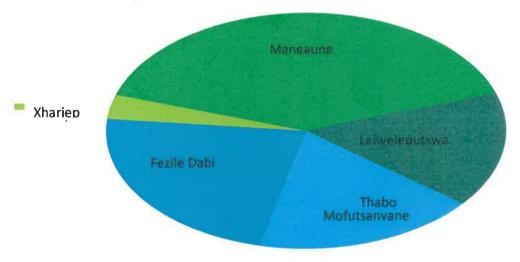
Definition: Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

With a GDP of R 7.86 billion in 2017 (up from R 3.68 billion in 2007), the Xhariep District Municipality contributed 3.36% to the Free State Province GDP of R 234 billion in 2017 increasing in the share of the Free State from 3.23% in 2007. The Xhariep District Municipality contributes 0.17% to the GDP of South Africa which had a total GDP of R 4.65 trillion in 2017 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2007 when it contributed 0.17% to South Africa, but it is lower than the peak of 0.18% in 2008.

Gross Domestic Product (GDP)

Free State Province, 2017



The Xhariep District Municipality had a total GDP of R 7.86 billion and in terms of total contribution towards Free State Province the Xhariep District Municipality ranked lowest relative to all the regional economies to total Free State Province GDP. This ranking in terms of size compared to other regions of Xhariep remained the same since 2007. In terms of its share, it was in 2017 (3.4%) slightly larger compared to what it was in 2007 (3.2%). For the period 2007 to 2017, the average annual growth rate of 2.2% of Xhariep was the second relative to its peers in terms of growth in constant 2010 prices.

GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF XHARIEP DISTRICT MUNICIPALITY, 2007 TO 2017, SHARE AND GROWTH

	2017 (Current prices)	Share of district municipality	2007 (Constant prices)	2017 (Constant prices)	Average Annual growth
Letsemeng	2.31	29.33%	1.54		1.78%
Kopanong	3.34	42.42%	1.98	2.36	1.74%
Mohokare	2.22	28.25%	1.12	1.59	3.54%
Xhariep	7.86		4.64	5.78	

Source: IHS Markit Regional eXplorer

Mohokare had the highest average annual economic growth, averaging 3.54% between 2007 and 2017, when compared to the rest of the regions within the Xhariep District Municipality. The Letsemeng Local Municipality had the second highest average annual growth rate of 1.78%. Kopanong Local Municipality had the lowest average annual growth rate of 1.74% between 2007 and 2017.

Gross Value Added by Region (GVA-R)

The Xhariep District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy.

Definition: Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Xhariep District Municipality.

Gross Value Added (Gva) by Broad Economic Sector - Xhariep District Municipality, 2017 [R Billions, Current Prices]

	Xhariep	Free State	National Total	Xhariep as % of province	Xhariep as % of national
Agriculture	1.1	11.6	106.4	9.9%	1.08%
Mining	0.9	21.8	334.7	4.3%	0.28%
Manufacturing	0.3	24.4	551.6	1.1%	0.05%
Electricity	0.2	10.0	155.2	2.2%	0.14%
Construction	0.2	5.1	163.3	4.7%	0.14%
Trade	0.9	29.2	626.8	3.1%	0.14%
Transport	0.6	22.1	411.5	2.9%	0.15%

Finance	0.6	33.1	840.7	1.9%	0.07%
Community services	2.2	52.9	981.6	4.2%	0.22%
Total Industries	7.2	210.2	4,171.7	3.4%	0.17%

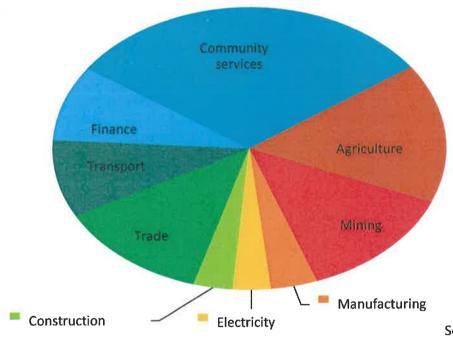
Source: IHS Markit Regional eXplorer

In 2017, the community services sector is the largest within Xhariep District Municipality accounting for R 2.2 billion or 30.6% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Xhariep District Municipality is the agriculture sector at 16.0%, followed by the mining sector with 13.2%. The sector that contributes the least to the economy of Xhariep District Municipality is the electricity sector with a contribution of R 219 million or 3.06% of the total GVA.

Gross Value Added (GVA) by Broad Economic Sector - Xhariep District Municipality, 2017 [Percentage Composition]

Gross Value Added (GVA) by Broad Economic Sector

Xhariep District Municipality, 2017



Source: IHS Markit Regional explorer

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Kopanong Local Municipality made the largest contribution to the community services sector at 50.92% of the district municipality. As a whole, the Kopanong Local Municipality contributed R 3.02 billion or 42.12% to the GVA of the Xhariep District Municipality, making it the largest contributor to the overall GVA of the Xhariep District Municipality.

2007	2012	2017	Average
			Annual
			growth

Agriculture	515.0	604.9	718.3	3.38%
Mining	735.7	769.5	981.4	2.92%
Manufacturing	170.3	158.6	164.7	-0.33%
Electricity	106.2	102.0	101.5	-0.45%
Construction	160.9	181.0	195.7	1.98%
Trade	671.0	757.4	807.5	1.87%
Transport	344.8	381.0	424.1	2.09%
Finance	369.8	407.2	438.3	1.71%
Community services Total Industries	1,188.0 4,261.5	1,336.0	1,482.9	2.24%
		4,697.6	5,314.4	2.23%

Source: IHS Markit Regional eXplorer

The tertiary sector contributes the most to the Gross Value Added within the Xhariep District Municipality at 60.7%. This is slightly lower than the national economy (68.6%). The primary sector contributed a total of 29.1% (ranking second), while the secondary sector contributed the least at 10.2%.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

Working Age Population in Xhariep, Free State and National Total, 2007 - 2017

	Xhariep		Free State	Free State		National Total	
	2007	2017	2007	2017	2007	2017	
15-19	14,100	9,630	305,000	238,000	5,240,000	4,560,000	
20-24	13,400	9,610	310,000	249,000	5,350,000	4,860,000	
25-29	11,400	11,100	255,000	280,000	4,720,000	5,560,000	
30-34	9,140	10,600	188,000	269,000	3,690,000	5,420,000	
35-39	7,710	9,170	159,000	216,000	2,970,000	4,460,000	
40-44	7,210	6,710	150,000	151,000	2,610,000	3,280,000	
45-49	6,500	5,290	137,000	123,000	2,320,000	2,590,000	
50-54	5,820	4,850	116,000	118,000	1,920,000	2,290,000	
55-59	4,880	4,840	94,400	109,000	1,560,000	2,030,000	
60-64	4,170	4,350	73,500	94,200	1,210,000	1,660,000	
Total	84,328	76,184	1,787,502	1,848,055	31,597,274	36,711,715	

Source: IHS Markit Regional eXplorer

The working age population in Xhariep in 2017 was 76 184, decreasing at an average annual rate of 1.01% since 2007. For the same period the working age population for Free State Province increased at 0.33% annually, while that of South Africa increased at 1.51% annually.

Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

Total Employment - Xhariep, Free State and National Total, 2007-2017

	Xhariep	Free State	National Total
2007	36,600	766,000	13,500,000
2008	36,500	787,000	14,100,000
2009	35,100	775,000	14,000,000
2010	33,300	748,000	13,600,000
2011	32,600	740,000	13,800,000
2012	32,100	727,000	14,000,000
2013	32,200	730,000	14,500,000
2014	33,400	755,000	15,100,000
2015	34,900	777,000	15,500,000
2016	35,500	785,000	15,700,000
2017	36,800	802,000	15,900,000
Average Annual growth 2007-2017	0.05%	0.46%	1.61%

Source: IHS Markit Regional eXplorer

In 2017, Xhariep employed 36 800 people which is 4.59% of the total employment in Free State Province (802 000), 0.23% of total employment in South Africa (15.9 million). Employment within Xhariep increased annually at an average rate of 0.05% from 2007 to 2017.

Total Employment per Broad Economic Sector - Xhariep and the rest of Free State, 2017

	Xhariep	Mangaung	Lejweleputswa	Thabo Mofutsanyane	Fezile Dabi	Total Free State
Agriculture	5,960	13,000	21,300	33,300	21,400	95,049

Mining	5,340	3,560	27,100	1,190	4,600	41,757
Manufacturing	1,320	16,700	11,400	12,800	17,300	59,532
Electricity	144	2,950	1,770	859	1,150	6,883
Construction	1,930	16,900	7,910	9,640	10,500	46,819
Trade	6,970	61,800	35,200	41,400	27,500	172,785
Transport	1,110	13,500	6,360	6,750	5,670	33,363
Finance	2,060	32,500	13,700	12,200	10,600	71,191
Community	6,800	80,700	33,600	38,700	26,700	186,549
services						
Households	5,150	31,800	18,700	17,600	14,500	87,795

Source: IHS Markit Regional eXplorer

Xhariep District Municipality employs a total number of 36 800 people within its district municipality. The district municipality that employs the highest number of people relative to the other regions within Free State Province is Mangaung district municipality with a total number of 274 000. Xhariep District Municipality also employed the lowest number of people within Free State Province.

In Xhariep District Municipality the economic sectors that recorded the largest number of employment in 2017 were the trade sector with a total of 6 970 employed people or 19.0% of total employment in the district municipality. The community services sector with a total of 6 800 (18.5%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 144 (0.4%) is the sector that employs the least number of people in Xhariep District Municipality, followed by the transport sector with 1 110 (3.0%) people employed.

Unemployment

Definition: The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

"Currently available for work", i.e. were available for paid employment or selfemployment during the reference period; and

"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking

Assistance of friends or relatives; looking for land.

UNEMPLOYMENT (OFFICIAL DEFINITION) - XHARIEP, FREE STATE AND NATIONAL TOTAL, 2007-2017 [NUMBER PERCENTAGE]

	Xhariep	Free	State	National Total	Xhariep as % of province	Xhariep as % of national
10,000	277,000 0.23%	4,460,000			3.6%	9
9,360	265,000	4,350,000	3.5%		0.22%	
9,220	269,000	4,370,000	3.4%		0.21%	
9,510	283,000	4,490,000	3.4%		0.21%	
9,930	299,000	4,570,000	3.3%		0.22%	
10,600	324,000	4,690,000	3.3%		0.23%	
11,300	347,000	4,850,000	3.3%		0.23%	
11,800	364,000	5,060,000	3.2%		0.23%	
11,700	369,000	5,290,000	3.2%		0.22%	
11,900	382,000	5,630,000	3.1%		0.21%	
11,700	384,000	5,940,000	3.0%		0.20%	
Average	e Annual growth	2007-2017	1.5	50% 3.	33% 2.91%	

Source: IHS Markit Regional eXplorer

In 2017, there were a total number of 11 700 people unemployed in Xhariep, which is an increase of 1 610 from 10 000 in 2007. The total number of unemployed people within Xhariep constitutes 3.04% of the total number of unemployed people in Free State Province. The Xhariep District Municipality experienced an average annual increase of 1.50% in the number of unemployed people, which is better than that of the Free State Province which had an average annual increase in unemployment of 3.33%.

UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - XHARIEP, FREE STATE AND NATIONAL TOTAL, 2007-2017 [PERCENTAGE]

	Xhariep	Free State	National Total
2007	21.6%	26.7%	24.8%
2008	20.4%	25.4%	23.6%
2009	20.9%	25.9%	23.8%
2010	22.4%	27.6%	24.8%
2011	23.6%	29.0%	24.9%
2012	25.1%	31.0%	25.0%
2013	26.4%	32.5%	25.1%
2014	26.5%	32.7%	25.1%
2015	25.5%	32.4%	25.5%
2016	25.4%	33.0%	26.4%
2017	24.1%	32.2%	27.2%

Source: IHS Markit Regional eXplorer

In 2017, the unemployment rate in Xhariep District Municipality (based on the official definition of unemployment) was 24.06%, which is an increase of 2.49 percentage points. The unemployment rate in Xhariep District Municipality is lower than that of Free State. The unemployment rate for South Africa was 27.21% in 2017, which is a increase of -2.44 percentage points from 24.77% in 2007.

Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of households by Income Category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

HOUSEHOLDS BY INCOME CATEGORY - XHARIEP, FREE STATE AND NATIONAL TOTAL, 2017 [NUMBER PERCENTAGE]

	Xhariep	Free State	National Total	Xhariep as % of province	Xhariep as % of national
0-2400	3	83	1,650	3.8%	0.19%
2400-6000	66	1,520	32,500	4.3%	0.20%
6000-12000	562	16,000	315,000	3.5%	0.18%
12000-18000	1,180	32,300	626,000	3.7%	0.19%
18000-30000	3,900	99,800	1,730,000	3.9%	0.22%
30000-42000	4,830	108,000	1,750,000	4.5%	0.28%
42000-54000	4,420	98,700	1,550,000	4.5%	0.29%
54000-72000	5,160	105,000	1,670,000	4.9%	0.31%
72000-96000	4,410	89,300	1,520,000	4.9%	0.29%
96000-132000	4,020	79,900	1,430,000	5.0%	0.28%
132000-192000	3,310	70,100	1,370,000	4.7%	0.24%
192000-360000	3,670	86,300	1,760,000	4.3%	0.21%
360000-600000	2,090	51,700	1,160,000	4.0%	0.18%
600000-1200000	1,320	33,400	840,000	3.9%	0.16%
1200000-2400000	456	10,400	266,000	4.4%	0.17%
2400000+	75	1,580	42,000	4.8%	0.18%

Total	39,500	884,000	16,100,000	4.5%	0.25%

Source: IHS Markit Regional eXplorer

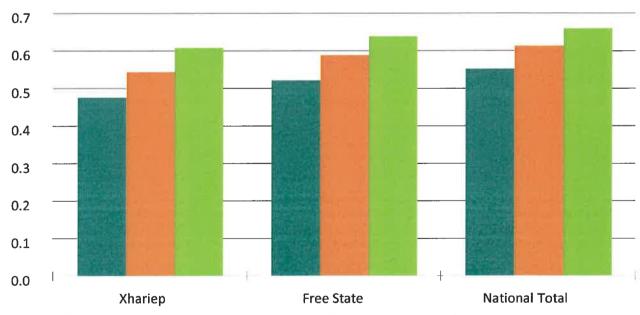
It was estimated that in 2017 14.47% of all the households in the Xhariep District Municipality, were living on R30,000 or less per annum. In comparison with 2007's 41.85%, the number is more than half. The 54000-72000 income category has the highest number of households with a total number of 5 160, followed by the 30000-42000 income category with 4 830 households. Only 3.2 households fall within the 0-2400 income category.

HUMAN DEVELOPMENT INDEX (HDI)

Definition: The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

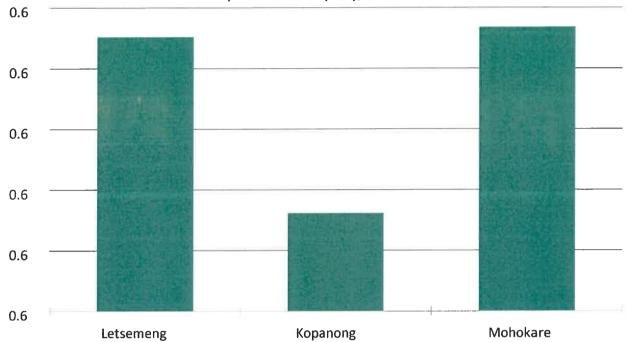
HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

Xhariep, Free State and National Total, 2007, 2012, 2017



In 2017 Xhariep District Municipality had an HDI of 0.608 compared to the Free State with a HDI of 0.638 and 0.659 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2017 when compared to Xhariep District Municipality which translates to worse human development for Xhariep District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.80% and this increase is lower than that of Xhariep District Municipality (2.49%).

Human development Index (HDI) Xhariep District Municipality, 2017



In terms of the HDI for each the regions within the Xhariep District Municipality, Mohokare Local Municipality has the highest HDI, with an index value of 0.613. The lowest can be observed in the Kopanong Local Municipality with an index value of 0.598.

Poverty

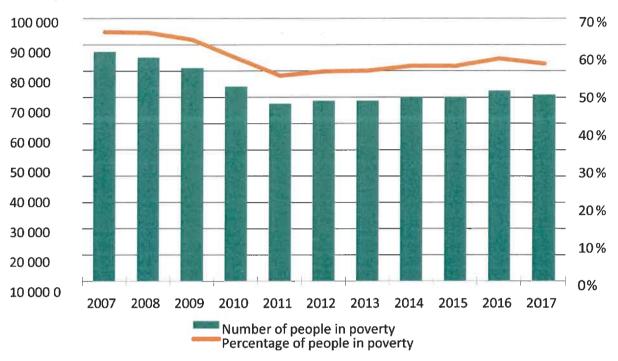
Definition: The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - XHARIEP DISTRICT

MUNICIPALITY, 2007-2017 [NUMBER PERCENTAGE]

Number and percentage of people in poverty

Xhariep, 2007-2017



In 2017, there were 71 000 people living in poverty, using the upper poverty line definition, across Xhariep District Municipality - this is 18.70% lower than the 87 300 in 2007. The percentage of people living in poverty has decreased from 66.37% in 2007 to 57.93% in 2017, which indicates a decrease of 8.44 percentage points.

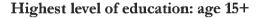
Education

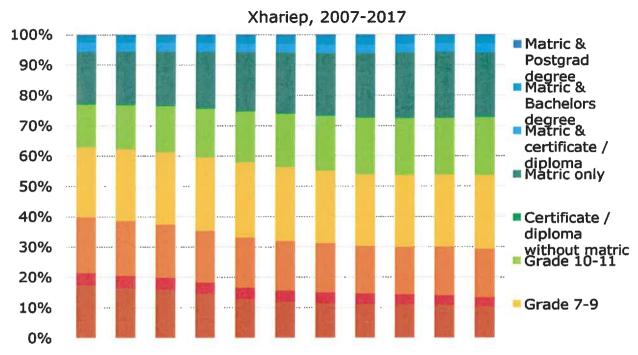
Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons.

Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

HIGHEST LEVEL OF EDUCATION: AGE 15+ - XHARIEP DISTRICT MUNICIPALITY, 2007-2017 [PERCENTAGE]





Within Xhariep District Municipality, the number of people without any schooling decreased from 2007 to 2017 with an average annual rate of -5.29%, while the number of people within the 'matric only' category, increased from 13,200 to 16,000. The number of people with 'matric and a certificate/diploma' decreased with an average annual rate of -0.77%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.69%.

HIGHEST LEVEL OF EDUCATION: AGE 15+ - XHARIEP, FREE STATE AND NATIONAL TOTAL, 2017 [NUMBERS]

	Xhariep	Free State	National Total	Xhariep as % of province	Xhariep as % of national
No schooling	7,830	96,700	2,270,000	8.1%	0.35%
Grade 0-2	2,360	48,100	684,000	4.9%	0.35%
Grade 3-6	12,200	203,000	3,110,000	6.0%	0.39%
Grade 7-9	18,500	352,000	6,030,000	5.3%	0.31%
Grade 10-11	14,600	415,000	8,390,000	3.5%	0.17%
Certificate / diploma without matric	278	8,620	191,000	3.2%	0.15%
Matric only	15,900	499,000	10,400,000	3.2%	0.15%
Matric certificate / diploma	2,270	97,400	2,160,000	2.3%	0.11%
Matric Bachelors degree	1,790	63,300	1,530,000	2.8%	0.12%
Matric Postgrad degree	549	25,000	749,000	2.2%	0.07%

The number of people without any schooling in Xhariep District Municipality accounts for 8.10% of the number of people without schooling in the province and a total share of 0.35% of the national. In 2017, the number of people in Xhariep District Municipality with a matric only was 16,000 which is a share of 3.20% of the province's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 2.83% of the province and 0.12% of the national.

FUNCTIONAL LITERACY

Definition: For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

	Illiterate		Literate		%
2007		34,072		58,553	63.2%
2008		32,227		58,330 -	64.4%
2009		30,583	*	58,095	65.5%
2010		28,508		58,991	67.4%
2011		26,538		60,219	69.4%
2012		25,392		60,776	70.5%
2013		24,704		61,149	71.2%
2014		24,093		61,631	71.9%
2015		24,018		61,679	72.0%
2016		24,211		61,576	71.8%
2017		23,804		62,157	72.3%
Average Annual		0.500/		0.6007	1.250/
growth 2007-2017		-3.52%		0.60%	1.35%

Source: IHS Markit Regional eXplorer

A total of 62 200 individuals in Xhariep District Municipality were considered functionally literate in 2017, while 23 800 people were considered to be illiterate. Expressed as a rate, this amounts to 72.31% of the population, which is an increase of 0.091 percentage points since 2007 (63.22%). The number of illiterate individuals decreased on average by -3.52% annually from 2007 to 2017, with the number of functional literate people increasing at 0.60% annually.

Household Infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation

- Access to running water
- · Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Xhariep District Municipality between 2007 and 2017.

Household by dwelling type: Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.

Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.

Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.

Other dwelling units - tents, ships, caravans, etc

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Letsemeng	5,340	4,800	1,240	1,020	45	12,400
Kopanong	5,360	9,240	840	617	139	16,200
Mohokare	3,030	6,840	667	272	17	10,800
Total Xhariep	13,736	20,882	2,744	1,906	201	39,469

Source: IHS Markit Regional eXplorer

The region within the Xhariep District Municipality with the highest number of very formal dwelling units is the Kopanong Local Municipality with 5 360 or a share of 39.04% of the total very formal dwelling units within Xhariep District Municipality. The region with the lowest number of very formal dwelling units is the Mohokare Local Municipality with a total of 3 030 or a share of 22.08% of the total very formal dwelling units within Xhariep District Municipality.

Household by type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access.

We use the following categories:

No toilet - No access to any of the toilet systems explained below.

Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

Pit toilet - A top structure over a pit.

Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.

Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Letsemeng	10,300	1,100	506	246	294	12,400
Kopanong	14,200	256	213	187	1,320	16,200
Mohokare	9,210	223	226	690	478	10,800
Total Xhariep	33,733	1,574	945	1,123	2,094	39,469

Source: IHS Markit Regional eXplorer

The municipality within Xhariep with the highest number of flush toilets is Kopanong Local Municipality with 14 200 or a share of 42.16% of the flush toilets within Xhariep. The region with the lowest number of flush toilets is Mohokare Local Municipality with a total of 9 210 or a share of 27.31% of the total flush toilets within Xhariep District Municipality.

Households by access to Water

A household is categorized according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
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16,942 21,308 488 352 379

39,469

Letsemeng	6,130	5,700	211	257	141	12,400
Kopanong	6,700	9,130	205	48	117	16,200
Mohokare	4,110	6,480	73	48	122	10,800

The regions within Xhariep District Municipality with the highest number of households with piped water inside the dwelling is Kopanong Local Municipality with 6 700 or a share of 39.55% of the households with piped water inside the dwelling within Xhariep District Municipality. The region with the lowest number of households with piped water inside the dwelling is Mohokare Local Municipality with a total of 4 110 or a share of 24.28% of the total households with piped water inside the dwelling within Xhariep District Municipality.

Households by type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION -LETSEMENG, KOPANONG AND MOHOKARE LOCAL MUNICIPALITIES, 2017 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Letsemeng	216	11,700	522	12,400
Kopanong	618	14,900	715	16,200
Mohokare	714	9,530	591	10,800
Total Xhariep	1,548	36,093	1,828	39,469

Source: IHS Markit Regional eXplorer

The municipality within Xhariep with the highest number of households with electricity for lighting and other purposes is Kopanong Local Municipality with 14 900 or a share of 41.19% of the households with electricity for lighting and other purposes within Xhariep District Municipality. The municipality with the lowest number of households with electricity for lighting and other purposes is Mohokare Local Municipality with a total of 9 530 or a share of 26.39% of the total households with electricity for lighting and other purposes within Xhariep District Municipality.

Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

Removed weekly by authority

Removed less often than weekly by authority

Removed by community members

Personal removal / (own dump)

HOUSEHOLDS BY REFUSE DISPOSAL - LETSEMENG, KOPANONG AND MOHOKARE LOCAL MUNICIPALITIES, 2017 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Letsemeng	7,930	127	1,370	2,480	525	12,400
Kopanong	12,400	443	558	2,220	605	16,200
Mohokare	7,940	463	312	1,860	256	10,800
Total Xhariep	28,243	1,033	2,240	6,567	1,386	39,469

Source: IHS Markit Regional eXplorer

The municipality within Xhariep with the highest number of households where the refuse is removed weekly by the authority is Kopanong Local Municipality with 12 400 or a share of 43.81% of the households where the refuse is removed weekly by the authority within Xhariep. The municipality with the lowest number of households where the refuse is removed weekly by the authority is Letsemeng Local Municipality with a total of 7 930 or a share of 28.09% of the total households where the refuse is removed weekly by the authority within the district municipality.

Climate Change Impacts

Xhariep District Municipality is currently experiencing issues of water scarcity and quality. Climate change is expected to exacerbate this problem. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity. In addition to this, the groundwater capacity within the District may decrease and possibly impact on households that are dependent on this source of water.

Letsemeng

The Petrusburg Node and farms utilise boreholes as the supply of potable water. The boreholes are not sustainable and an alternative source will have to be found to supply the Petrusburg node in future.

The Koffiefontein and Jacobsdal Nodes extract water from the Kalkfontein Dam while the latter also extracts water from the Orange-Riet Canal. Oppermans also extracts water from the Orange-Riet Canal. The water extracted is purified locally while both the Koffiefontein and Jacobsdal purification plants seem to be inadequate to cope with the increased demand for potable water. There is also a need to increase the storage capacity in Jacobsdal.

The Luckhoff node extracts water from the Sarel Hayward Canal and Van der Kloof Dam. Both the purification plant and reservoir need to be upgraded in future to cope with future demand.

Mohokare

Rouxville gets it water supply from the Kalkoenkrans dam and boreholes. Water shortages are experienced during dry seasons and access to alternative sources need to be

investigated. The purification works is working at capacity while a new reservoir is required.

Smithfield obtains its water from the Caledon River, which is then purified at the local purification plant. There are also 7 boreholes which supplements the water supply from the river.

Zastron obtains its water from the Montagu and Kloof dams as well as boreholes. The current capacity of the reservoir, pump station and purification works is sufficient for the next five years.

Kopanong

Most of the towns in the area utilises water from the Bloemwater pipelines running through the area, except Jagersfontein and Fauresmith, which get it water from the mineshafts in Jagersfontein. The water quality from the mineshafts is poor and the purification plants will need to be upgraded or an alternative water source need to be established to supply these two towns.

Water shortages are also experienced during summer when low rainfall is recorded. The pipeline between Fauresmith and Jagersfontein is also very old and leakages occur regularly.

The supply of water to Reddersburg and Edenburg from the Bloemwater pipeline needs to be supplemented with boreholes and in summer water shortages can be experienced. The water pumps at these two towns are also in poor condition and regular maintenance work is needed. All of the other towns also use boreholes to supplement their water received from Bloemwater. Bethulie's pump station is too small and its capacity will need to be increased in future.

The following trends can be highlighted:

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

Xhariep at a Glance

Below is a summary of statistics for the Xhariep District Municipality

South Africa	Xhariep	LOW Xharlep's rank against 52 regions HIGH	Rank	Description Fils Market
SIZ	EINDIC	ATORS 2017		
1.22 m	34 200	Lend Size	9	Size of the region, square kilometer
56.5 m	122 000	Population	51	Total Population, all ages
4.65 tn	7.86 bn	GDP	51	Current prices, Rands
15.9 m	36 800	Employment	51	Total employment, formal and informal
PEI	RFORMA	ANCE INDICATORS 2007-2017		TOP TO SERVICE
0.2%	2.9%	GDP per capita growth	1	Average annual % growth (Constant prices)
1.8%	2.2%	GDP growth	11	Average annual % growth (Constant prices)
6.4%	8.0%	Household Income growth	21	Average annual % growth (Household income in current prices)
1.6%	0.1%	Employment growth	49	Average annual % growth
1.6%	-0.7%	Population growth	52	Average annual % growth
(a) De	VELOPN	ENT INDICATORS 2017	PER E	SUPPLIES VIEW
27.2%	24.1%	Unemployment rate (inverse)	14	Unemployment rate, official definition (%)
40.2	42.7	Tress Index (inverse)	18	Concentration or diversification level within a region
0.749	0.813	Household services Index	21	Index value between 0 and 1, higher is better
58.2%	57.9%	Poverty (inverse)	22	Percentage of people living in poverty
82.3 k	64.2 k	Standard of living	28	GDP per capita (Current prices)
0.54	0.605	Dependency ratio (inverse)	29	Ratio of persons 65+ and persons 0-14 to persons of working age (15-64)
293 k	214 k	Productivity	37	GDP per employee (Current prices)
84.1%	72.3%	Literacy rate	47	Percentage of literate population

Spatial Overview

Geological Factors

Physical Features

Description

Annexure

Geology

The geological formations within the municipality change from east to west. The most dominant rock formations are Tarkastad subgroup and Beaufort group in the eastern region, Adelaide subgroup and Beaufort group in the central region and Volksrust formation and Ecca group in the western region. Karoo dolerite formation is scattered throughout the area (Source: Council for Geosciences, 2001).

Mineral deposit map - geological composition of the district.

Rainfall

XDM falls within the summer rainfall area of South Africa (SA). It has low rainfall compared to the rest of the FSP. The eastern part of the municipality

Annexure A:

receives the highest rainfall.

Biological Productivity

Biological productivity is directly related to the rainfall. XDM is less suited for crop production and therefore yields low production capacities per hectare. However, the most eastern area of the district can be used to produce crops economically.

Rainfall map (AA).

Grazing Capacity

The grazing capacity varies from east to west within the district, with the lowest number of hectors XDM has a low grazing capacity with the largest part having a grazing capacity below 9ha per livestock

required per livestock unit in the east. In general,

unit. This can be attributed to the low rainfall the district receives.

Broad Land Uses XDM is characterised as farming area, with sheep

posterity.

farming practiced within the central region and cattle and game farming in the western part. The eastern section has more of small scale subsistence farming

A few significant heritage resources occur in the area

which can be used as tourist attractions. Care should

however be taken when developing these areas in order to preserve the cultural and natural heritage for

as well as wheat and maize farming.

Land Uses - Agriculture map.

Location of towns and administrative districts

Soil types

Rainfall (AA)

Maximum daily temperature (AA)

Minimum daily temperature (AA)

Agricultural types

Topography

Vegetation types

Surface water

Mining (including mineral deposits)

Sensitive localities
Biological productivity (B276.04)
Grazing capacity (B276.05)
Sensitive areas (B0276.07)
Gravity Model Attraction (B0276.08)

Locality of schools

AA - Annual Average

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. It covers the largest area and has the smallest population in the Free State, making it the least densely populated district in the province. The district municipality comprises three local municipal areas, namely Letsemeng, Kopanong and Mohokare.

Letsemeng:

Letsemeng forms the western part of Xhariep District and borders the Northern and Western Cape Provinces, the former via Jacobsdal. It is renowned for diamond, salt and slate mining as well as irrigation farming along the Orange Riet Canal and Van der Kloof Dam. It comprises 5 towns connected by a tarred road via Koffiefontein. The R705 links Jacobsdal with Koffiefontein; the R48 links Petrusburg, Koffiefontein and Luckhoff to the north-south; and the R704 links Koffiefontein, Fauriesmith and Jaggersfontien. However, Jaggersfontien is linked to Trompsburg by a dirt road, which hampers effective service delivery between the district and the LM.

To travel to Trompsburg from any of the towns in the district on a tarred road would necessitate going via Bloemfontein. The N8 route traverses the area to the north and links Kimberley and Bloemfontein via Petrusburg. The Port Elizabeth railway line starts at Koffiefontein and connects (at Springfontein) with the Johannesburg/Cape Town railway line to continue in an easterly direction towards Port Elizabeth.

The area accommodates Oppermans, just west of Koffiefontein, which is part of a land restitution project. Several pans occur in the area while the Van der Kloof dam, Kalkfontein dam and Wuras Resort are some of the more prominent water sources available in the area. Both the Riet River and Orange River drains through the area in a westerly direction. Although there are ample water sources available in the area, access to potable water in some of the towns remains problematic. The northern parts of the municipal area surrounding Petrusburg are good cultivated agricultural land while the southern area is renowned for livestock farming.

Kopanong:

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

small portion of the Van der Kloof dam falls within the local municipal area and forms the border with the Northern Cape.

Fauresmith and Jagersfontein are both renowned for mining while Phillippolis is a prominent tourist destination because of its historic value. The N1 and N6 routes traverse the area with most of the towns situated along the N1 route. Reddersburg is situated along the N6 route. The Port Elizabeth and Cape Town/Johannesburg railway lines traverse the area and connect at Springfontein. All the towns are connected by a tarred road, despite the long distances between the towns.

The R706 links Jagersfontein to Bloemfontein and therefore people travelling between Jagersfontein and Trompsburg go via Bloemfontein to avoid the more direct link, still in a dirt state. The R717 links Reddersburg to Edenburg, which also links Phillippolis to Trompsburg. Bethulie is accessible from Trompsburg via Gariep Dam on the R701. The road between Springfontein and Bethulie is still in dirt state, forcing people to travel via Gariepdam. Smithfield is accessible from Trompsburg via Reddersburg or Gariepdam and Bethulie as the road between Trompsburg and Smithfield is in dirt state.

Mohokare:

Mohokare forms the eastern section of the district and comprises 3 towns, with Zastron as the main centre. Rouxville lies at the center of the municipal area with Smithfield and Zastron to the west and east respectively. The area borders Lesotho and the Eastern Cape and accommodates the Caledon and Orange Rivers as well as the Tussen-dieriviere Game Reserve. The area is predominantly characterised by mixed farming. But, game farming is a growing activity. The N6 route traverses the area and connects Smithfield to Rouxville. A railway line connecting the Bloemfontein / Durban railway to East London and Port Elizabeth also runs through the area. Access to Zastron is gained via the R26 past Rouxville. Direct access to Mohokare from Trompsburg is via Smithfield on a dirt road, which hampers effective service delivery between the district and the LM.

Micro Spatial Overview

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

Letsemeng Local Municipality	lunicipality	
Town	Description	Spatial Issues
Koffiefontein	Koffiefontein/Dithlake serves as the municipal administrative seat within Letsemeng Municipality. It is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein. Access to the town is via the R48 between Petrusburg and Luckhoff. The main social and economic functions of the town include: (a) main LM administrative centre, (b) regional agricultural services centre, (c) diamond mining operations, (d) regional social services centre.	 Need for commercial and social integration of former separated town areas. Shortage of all forms of housing. Dilapidation of bridge connecting the town to the surrounding towns. Shortage of municipal land surrounding existing town and impeding expansion. Access to land by emerging farmers. Development/expansion of municipal buildings and functions. Sustainable management of land.
Petrusburg	Petrusburg/Bolokanang serves as a commercial and social service centre within Letsemeng Municipality. It is situated approximately 55 km northeast of Koffiefontein. Access to the town is via the N8 between Bloemfontein and Kimberley. The main social and economic functions of the town include: (a) main regional agroprocessing centre, (b) secondary agricultural service centre, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	 Shortage of especially lower income housing. Shortage of municipal land surrounding existing town, impeding expansion. Access to land by emerging farmers. Infill planning and development of the buffer area between the two town areas. Effective infrastructural development in areas where agri-processing is dominant. Sustainable management of land. More direct benefit from major transport routes.
Jacobsdal	Jacobsdal/Ratanang serves as an economic growth and tourism development node within Letsemeng Municipality. It is situated approximately 45 km northwest of Koffiefontein. Access to the town is via the R705 between Koffiefontein and Modderrivier. The main social and economic functions of the town include: (a) regional agricultural services centre, (b) key regional tourist destination, (c) main regional agro-processing centre, and (d) social functions such as residence, education and medical services.	 Shortage of especially lower income housing. Access to land by emerging farmers; Infill planning and development of the buffer area between the two town areas. Effective infrastructural development in areas where agri-processing is dominant. Land availability for social application such as community hall and cemeteries. Sustainable land management. Conservation of areas surrounding local rivers.
Oppermans	Oppermans serves as a general agricultural service centre within Letsemeng Municipality. It is situated approximately 12km west of Kofflefontein. Access to the town is via the	 Shortage of all forms of housing. Access to land by emerging farmers. Land availability for social application such a community hall and cemeteries. Sustainable land management.

S647 between Koffielontein and Luckhoff. The main social and economic functions of two include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services. Luckhoff/Relebohile serves as a general agricultural service centre within Letsemeng agricultural service centre within Letsemeng agricultural service centre within Letsemeng agricultural service contre within Letsemeng Access to land by emerging farmers. I Need for commercial and social integration of the former separated town areas. Shortage of especially lower income housing units. Access to land by emerging farmers. Luckhoff/Relebohile services as a general agricultural services to the town is situated and economic functions and and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.		ted
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	surrounding farming areas, and (b) social functions such as residence, education and medical services.	
Edenburg	Edenburg/Ha-Rasebei serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 39 km north of Trompsburg. Access to the town is via the R717 between Trompsburg and Reddersburg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport services on major route.	 Need for commercial and social integration of the former separated town areas. Shortage of especially lower income housing units. Access to land by emerging farmers. Infill planning and development of the buffer area between the two town areas. Sustainable land management. More direct benefit form major transport route.
Jagersfontein	Jagersfontein/Ithumeleng serves as a commercial and social service centre within Kopanong Municipality. It is situated approximately 67 km northwest of Trompsburg. Access to the town is via the R704 between Fauresmith and Trompsburg. The main social and economic functions of the town include (a) diamond mining operations, (b) regional social centre for health services, (c) general agricultural service centre to surrounding farming areas, and (d) social functions such as residence, education and social services.	 Access to land by emerging farmers. Infill planning and development of the buffer area between the two town areas. Sustainable land management.
Fauresmith	Fauresmith/lpopeng serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 77 km northwest of Trompsburg. Access to the town is via the R704 between Koffiefontein and Jaggersfontien. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	 Shortage of housing. Shortage of municipal land surrounding existing town and impeding expansion. Sustainable land management.
Springfontein	Springfontein/Maphodi serves as a general agricultural service centre within	 Need for commercial and social integration of the former separated town areas. Shortage of especially lower income housing.

	Kopanong Municipality. It is situated	 Access to land by emerging farmers.
	approximately 22 km south of	 Infill planning and development of the buffer area between the two town areas.
	N1 between Bloemfontein and Colesberg.	 Sustainable land management. More direct benefit from major transport routes.
	The main social and economic functions	
	of the town include: (a) general	
	agricultural service centre to surrounding	
	is, (b) social functions	
	, education and	
	services, and (c) transport support	
Phillipolis	Phillipolis/Poding-tse-Rolo serves as a	 Need for effective commercial integration of the former separated town areas.
	general agricultural service centre within	 Shortage of housing.
	퓵	 Shortage of municipal land surrounding existing town and impeding expansion.
	approximately 53 km southwest of	 Access to land by emerging farmers.
	Trompsburg, Access to the town is via the	 Land availability for social application e.g. cemeteries and community hall.
	R48 between Koffiefontein and De Aar.	 Sustainable land management
	The main social and economic functions	 Conservation of areas surrounding local rivers.
	of the town include: (a) key regional tourist	
	destination, (b) secondary agricultural	
	service centre, and (c) social functions	
	such as residence, education and medical	
	services.	
Bethulie	Bethulie/Lephoi serves as a regional	 Access to land by emerging farmers.
	agricultural service centre within	 Sustainable land management.
	Kopanong Municipality. It is situated	 Conservation of areas surrounding local rivers;
	approximately 52 km south of	
	Trompsburg. Access to the town is via the	
	R701 between Gariep Dam and	
	Smithfield. The main social and economic	
	agricultural services centre, (b) key	
	regional tourist destination, and (c) social	
	functions such as residence, education	
	and medical services.	
Gariepdam	am serves as a service	 Need for commercial and social integration of the former separated town areas.
	tourism attraction within Kopanong	Shortage of housing.
	Municipality. It is situated approximately	 Infill planning and development of the buffer area between the two town areas;
	62 km south of Trompsburg. Access to the	 Sustainable land management.
	town is via the N1 between Bloemfontein	 Conservation of areas surrounding local rivers.
	and Colesberg. The main social and	 More direct benefit form major transport routes.
	\neg	
	regional tourist destination,	
	general agricultural service centre to	

	surrounding farming areas, (c) social functions such as residence, education	
	and medical services, and (d) transport support services on major route.	
Mohokare Local Municipality	icipality	
Town	Description	Spatial Issues
Zastron	ceng serves as the	 Shortage of especially lower income housing.
	administrative seat within Mohokare	 Access to land by emerging farmers.
	Municipality. It is situated approximately 158	Infill panning and development of the burder area between the two town areas;
	181 km exurtheast of Bloomfontein Access to	 Development and expansion of municipal buildings and functions. Sustainable land management
	the town is via the R26 between Webener	
	and Rouxville. The main social and	
	economic functions of the town include: (a)	
	main local municipal administrative centre,	
	(b) regional agricultural services centre, (c)	
	regional social centre for health services, (d)	
	social functions such as residence,	
	education and medical services, and (e)	
	transport support services on major route.	
Smithfield	Smithfield/Mofulatshepe serves as a service	 Need for effective commercial integration of the former separated town areas.
	centre and tourism attraction within	 Shortage of especially lower income housing units.
	Mohokare Municipality. It is situated	 Shortage of municipal land surrounding existing town and impeding expansion.
	approximately 68 km west of Zastron.	 Access to land by emerging farmers.
	Access to the town is via the N6 between	 Land availability for social function such a community hall and cemeteries.
	Bloemfontein and Aliwal North. The main	Conservation of areas surrounding local rivers.
	social and economic functions of the town	More direct benefit from major trasport routes.
		 Poor road access between Smithfield and Trompsburg.
	functions such as residence education and	
	medical services and (d) transport support	
	services on major route.	
Rouxville	Rouxville/Roleleathunya serves as a general	 Shortage of especially lower income housing.
	agricultural service centre within Mohokare	 Shortage of municipal land surrounding existing town and impeding expansion.
	Municipality. It is situated approximately 30	 Access to land by emerging farmers.
	km west of Zastron. Access to the town is via	 Infill planning and development of the buffer area between the two town areas.
	the R26 between Zastron and Trompsburg.	 Sustainable land management.
	The main social and economic functions of	 Conservation of areas surrounding local rivers.
	the town include: (a) general agricultural	 More direct benefit from major transport routes.
	service centre to surrounding farming areas,	
	and (b) social functions such as residence,	
	education and medical services.	

Regional Interaction

The table below provides a brief summary of the area as well as the number of farms found within Xhariep and per LM area. Although Kopanong represents the largest geographical area by far, it also records the lowest density within the district. From the table below it is evident that Letsemeng has the highest population density and thus proving the highest pressure on land resources. The potential interaction of the various towns with each other was measured by using Zipf's Gravity Model, which states that the potential force of attraction between two bodies or towns is proportionally equal to the product of their population and inversely proportional to the square of the distance between them.

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

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	ANSGRONDE	ЪE	d 0	0	30	137	127	153	09	20	121	159	
ACOBSDAL					22	87	170	160	186	83	103	154	192
ряпавпята		0	76	29	97	180	152	141	73	310	134	202	
1	KOFFIEFONTEIN	0	55	45	12	42	125	115	141	48	58	109	147
	IOWN	KOFFIEFONTEIN	PETRUSBURG	JACOBSDAL	OPPERMANSGRONDE	LUCKHOFF	TROMPSBURG	EDENBURG	REDDERSBURG	FAURESMITH	JAGERSFONTEIN	PHILLIPOLIS	SPRINGFONTEIN

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12	1 6	2 5	15	19 5
9	12 9	23	16	20
12	1 4	5	L	± 2
1 10	91	17	82	1 + 1
62	52	158	06	128
131	188	325	257	288
199	189	295	227	318
218	222	328	260	298
242	232	249	218	256
173	177	283	215	253
GARIEP DAM	BETHULIE	ZASTRON	SMITHFIELD	ROUXVILLE

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

Key Spatial Issues

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

KEY SPATIA	L
ISSUE	

BRIEF DESCRIPTION

Access to land

The issue of access to land relates the local authorities as well as individuals and groups. As far as individuals and groups are concerned, the burning issues are access to residential land in urban areas and to agricultural land for emerging farmers. Various local authorities experience a shortage of land for residential expansion and other social functions.

Land development

Land Development relates to the availability, preparation and funding of certain key land uses such as sites for housing developments, land for needed social amenities and economic activities. The key issues requiring attention in this regard include: the generation of proper information of projected land development needs, funding, co-operation and local capacity to evaluate development applications.

Spatial integration

Spatial integration has to focus on both a macro and a micro level. On a macro level there is a need for a more focused devel opment at key nodal points to develop the region strategically within current resource constraints. On a micro level, most town areas are still geographically segregated and direct intervention within former buffer strip areas will be required to integrate communities.

Sustainable land management

The long-term sustainability of all land development practices will be the key factor in the environmental and economic future of this predominantly agricultural region. Specific attention will have to be given to the building of capacity amongst especially emerging land users and the provision of a management framework to all land users within the district.

Proper distribution network

The vast distances between the various towns in the district make all communities dependent on the regional distribution roads for social as well as economic functioning. Most of these roads are however in a state of disrepair and especially the routes falling within the corridor areas will have to be upgraded and maintained as a matter of urgency.

Land reform and restitution

The two land restitution cases within the municipality (namely Bethany and Oppermans) still need to be finalised and will require infrastructural intervention to provide proper infrastructure not presently available due to past neglect. The further land redistribution of fort within the region will also have to be co-ordinated proactively in order to ensure legal and systematic address of the land shortage within the area.

Land Conservation

Various areas along the southern border of the district, adjacent to the Orange river as well as surrounding regional dams are well suited for tourism and agricultural development alike. These areas are however sensitive to over utilization and pollution and will have to be protected and conserved to ensure long-term benefits thereof.

Structuring Elements

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

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

Nodes:

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

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

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

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

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

Corridors:

Different types of corridors can be distinguished:

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

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

Districts:

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

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

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

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

SDF Principles and Guidelines for development

Principle of Sustainability

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

Norms

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

Principle of equality

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

Norms

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

Principle of efficiency

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

Norms

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

Principle of Integration

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

Norms

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

Principle of fair and good governance

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

Norms

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

Environmental Profile

XDM has the responsibility for environmental management and planning. Better ways of managing the environment can increase opportunities for a balanced natural resource utilisation and also contribute to improved Eco-Tourism sector development which is

needed by the local economy. The prevailing physical environmental characteristics are described below.

Topography

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

Morphology

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

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

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

Geology

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

Ecca Group

The area from Phillipolis to Petrusburg to the western boundary of the study area is underlain mainly by the Ecca Group. The Prince Albert, White Hall and Tierberg Formations make up the Ecca Group (Pe). The thickness of the group together makes up 340 m –360 m. The Prince Albert formation maintains a relatively constant thickness of between 34 m –46 m. It consists of black carbonaceous shale and dark bluish-green to grey massive micaceous shale with silty lenses.

An iron-rich concretion horizon is followed by grey to olive-green micaceous shale / mudstone. The thickness of the White Hill Formation varies between 10 m - 18 m but regional thinning northwards has been recorded

The unit consists mainly of thinly laminated carbonaceous shale that weathers to a white colour. The uppermost Tierberg formation attains a thickness of approximately 300 m.

This unit consists of mudstone, light-green to greenish-grey shale with concretional horizons. Shale with interbedded siltstone and fine-grained sandstone comprises the upper portion of this unit.

Beaufort Group

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

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

Molteno Formation

The portion of the study area from the Orange River – Rouxville – northeast to the Lesotho Border is underlain by the Molteno formation. The Molteno Formation (Trm) consists as greyish-green and red to purple mudstone with bands of fine- to course grained sandstone. Lenses of grit, scattered large pebbles, cobblers and boulders up to 6 kg in weight, occurs in certain sandstone beds.

Elliot Formation

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

Intrusive

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

Alluvium

Alluvium occurs patchily in broad valleys along streams and rivers, and is made up of a variety of loose material. Alluvium thickness generally varies between 1 m - 10 m and can consist of clayer sand, sandy silt, limestone, sand, pebbles and small boulders.

Soil potential analysis

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

These categories are as follows:

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

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

Use of Ground-Water

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

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

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

Trompsburg	•	
Fauriesmith	•	and a second sec
Jaggersfontien	•	
Edenburg		
Reddersburg	•	
Zastron	•	
Rouxville		
Smithfield		

Surface Water

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

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

MAJOR DAMS WITH STORAGE CAPACITY IN THE MUNICIPAL AREA

Name of Dam	Draining beam	Storage caracity (s)th in/	
Smithfield Dam	D 24	4.55	
Bethulie Dam	D 34	4.60	
Gariep Dam	D 35	5 673.80	
Welbedacht Dam		15 245 km² catchment	
Egmont Dam		9 300 000 m³	

The following rivers and dams also occur in the area:

OTHER SURFACE WATER DRAINAGE AND STORAGE SYSTEMS

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

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

Provincial Air Quality Management Plan (AQMP)

It is from this plan where the Xhariep DM is guided on the management of air quality in its jurisdiction. The National Air Quality Act establishes national standards and regulations according to which municipalities have to monitor the ambient air quality and

atmospheric emissions from definite, non-definite and mobile sources. The role of the provincial government is to monitor the performance of local government in implementing the Act. Currently the Xhariep District Municipality forms part of the Free State Provincial Air Quality Officers' Forum. The district municipality needs to lobby for funding and assistance on the development of the municipal air quality management plan

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

- The National Department of Environmental Affairs appointed a warm body to facilitate local government support functions in the Xhariep DM on environmental management. All local municipalities (Kopanong LM, Letsemeng LM, Mohokare LM) are accommodated by the Official.
- Environmental Protection & Infrastructure Programmes: The 3-year cycle projects funded by DEA focus on projects planned and proposed by municipalities.

Projects which are funded during the current 3-year cycle are:

- o FS Renovation of the Bethulie Landfill Site R7 million (project on hold)
- o FS -Kalema Game Farming and Cattle Ranching R20 million
- o FS-Establishment of Ditlhake Recreational Park R8 million
- The Department of Environmental Affairs will also be funding the Youth Mass Training Programme where youth in a particular municipal town are trained on a qualification chosen by the municipality for 12 months while receiving a stipend.
- The DEA Youth Community Outreach Programme is a programme being implemented in the Mohokare LM where a Youth Coordinator has been appointed and based in the Mohokare LM to coordinate environmental education and awareness in the municipality for a period of 3 years.

Municipal Planning Tools/Programmes/Strategies

Xhariep DM Integrated Waste Management Plan (IWMP)

The Xhariep DM has finalised the review of its IWMP. The Integrated Waste Management Plan is the most critical planning tool for the municipality on waste management and the support it provides to its local municipalities. The Xhariep District Municipality forms part of the Free State provincial Waste Management Officers' Forum. Implementation of the Integrated Waste Management Plan will be the focus during the coming municipal financial year of 2022/23.

Xhariep DM Environmental Management Framework (EMF)

The Environmental Management Framework was developed and what needs to culminate from the framework is a detailed environmental management plan which will serve as a tool that further assists the district municipality with environmental planning and conservation.

Xhariep DM Local Economic Development Strategy

The Xhariep DM LED strategy is available, however, the municipality is in the process of reviewing it. It is essential that the Xhariep District Municipality considers and prioritises the green economy and green jobs concepts in promoting economic development. The Department of Environmental Affairs through the Local Government Support Programme, forms part of the Xhariep DM Local Economic Development Forum and uses the platform to raise awareness and promote the green economy concept, including wildlife economy, EPIP Funding opportunities, bio prospecting, aquaculture, etc.

Xhariep DM Spatial Development Framework (SDF)

The SDF is available along with a package of maps which illustrate essential aspects of the municipality including agricultural practices, etc. The maps will play a critical role in informing the environmental management plan once the Xhariep District Municipality has developed it. Another crucial role of the maps is to highlight environmentally sensitive areas. These guide the municipality on areas that should be earmarked for conservation and environmental protection programmes. The Department of Agriculture, Land Reform and Rural Development is currently assisting the district with its SDF.

Xhariep DM EPWP Programme

The XDM EPWP Programme assists the local municipalities with ensuring that municipal towns are left in a clean and healthy state through the annual cleaning and greening programmes.

Xhariep DM Disaster Management Plan

The Disaster Management Plan has been developed and the Xhariep DM is in the process of lobbying for funds for the development of a disaster management centre in order to implement disaster relief programmes, emergency preparedness strategies, etc. such includes environmental emergency incidents, veld fires, floods, drought relief programmes, etc.

The Xhariep DM intends to lobby for funding for the development of the Air Quality Management Plan as well as the Climate Change and Green Economy Policy

Climate Change Adaptation Response Plan

The National Department of Environmental Affairs has funded for the development of Climate Change Adaptation Response Plans in the Xhariep District Municipality. The plan is still in draft format and needs to be circulated for public comments before it is to be finalised and adopted by the district municipality.

Xhariep DM Structures (Forums)

Cooperative governance and coordination of activities is critical in effective planning. The municipality has established a number of structures to this effect, being:

- Energy Forum focuses on the provision of energy in the Xhariep DM
- Agriculture Forum focuses on agriculture programmes and food security in the Xhariep DM
- Local Economic Development Forum focuses on economic development and support of SMMEs and Co-Operatives in the Xhariep DM
- Waste & Air Quality Officers' Forum focuses on waste management and air quality issues in the Xhariep DM
- Water Quality Advisory Forum focuses on the quality of water inclusive of the Green Drop and Blue Drop Standards.
- **Disaster Management Advisory Forum** focuses on disaster management and relief programmes in the Xhariep DM
- Expanded Public Works Programme Steering Committee focuses on EPWP programmes in the Xhariep DM
- **IDP Forums** focuses on IDP related matters including intergovernmental relations.

Municipal Profiles

The Department of Environmental Affairs had conducted a desktop study on municipal profiles regarding environmental attributes such as climate change, air quality and waste management.

Air Quality Profile

This area focuses on air quality and associated facilities and activities that impact considerably on the quality of air in the Xhariep DM and how the municipality applies certain legislated processes to manage the quality of air in the district. The National Environmental Management: Air Quality Act and its regulations provides the municipality with the duty of issuing air emission licenses to facilities that have a considerable impact on the quality of air. Thus ensuring that emissions are within acceptable limits, while economic activities are not hindered. According to the study, there is only one facility that applies based in Goedemoed. The facility, being an incinerator was issued a Provisional Air Emissions License to track and monitor that emissions are within acceptable limits before issuing a permanent license. The facility has even commissioned, therefore the Provisional Air Emissions License has not taken effect.

Waste Management Profile

This area focuses on all activities related to waste management. The broad spectrum varies from landfill sites to waste minimisation programmes such as recycling. The Xhariep DM houses quite a high number of landfill sites. There are also a number of recycling activities in the various towns of the district, however, this is done on a smaller scale. The profile study shows that these recycling groups need support, generally, in the

form of transportation, storage and sorting facilities, equipment such as baling machines, etc.

Landfill Sites

The Xhariep DM houses 17 landfill sites in total. Mohokare has 3 landfill sites, Letsemeng Local Municipality houses 5 landfill sites and the Kopanong Local Municipality houses 9 landfill sites. Below is a profile of the landfill sites within the Xhariep DM Region

Kopanong LM Landfill Sites

our Managerill	Name of Pacific	Type of season	Linconoud NJU	Operational or Closed	. Lapsiles of star	Number Executors former
Kopanong LM	Fauresmith Landfill Site	Solid Waste	B33/2/350/7/P90	Operational	License valid for 15 years	DWA Waste Permit
Kopanong LM	Gariep Dam Landfill Site	Solid Waste	WML/BAR/15/20 12	Operational	License valid for 15 years	DESTEA Waste License
Kopanong LM	Trompsburg Landfill Site	Solid Waste	WML/BAR/16/20 12	Operational	License valid for 20 years	DESTEA Waste License
Kopanong LM	Springfontein Landfill Site	Solid Waste	WML/BAR/13/20 12	Operational	License valid for 15 years	DESTEA Waste License
Kopanong LM	Phillipolis Landfill Site	Solid Waste	WML/BAR/17/20 12	Operational	License valid for 15 years	DESTEA Waste License
Kopanong LM	Bethulie Landfill Site	Solid Waste	WML/BAR/14/20 12	Operational	License valid for 15 years	DESTEA Waste License
Kopanong LM	Reddersburg Landfill Site	Solid Waste	WML/EIA/12/201 2	Under Construction	License valid for 15 years	DESTEA Waste
Kopanong LM	Reddersburg Landfill Site	Solid Waste	B33/2/350/9/P11	Operational	License valid for 15 years	DWA Waste Permit
Kopanong LM	Edenburg Landfill Site	Solid Waste	B33/2/350/5/P84	Operational	License valid for 15 years	DWA Waste Permit

Letsemeng Local Municipality

Local Municipality	Name of Facility	Type of waste stream	Licenced NR	Operational or Closed	Source Documentatio
Letsemeng LM	Luckhoff Landfill Site	Solid Waste	WML/BAR/22/2 014	Operational but to be closed	DESTEA Waste License
Letsemeng LM	Oppermansgronde Landfill Site	Solid Waste	16/2/7/C514/D3 /1	Operational	DWA Waste Permit
Letsemeng LM	Petrusburg Landfill Site	Solid Waste	16/2/7/C524/D1 /1	Operational	DWA Waste Permit
Letsemeng LM	Koffiefontein Landfill Site	Solid Waste	16/2/7/C514/D4 /1	Operational	DWA Waste Permit
Letsemeng LM	Jacobsdal Landfill Site	Solid Waste	B33/2/350/32/P3	Operational	DWA Waste Permit

Mohokare Local Municipality

Local Municipality	Latitud e	Longitud e	Name of Facility	Type of waste stream	Licenced NR	Operatio nal or Closed	Capacity of site	Source Documenta tion
Mohokare LM	30° 34' 27" S	26° 22' 36" E	Goedemoed Landfill Site	Solid Waste	WML/1B/04/ 2010	Operatio nal	License valid for 20 years	DESTEA Waste License
Mobokare I.M			Smithfield Landfill Site	Solid Waste	B33/2/420/3/ P154	Operatio nal	License valid for 30 years	DWA Waste Permit
Mohokare LM	Y 17511.6 48	X 3365517. 024	Rouxville Landfill Site	Solid Waste	B33/2/420/P5 7	Operatio nal	Unknown	DWA Waste Permit

Below is a work plan of the Department of Environmental Affairs: Local Government Support Official who is based in the Xhariep District Municipality. It illustrates among others, the support provided by the Official to the district.

Work Plan - Performance Standards and Indicators

N O	KEY PERFORMANCE AREA	WEIG HT%	KEY PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS/ KEY ACTIVITIES	RESOURCE REQUIREMENT S/ ENABLING CONDITIONS
1.	Support Municipal planning and ensure integration Environment	30	IDP Analysis Report Xhariep DM	District IDP Analysis report with Project	Q1: Conduct IDP analysis for the Xhariep District and Local Municipalities	Office Equipment; Internet connection;
	Planning & Management		EIA Project Screen report for Xhariep DM	Screening Report on IDP development process	Q 1: Conduct Project screening for EIA purpose for Xhariep DM (To form part of the IDP Analysis Report)	Transport Cooperation from Municipalities, Province, DEA
			Municipal Feedback report		Q3: Provide feedback to all municipalities in the Xhariep DM on IDP engagements	Branches, COGTA & SALGA Funding,
			Comments of the inputs provided during IDP development process		Q1-Q4 Participate in the IDP development processes in all municipalities	resource/ promotional materials
2.	Facilitate and coordinate environmental capacity building	30	Municipal Capacity Analysis report (Xhariep District & Local Municipalities)	Municipal Capacity Analysis report (Xhariep DM & Local Municipalities)	Q1: Identification of environmental capacity gaps within District and Local Municipalities.	Office Equipment; Internet connection; Transport Cooperation
			Capacity Building Proposal/plan	2 Capacity Building Initiatives	Q1: Identification of capacity building initiatives	from Municipalities, Province, DEA
			1 st Capacity building report	facilitated – Annual Report	Q2: Initiate and facilitate 1st capacity building initiative	Branches, COGTA& SALGA
			2 nd Capacity building report		Q3: Initiate and facilitate 2nd capacity building initiative	Funding, resource/
			Consolidated capacity building report		Q4: Consolidate report for the capacity building initiatives	promotional materials
3	Facilitate and coordinate environmental awareness initiatives	20	Report on 1 st Environmental Management Campaign (EE, Calendar Days, Clean up, etc.) conducted	4 Environmenta I Management Campaigns (EE, Calendar Days, Clean up,	Q1: Initiate/Facilitate one Environmental Management Campaign (Clean- up/Calendar Day,/awareness)	Office Equipment; Internet connection; Transport Cooperation
			Report on 2 nd Environmental Management Campaign (EE, Calendar Days, Clean up, etc.) conducted	etc.) within Xhariep DM – Annual Report	Q2: Initiate/Facilitate one Environmental Management Campaign (Clean- up/Calendar Day,/awareness)	from Municipalities, Province, DEA Branches, COGTA& SALGA
			Report on 3 rd Environmental Management Campaign (EE, Calendar Days, Clean up, etc) conducted		Q3: Initiate/Facilitate one Environmental Management Campaign (Clean- up/Calendar Day/awareness)	Funding, resource/ promotional materials
			Report on 4 th Environmental Management Campaign (EE, Calendar Days, Clean up, etc.) facilitated		Q4: Initiate/Facilitate one Environmental Management Campaign (Clean- up/Calendar Day/awareness)	
					Q4: Consolidate report for the Environmental Management	

					Campaigns (Clean-up / Calendar Day /awareness)	
4	Improve environmental governance systems within municipality	10	Inventory of all Environmental Structures within the municipality	Annual report on municipal environmental governance forum	Q1: Consolidate a list/inventory of all Environmental Structures within the municipality	Office Equipment; Internet connection; Transport
			Quarterly reports on an identified/establish ed Municipal Environmental Governance	meetings	Q1: Establish/Convene/Su pport Municipal Environmental Governance Forum Q2: Convene/Support	Cooperation from Municipalities, Province, DEA Branches,
			Forum		Municipal Environmental Governance Forum Q4: Convene/Support	COGTA& SALGA Funding,
					Municipal Environmental Governance Forum	resource/ promotional materials
			List/database of identified Provincial/ National Governance Structures	Annual report on Provincial/ National Governance environmental structures	Q1 Identify/Update existing Provincial/ National Governance structures	
			Quarterly reports on Provincial/ National Governance Structures		Q1-Q4: Participate in Provincial/ National Governance environmental structures	
5	Support the planning & implementation of Environmental Management programmes/proje cts in Municipalities.	10	Inventory of all Environment Projects in the municipality new project proposals both DEA and Municipality	Project Inventory (DEA & Municipalities)	Q1-Q4: Consolidated and updated Inventory of all Environment Projects in the municipality for both DEA and Municipality	Office Equipment; Internet connection; Transport Cooperation
			Project proposals for DEA: EP and Municipalities	Project proposals	Q1-Q4: Development of one project proposal informed by DEA:EP & Municipal Processes	from Municipalities, Province, DEA Branches,
			Report on Business Planning activities within the Xhariep DM: Stakeholder Engagement Introduction of Implementers Pre-planning site visit Collate data for business planning Project inclusion in IDPs	Annual report on business planning	Support Environmental planning of projects	COGTA& SALGA Funding, resource/ promotional materials
			Project Implementation status quo report for three projects in Capricorn DM Recruitment of beneficiaries Quality Assurance Skill audit Site Visits PAC Coordination	Annual project status report for all projects in Xhariep DM.	Q1-Q4 Support the Implementation Phase of the environmental projects within Xhariep DM.	

Disaster Management Centre

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

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

Xhariep Rural Development Plan

The "District Rural Development Plan" and the "District Rural Development Implementation Plan" as developed by the Rural Development and Land Reform and the Department of Agriculture and Rural Development has been considered and serves this IDP as a separate Rural Development Sector Plan. The department made an indepth presentation during our Strategic Planning Session and subsequently to Council of Xhariep District Municipality.

CHAPTER 3: MUNICIPAL PLANNING AND STRATEGIC ALIGNMENT

Introduction

The notion of Integrated Development Planning was introduced in the Local Government Transition Act, 1996 through the requirement that municipalities should develop Integrated Development Plans (IDPs). The content and purpose of the IDP were then further described in the White Paper on Local Government and formally introduced through the Municipal Systems Act (MSA) 32 of 2000. The MSA requires municipalities to develop five year IDPs in order to respond to identified developmental challenges. The Act also requires municipalities to review the IDP on an annual basis to trace and reflect on progress made in responding to the identified development challenges.

Municipal Overarching Strategy

The Xhariep District Municipal Council acknowledges its constitutional responsibility and understands the importance of strong political leadership, sound administration and financial management in the effective functioning of a municipality. It has therefore reaffirm its vision, mission and values.

Vision, Mission, Value

VISION

"A community-oriented municipality, with a sustainable environment for business and economic opportunities"

(A Heart of Development with Opportunity for All)

MISSION

- To facilitate and support local municipalities, by promoting a healthy and conducive environment in our communities by ensuring that we deliver on our core functions.
- Promote an inclusive society through social and cultural events.
- Promote local economic development, by creating sustainable markets for local producers.
- Ensure a sound political and administrative leadership.

STRATEGIC GOALS

- 1. Provision of sustainable and accessible basic services to all.
- 2. Provide a safe, healthy environment.
- 3. Promote economic growth and job creation.
- 4. Promote good governance, organizational development and financial sustainability.

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

To give effect to the objectives as set out in Sections 152 and 153 of the Constitution and to ensure that there is synergy between municipal planning instruments and National and Provincial policy directives, the Xhariep Municipal Council has reviewed its overarching strategic development focus areas and has aligned it to best respond to its constitutional and developmental mandate. The Municipal Key Performance Areas (KPA'S) and Strategic Objectives set the strategic tone and pave the direction for future developments, investments and public/private partnership interventions. The Key Performance Areas and Strategic Objectives will inform and guide service delivery and development over the next five years.

The Municipality will endeavour to demonstrate alignment to these overarching objectives in all documentation such as Annual Budgets, the Service Delivery Budget and Implementation Plan (SDBIP), Performance Agreements of Section 57 Managers as well performance reporting documentation. The latter is essential to ensure that every single investment in the outflow of projects and programmes are identified, planned and designed to contribute towards the realisation of Municipality's overarching development objectives.

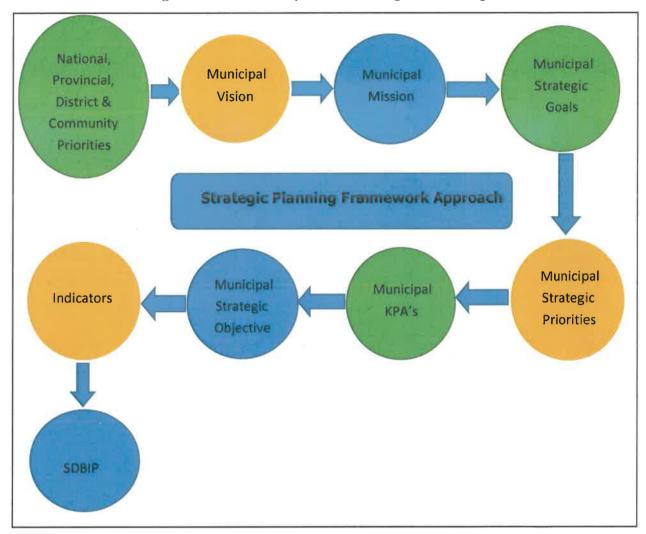
The Legislative and Contextual Framework

The legislation was enacted to guide the establishment and functions of metropolitan, district and local municipalities, including the promulgation of integrated development planning as a tool for development were noted in district and local municipal IDP reports. Section 25 of the Municipal Systems Act requires that the IDP must be compatible with national and provincial development plans and planning requirements. This IDP is compiled within the confines of what the underlisted legislation advocates for.

Strategic Planning Framework and Approach

The strategic planning followed by Xhariep District Municipality happen within the broader national planning frameworks and the local integrated development planning processes as articulated under the legislative context above.

Below is a schematic framework that informed Xhariep District Municipality's formulation of its Strategic Plan and ultimately the entire Integrated Development Plan.



The IDP Strategic Approach and Alignment with all Spheres of Government

The development of IDP is underpinned by strategic international, national, provincial and local policies. The development objectives of these policy frameworks have influenced the development of the strategic direction of the municipality to ensure vertical and horizontal alignment. This report is also informed by relevant developmental policies depicted in the table.

List of Policy Frameworks applicable to XDM

	KEY POLICIES /STRATEGIES/ PLANS
	17 Sustainable Development Goals (SDGs)
0	Agenda 2063: Africa We Want
	Ruling Party Key Manifesto priorities
	Medium Term Strategic Framework (MTSF)
	National and Provincial Policy statements (State of the Nation Address (SONA), State of the Province Address (SOPA), State of the District Address (SODA) and Budget speeches)
	Local Government Strategic Agenda

National Development Plan (Vision 2030)
New Growth Path
12 National Outcomes (in particular Outcome 9)
National Spatial Development Perspective (NSDP)
Free State Spatial Development Framework
Free State Growth and Development Plan (FSGDP)
Local Government Back to Basics Strategy
Municipal Integrated Development Plans
Municipal Spatial Development Frameworks
Xhariep District Vision and LMs Growth and Development Strategies
District Development Model (One Plan, One Budget, One Approach)

Global Perspective: Sustainable Development Goals (Vision 2030)

The SDGs are international development goals that all 193 member states have adopted at the UN Sustainable Development Summit on September 25–27, 2015 in New York, USA and agreed to be achieved by the year 2030. Seventeen (17) Sustainable Development Goals with 169 associated targets are integrated and indivisible, global in nature and universally applicable, taking into account different national realities, capacities and levels of development and respecting national policies and priorities.

Targets are defined as aspirational and global, with each government setting its own national targets guided by the global level of ambition but taking into account national circumstances. Each government will also decide how these aspirational and global targets should be incorporated in national planning processes, policies and strategies. The new Agenda builds on the Millennium Development Goals and seeks to complete what these did not achieve, particularly in reaching the most vulnerable.

Building upon the success of the Millennium Development Goals, this new development agenda is the international community's primary guide for sustainable development in the years to come. Like never before, the sustainability aspects of development are considered of primary concern at local, national, regional and international levels.

UNDESA's divisions engage stakeholders around the world in the implementation, evaluation and monitoring process of the Sustainable Development Goals, and assist countries in translating global goals into national policies, and national policies into action on the ground.

Given the adoption of the 2030 Agenda for Sustainable Development with its sustainable development goals (SDGs), the report adopts the SDGs as its scope.

It endeavors to present a range of scientific perspectives and to be policy-relevant but not policy-prescriptive. Like its predecessors, it continues to explore possible approaches and vantage points from which to examine the science-policy interface, as well as scientific approaches that can inform policies building upon integration and interlinkages across sustainable development goals, sectors, and issues. The report was prepared specifically to inform the discussions at the high-level political forum on sustainable development in 2016.

What are the proposed 17 goals?



Agenda 2063: The Africa We Want

"A global strategy to optimize use of Africa's resources for the benefits of all Africans" - Aiming to encourage discussion among all stakeholders, "Agenda 2063" is an approach to how the continent should effectively learn from the lessons of the past, build on the progress now underway and strategically exploit all possible opportunities available in the short, medium and long term, so as to ensure positive socio-economic transformation within the next 50 years.

Annexure 3 and 4 of Agenda 2063 Framework present in detail the goals, priority areas, targets and indicative strategies for the respective aspirations presented below:

Our aspirations for the Africa we want

- A prosperous Africa based on inclusive growth and sustainable development.
- An integrated continent, politically united based on the ideals of Pan Africanism and the vision of Africa's Renaissance.
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
- A peaceful and secure Africa.
- An Africa with a strong cultural identity, common heritage, values and ethics.
- An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
- Africa as a strong, united, resilient and influential global player and partner.

National Perspective

National Development Plan, Vision 2030

In 2012, Cabinet adopted the National Development Plan (NDP), to serve as a blueprint for the work that is still required in order to achieve the desired results in terms of socioeconomic development and the growth of this country by 2030. The NDP aims to eliminate poverty and reduce inequality by 2030. The NDP offers a long-term perspective and identifies the role different sectors of society need to play in reaching that goal. Municipal IDPs need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services. IDPs should focus on aspects of the NDP that fit within a municipality's core responsibilities.

Thirteen (13) National Development Plan Priorities

- Economy and Employment
- Economic infrastructure
- Environmental sustainability and resilience
- Inclusive rural economy
- South Africa in the region and the world
- Transforming Human Settlements
- Improving education, training and innovation
- Health care for all
- Social protection
- Building Safer Communities
- Building a capable and developmental state
- Fighting corruption
- Nation building and social cohesion

Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework (MTSF) 2019 - 2024 is the translation of the government Priorities outlined by the President at the 2019 State of the Nation Address (SONA) that are derived from the electoral mandate for the next five-year period.

The seven priorities of this strategic framework are embedded into the three pillars. The priorities, which will be achieved through more focused implementation, coordination and integration by the various levels of government including state owned enterprises, the private sector and civil society, are as follows:

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- Priority 1: A capable, ethical and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills and health
- **Priority 4:** Consolidating the social wage through reliable and quality basic services
- Priority 5: Spatial integration, human settlements and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

Twelve (12) National Outcomes (in particular Outcome 9)

Government has drawn up 12 performance outcomes on which departmental action plans are to be devised and public sector delivery measured. The outcomes were a new initiative by government designed to improve government performance and bring about more focused delivery. The outcomes "will form the basis for performance and delivery agreements between ministers or groups of ministers and the president". The various priority outcomes will be measured, to see whether outcomes are being achieved. There is a high correlation between NDP priorities and the current 12 priority outcomes for 2014 to 2019.

Twelve (12) National Outcomes

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.

- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective and efficient local government system.
 - ✓ Output 1: Implement a differentiated approach to municipal financing, planning and support
 - ✓ Output 2: Improving access to basic services.
 - ✓ Output 3: Implementation of the Community Work Programme
 - ✓ Output 4: Actions supportive of the human settlement outcome
 - ✓ Output 5: Deepen democracy through a refined Ward Committee model
 - ✓ Output 6: Administrative and financial capability
 - ✓ Output 7: Single window of coordination.
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

National Spatial Development Perspective (NSDP)

The objective of the National Spatial Development Perspective (NSDP) is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three sphere of government. An example of a district outcome of such economic investment profiling that involve all sphere of government is the Xhariep Agri-Hub in Springfontein. The National Spatial Development Perspective also inform the Spatial Development framework of the Municipality. The achievement of this vision is based on the following nine elements:

- i. Creating jobs and livelihoods,
- ii. Expanding infrastructure,
- iii. Transitioning to a low-carbon economy,
- iv. Transforming urban and rural spaces,
- v. Improving education and training,
- vi. Providing quality health care,
- vii. Building a capable state,

- viii. Fighting corruption and enhancing accountability,
- ix. Transforming society and uniting the nation.

Back to Basics: Serving our communities better

The Presidential Local Government Summit adopted the Back to Basics approach in September 2014 as an urgent action plan to strengthen local government to better serve communities by getting the basics right. Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994. The Department of Cooperative Governance (DCoG) was tasked to build and strengthen the capability and accountability of municipalities. The department has developed a set of indicators to be reported on monthly as per the pillars of the Back to Basics approach. These indicators will measure whether municipalities are performing in terms of the five 'basics'.

Five (5) Pillars of the Back to Basics

- Putting people and their concerns first;
- Building institutional resilience and administrative capability.
- Ensuring sound financial management and accounting; and
- Promoting good governance, transparency and accountability;
- Supporting the delivery of municipal services to the right quality and standard;

The Back Basics approach is based on five principles, which are

- Putting people first and engaging with the community
- Delivering basic services
- Good government
- Sound financial management, and
- Building capacity

Table 3: Principles of Back to Basic

1. Putting people first

Measures must be taken to ensure that municipalities engage with their communities. The provisions of the Municipal Systems Act on community participation must be complied with. Municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information.

2. Delivering Basic Services

Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency.

3. Good Governance

Municipalities must be well governed and demonstrating good governance and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and

basic indicators

- The existence of the required number of functional Ward committees.
- The percentage of ward committee's grants spent.
- The number of council effective public participation programmes conducted.
- The regularity of community satisfaction surveys carried out.
- · Develop fundable consolidated infrastructure plans.
- Ensure Infrastructure development maintenance (7% OPEX) and reduce losses.
- Ensure the provision of free basic services and the maintenance of indigent register.
- The holding of Council meetings as legislated.
- The functionality of oversight structures, Section 79/80 committees, audit committees and District IGR Forums.
- Whether or not there has been progress following interventions over the last 3-5 years.

accountability.

4. Sound Financial Management

Sound financial management is integral to the success of local government. National Treasury has legislated standards and reporting requirements, and based on their monitoring of the indicators, key areas emerging from the profiles will be identified and support provided with the remedial process.

5. Building Capabilities

There has to be a focus on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for Councillors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes.

- The existence and efficiency of Anti-Corruption measures.
- The extent to which there is compliance with legislation and the enforcement of by laws.
- The rate of service delivery protests and approaches to address them.
- The number disclaimers in the last 3-5 years.
- Whether the budgets are cash backed.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management.
- Ensuring that the top six post (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) vacancies are filled by competent persons.
- That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
- That there are implementable human resources development and management programmes.
- There are sustained platforms to engage organised labour to minimize disputes and disruptions.

Xhariep District Strategic Direction

Municipal strategic goals

Four (4) strategic goals have been identified to drive the vision and mission of the Municipality:

- Provision of sustainable and accessible basic services to all.
- Provide a safe, healthy environment.
- Promote economic growth and job creation.
- Promote good governance, organizational development and financial sustainability.

Key Performance Areas, Strategic Goals, Strategic Objectives and Priority Issues

The inputs in the matrix are generally addressed in terms of the municipal priority issues herein grouped under five Key Performance Areas, viz.

Table: Strategic goals and priority areas

KPA 1: Infrastructure Development and	Strategic Goal: Provision of sustainable and
Service Delivery	accessible basic services to all
STRATEGIC OBJECTIVE:	PRIORITY ISSUES/ FUNCTIONS
 Plan, develop and maintain infrastructure and facilities. Provide safe and healthy environment for the community. 	Electricity, Roads and Storm-water drainages, Water, Sanitation, Municipal Buildings and Facilities, Fleet Management, Parks, Sport and Recreation Facilities, Cemeteries, Solid Waste Management, environmental
3. Strategic support on the implementation	management.

Strategic Goal: Provide a safe, healthy environment
PRIORITY ISSUES / FUNCTIONS
Licensing, Cultural services, Safety and Security, Human Settlements, Town planning, Social Programmes, Emergency Services and Youth Development,
Strategic Goal: Promote economic growth and job creation
PRIORITY ISSUES / FUNCTIONS
Local Economic Development and Job Creation, SMME Development, Economic Development (investment)
Strategic Goal: Promote good governance, organizational development and financial sustainability
PRIORITY ISSUES / FUNCTIONS
Human Capital, Labour Relations, HR Skills Development, Recruitment and Retention and Policy Development
Strategic Goal: Promote good governance, organizational development and financial sustainability
PRIORITY ISSUES / FUNCTIONS
Sound financial management ,Controls and procedures, Revenue management ,Financial Reporting ,Financial Performance, Payroll Administration, Clean Audit

KPA 6: Good governance and public participation	Strategic Goal: Promote Good Governance
STRATEGIC OBJECTIVE:	PRIORITY ISSUES/ FUNCTIONS
 Sustain good corporate governance through effective and accountable clean administration Continuous respond and communicate with communities Promote effective governance processes and planning Oversee the achievement of good governance through the implementation of council resolutions 	Information technology and Communication, Legal and Administration, Communication, Ward Committees Management, Council General Public Participation, Risk Management, Internal Audit, IDP, PMS, Events Management, Customer care, Office of the Mayor and Speaker

Developmental Strategy Priority Issues

The municipal objectives and strategies should focus on the strategic intent of the municipality in achieving the vision and mission in line with the identified priority issues and program.

KEY PERFORMANCE AREAS AND STRATEGIC OBJECTIVES

	UNA Paridies	LONA Pariolems statement Management Me	Meas	Measures	Ē	Projects per KPA		Fregament Bolls
Pavers Anne			Baseline	Indicator	1 arget		Apares in the Francis	
Environmental Management Clean water, Cemeteries, Solid Waste Management	Ineffective rendering of environmental managements services results in noncompliance to environmental legislation, negative	Plan, develop and maintain infrastructure and facilities. Provide safe and healthy environment for the community.	Greening and planting of trees. Education and awareness programmes	Implementation of Air quality management plan, Climate change strategy, Environmental management plan, compliance to BIA	All sector plans developed and implemented accordingly, continuous greening, compliance to EIA and	Development of Air quality management plan. Development of Climate change adaptation and mitigation strategy	2023/24	
	climate change effects.	Strategic support on the implementation of municipal programmes and projects		reguation		Development of Environmental Management plan		
Sanitation	Overloaded waste water treatment works and distribution networks	Development of sectoral plans					2023/24	
		Reduction of historical backlogs						

2023/24														
Development of	transfer stations,	Rehabilitation and	closure of 2 dumping	sites	Purchase of 50 skip bins	per	financial year	Purchase of one	compactor truck or Skip	truck per	financial year	Review (WMP	Gazette waste by-laws	and implementation
Close all landfill site	Regional landfill site,	servicing of house	holds											
household have Gose all landfill site	collection / refuse	removal												
many	many													
How	how	licensed.			,									
Implementation of	III Ani													
Rendering efficient and	management services	and integration of rural	villages is a challenge for	the municipality. Lack of	proper infrastructure	and poor waste	management	system results in illegal	dumping and pollution	of our natural	resources			
Waste	Mainagement													

Strategic Goal	vertegic Good Promistic economic growth and job creation	growin and Joh Ge		Mary Control of the C				
Proprie Labor.	Azerta produkto	WEIGHT IN GINE	Measures		larget	Projects per KPA	American	
			Baseline	Indicator				Their Project Misconn
Local Economic Development and	Ineffective and non- coordination of SMME's	Facilitate investment	Red-Tape Reduction SMME Development	Red-Tape Reduction LED Strategy	LED Strategy developed and	Tourism Marketing and Development / Local Economic	2023/24	
Job Creation,			Tourism Development	SMME Development Implemented	Implemented	Development / SMME		
Development,		job creation		Tourism		Informal Trading / Hawker Stands		
Economic Development				Development				
(investment)								
			WILLIAM THE WALL					

2023/24			
	Cleaning & Greening (BPWI')		
	" increase of	jobs created	
Number of jobs	created through	EPWP	
		EPWP Grant	
	High percentage of	unemployment	
		EPWP	

	KPA: Spatt	: Spatial and Community Development	unity Develop	ment				
Goal: To establ	Goal: To establish economical, socially, environmentally sustainable integrated	egrated burnan settlements around Xhariep District Municipality	ents around Xha	riep District N	functionity			
Priority base	KPAs Problem Statement	Strategic	Measures	Ires	Target	Time	Projects par KPA	Budget
		Collectives	Baseline	Indicator		Tame		
Licensing, Cultural scrvices, Safety and Security, Human Settlements, Town planning, Social Programmes, Emergency Services and Youth Development, Land Use	Control of land use is still a major problem in our local municipalities	Facilitate for the creation of a safe, secured, informed and healthy environment for the community Plan and develop integrated and sustainable human settlements and rural areas. Coordinate sustainable social sustainable social sustainable human settlements and rural areas.	Draft Spatial Development Plan Xhariep Rural Development Plan	Adopted the SDF for the entire district Council Resolution Adopted Rural Development Plan	Complete SDF and Rural Development Plan	2023/24	Implementation of the SDF Implementation of the Development Plan	
		livelihood through developmental programmes						

plementation of the	Informal Business Trading	-law							
Im	In	By		-					
All businesses	operating	within the	municipality to	pe licensed					
45% of	Businesses are	licensed							
Illegal Business	Operation Businesses are operating								
Most businesses that operates within the municipality still operates without									
Most businesses that ope.	licences								
Business	Licensing								

			Social Services	es Control				
Goal: Promi	Soal: Promote safe and healthy environment.							
Priority	KPAs problem statement	Strategic Objectives	Measures	S	Target	Projects per KPA	Time	Projects. Budget
			Baseline	Indicator				Tetal Projects Allocation
Disaster Management and Emergency services	Poor response due to outdated information on the disaster management plan.	Implementation of Disaster Management plan		Review of Disaster Management plan and strategy	Rapid response to disaster and emergencies	Disaster relief materials Purchase of fire and rescue equipment	2023/24	
Culture and heritage	Poor maintenance of community halls and Implementation of public transport procurement strategy	Implementation of public participation strategy	How many programmes implemented so far	Number of programmes to be implemented (Attendance Registers)	Inclusion of community members in culture and heritage activities	Culture events	2023/24	

2023/24	2023/24	2023/24
Youth Imbizo	Tertiary bursaries	• Disability Forum • Awareness campaigns • District Aids Council
Youth development	Producing of skilled personnel	Inclusion of community in members in programmes
Number of programmes to be implemented (Attendance Registers)	Number of bursaries to be awarded	Number of programmes to be implemented
How many programmes implemented so far	20 new bursaries awarded	How many programmes implemented so far
Promote youth development, social cohesion and mainstream inclusion of gender and people with disabilities affairs	Promote youth development, social cohesion and mainstream inclusion gender and people with disabilities affairs	Promote youth development, social cohesion and mainstream
Unemployment and under development	Insufficient bursary allocation	Unemployment, poor education and coordination
Youth affairs	Mayoral Social Development Fund	Disability Affairs

		KPA: Monicipal It	KPA: Municipal Institutional Development and Transformation	pment and Teaner	otmation			
regic Goal: P	romon good gover	Strategic Goal: Promote good governance, organizational development and financial sustainability	levelopment and fi	nancial sustainabi	No.			
Priority Issue	KPA Problem statement	Problem Strategic Objective	Measures		Target	Projects per ICPA	Date	Programme Budget
			Baseline	Indicator	-			Total Projects Allocation
Human Capital, Labour Relations, HR Skills Development, Recruitment and Retention and Policy Development	Human Capital, Labour Review of WSP in order Relations, HR Skills to capacitate employees Development, and councilors Recruitment and Retention and Policy Development	Develop and enhance human capital Services to maximize service delivery Sustain good corporate governance through effective and accountable clean	WSP is reviewed annually to identify employee needs or gaps in order to address them	% of performing employees contributing to productivity	% of employees	Capacity building workshops or training	2023/24	

Training and Skills Development		administration						
		KPA, Minniery		al Institutional Development and Transformation	miformation			
Strategic Goal: P.	romote good gover	Strategic Goal: Promote good governance, organizational o	levelopment and fi	evelopment and financial sustainability	The second second			
Period from	KRA Reoliforn	Transport Buches	Measures		Target	Proposition KPA		Freezonne
			Baseline	Indicator				Total Posicia Albertos
Organisational Infrastructure	Municipal Organogram is bloated needs to be reviewed	Alignment of the organisational structure to the IDP	Organogram is annually reviewed. Critical posts have been identified to be filled	Filling of critical posts and reduction of Organogram	100% filling of posts and having productive employees	Filling of posts Review of Organogram	2023/24	
The litigation issues. Litigation and legal advisory support	The litigation and contracts.	To render legal advice. To render the legal admin support.	Four litigation reports per year. Four contract registers per year.	Four litigation reports to be submitted per year. Four contract registers per year.			Yearly	

2023/24
Cell phone contract Printing and stationery Telephone fax internet Cleaning materials
Effective communication Effective working condition To improve communications Clean, safe and healthy environment
Availability of contract and cell phones Availability of printing and stationery Functionality of telephone fax and internet Availability of cleaning materials
Contract in place For telephones for Employees Telephone fax not working and
Insufficient airtime allocation to employees employees Reviewal of Printing and stationery contract poor internet bandwidth Hygiene systems not in place
Insufficient airtime allocation to employees Reviewal of Printing and stationery contract poor internet bandwidth Hygiene systems not in place
• • •
Auxilliary Support Services

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Princity Serve	KPS Polyani	Sentence Chippingson	Measures		Target	Periodicinal KPA	Thue	Programmi
			Baseline	Indicator				Tutil Plances
Occupational Health and Safety	Non compliance to OHS Act 85 of 1993 and applicable regulations	Provide support to municipal offices	Lack of implementation of OHS policy.	% compliance to OHS Act and conformance of policy	% compliance to Act and policies	Purchasing protective clothing Medical assessments employees Safety inductions Awareness programmes	of 2023/24 for	

of Improper • Availability of	renewal of post postal bags. filing	bags by other • Availability of system in place.	Effective	cabins.	services for	• Inadequate the	space to put more	filling		
•				section.		Inadequate	space to pu	filling		
Ť		_			_		_			
Lack filling cabins	j = { 1	Improper renewal or	postal services							
Auxiliary-	Necords	Management								

		M.			2023/24
		Property In 1988			and rec of vehicles
ansformation		Target			How many vehicles Purchase maintenar municipal
Unstitutional Development and Transformation	evelopment and financial sustainability		Indicator		Number of fleet purchased
-	evelopment and fi	Measures	Baseline	cabins for proper record system.	XDM offices operate at Number of fleet a shortage of fleet assets purchased
	Strategic Goal: Promote good governance, organizational o	State pre Chileman			Provide support to Municipal offices
	rumote good gover	K#A Problem			Shortage of fleet assets
	Strategic Goal: P.	Priority from			Fleet management

			Nagarana Malgo	New Majora	
2023/24			Pletto		
ICT GOVERNANCE (Implementation of ICT Governance Framework) HR DEVELOPMENT BASED ON ICT SKILLS (ICT Skills Training BROADBAND CONNECTIVITY (Phased)			Princetigns N.A.		Implementation approach of the Provincial Broadband Connectivity)
implementation of ICT Governance Framework Number of Structured engageme nt with strategic ICT Stakehold ers % Development of a Broadband	elepment		Farget		Connectivity Strategy
% Implementation of the Local Municipality ICT strategy based on the IDP	: Institutional Transformation and Development	Strengtion		Indicator	
%	A: Initiational Tro	Development and Transformation	Measures	Baseline	
To deliver and implement effective Corporate Governance of ICT	Đ.	KPA: Municipal Institutional Deve	Strainger d'Abjentiteir		
The need exists to provide an effective and user friendly ICT environment that is guided by IT Policies and Frameworks.		KPA: Munic	KPA Problem		
Information and Communication Technology			Strategic Goal) Princote good	organizational development and financial costumability	

Strategic Goal : Promote Good Governance
Strategic Goal : Promote Good Governance
Building a modern, innovative and performance driven municipality

Priority Issue	KPA proble	proble Strategic Objectives	Measures		Target	Projects per	Date	Programm
	statement					KPA		eВ
								Budget
			Baseline	Indicator				Total
								Projects
								Allocation
Development	Integrated Development Implementation of all Improve the IDP, Plan prioritized projects and budget and SDBIP programmes planning process	Improve the IDP, budget and SDBIP planning process	Municipal IDP is reviewed annually Implementation of as per legislation IDP priorities	Implementation of IDP priorities	Credible and implementable IDP	Reviewal of IDP annually	2023/24	

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tion				
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Pitie	nce driven manicipalit	res		
4	m m	Measures		
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Go	H.S.		ine	
KPA; Good Governance & Public Participation	ě		Baseline	
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PA	90			Implementation of IDP priorities
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	Premote Good Governance Building a modern, innovative and performan			
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	Strategic Gord : Promote Good Governance Building a modern, innovati	Present house		
	ira	District Control		
	MI			

2023/24
Municipal Newsletter Municipal website Branding of the municipality
Issue municipal communication in all spoken languages within the municipal area. Improve on distribution of municipal newsletter to cover all cover all areas like high schools, health centers, hospitals, courts, police station, government department, all municipal offices, libraries,
Implemented communication strategy
Communication strategy in place. Complaints management committee in place and functional. Complaints/compliment/ suggestions boxes installed in all municipal work stations (regional offices, libraries. Dedicates officials dealing with complaints appointed.
Implementation of communication strategy. Implementation of communication policy. Implementation of public participation strategy.
Most if not all municipal communications/docu ments are in English, hence some segment of the target audience do not receive or comprehend the information due to the language barrier. Response time by Officials/municipality is not adequate. We take long time to respond to complaints(protest memorandum etc)
Communications

· Goal	Strategic Goal: Promote Good Governance	Sood Gove	KPA: (NPA: Good Governance & Public Participation	rated parent				
riority issue	KPA	problem	KFA problem Strategic Objectives statement	KFA problem Strategic Chirctives Measures statement		Target	Projects year KPA	Date	Programme Budget
				Baseline	Indicator				Total Projects Allocation

·	
	2023/24
	Update and implement risk registers
shopping center etc. Intensify/improve on the use of a community or local newspaper. Intensify the use of social media targeting the youth. Regularly issuing posters and or flyers to councilors, and ward committees about service delivery updates.	Complete strategic & Operation
	Adherence and compliance on relevant legislations
	The municipality is in the process of finalizing its 2022/2023 strategic & operational risk assessments
	Ensure risk management activities are fully integrated into
	Every year the municipality prepares its strategic & operational risk
	Risk Management

assoic God	KP,	KPA: Good Govern	- E	see & Public Participation				
	Building a modes	Building a modern, innovative and perfor	performance driven mimicipality	micipality				
ority issue	KPA problem statement	problem Strategic Objectives	Measures	S	Target	Risijerts per KNA	thate	Programme
			Baseline	Indicator				Total Projects Allocation

			Programme Budget	Total Projects Alfocation
	2023/24		Date	
Ensure availability of action plans Provide reports to relevant stakeholders (e.g. Risk Management, Audit committee, Council, National & Provincial treasury	Implementation of Audit recommendations/findings Audit Committee reporting to Council on quarterly basis.		Projects per KPA	
risk assessment on time	Report to Audit Committee on quarterly basis		Target	
	Full implementation of internal audit plan	Participation nicipality	10	Indicator
	Three years rolling plan and annual Internal audit plan developed	l Governance & Public Participation performance driven minicipality	Measures	Baseline
planning, monitoring and reporting processes	To provide an assurance that the internal control, risk and governance process within the Municipality are adequate and effective.	KPA: Good Governance Building a modern, innovative and perform	problem Strategic Objectives	
assessments	Non-compliance to audit reports	K) Strategic Goal : Promote Good Governance Building a modern, innovat	KPA problem statement	
	Internal Audit	Strategic Goal	Priority Issue	

Automation Machine Performance Bonuses	Review of public participation strategy
quarterly Yearly/ annually Machine Machine Performance Bonuses	2023/24
Constant/quarterly monitoring the implementation of PMS Develop a compliant SDBIP within 28 days	Effective public participation
Constant/quarterly monitoring the implementation of PMS. Development of PMS Development of SDBIP within 28 day timeously. Monitoring & evaluation of score cards for submission to Internal Audit	Reviewed strategy
PMS Implemented since Constant/quarterly 2007 SDBIP & IDP 2023/4 implementation of aligned. Development of SDBIP & IDP timeously. Monitoring & evaluation of score cards for submission to Internal Audit	Strategy is outdated
To implement XDM municipality PMS Framework Monitoring the implementation of SDBIP & IDP.	Implementation of public participation strategy
Alignment of performance targets of senior manager with lower level not effectively implemented. The SDBIP is meant to implement the IDP priorities and if not aligned with the IDP certain projects may not be implemented. IDP wish list should be minimized to the budgeted projects only.	Outdated public participation strategy
Performance Management Systems	Public participation

	KPA: Good Governance	ood Governance & Public Participation			
Strategic Goal : Promote Good Governance Building a modern, innovative and performan	rmance driven municipality	ipality			
Perenty Ones Organie	Measures		Target	Date	Programmer Mudges
Rongenment	Output	Outcome			Tioni Albeston
Public Barapaner and knood deposite public publication to enhance determines	Accountability to the public	Improved reporting on the Annual Performance Report and accountability to the the outcome of the AG Public	100% accountability to the Public	Name.	

		Programme	Total Prejects Allecation				Internally driven			Programme	Total Projects
		Date		31 August 2023		2023/24	2023/24			Date	
		Projects per KPA		AFS & REPORTING		Improve own revenue collection	Appointment of debt collectors			Projects per KPA	
		Target		GRAP compliant AFS		%	To increase collection by %			Target	
olity &			Indicator	Preparation of AFS on an accrual basis that are GRAP compliant		% government grants dependence	% increase in revenue collection	offity &			Indicator
KPA: Financial Viability & Management		Measures	Baseline	GRAP compliant AFS and reduced audit findings		90% government grants dependence	Revenue collection is below %	KPA: Financial Viability & Management		Measures	Baseline
	Strategic Goal: Promote good governance, organizational development and financial sustainability	Problem Strategic Objective		To manage the finances of the municipality to ensure financial viability.	Continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.		Implementation of revenue enhancement strategy		Strategie Goal: Promote good governance, organizational development and financial sustamability	Problem Strategic Objective	
	Strategic Goal; Promote good governam development and financial sustainability	KPA Preblem stallement		Non -compliance with reporting framework		90% Government dependents	Revenue collection is low at %		Strategie Goal: Promote good governanc development and financial sustamability	KPA Problem statement	
	Strategie Goal: I development and	Priority lissue		Accounting and reporting		Budget Management	Revenue Management		Strategie Goal: I development an	Priority Issue	

Allocation				
		2023/24	2023/24	2023/24
	Implement credit control effective	Adherence to internal control procedures	Adherence to internal controls	31 August
		All payments should Adherence to be done within 30 internal controdays from the date procedures of invoice	Avoid irregular expenditures on all appointments	1 GRAP compliant 31 August FAR
		Payment to all creditors within the prescribed period	th all the Avoid irregular circulars expenditures on all appointments	Number of GRAP compliant FAR
		Procedures have been developed to ensure timeous movement of documents from SCM to Creditors for payment	Compliance with all the guidelines, circulars expenditures or and SCM policies all appointment	GRAP compliant FAR
		pay Adherence to financial regulations, policies and other relevant legislative frameworks	Non-compliance Adherence to financial with the SCM policy regulations, policies and Treasury and other relevant circulars and legislative frameworks	Adherence to financial regulations, policies and other relevant legislative frameworks
		Failure to pay creditors within 30 days based on MFMA requirements	Non-compliance with the SCM policy and Treasury circulars and guidelines	Safe guarding of assets, Accounting and control
		Expenditure	Supply Chain Management	Assets

Horizontal and Vertical Alignment of Key Strategies

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

Table: Alignment of key national, provincial and regional strategies

Local Municipalities	To develop progressive strategies to optimise the use of available human resource		To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitate pro-poor intervention		
XDM Strategic Objectives	Facilitate investment and development of strategic infrastructure to unlock growth and job creation		Facilitate infrastructure development in the entire district municipality	Facilitate provision of energy and electricity services to all residents of Xhariep	The sustainable management and usage of land in Xhariep in partnership with local municipalities
Provincial Strategic Objectives	Inclusive economic growth and sustainable job creation		Inclusive economic growth and sustainable job creation	Reduce Green House Gas emissions through alternative methodologies and processes	Build dedicated economic and social infrastructure specifically designed to accelerate economic opportunities for rural
National Outcomes	Decent employment through inclusive	economic growth	An effective, competitive and responsive economic infrastructure network		Vibrant, equitable and sustainable rural communities and food
Medium Term Strategic Framework	Speed up economic growth and transform the economy to create decent work and	sustainable livelinoods	Massive programme to build economic and social infrastructure		Comprehensive rural development strategy linked to land and agarian reform and food security
National Development Plan	An economy that will create more jobs		Improving Infrastructure	Transition to a low carbon economy	An inclusive and integrated rural economy
Sustainable Development Goals	End poverty in all its forms everywhere	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture			

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

District Development Model (One Plan)

Xhariep KPAs

,

DDM Goals

Demographic / People Development	KPA 1: Infrastructure Development and
	Service Delivery
Economic Positioning	KPA 3: Local Economic Development
Spatial Restructuring and Environment Development	KPA 2 : Spatial and Community Development
Infrastructure Development	KPA 1: Infrastructure Development and
	Service Delivery
Integrated Service Provision	KPA 1: Infrastructure Development and
	Service Delivery KPA 2 : Spatial and Community Development
Governance Development	KPA 4: Municipal Institutional Development and Transformation
	KPA 5: Financial Viability and Management

State of the Nation Address (SONA) 2023

What is the State of the Nation Address (SONA)?

The State of the Nation Address (SONA) is one of the most important annual events in the parliamentary calendar.

- The President delivers a speech focusing on the plans of government for the coming year.
- The speech is delivered to Parliament during a Joint Sitting of the National Assembly (NA) and the National Council of Provinces (NCOP).
- SONA commonly known as the "Opening of Parliament".
- All three (3) Arms of the State, namely: the Legislature, the Executive and the Judiciary attend SONA.

When and where does SONA take place?

The President of South Africa, Mr Cyril Ramaphosa, called for a Joint Sitting of the NA and the NCOP on Thursday, 9 February 2023, at 19:00, to deliver the State of the Nation Address. He did this in terms of Section 84 (2)(d) of the Constitution of the Republic of South Africa, 1996 read with Rule 7 (1)(a) of the Joint Rules of Parliament.

SONA and Parliament's oversight function

One of Parliament's key functions is to monitor and oversee the actions of government.

SONA forms part of Parliament's oversight (monitoring) function to improve service delivery and to achieve a better quality of life for all living in South Africa.

What happens during SONA?

The President uses the occasion to address the nation as both Head of State and Government to:

- Set out the government's priorities for the coming year.
- Highlight the achievements and challenges of the previous year.
- The full SONA ceremony comprises a ceremonial Military Guard of Honour; a military band; a 21-gun salute and a South African Air Force fly past while the President takes the national salute.

Why is SONA important?

It grants government (Executive) an opportunity to account to Parliament and the South African public. It is also about celebrating our nation and nation-building.

SONA and the Budget

Two weeks after SONA, the Minister of Finance introduces the Budget for the coming year. The budget speech is based on government's priorities set out by the President in his speech.

State of the Province Address 2023

The *Free State Premier Honourable <u>Mxolisi Dukwana</u>* delivered his inaugural State of the Province Address (SOPA) on Tuesday, 28 February 2023

Key takeaways from State of the Province Address

Free State Infrastructure Projects Unveiled

Twenty-five (25) major infrastructure projects with an estimated value of over R138 billion that have been registered with Infrastructure South Africa.

This financial year, FS government will spend approximately R1.9 billion on upgrading and maintaining the road infrastructure.

The provincial government will be exploring the implementation of 24-hour road construction to accelerate the rehabilitation of the roads

R1 billion has been allocated for the construction of the following roads:

- Ladybrand Bethlehem (R26 road)
- Ficksburg Rosendal (R70 road.

Road infrastructure allocation across 5 districts of the province:

- R771 million in Thabo Mofutsanyana
- R220 million in Fezile Dabi
- R217 million in Xhariep
- R165 million in Mangaung
- R125 million in Lejweleputswa
- An amount of R150 million is budgeted for the re-gravelling programme in all five districts

Free State official unemployment rate declined from 38.1% in the third quarter of 2021 to 33.8% in the third quarter of 2022. This is because, "We have created 50 082 job opportunities through the Expanded Public Works, thereby exceeding our 20 22 commitment. There will be focused recruitment of capable public servants to transform their ideals into pragmatic action.

Free State Provincial Growth and Development Strategy (FSPGDS)

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

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

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

The IDP Alignment of Programmes

The development of IDP gives the opportunity for strategically refining the process to achieve closer alignment of SDGs, NDP, and long term development plan and further alignment with budget and objectives, programmes and projects. The table below highlights the national and provincial programmes that guide the IDP process and the diagram below also reflects on the alignment between the National Development Plan, Free State Growth and Development Plan, District Development Model, and the IDPs

Alignment to National and Provincial Policies and Plans

A core element of an IDP is to ensure alignment of the municipality's development objectives to national and provincial policies and plans. The table below provide an indication of alignment to:

- National KPAs for Municipalities & Back to Basics
- National Development Plan and Medium-Term Strategic Framework
- Integrated Rural Development Plan
- Growing Free State Together
- Xhariep IDP and District Development Model One Plan

Table: Alignment of the District Development Model (One Plan) with XDM Key Strategic Priorities, XDM GDS Key Levers, FSGDP, NDP and Back to Basics

XDM Key IDP Strategic Objectives	XDM 2030 Growth & Development Strategy: Key Strategic Levers	FS Growth & Development Plan Key Pillars	National Development Plan (NDP)	Back to Basics Strategy Key Performance Areas	District Development Model- Towards the development of the One Plan
Pian and develop integrated and sustainable human settlements and rural areas	Spatial, Land and Environmental Development	Sustainable rural development	Transforming Human Settlements	Basic Creating decent living conditions	Integrated Service Provisioning / Spatial Restructuring and Economic Positioning
	Disaster Management Function		Environmental sustainability resilience		
Plan, develop and	Infrastructure	Improved quality of	Economic		Infrastructure Delivery/
maintain infrastructure and facilities.	Development	life	infrastructure		Spatial Restructuring and Economic Positioning
		Build social	Economy and		

		cohesion	Employment		
Facilitate investment and development of strategic infrastructure to unlock growth and job creation	Economic G and Development	Inclusive economic growth and sustainable job creation			Demographic and Socio- Economic Profile
Continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.	Good Governance	Good governance	Fighting corruption	Financial Management	Governance, Leadership and Financial Management
5. To increase the capacity of the district to deliver its Mandate	Education and Skills Development	Education, innovation and skills development	Improving education, training and innovation	Institutional capacity Good governance	Governance and Leadership
	Good Governance	Good governance	Building a capable and developmental state	Public participation	
		Build social cohesion	Positioning South Africa in the region and the world		

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

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

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

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

NDP Objectives	NDP A	Actions		05 Long-term ogrammes		FSGDS Actions		MTSF Actions
Increase investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.	invest resea agricu techn for co farmii well a devel adapt strate suppo servicus small-rural • Put in regula frame land u ensur conseand no conseand research conseand research researc	tment into rch, new cultural cologies ommercial ong, as as for the copment of cation egies and ort ces for scale and farmers. In place a catory ework for use, to be the ervation estoration objected	d s a p a	expand and iversify ustainable griculture roduction and food ecurity.	•	Protect agricultural land for agricultural land use in line with SDF. Align all agricultural initiatives with the Provincial Spatial Development Framework. Identify, research and promote competitive products. Enhance profitable and market-related production. Improve agricultural market intelligence. Promote sustainable agricultural practices to protect the environment and sustainable resources. Improve the safety net protecting the sector against unforeseen disasters. Expand the establishment of agricultural- related Local Economic Development projects. Expand and transform small- scale agriculture	•	Develop and implement spatial development frameworks as the basis to guide rural land use planning and development and to address spatial inequities. Institutionalise regulatory framework for land use to guide and support development initiatives. Implement the comprehensive food security and nutrition strategy. Develop under-utilised land in communal areas and land reform projects for production. Expand land under irrigation. Provide support to smallholder producers in order to ensure production efficiencies.

- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agroprocessing and related sectors by 2030.
- Maintain a positive trade balance for primary and processed agricultural products.

Increase investment in

technologies, research

and the development of

adaptation strategies for

expansion of commercial

the protection of rural

new agricultural

livelihoods and

agriculture.

- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments
- Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers.
- Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers.

Accelerate post settlement support programmes for emerging

farmers.

- **Implement** human resource development programmes for emerging farmers.
 - Intensify Comprehensive Agriculture Support Programmes and land care programmes.
 - Improve institutional support and accelerate the process of land restitution.
 - Unlock financial support for emerging farmers.
 - Establish appropriate agri-marketing, information systems and social networks for emerging farmers.
- Strengthen Market and agricultural promote research, agriculture as a knowledge professional and skills. career.
 - Establish, maintain and equip agrischools with skilled and qualified teachers.
 - Revitalise agri and Further Education and Training (FET) colleges.
 - Strengthen the linkages between universities, farmers and government.
 - Align and develop training

- and improve access to inputs.
- Develop under-utilised land in communal areas and land reform projects for production.
- Acquire and allocate strategically located land.
- Create tenure security for people living and working on farms.
- Develop and implement policies promoting the development and support of smallholder producers.
- Develop and implement the Integrated Agricultural Policy Action Plan (IAPAP).

Promote skills development in rural areas with economic development potential.

and curriculum programmes with the changing and future needs of the agricultural sector.

- Infuse agricultural training with entrepreneurial focused training and development programmes.
- Implement voluntary internship programmes for final year and post graduate students.
- Revitalise and expand extension and advisory services.
- Develop a farm worker career path and appropriate training system.
- Strengthen agricultural research capacity in the provincial department of agriculture and tertiary institutions.

- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agroprocessing and related sectors by 2030.
- Consolidate and selectively expand transport and logistics infrastructure.
- Improve and maintain agrologistics.
- fund the upgrading and maintenance of road and rail infrastructure at strategic agricultural nodes to ensure effective and efficient distribution of agricultural products.

Prioritise and

 Improve transport infrastructure and public transport in rural areas.

- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agroprocessing and related
- Rural
 economies will
 be activated
 through
 improved
 infrastructure
- Establish and fast track value adding agro-processing.
- Identify growth points for value adding programmes and align with spatial
- Promote sustainable rural enterprises and industries in areas with economic development potential.
- Create incentives to attract

sectors by 2030.

- Maintain a positive trade balance for primary and processed agricultural products.
- Increase investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.
- Create tenure security for communal farmers. especially women; investigate different forms of financing and vesting of private property rights to land reform beneficiaries that does not hamper beneficiaries with a high debt burden.
- Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaptation strategies and support services for small-scale and rural farmers.
- In 2030 people living in living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely and the children can play safely outside.
- The National Rural Safety Strategy Plan must be implemented in high risk areas involving all role-players and stakeholders.
- Strenathen rural security of farm communities.
- Reinforce crossborder protection activities.
 - Establish and maintain rural security and safety systems.
 - Implement appropriate animal identification, monitoring and traceability systems.

- development framework.
- Unlock agroprocessing potential by implementing incentives to draw-in investments.
- Implement relevant and applicable grain and livestock beneficiation programmes.
- investment in rural areas for the development of rural enterprises and industries throughout commodity value chains.
- Develop resource and implement the Agricultural Value Chain interventions.
- Develop and implement policies promoting the development and support of smallholder producers.
- Create incentives to attract investment in rural areas for the development of rural enterprises and industries throughout commodity value chains.

- Implement crime prevention strategies/actions.
- Establish integrated Border Management Agency.
- Develop and implement the Border safeguarding strategy.
- Combat illegal activities at the border and ports of entry.
- Secure the land borderline.

- Implement farm worker development programmes.
- Strengthen biosecurity of animal diseases.

Xhariep District Swot Analysis

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

The primary aim of strategic planning is to bring an organization into balance with the external environment and to maintain that balance over time (Sackett, Jones, and Erdley 2005). Organizations accomplish this balance by evaluating new programs and services with the intent of maximizing organizational performance. SWOT analysis is a preliminary decision-making tool that sets the stage for this work.

A comprehensive financial plan linked the required resources for the implementation of the strategy. A comprehensive SWOT analysis was conducted in order to get a better understanding of the municipality, the environment wherein it functions and its capacity to pursue the new strategy. The analysis is also an important exercise to identify the critical areas for intervention over the next five years.

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

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

During the strategic planning session SWOT analysis was done under four core functions namely: Economic, Institutional, Natural, Social/Culture

Table: XDM SWOT ANALYSIS (Amended September 2019)

STRENGHTS	WEAKNESES
	NATURAL CAPITAL

	High quality of the natural environment	 Limited availability of land hampers potential propert
•	Wide diversity of scenic landscapes	developments
	Sought-after holiday and tourism destination (Gariep Dam, Tussen Die Revier)	 Slow pace of land reform Inability to optimise the strategic and economic utilisation
	Dani, Tussen Die Nevier)	municipal owned land and property
		Water shortage limits development potential
		Ineffective waste water treatment maintenance plan
-	EC.	DNOMY
•	Well maintained regional road transport infrastructure	High level of inequality (wide gap between rich and poor)
•	Strong domestic tourism destination brand aligned to	Limited progress with BBBEE at a local level
	the river mouth, mountains, and hospitality industry.	 Seasonality of the economy and employment
•	Wool manufacturing, construction, agricultural,	Skills gap in basic business techniques
	wholesale and retail industries have great potential	Limited support to SMMEs Link asst of land and preparts
•	Well-developed linkages to Cape Town and Port Elizabeth economies	 High cost of land and property Relatively high rate of unemployment and poverty
	Competitive commercial and emerging farmers	Treatively high rate of unemployment and poverty
•	Facilitating economic opportunities for local	
	entrepreneurs	
•	Regional Hospital	
•	Regional Taxi Rank	
•	Mining (Jagersfontein and Koffifontein)	CULTURAL
•	Diversity of local and international cultures with goo	
	international networks and economic linkages	objectives
•	English, Afrikaans, and African languages medium schools	Increasing levels of drug related crime and crime induces.
•	Rural Conservation Guidelines and other strategies	
	maintain our cultural and architectural heritage Updated and reliable data available in the census 201	Increasing level of violence against women & children Increasing incidence of HIV/Aids and TB
	report	High levels of alcohol & substance abuse
	Topon	Dependency on social grants and wage income by the
		poor
		Low levels of labour force education
		Teenage pregnancies
		High drop-out rate in schools Increase in substance and alcohol abuse amongst youth
	INSTI	TUTIONAL
•	Few skilled individuals linked to business and municip	Relatively high wage bill inside the municipality
	management	Ageing infrastructure and limited resources available for
•	Dynamic administrative leadership to drive the developme	nt effective maintenance programme
	agenda	Ability to attract highly skilled labour (excl. scarce skills)
	Highly chilled ay-protectionals available to assi	
•	Highly skilled ex-professionals available to assi municipality (grey power)	51
•	Highly skilled ex-professionals available to assi municipality (grey power) Functional libraries and museums	51
	municipality (grey power)	
•	municipality (grey power) Functional libraries and museums	
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	municipality (grey power) Functional libraries and museums Accessibility to good quality public facilities (School Clinics) RTUNITIES NATURA Exploring of effective partnerships to enhance	THREADS AL CAPITAL Climate change impacting on existing agricultural production
OPPOR	municipality (grey power) Functional libraries and museums Accessibility to good quality public facilities (School Clinics) RTUNITIES NATURA	THREADS AL CAPITAL Climate change impacting on existing agricultural production Unsustainable water supply
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	municipality (grey power) Functional libraries and museums Accessibility to good quality public facilities (School Clinics) RTUNITIES NATURA Exploring of effective partnerships to enhance conservation of the natural environment	THREADS AL CAPITAL Climate change impacting on existing agricultural production Unsustainable water supply Quality of drinking water Limited land and high cost of land
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• 2 1	municipality (grey power) Functional libraries and museums Accessibility to good quality public facilities (School Clinics) RTUNITIES NATURA Exploring of effective partnerships to enhance conservation of the natural environment ECC Growth in both domestic and international tourism markets	THREADS AL CAPITAL Climate change impacting on existing agricultural production Unsustainable water supply Quality of drinking water Limited land and high cost of land DNOMY High level of inequality Political dynamics
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•	Integration of strategic planning processes (Strong IGR Structures) Established effective intergovernmental relations Effective communication platforms with the community (Mayoral Imbizo's)	•	infrastructure development Limited resources to address the service delivery and infrastructure demands & backlogs (Inadequate Equitable Share) Worrying decrease in population (Migration)	
	INSTIT	TUTION	AL	
•	Expanded Public Worker Programme		Decreasing demand for low-skilled labour	
•	SETA's and Learnerships		Exploring of partnerships with private sector and NGO's to	
•	Good work ethics amongst staff and Councillors	improve service delivery and facilitate development		

Powers and Functions of District and Local Municipalities

A municipality has all the powers and functions assigned to it in terms of sections 156 and 229 of the Constitution, and must exercise them subject to Chapter 5 of the Municipal Structures Act. The Municipal Structures Act of 1998 made provision for the division of powers and functions between district and local municipalities. It assigned district-wide functions to district municipalities and most day-to-day service delivery functions to local municipalities. The provincial MECs were empowered to adjust these powers and functions according to the capacity of municipalities to deliver services.

The Municipal Demarcation Board assessment of capacity for the Xhariep District Municipality indicates that the district is performing the following functions:

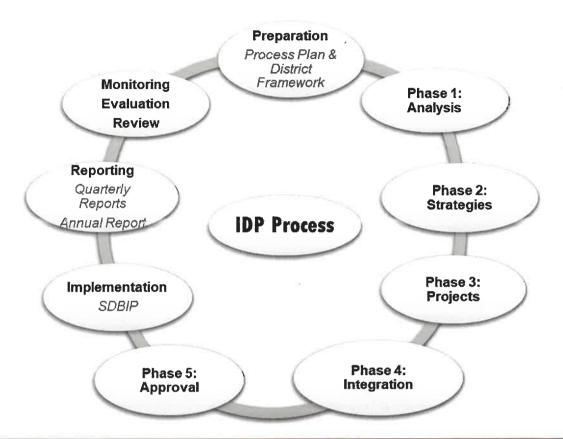
- Local Tourism specifically the maintenance of tourism sites;
- *Municipal planning* the development and implementation of district-wide IDP framework;
- Cemeteries, funeral parlors and crematoria Xhariep district is discharging an inspection function;
- Monitoring of refuse and waste disposal sites,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

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

IDP/Budget Review Process

The Municipal Systems Act (No 32 of 2000), Section 34 requires the review and amendment of the IDP. It requires that municipalities implement their respective Integrated Development Plans and monitor and evaluate their "implementation" performance through the approved SDBIP. The preparation and review of the IDP is a continuous process providing a framework for development planning activities in the district. In pursuit of proper coordination of the IDP process, the district followed the five critical phases of the review, namely, analysis, strategy, projects, integration and approval.

Figure: Phases of the IDP Review/Development



Phases		Process	Outputs	Timeframe
Preplanning)	The District, during this phase, developed the IDP/Budget Review Framework and Process Plan in consultation with the local municipalities. The Framework/Process Plan sets timelines and serves as a guide on how the 2022/23 IDP/Budget Review processes will unfold.	IDP Process Plan District Framework for Integrated Development Planning	4 weeks (Jul-Aug) IDP/Budget Framework and Process Plan adopted on the 30 August 2022.
Phase Analysis	1	This phase involves an assessment of the existing level of development with specific reference to service gaps, key development priorities and challenges and culminate in the compilation of the IDP Status Quo/Situational Analysis report.	 Assessment of existing level of development; Priority issues or problems; Information on causes of priority issues/problems;	3 months (Sep-Nov)
Phase Strategy	2	Departmental and Management Strategic Planning sessions geared towards reviewing, inter alia, municipal strategies, long-term development goals and projects and budgets.	The Vision;Objectives;Strategies;Identified Draft Projects;	months (Dec-Feb) Departmental Strategic Planning: January/February 2023.
Phase Projects	3	This phase involves compiling a detailed list of projects identified during the strategy phase.	 Performance indicators; Project outputs, targets, location; Project related activities & time schedule; Cost & budget estimates. 	3 months (January March)

Phase 4 Integratio n Phase 5 Approval	The district interacted with local municipalities and sector departments to ensure that plans were integrated in an inclusive, seamless and continuous process. Approval of the 1 st Draft IDP/Budget	5-yr financial plan; • 5-yr capital investment programme (CIP); • Integrated Spatial Development framework; • Integrated sectoral programme (LED, HIV,Poverty alleviation, Gender equity etc.); • Consolidated monitoring/performance management system; • Disaster management plan; • Institutional plan; • Reference to sector plans. An approved Draft IDP An approved Draft Budget	6 weeks (April - May) March 2023
<i>y</i>	After approval of the Draft IDP/Budget, XDM undertake the IDP/Budget Public Consultation Sessions. The stakeholders include Traditional Leaders, Sector Departments and Parastatals, Business and Academic Institutions, and NGO/CBOs. The inputs and comments are incorporated into the Final Draft IDP and reported back to stakeholders during the 3 rd and final IDP Representative	Consolidated inputs from all the stakeholders within and outside the District.	(March - April) April- May 2023
Phases	Process	Outputs	Timeframe
	Forum before approval by Council		
	Approval Final Draft by Municipal Council.	An approved IDP	Final Adoption - May 2023

IDP Assessment by MEC

In terms of Section 32 of the Municipal Systems Act (Act 32 of 2000) a copy of the municipality's IDP must be submitted to the MEC for Local Government for assessment which will ensure that more credible IDP's are produced. The timing of the assessment process is strategically determined during the month of April each year to allow input from sector departments on the draft revised IDP's which will allow municipalities to still make adjustments before the final IDP reviews are adopted by Councils towards the end of May each year.

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

CHAPTER 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Introduction

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realized through the existing cordial and productive relationship between the administration, political structures and political office bearers of Council.

Public Participation

The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organisations in the matters of local government". The White Paper Local Government (WPLG) emphasises the issue of public participation (not only in municipal planning). It provide details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes. Public participation is meant to promote local democracy.

Mechanisms and procedures for Stakeholder Participation

Print and Electronic media

The following is done to ensure widespread and conducive stakeholder participation:

- Media such as the local newspaper, local radio stations, municipal bills etc. are utilised to inform communities and stakeholders of Council's intention to embark on the IDP process.
- The Mayoral Committee and the IDP Technical Committee are requested to identify a list of possible stakeholders.
- All messages/information are conveyed in a language/s understood by the general community.
- The correct venues and times for public meetings are well communicated.
 Furthermore, the municipality ensures that meetings are held at such times that all stakeholders can attend.
- Adequate time is allowed within limits to representatives of organizations to report back to their relevant organizations.
- Adequate time is also allowed for the community and organizations to report back on the draft IDP document.

Stakeholders are invited to the relevant Council meeting and the approved IDP document is made available at all public libraries within the municipal area of jurisdiction. In addition, the IDP is also made available on the website of the municipality.

Community Consultation

On a regular basis, the municipality engages in to community consultation meetings in an endeavour to:

- Give feedback on progress in relation to the level of development;
- Gather inputs from communities in relation to service delivery needs;
- Disseminate information on the roles and responsibilities of the municipality.

Public participation was conducted at the following areas as pronounced by the Executive Mayor:

Municipality & Town	Date	Responsible person
Letsemeng LM -Luckhoff	18 April 2023	Executive Mayor
KopanongLM- Reddersburg	19 April 2023	Executive Mayor
Mohokare LM- Smithfield	19 April 2023	Executive Mayor

Ward Committees and Community Development Workers

Within our local municipalities there are ward committee structures that are envisaged to narrow the gap between the municipality and communities, since ward committees have the knowledge and understanding of the citizens and communities they represent. Ward Committees are also seen as mechanisms to strengthen the capacity of communities and thus deepen public participation.

The municipality also utilises CDWs as another form of link in accessing communities in relation to community development initiatives/programmes. Whilst the CDWs are regarded as the link between government and the community, there are still communities especially the majority of people who fall in the poorer segment of the population that are unable to access the full potential of the municipality programmes.

Communication and Stakeholder Liaison

The approach to government communication takes its cue from the constitutional imperative of freedom of information and the objectives of building a truly democratic state.

This requires government to maintain continued interaction with the people to be able to understand their needs. This type of communication will enhance an informed and appropriate response to people's needs to enable the community to become active and conscious participants in social transformation.

A fundamental need of government communication is to reach the majority of the population, especially the disadvantaged and those previously marginalized from all forms and channels of communication.

Communication platforms

Print and electronic media

Local newspapers and radio stations are being utilised to disseminate information and ensure widespread and conducive stakeholder participation.

Web page on www.xhariep.gov.za

The XDM website provide the community with easily accessible online information on service delivery matters, services, programmes, upcoming events and promote the municipality's corporate image.

Local Communicators Forum

Quarterly engagement meetings with locally based Government Departments and parastatals are held – Labour, SASSA, Cogta, Stats SA, Home Affairs, Eskom, etc.

Publications

The municipality's marketing and communication publications- brochures, newsletters, reports, magazines, newspapers – are based on the plans and goals of the municipality for a particular financial year. They are based on public benefit or if the public requires specific information that is best communicated through a publication.

Media briefings and interactions

Media briefings are held to communicate visible achievement of milestones on service delivery which have a direct impact on the community.

Notice Board

Official notice boards are a utilized to deliver key messages to staff and members of the public at low cost.

Administration services

For the Council to achieve its goal and objectives, it needs effective and efficient support services in relation to committee service & support services. The Administration Section therefore is committed to render and act as custodian of Council's administrative support services.

This Section will commit to do the following:

- To continue compiling good quality reports to Council, Mayoral Committee & Council Committees, implement and facilitate the process of ensuring the passing of resolutions and ensure all Council Resolutions are minuted.
- To ensure effective, accountable administration and monitor and report the implementation of Council Resolutions.

Legal services

The legal division intends to conduct legal audit on all legislation having an impact on the municipality in the next financial year to be able to strictly monitor compliance each relevant department and to be able to render the professional legal advice.

The unit commits to execute the following:

• Ensure more effective, accountable and clean local government that works together with national and provincial government.

- The Council Fraud Prevention Policy will be continuously updated and diligently implemented.
- Service Standards for all municipal services will be compiled, published and applied as far possible.

The municipality has also developed the following registers:

- Contract register with the intention of properly following up on all the contracts and monitoring compliance thereof.
- Municipal code & policy register to keep record of all municipal by laws & policies.

Performance Management System (PMS) and Integrated Development Plan (IDP)

Planning in XDM is regarded as a vital tool to ensure the integration of municipal activities with other sectors of development planning at different levels by serving as a basis for communication and interaction. The IDP and PMS serve as the basis for engagement between the council and the community, various stakeholders and interest groups. The municipality strives to remain a participatory and accountable government to all by ensuring proper planning, utilization of resources and performance management.

Risk management

Section 62(1) (c) (i) of the Municipal Finance Management Act compels the accounting officer to establish and maintain, among others, a system of managing risks faced by the municipality. The XDM has in place a system of risk management for the municipality to provide some assurance that risks across all functions and levels, that may have an impact on the achievement of objectives, are adequately and proactively anticipated and mitigated.

Risk Management processes are coordinated, supported and championed by the Risk Management Department, led by the Chief Risk Officer. The governance model of operation of the XDM's systems of managing risk a decentralized one, wherein departments are responsible for performing risk identification, evaluation, mitigation and reporting processes.

XDM has in place a shared service of Risk Management Committee and Audit Committee. The Risk Management Committee, which comprises of independent external members, is responsible for overseeing enterprise wide risk management of the municipality. XDM Audit Committee also supports the Risk Management Committee in its risk oversight role.

The effective management of risk is prioritised to ensure that business risks across the organisation are identified and managed on an ongoing basis for the achievement of the municipality's "the number one African city in service delivery and good governance". The risk categories have been aligned to the strategic objectives in order to identify those risks that directly affect and/or impede the municipality's ability to achieve those strategic and business objectives.

During the risk assessment process, management took into account the following five (5) key performance areas (KPAs):

- KPA 1: Good Governance and Public Participation
- KPA 2: Municipal Transformation and Organisational Development
- KPA 3: Financial Viability
- KPA 4: Local Economic Development
- KPA 5: Service Delivery and Infrastructure Development
- KPA 6: Spatial and Community Development

Risk management in the municipality is guided and monitored by various committees at Council and administrative levels. These committees include the Executive Management Committee, Risk Management Committee, and the Audit Committee. Additionally, the municipality appointed a Risk Officer as part of the reasonable steps taken to maintain an effective, efficient, and transparent system of financial and general risk management.

Council has adopted Risk Management enablers, the Risk Management Policy, Strategy, implementation Plan, Fraud Prevention and response plan, Whistleblowing policy and Risk registers (strategic and operational) that enable management to proactively identify and respond appropriately to all significant risks that could impact business objectives. In line with the approved Risk Management Policy and Strategy, a top-down and bottom up approach has been adopted in developing the risk profiles of the organisation. The results of the strategic and operational assessments were used to compile a risk register.

Audit and Performance Audit Committee

- The Municipality has appointed an Audit and Performance Audit Committee (APAC) through a Shared Model. The roles and responsibilities of the committee in respect of the IDP are amongst others is to:
- Play advisory role to the Municipal, Council, Accounting Officer, Executive Management on effective governance process and compliance with any applicable legislation for example MFMA, MSA and Spatial Development.
- Oversee good governance practices within municipality including control environment and risk management systems.
- Review as to whether the 3 Year Rolling Strategic Audit objectives which are aligned to the IDP objectives.
- Review the process followed in drafting the integrated development plan.
- Review the implementation of the integrated development plan
- Review the content of the integrated development plan.

- Review the municipality's performance in relation to the KPIs and the targets of the municipality.
- Assess/Evaluate performance of section 56 employees in relation to IDP KPI's
- Report to the Audit Committee and Council on the results of the abovementioned responsibilities

Internal Audit

Internal Audit Function provide an independent, objective Assurance and Consulting Services that add value and improve the municipality's operations. The Function assist the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The

Function evaluate risk exposures relating to the Municipality's governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information;
- Effectiveness and efficiency of operations;
- Safeguarding of assets; and
- Compliance with laws, regulations, and contracts.

The below legislations and prescripts underpins the establishment of the function:

- Municipal Finance Management Act No. 56 of 2003 section 165;
- Internal Audit Framework (IAF) National Treasury Republic of South Africa March 2009 (2nd Edition) section 3;
- International Standards for the Professional Practice Standards effective January 2017; and
- King III and IV Code Governance Reports.

The internal audit function report administratively to the Accounting Officer (Municipal Manager) and functionally to the Audit Committee on the following Policies and Procedures as approved by the Audit Committee and Council:

Internal Audit Charter

- The International Standards for the Professional Practice of Internal Audit, Standard 1000 requires the purpose, authority and responsibilities of the internal audit activities to be formally defined in an Internal Audit Charter.
- The internal audit activity, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of organization records, physical properties, and personnel pertinent to carrying out any engagement.
- Furthermore the Internal Audit Charter requires that all employees be requested to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Council.

• The Charter set out the nature, role, responsibility, status and authority of Internal Audit Function within the Municipality, and to outline the scope of the internal audit work.

Internal Audit Methodology

- Establish a standard methodology for conducting internal audit reviews as required in terms of section 165 & 166 of the Municipal Finance Management Act (MFMA), the Treasury Regulations, and to comply with the International Standards for the Professional Practice of Internal Auditing (ISPPIA).
- The Methodology is applicable to all audit reviews except those conducted by specialized audit functions.
- The Methodology is modelled on International Standards for the Professional Practice of Internal Auditing (ISPPIA) guidelines.
- The guide must be used in conjunction with all other relevant policy documents, for example, the ISPPIA, Internal Audit Charter and Audit Committee Charter although the scope and nature of the system being audited may differ substantially from one audit to the next, this methodology must be applied to the adequate and effective review of all systems of internal control.
- The manual document in detail the internal audit policies and procedures on the activity. Serve as a useful guide to the internal audit staff in respect of their responsibilities, approach and authorities to conduct effective internal audits and communicate audit results to relevant stakeholders.
- The Internal Audit Methodology use the documentation as a basis for internal initiatives for the improvement of systems and improving internal control procedures.

Three-year rolling and annual internal audit plan

- Risk based audit plan outline in detail to the Municipal Manager and the Audit Committee the areas which will be reviewed by Internal Audit Function.
- The plan is a product of the risk assessment performed by Risk Management Function and internal audit function identify audit universe based on most significant risk areas and that's where an annual engagement focus is derived.
- Statutory requirement such as MFMA section 165 i.e. Performance Management, Loss Control are also identified categorically.
- The plan is regularly reviewed and updated to maintain its relevance and it should be approved by the Audit Committee prior to the execution of Internal Audit fieldwork.
- The Plan is also an important tool to manage the internal audit activity to communicate planned internal audit activities to other interested parties (i.e. Auditor-General of South Africa) and to measure the performance of the internal audit activity on a periodic basis.

- The approach to internal audit will be flexible and where necessary the planned approach can be adjusted to take account of any special requests by Management and Audit Committee.
- The detailed scope and timing of the work will be agreed upon by the Audit Committee and the Municipal Manager and the focus of the planned projects can be amended and/or projects removed from the plan to take account of special requests.

Combined Assurance Framework

- The framework provide for a Combined Assurance Plan to ensure optimal overall assurance to Senior Management, the Accounting Officer, the Audit Committee and the Council and its oversight bodies.
- The framework details key assurance providers, roles and responsibilities, as well as the type, level and frequency of interaction required to ensure combined assurance.

Types of audits

- Regularity Audit (Financial, Compliance Risk Based/Process Based)
- Performance Audit (Economy, Efficiency Effectiveness Objective Based),
- Value for Money Audit (Management request) (Agreed upon procedures/Control Based)
- IT audits (General and Application Controls Risk, Control, Process Based)

Customer care

Access to decent Customer Care is no longer a privilege to be enjoyed by a few, it is now the rightful expectation of all citizens. The municipality want to turn words into action and to ensure that the needs of the community come first and be satisfied. The community need to view and experience Customer Care in an entirely new way.

It is an initiative that aims to ensure that municipal employees are service orientated, strive for excellence in service delivery and commit themselves to continuous improvement in this regard. Xhariep District Municipality is accountable to our community for the level of service we render. We constantly have to ask ourselves:

- Do we deliver the service standard that we promised?
- Do all citizens have equal access to services that they are entitled to?
- Do we always treat all citizens with courtesy, dignity and respect?
- Are we open and transparent about how we work?
- Do we ensure value for money?
- Are we having a positive impact on our customers?

Assessment of Existing Level of Development and Service Delivery

An assessment of the existing level of development was conducted across the six KPAs to inform the current performance and status quo of XDM. The performance analysis is presented as a rating system with three evaluation criteria, as follows:

1.	Good performance / implementation / standard
2.	Average performance / standard OR policy in place with average implementation
3.	Poor performance / standard OR no performance / function

The key benefit of this performance review framework is the ability to rapidly monitor the current areas of strengths and weaknesses of the Municipality. Moreover, it provides the ability to evaluate trends, allows decisions to be made on areas which require immediate attention. Below is the current performance of the Municipality.

KPA 1: Good Governance KFA 1: Governance Structures

Description	20/21	21/22	22/23
1. Council has been duly elected and is fully functional			
2. Executive Mayor and Mayoral Committee			
3. Sect 80-Committees			
4. Sect 79-Municipal Public Accounts Committee (MPAC)			
5. Audit & Performance Committee			
6. IDP Representative Forum			
7. Office of the Speaker			
8. Budget Steering Committee			The state of the s
9. Risk Management Committee			
10. Integrated Development Planning (IDP)			

KFA 2: Risk Management

	20/21	21/22	22/23
1. Integrity Management (Anti-Fraud and Corruption)			
2. Risk Management Policy			
3. Risk Register (Strategic & Operational)			
4. Risk Management Plan	N. C. S.		

KFA 3: Stakeholder Participation

Description	20/21	21/22	22/23
1. District Communicators Forum			
2. Disaster Management Forum			
3. LED Forum			
4. Functional ward committees in all wards	N/A	N/A	N/A
5. Participation in IDP and Budget process			
6. Mayoral Imbizo's			

7 IDP Forums	
8. IGR Forums (Political)	
9. IGR Forum (Technical)	

KFA 4: Intergovernmental Relations

 Premier's Co-ordinating Forum (PCF) Technical PCF MECLOGA SALGA District Fora Premier's Co-ordinating Forum (PCF) 	Description	20/21	21/22	22/23
2. Technical PCF 3. MECLOGA 4. SALGA 5. District Fora 6. Premier's Co-ordinating Forum (PCF)	1. Premier's Co-ordinating Forum (PCF)			
3. MECLOGA 4. SALGA 5. District Fora 6. Premier's Co-ordinating Forum (PCF)	2. Technical PCF			
4. SALGA 5. District Fora 6. Premier's Co-ordinating Forum (PCF)	3. MECLOGA			
5. District Fora 6. Premier's Co-ordinating Forum (PCF)	4. SALGA			
6. Premier's Co-ordinating Forum (PCF)	5. District Fora			
	6. Premier's Co-ordinating Forum (PCF)			

KPA 2: Safe & Healthy Environments

KFA 5: Safety and Security

Description	20/21	21/22	22/23
1. Community Training/ Projects		1. 大大大大	
2. Security & CCTV Project			
3. Crime Prevention			
4. By-law Enforcement			

KFA 6: Emergency Services

Description	20/21	21/22	22/23
1. Fire Prevention			
2. Community Training /Projects			
3. Disaster Management Plan			
4. Disaster Management Centre (District Function)			
5. Disaster Relief Projects			

KFA 7: Environmental Heath

Description	20/21	21/22	22/23
1. Environmental Management Framework			
2. Integrated Waste Management Plan			
3. Water Quality			
4. Food Control			
5. Funeral Parlours			
6. Air Quality & Monitoring			
7. By-laws			

KFA 8: Special Programmes

Description	20/21	20/21 21/22 22/23	22/23	
1. Mayoral Social Development Fund				
2. Youth Development				
3. District Aids Council				
4. Gender-Based Violence				

5. Elderly Programmes	
6. ECD Programmes	
7. Disability Programmes	

KPA 4 Institutional Development

KPI 9: Human Resources & Skills Development

Description	20/21	21/22	22/23
Organisational Structure			
1. Functional Organisational Structure (Organogram)			
2. Number of Vacancies			
3. Staff Turn-over			
4. Employment Equity			
5. Vetting			
Human Capital and Skills Development			
6. Submission of Workplace Skills Plan (WSP) and Annual Training Report (ATR) to Department of			

Labour	
7. Succession Plan	
8. Study Assistance Scheme	
9. Implementation of Annual Training Plan (ATP)	
10. Staff Morale	

KPI 10: Monitoring & Evaluation and Performance Management

Description	20/21	21/22	22/23
1. Performance Management Policy			
2. Performance Management System	では、 できることは、 ないできる		
3. Cascading of Performance Management System		(25) (5) (4) (0) (2) (4) (4) (4)	
4. Regular review of institution			
5. Regular review of service providers and contractors			
6. Annual Report			

7. Audit Report (Opinion –Unqualified)		
8. Audit Charter		
9. Audit Action Plan		
10. Performance Agreements (Senior Management)		

KPI 11: Information Communications Technology (ICT)

Description	20/21	21/22	22/23
1. Strategic Capability			
2. Resources (Budget, Staff & Equipment)			
3. Master Systems Plan (MSP)			
4. ICT Helpdesk and Technical Support			
5. Financial Management System			
6. Human Resources Management Plan			

7. Consumer Account Management (Printing &	Distribution)

KPI 12: Policies, Processes and Procedures

Description	20/21	21/22	22/23
1. Regular internal management meetings			
2. Departmental Meetings			
3. Regular Mayoral Strategic Sessions			
4. Processes and procedures are in place to address and implement Council policies			
5. Processes and procedures are reviewed or developed departmentally as and when required on the basis of changed circumstances			
6. Policy Register			
7. Regular review of policies & by-laws			
8. System of Delegations			
9. Municipal By-Laws			

KPA 5: Financial Stability

KPI 13: Financial Management (Expenditure, Budget & Reporting)

Description	20/21	21/22	22/23
Financial Management		21	
1. Capital Expenditure			
2. Operating Expenditure			
3. Cost Containment			
Financial Reporting			
1. Section 71-monthly reporting			
2. Section 52-quarterly reporting			
3. Mid-year Performance Reporting			
4. Annual Report			
5. Annual Financial Statements			
Budgeting			
1. Budget Policy			
2. Budget Steering Committee			

3. Operational Budget	
4. Capital Budget	
Funding	
1. Own Funding	
2. Grant Funding	
3. External Loans	

KPI 14: Revenue Management

Description	20/21	21/22	22/23
1. Outstanding Debt			
2. Registered Indigents	N/A	N/A	N/A
3. Revenue Collection	· ·		

KPI 15: Supply Change Management

Description	20/21	21/22	22/23
1. Supply Chain Management			

KPI 16: Asset, Equipment & Fleet Management

1		
Description	20/21	21/22 22/23
Assets	不	
1. Movable Assets		
2. Infrastructure Assets		
Pleet All All	大学 十十十十十十十十十十二十十十二十十二十二十二十二十二十二十二十二十二十二十二	
Total of the XDM Fleet: vehicles, excluding trailers and equipment		
Average age of the Council's vehicles: 8 years		Er ch
1. Condition of fleet -		
2. Condition of fleet -		
3. Condition of fleet -		

Equipment	
8. Computers	
9. Laptops	
10. Printers	
11. Switches	
12. Software	

KFA 17: Climate Change Adaptation and Mitigation

Description	20/21	27/12	22/23
1. Climate Change Adaptation and Mitigation Strategy			

KPA 7: Communications & Customer Care

KFA 18: Communications & Marketing

Description	20/21	21/22	22/23
1. Communications Policy			

2. Communications Plan	
3. Marketing Plan	
4. Communications and Marketing Unit	
5. Budget and Resources (PR & Marketing)	
6. Internal Newsletter	
7. External Newsletter	
8. Media Releases	
9. Branding	
10. Corporate Identity Manual	
11. Advertising and Marketing	
12. Events	
13. Functional Website and Compliance with Section	
75 of the MFMA	
14. Internal Communications Email	
15. Social Media Accounts	

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KPA 8 Economic Growth & Spatial Transformation

KFA 19: Municipal Planning & Built Environment

Description	20/21	27/22	27/23
1. SPLUMA Compliance			
2. Spatial Development Framework (SDF)			

KFA 20: Local Economic Development

Description	20/21	21/22	22/23
1. LED Strategy			
2. Food Security Programmes			
3. Improved IGR with other Provincial and National Sector Departments			
4. SMME Database			
5. Xhariep Economic Analysis			

6. LED Projects		
7. Agriculture		
8. Farmers Support (Access to Municipal Owned Land)		
9. Capacity Building Programmes for Job Creation		
10. Expanded Public Works Programme (EPWP)		
11. SMME development		
12. District Development Plan (DDM)		

CHAPTER 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Introduction

This chapter articulates the broad institutional framework of Xhariep District as well as Its governance model.

Political Structure

The political structure of Xhariep District Municipality is comprised of the Executive Mayoral System that is structured as follows:

- Executive Mayor;
- Speaker
- Mayoral Committee;
- The municipal council consists of 16 councilors (6 directly elected councilors and 10 councilors seconded from local municipalities).
- The municipality has established committees in terms of Section 79/80 of the Municipal Structure Act as well as MFMA Section 166.

District Councilors and political parties they represent

Initial and Surname	Political Party	Status: Direct/seconded
Clir NI Mehlomakulu	ANC	Direct
Cllr AM Shasha	ANC	Direct
Clir NJ Garekoe	ANC	Direct
Cllr TD Mochechepa	ANC	Direct
Clir AM Lebaka	ANC	Seconded
Cllr AJJ Van Rensburg	DA	Direct
Cllr TI Phatsoane	ANC	Direct
Cllr AM Molai	EFF	Direct
Clir RW Van Wyk	DA	Seconded
Cllr MG Mokheseng	ANC	Seconded
Clir MV Malgas	ANC	Seconded
Cllr MM Lekoena	EFF	Seconded
Cllr AN November	ANC	Seconded

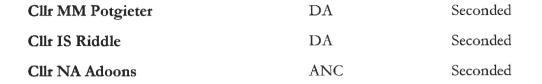
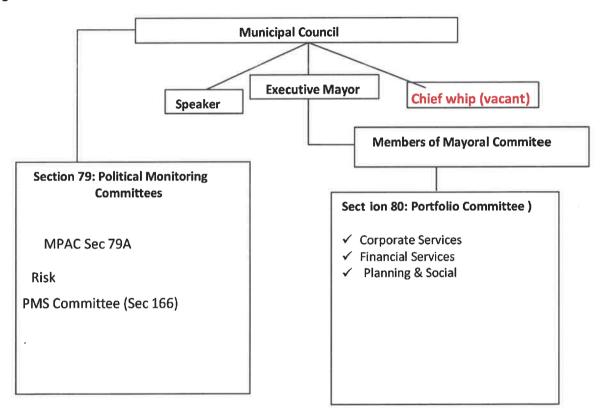
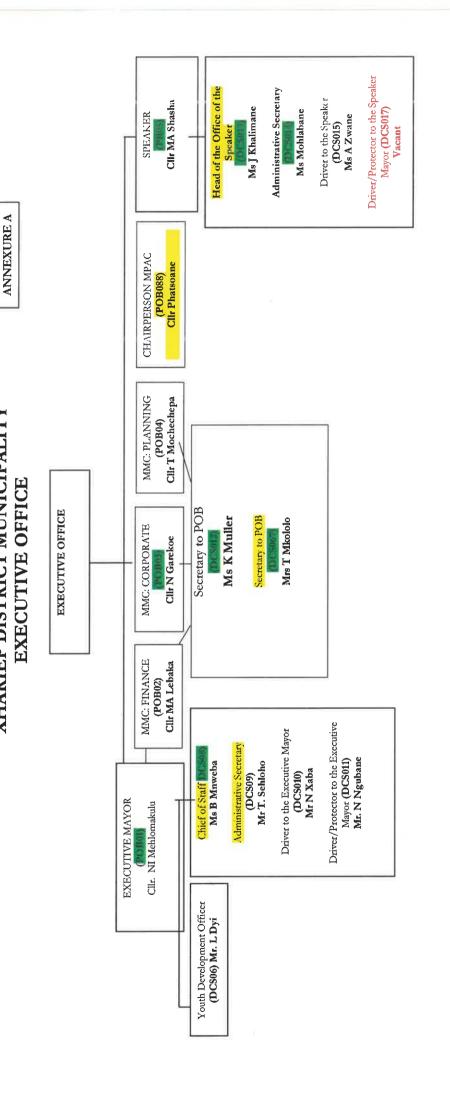


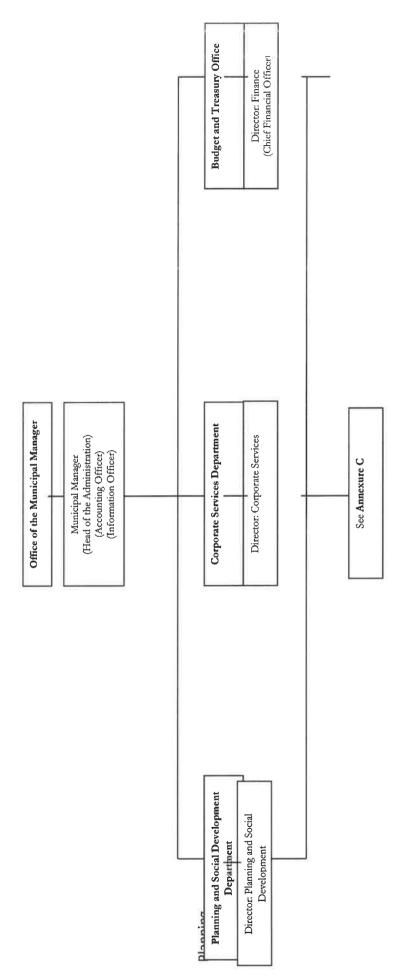
Figure : Political Governance Structure

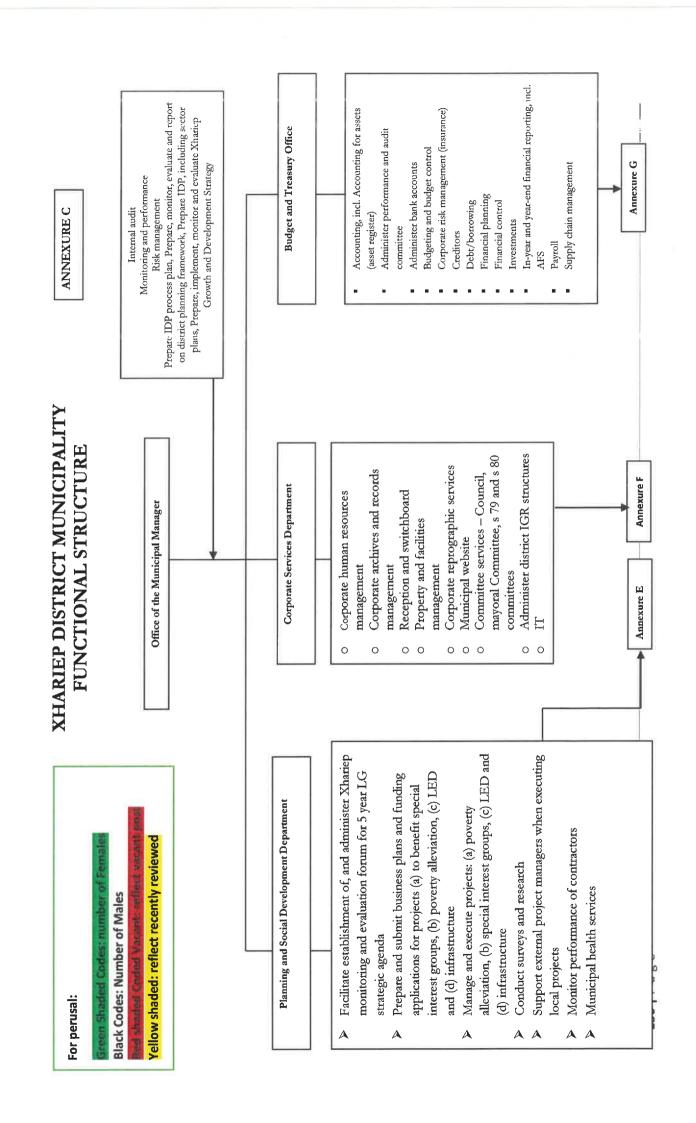


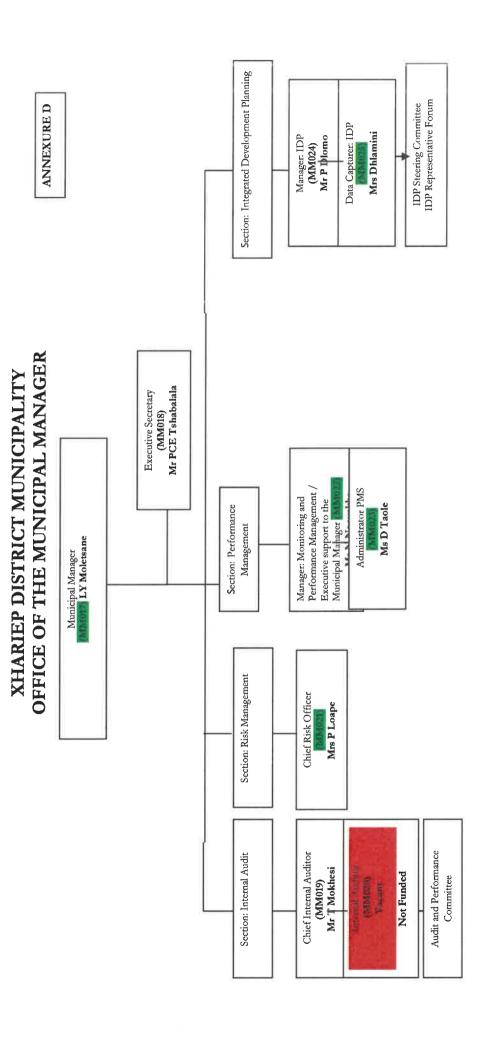


XHARIEP DISTRICT MUNICIPALITY

ANNEXURE B XHARIEP DISTRICT MUNICIPALITY MACRO-STRUCTURE

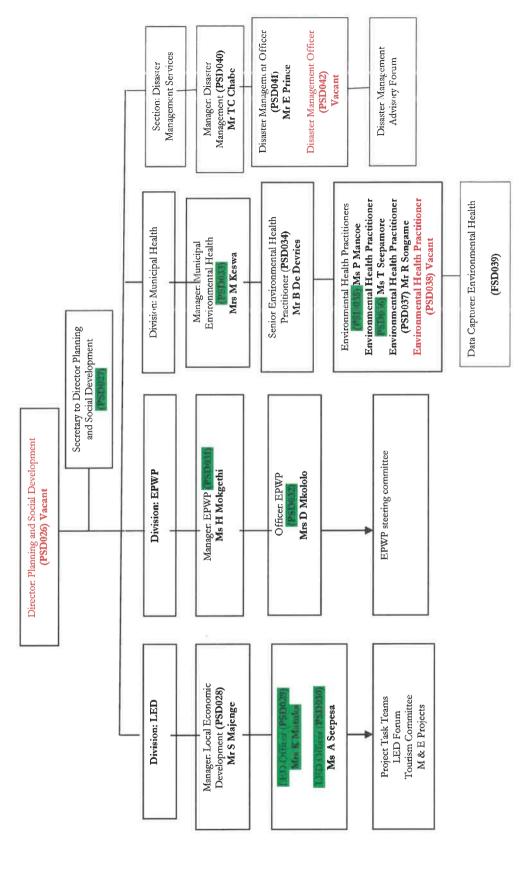


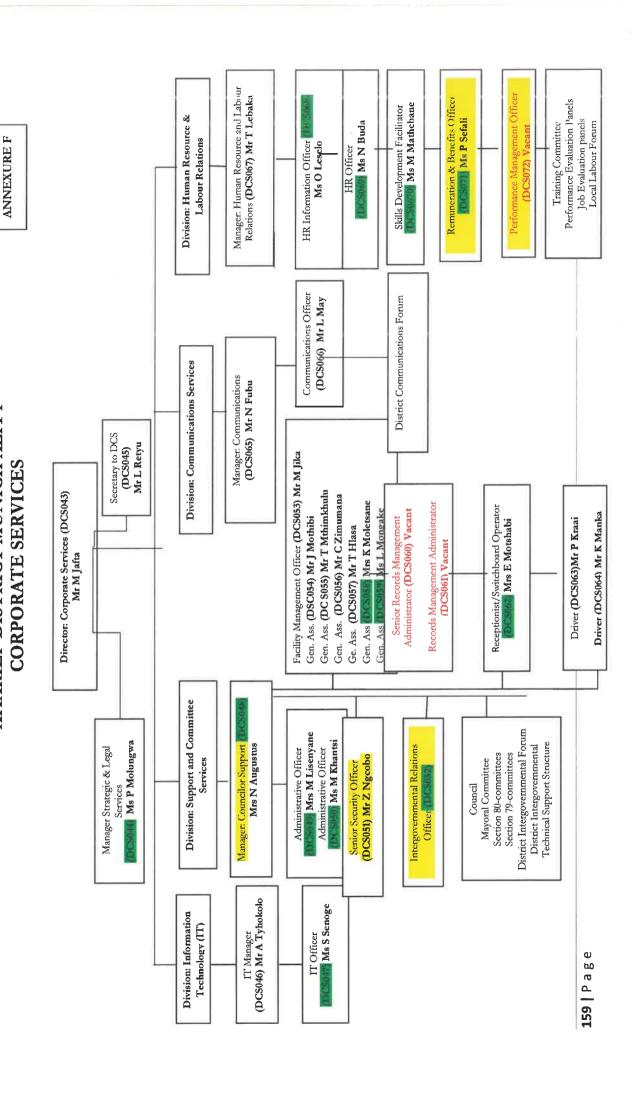




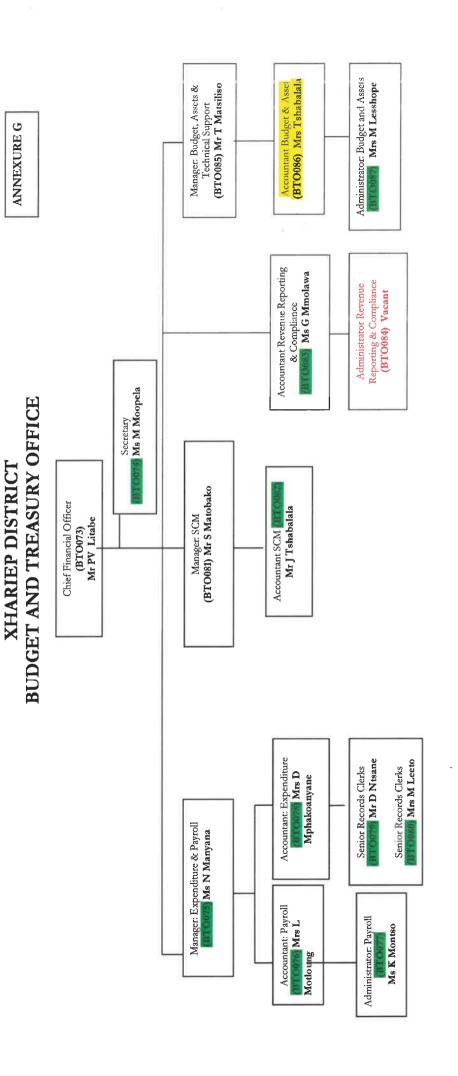
XHARIEP DISTRICT MUNICIPALITY PLANNING AND SOCIAL DEVELOPMENT

ANNEXURE E





XHARIEP DISTRICT MUNICIPALITY



Human Resource and Performance Management

In order for the municipal to deliver on its vision of being the leading community driven municipality in the provision of sustainable services and development programme, much emphasis is put on recruitment, staff retention and skills development and training. The municipality developed a Human Resource Policies adopted by Council and plans are underway to get the policies/strategies reviewed and aligned with legislative amendments and HR best practices in the sector.

Recruitment, Training and Development

In order to recruit, develop and retain critical and scarce skills, the municipality is continuously reviewing the following policies: Recruitment Policy, Training and Development Policy, Retention and Succession Planning Policy.

(i) Staff Component and Appointments

The staff complement of the municipality as of February 2022 stands at 92 posts including Councillors (16). Appointments that were made since then, have taken into consideration implementation of the Employment Equity Act 55,1998.

(ii) Skills Development

Xhariep District Municipality recognizes the value of investing in its workforce through the implementation of a carefully planned training and development initiatives and activities. A skills audit was conducted to determine the kind of skills that employees regard as important for their own skills development needs. A Workplace Skills Plan is compiled and implemented annually to provide training on core skills needs which focus on the organization as a whole and submitted to the Department of Labour.

Skills development is aimed at benefiting all employees but, has to at the same time ensure that significant progress is made in advancing the development interests of designated groups in line with Employment Equity targets. The interpersonal and people management skills of senior and middle managers will continue to be improved through training with the assistance of the LGSETA and relevant other technical SETA's.

The other kind of skills development needs focus on specific skills needed in specific departments within the organization. In this instance the Departmental Head identifies the kind of training needs that is important for specific employees in terms of law and informs the Human Resources Department accordingly i.e. refresher training with regard to technical skills; professional courses etc. Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions.

CHAPTER 6: FINANCIAL VIABILITY

Introduction and Background

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to maintain and improve its audit status. It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Directorate Financial Services is managed by the Executive Director Financial Services, who is also the Chief Financial Officer, with the assistance of five divisions, each with a divisional Assistant Director, namely the Budget Office, AFS & Assets, Treasury Office, Expenditure & Salaries and Supply Chain Unit. The directorate is responsible for the function of budgetary, accounting, expenditure and revenue management and maintenance of the financial system.

The multi-year financial plan for the IDP is prepared for five (5) years. Based on this plan, considering the particular requests from the community, Council then approves annually the municipal budget.

MUNICIPAL FINANCIAL PLAN

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

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

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

Objective

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

Financial Plan

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

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

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

These can include:

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

Financial Management

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

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

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

The municipal fiscal environment is influenced by a variety of macro-economic control measures. National Treasury determines the ceiling of subsidies.

Capital and Operating Budget Estimates

The financial plan includes an Operating Budget (Table 1), the Capital Investment Programme per GFS Classification (Table 2), the Capital Investment Programme per Department (Table 3), and the Capital Investment Programme per Funding Source (Table 4) for the three years ending 30 June 2024.

MUNICIPAL PROJECTS FOR THE 2023/24 FINANCIAL YEAR

Item	Amount (Rand)
District Aids Council	R5 000
Public Participation Council	R70 000
Special Programmes Council	R70 000
Social Responsibility Fund-Council	R50 000
Youth Development Project	R10 000
Inter-Governmental Relations Council	R5 000
Environmental Health projects	R160 000

ſ	Rural Roads Asset Management Service	R 2 308 000
	Expanded Public Works Programme	R 921,000
1	Financial Management Grant (employs	R 1,720,000
	Interns)	

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

Financial Strategy

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

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

The Financial Framework

i. Revenue Adequacy and Certainty

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2021/22 to 2022/23 financial years as follows:

Grants:	DORA Allocations_2023/24	DORA Allocations_2024/25	DORA Allocations_2025V26
Equitable Share	R50 851 000	R53 276 000	R 53 295 000
Finance Management Grant	R1 720 000	R1 720 000	R1 820 000
Expanded Public Works Programme Incentive Grant	R921 000		9 8 1 8 1
Rural Roads and Asset Management Grant	R2 308 000	R2 411 000	R2 519 000
INEP	R23 969 000		* - 12
LGSETA	R3 653 000		

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

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

DC16 Xhariep - Table A1 Budget Summary	ummary									
Description	2019/20	2020/21	2021/22		Current Year 2022/23	2022/23		2023/24 Medium	2023/24 Medium Term Revenue & Expenditure Framework	nditure Framework
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	ı	ı	i	1	ı	ı	1	ı	ı	ı
Service charges	1	ı	ı	ı	ı	ı	ì	ı	ı	ı
Investment revenue	029	652	493	655	655	655	456	1,115	1,024	2,528
Transfer and subsidies - Operational	64,832	61,203	50,989	63,659	63,768	63,768	67,519	63,743	62,772	58,739
Other own revenue	2,481	795	4,152	251	943	943	241	255	268	281
Total Revenue (excluding capital transfers and contributions)	67,963	62,650	55,633	64,564	65,366	65,366	68,216	65,113	64,064	61,547
Employee costs	43,704	46,331	44,744	47,107	45,674	45,674	42,890	48,165	48,786	48,261
Remuneration of councillors	4,664	4,701	4,261	4,105	4,745	4,745	4,345	4,808	4,870	5,102
Depreciation and amortisation	2,109	1,960	1,841	1,500	1,500	1,500	375	009	1,250	1,300
Interest	427	258	347	35	270	270	398	ı	ı	ı
Inventory consumed and bulk purchases	114	103	142	ı	ı	ı	159	ı	ı	ı
Transfers and subsidies	26	70	(49)	26	56	99	3,454	161	169	178
Other expenditure	16,713	15,725	18,807	10,615	11,990	11,990	12,658	35,278	8,873	6,585
	67,829	69,147	70,093	63,419	64,235	64,235	64,280	89,012	63,948	61,426
Surplus/(Deficit)	134	(6,497)	(14,460)	1,145	1,131	1,131	3,936	(23,899)	116	121
Transfers and subsidies - capital (monetary allocations)	ı	I	ţ	1	I	I	ı	23,969	ı	I
Transfers and subsidies - capital (in-kind)	1	E.	1		-		1	-	1	1
Surplus/(Deficit) after capital transfers & contributions Share of Surplus/Deficit attributable to	134	(6,497)	(14,460)	1,145	1,131	1,131	3,936	70	116	121
Associate	1	-	i	ı	ı	-	1	1	I	ı
Surplus/(Deficit) for the year	134	(6,497)	(14,460)	1,145	1,131	1,131	3,936	70	116	121
Capital expenditure & funds sources		•	4							
Capital expenditure	318	68	1,012	1,024	952	952	2,158	20	116	121
i ransfers recognised - capital	221	174	736	831	772	772	1,870	1	I	ı
Вотоwing	ı	ı	1	ı	ı	ı	I	1	ı	ı

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121	121		1,342	(1,179)	42	ı	121		596	(139)	ı	(4,028)		516	1	516		(1,179)	1,300		77	238
116	116		1,290	(1,135)	40	ı	116		194	(133)	ı	(4,484)		118	ı	118		(1,135)	1,250		74	237
02	70		638	(530)	38	,	20		23,099	(27,645)	ı	(4,546)		(4,492)	1	(4,492)		(530)	009		02	190
288	2,158		6,016	10,750	21,250	2,477	(096'9)		101,974	ı	i	101,974		3,578	22,583	(19,005)		(230)	009		70	190
180	952		53,132	952	(14,540)	ı	68,803		54,016	ı	ı	54,016		51,297	2,770	48,527		952	1,500		952	251
180	952		53,132	952	(14,540)	ı	68,803		54,016	1	ı	54,016		51,297	2,770	48,527		952	1,500		952	251
193	1,024		20,978	13,095	(63,618)	2,285	95,555		575	1	ı	575		7,230	(63,990)	71,219		13,095	1,500		1,024	405
275	1,012		3,338	10,387	22,144	2,477	(10,896)		(83,749)	1	ı	(83,749)		226	23,707	(23,481)		10,387	1,831		1,420	348
(84)	89		12,630	11,216	17,997	2,285	3,564		(51,644)	ı	ı	(51,644)		7,330	19,933	(12,604)		11,216	1,960		408	379
26	318		16,424	12,564	17,814	2,024	9,150		(23,479)	ı	ı	(23,479)	1.55	10,677	18,213	(7,537)		12,564	2,095		298	437
Internally generated funds	Total sources of capital funds	Financial position	Total current assets	Total non current assets	Total current liabilities	Total non current liabilities	Community wealth/Equity	Cash flows	Net cash from (used) operating	Net cash from (used) investing	Net cash from (used) financing	Cash/cash equivalents at the year end	Cash backing/surplus reconciliation	Cash and investments available	Application of cash and investments	Balance - surplus (shortfall)	Asset management	Asset register summary (WDV)	Depreciation	Renewal and Upgrading of Existing	Assets	Repairs and Maintenance

Cash / Liquidity Position

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

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

Sustainability

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

Effective and Efficient Use of Resources

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

Accountability, Transparency and Good Governance

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

Equity and Redistribution

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

Development and Investment

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

Macro-economic Investment

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

Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA, etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow for long term period to balance

its budget and pay for overspending. Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems. The manner in which the Municipality manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the Council.

Strategies and Programmes

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

Revenue Raising Strategies and Programmes

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

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

Asset Management Strategies and Programmes

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

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

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

The implementation of a disaster recovery plan

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

• The establishment of a disaster management centre

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

The development and implementation of a repairs and maintenance policy

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

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

Operational Financing Strategies and Programmes

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

Strategies to Enhance Cost-effectiveness

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

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

Training and development of financial (and other) staff

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

Enhanced budgetary controls and timeliness of financial data

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

Financial Management Policies

General Financial Philosophy

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

withstand local and regional economic impacts;

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

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

- keep the Municipality in a fiscally sound position in both the short and long term;
- maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- operate utilities/entities in a responsive and fiscally sound manner;
- · provide a framework for the prudent use of debt financing;
- direct the Municipality's financial resources toward meeting the goals of the Municipality's Integrated Development Plan.

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

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

Budget Policies

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

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

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

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

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

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

Investment and Cash Management Policies

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

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

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

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

Investment officials are required to:

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

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

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

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

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

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

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

Debt Management Policies

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

Asset Management Policies

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

A summary of the Principles supported in this policy are:

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

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

CHAPTER 7: INTERGOVERNMENTAL RELATIONS

Intergovernmental relations

departments and private sector in during the compilation of the IDP in order to present projects that will be implemented in the The MSA provides that municipalities should undertake an integrated development planning process that integrates all sectors, strategies, programme and projects to promote integrated development in communities. The municipality engaged all sector municipality.

The following projects will be implemented by sector departments and private sector:

2022/2027 List of Projects from Sector Departments

PROJECT	TARGETED AREA	SECTOR DEPARTMENT	BUDGET
			2023/2024
Cleaning of towns	All municipalities	DESTEA	R2 000 000
Recycling facilities support	All municipalities	DESTEA	R500 000
Waste pickers (training workshop)	All municpailities	DESTEA	operational
Planting of trees	All municipalities	DESTEA	operational
Bulk water supply	Mohokare LM	Water and Sanitation	R8 896 000
Bulk water supply	Fauresmith Jaggersfontein	Water and Sanitation	,

PROJECT	TARGETED AREA	SECTOR DEPARTMENT	BUDGET
			2023/2024
Bulk water supply	Koffiefontein	Water and Sanitation	-
Upgrading of waste water treatment works	Phillipolis	Water and Sanitation	R16 820 000
Installation of prepaid water meters	Zastron	Water and Sanitation	R20 000 000
Youth Environmental services	The whole district	Forestry, Fisheries and the Environment	R47 446 347
DFFE in house model cleaning	The whole district	Forestry, Fisheries and the Environment	TBC
Municipal cleaning programme	The whole district	Forestry, Fisheries and the Environment	TBC
Installation of AI PLTC cable from main to hospital primary substation	Trompsburg	Department of Energy	R1 600 000
115 Stands phase 4 electrification	Rouxville	Department of Energy	R1 955 000
300 Stands phase 1 electrification	Smithfield	Department of Energy	R5 100 000
200 Stands phase 3 electrification	Zastron	Department of Energy	R3 400 000
Groundwater development through the drilling and equipping of 2 production boreholes including supply pipelines in Noordmansville are in Trompsburg	Trompsburg	COGTA (MISA)	R2 489 750

Auditor General Outcome and Action Plan for 2021/22 FY

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

Report on the audit of the financial statements

Opinion

- I have audited the financial statements of the Xhariep District Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget information and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
- In my opinion the financial statements present fairly, in all material respects, the financial position of the Xhariep District Municipality as at 30 June 2022 and its performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 9 of 2021 (Dora).

Basis for the opinion

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

Material uncertainty relating to going concern

I draw attention to the matter below. My opinion is not modified in respect of this matter. Note 34 to the financial statements indicates that the municipality incurred a net loss of R14 459 929 for the year ending 30 June 2022 and, as of that date the municipality's current liabilities exceeded current assets by R18 806 196.

These events or conditions, along with other matters as set out in note 34, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

Emphasis of matters

Unauthorised expenditure

As disclosed in note 36 to the financial statements, the municipality incurred unauthorised expenditure of R6 110 077 (2021: R1 861 390) due to overspending of the approved budget.

Irregular expenditure

As disclosed in note 38 to the financial statements, the municipality incurred irregular expenditure of R3 354 493 (2021: R3 979 537) due to non-compliance with supply chain management (SCM) regulations requirements.

Restatement of corresponding figures

As disclosed in note 42 to the financial statements, the corresponding figures for 30 June 2021 were restated as a result of errors in the financial statements of the municipality, and for the year end, 30 June 2022.

Material impairment

As disclosed in note 3 to the financial statements, receivables from exchange transactions were impaired by R5 396 984.

Responsibilities of the accounting officer for the financial statements

The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

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

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Report on the audit of the annual performance report

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance areas (KPAs) presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the municipality's annual performance report for the year ended 30 June 2022:

KPA	Pages in the annual performance report
KPA – basic service delivery and infrastructure development	x – x

- I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- I did not identify material findings on the usefulness and reliability of the performance information for KPA basic service delivery and infrastructure development

Other matters

I draw attention to the matters below.

Achievement of planned targets

Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year.

Adjustment of material misstatements

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

Report on the audit of compliance with legislation

Introduction and scope

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

The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements and annual report

The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements.

The oversight report adopted by the council on the 2020/21 annual report was not made public, as required by section 129(3) of the MFMA.

Procurement and contract management

- Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a).
- Sufficient appropriate audit evidence could not be obtained that written quotations were accepted from prospective providers who were on the list of accredited providers and met the listing requirements as prescribed by the SCM policy, in contravention of SCM regulations 16(b) and 17(1)(b).
- Some of the invitations for competitive bidding were not advertised for a required minimum period of days, in contravention of SCM regulation 22(1) and 22(2).
- Some of the contracts were awarded to bidders based on points given for criteria that differed from those stipulated in the original invitation for bidding, in contravention of SCM regulations 21(b) and 28(1)(a)(i) and the Preferential Procurement Regulations.

Expenditure management

- Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
- Reasonable steps were not taken to ensure that the municipality implements and maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds, as required by section 65(2)(a) of the MFMA.
- Reasonable steps were not taken to prevent unauthorised expenditure of R6 110 077, as disclosed in note 36 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed unauthorised expenditure was caused by expenditure incurred exceeding the budget.
- Reasonable steps were not taken to prevent irregular expenditure expenditure of R3 354 493, as disclosed in note 38, as required by section 62(1)(d) of the MFMA. The majority of the disclosed irregular expenditure was caused by non-compliance with procurement prescripts.
- Reasonable steps were not taken to prevent fruitless and wasteful expenditure of R183 988, as disclosed in note 37 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest and penalties incurred.

Consequence management

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

Strategic planning and performance management

- The IDP was not drafted in close consultation with the local municipalities in the district, as required by section 29(2)(a) of the Municipal Systems Act 32 of 2000 (MSA).
- The local community was not afforded the opportunity to comment on the final draft of the IDP before adoption, as required by section 42 of the MSA and municipal planning and performance management regulation 15(3).
- The IDP did not reflect the key performance indicators and targets as required by section 26(i) of the MSA and municipal planning and performance management regulation 2(1)(e).

Other information

- The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected KPA presented in the annual performance report that has been specifically reported in this auditor's report.
- My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
- In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected KPA presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation:

The leadership was slow to implement and monitor the audit action plan to address the prior year's findings and internal control deficiencies identified during the previous audits, as well as misstatements that were subsequently corrected by management and repeated non-compliance with relevant laws and regulations. The management implemented a last-minute effort during the audit to resolve the internal control deficiencies and material misstatements to avoid audit report matters.

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the internal control deficiencies and material misstatements to avoid audit report matters.

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

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- The leadership was slow to implement and monitor the audit action plan to address the prior year's findings and internal control deficiencies identified during the previous audits, as well as misstatements that were subsequently corrected by management and repeated non-compliance with relevant laws and regulations. The management implemented a last-minute effort during the audit to resolve the internal control deficiencies and material misstatements to avoid audit report matters.
- The leadership did not take effective steps to ensure that there were consequences for poor performance and transgressions, as most of the irregular expenditure was not investigated during the financial year.

Bloemfontein

30 November 2022



Auditing to build public confidence

Other information

- The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected KPA presented in the annual performance report that has been specifically reported in this auditor's report.
- My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
- In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected KPA presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

- I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation:
- The leadership was slow to implement and monitor the audit action plan to address the prior year's findings and internal control deficiencies identified during the previous audits, as well as misstatements that were subsequently corrected by management and repeated non-compliance with relevant laws and regulations. The management implemented a last-minute effort during the audit to resolve the internal control deficiencies and material misstatements to avoid audit report matters.

Annexure – Auditor-general's responsibility for the audit

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

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

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

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

CHAPTER 8: MUNICIPAL SECTOR PLANS

Introduction

Xhariep District Municipality is responsible for the delivering of municipal functions as specified in Schedule 4B and 5B of the Constitution of South Africa. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. It is therefore required that all the sector plans are considered as these plans should guide the departments on specific issues to be addressed during planning and implementation of the IDP. The sector plans focus on specific sectors within the context of local government.

The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources. The following table highlights the status of the sector plans which after each of the sector plans are discussed in more detail:

Sector Plan	Objectives of Plan	Status of Plan	Implementing Directorate
Rural Development Plan	environment that	The plan was approved and adopted by Council	Planning and Social Development: IDP Unit
Spatial Development Framework (SDF)	provision for IDP and	The plan was approved and adopted by Council.	Planning and Social Development: IDP Unit
Local Economic Development (LEDS) Strategy	Strategy to create a conducive environment for all stakeholders to stimulate economic growth and create decent job opportunities	approved and adopted by Council	Planning and Social Development: LED Unit
Disaster Management Plan	prevent disasters from	process of being	Planning and Social Development: Disaster Management Unit

	minimising the impact of such disasters if it cannot be avoided	Plan is also reviewed annually	
Sector Plan	Objectives of Plan	Status of Plan	Implementing Directorate
Integrated Waste Management Plan (IWMP)	To integrate and optimise waste management, in order to maximise efficiency and minimise the associated environmental impacts and financial costs, and to improve the quality of life of all residents within Xhariep	The plan was approved and adopted by Council	Planning and Social Development: Environmental Health Management Unit
Environmental Management Framework (EMF)	The main objective of an EMF is to pro- actively identify areas of potential conflict between development proposals and critical/sensitive environments.	The plan was approved and adopted by Council	Planning and Social Development: Environmental Health Management Unit
Long Term Financial Plan	will ensure the financial viability of	The Financial Plan is still in a draft form and will be adopted with the final IDP	Budget and Treasury: Chief Finance Office
Asset Management Plan	To record all assets of the municipality and make recommendations for the optimal economic utilisation of such	The plan was approved and adopted by Council	0

	assets		
Performance Management Policy Framework	Establishing a culture of performance throughout the whole organisation	approved and adopted	Office of the Municipal Manager
Risk Management Plan	To identify potential risks in all systems and procedures of the municipality and develop proactive risk reduction strategies	process of being implemented The last review of the this	Office of the Municipal Manager
Sector Plan	Objectives of Plan	Status of Plan	Implementing Directorate
Anti-fraud and Corruption Plan	To minimize fraud and corruption within the municipality	Approved and in process of being implemented. The last review of the this document was in 2020/2021	Office of the Municipal Manager
Internal Audit Charter	governance and	Approved and in process of being implemented. The last review of the this document was in 2020/2021	Office of the Municipal Manager
Integrated HIV/Aids Plan	To facilitate awareness and pro-active strategies to combat HIV/Aids and provide support to people infected and affected by HIV/Aids	current plan has reached its sell-by	Office of the Executive Mayor
Employment Equity Plan	To ensure that targets are being set for transformation of the	approved and adopted	Corporate Services: Human Resource

staff structure of the municipality in order to reflect the demographic composition of the area

Workplace Skills Plan

To co-ordinate training and capacity building of municipal staff as per their personal career

objectives

The plan was Corporate Services: Human submitted to Resource LGSETA

EPWP Policy

To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development, by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project

The policy was Planning and Social approved and adopted Development: LED Unit by Council

Climate Change Response Plan

Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District.

The plan was Cut across all departments submitted to Council as a draft

A brief summary of sector plans is provided below:

Xhariep Rural Development Plan (XRDP)

The Department of Rural Development and Land Reform (DRDLR) was mandated by the President of the Republic of South Africa to champion Rural Development Programmes in the Country. To achieve this, the department is required to develop plans that will address the needs of people who live in extreme poverty and who are subjected to underdevelopment in rural parts of South Africa. Xhariep District is among the Districts identified as poor and needing special attention through a RDP. The Xhariep Rural Development Plan (XRDP) provides a mechanism to accelerate development

through integrated spatial, economic and social development interventions using a multisectoral approach that is anchored on sustainable development principles.

The notion of integration is particularly important to the XRDP. Spatial and economic linkages between the rural areas of the district and the towns need to be strengthened. Planning for functional areas where strategic resources exist across municipal boundaries needs to be encouraged. Value chains for various products in the district need to be enhanced. Planned interventions need to exploit latest knowledge and technologies to ensure that Xhariep District pursues a "green" path to development. We propose that Xhariep rural development plan be anchored a strong "Xhariep brand" that involves use of green production processes, packaging and marketing tourism and agricultural products in a way that reflects the natural and organic uniqueness of the district. It is a synthesis of various preceding documents that have been produced and discussed with stakeholders namely the vision and mission document, the status quo and functional regions report.

This report should be read together with the spatial representation of the rural development plan that accompanies this document. The "District Rural Development" and the "District Rural Development Implementation Plan" as developed by the Rural Development and Land Reform and the Department of Agriculture and Rural Development has been considered and serves this IDP as a separate Rural Development Sector Plan

Local Economic Development Strategy

The social and demographic profile of Xhariep District Municipality indicates that there is a large youth population who are unemployed. There is a definite need to address education and skills requirements amongst the economically active population. This will help decrease unemployment and increase household income. Infrastructure backlogs in Xhariep DM should be resolved especially the sanitation backlogs within the different municipalities. Providing proper basic services and infrastructure is an important component of local economic development. Agriculture is the largest contributor to the district economy accounting for the highest GDP contributor and the main source of income and employment for the largest population of the District.

New developments such as the Agri-Park provide opportunity for local farmers to have better access to markets.

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

Mining: The district has a mining sector that contributes approximately 16% of the total GDP, with an average annual growth of 8.1% (2001-2005). The mining activities are

mainly concentrated at Jagersfontein and Koffiefontein areas and the mines produce mainly diamond and other precious and semi-precious minerals.

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

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

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

- Diamond and mine route
- Gariep and Maluti routes.
- N6 Route
- Griqua Route (Philippolis route) 219
- Springbok Route

Construction: New developments such as the Tromsburg Hospital, Agri-Park infrastructure investment by government also provide opportunity for local construction companies to benefit.

Transport: The district is stands as a central location of the province which has potential in terms of transport linkages, it is located centrally along the national road networks including the N1 to Cape Town, Bloemfontein and Gauteng, the N6 to East London and the N10 to Port Elizabeth, N8 Kimberley.

Some anchor projects identified by project prioritization include:

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

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

Climate Change Response Plan

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

the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan.

Biodiversity and Environment

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

Human Health

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

Disaster Management Plan

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

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

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

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

The custodian of the plan

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

Integrated Waste Management Plan (IWMP)

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

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

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

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

Environmental Management Framework (EMF)

An EMF is a framework of spatially represented information, connected to parameters such as ecology, hydrology, infrastructure and services. The main purpose of an EMF is to pro-actively identify areas of potential conflict between development proposals and critical/sensitive environments. Therefore, the purpose of this EMF is to provide a framework which will inform the Integrated Development Planning (IDP) process and Spatial Development Frameworks (SDF) within Xhariep District Municipality, as well as to provide a framework for decision making through:

Providing definite criteria for decision making,

- Providing an objective environmental sensitivity overview,
- * Defining and categorisation of environmental, social and heritage resources, economic and institutional aspects, and
- * Formulation of management guidelines.

Xhariep DM has responsibility for environmental management and planning. Better ways of managing the environment can increase opportunities for a balanced natural resource utilisation and also contribute to improved Eco-Tourism sector development which is needed by the local economy. The plan is attached as annexure to the document.

Expanded Public Works Programme Policy

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

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

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

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

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

Spatial Development Framework (SDF)

Legal Framework (Current Case Law)

Recent case law, e.g. Johannesburg v Gauteng Development Tribunal, Lagoon Bay, Clairisson's and finally the Habitat Council case, some of which went to the Constitutional Court, indicate that the primary responsibility for land use management and consideration of applications lies with local government. Until 04 August 2013 (Habitat Council case) the planning authority in the Western Cape vested ultimately with the Provincial Government, in terms of the Land Use Planning Ordinance, 1985, Ordinance 15 of 1985 (LUPO). This long awaited and much applauded clarification of the Constitutional functions of the local sphere of government has numerous implications for all municipalities.

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

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

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

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

By-laws will forthwith determine the procedural and administrative aspects of land use planning and management, instead of the Provincial Regulations. The Minister / MEC now only comments on and when appropriate concurs with a municipality's land use planning decision which subsequently means that appeals are thus decided by Council. The MEC will only consider the procedural aspects of the appeals and cases before him. Where a municipality has made a procedural error in dealing with the case, e.g. not following due process or not taking relevant information into account, the MEC will advise that the decision of the municipality be set aside and referred back to it for reprocessing and reconsideration. No right of appeal will be established in such instance.

One of the consequences of the new planning legislation and processes is that a municipality now becomes legally accountable for decisions, i.e. an applicant or aggrieved party will no longer sue the MEC and add the municipality as a respondent. Instead, the municipality will be sued and it must provide for the costs and administration of such legal cases.

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

Development Principles: One of the main objectives of this act is to provide a framework for spatial planning and land use management to address past spatial and regulatory imbalances. 225 The act sets out the following 5 main development principles applicable to spatial planning, land use management and land development:

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

Municipal SDF: Section 21 of the Act provides a detailed description of information to be included in a municipal SDF, including: - a 5 year and long term (10-20 year) spatial vision, structuring and restructuring elements, housing demand, planned location and density of future housing projects, - identify areas for inclusionary housing, population growth, economic trends and infrastructure requirement estimates for the next 5 years, - environmental assessment, identify areas for incremental upgrading, capital expenditure framework and include and implementation plan.

Workplace Skills Development Plan Xhariep District Municipality has a skills development plan which is updated and reviewed annually in line with the prescripts of the Skills Development Act of 1998. The Act aims to improve the quality of life of the labour force, to encourage the labour force to be self-motivated and to encourage workers to participate in leadership and other programmes.

The municipality promotes and implements skills development strategies to facilitate the implementation of the objectives of the Integrated Development Plan. Although the Directorate: Corporate Services drives the Workplace Skills Plan, every municipal department is required to implement the plan and allocate budgets accordingly. This WSP also need to identify areas where skills shortages exist with a strong focus of developing scarce skills internally which will also assist to stimulate the local economy. The plan is submitted to LGSETA on the 30th April each year.

Risk Management Plan (RMP)

Risk Management is a logical and systematic process of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks

associated with any 226 activity, function or process, in a way that enables an organization to minimize losses and maximize opportunities.

In order to ensure the inclusion of all the factors impacting on Risk Management within the Municipality it is important to identify the environment within which the municipality operates. As with most municipal disciplines the risk management environment has altered substantially and requires a complete review of current polices, practices and assumptions.

Financial Management Policies

Council's financial policies are reviewed annually and amended according to need and/or legislative requirements. One such policies are SCM Policies. The salient points of all our policies are that the budget must be cash-funded, tariff adjustments must be fair, employee related costs must be all inclusive and the conditions of all provisions must be cash met where required.

A number of indicators are also highlighted to ensure the municipality has enough cash to continue operations. The financial requirements of the policy have been reported upon each month within the broader Section 71 report. It is a report that is easily understandable to the man in the street.

The future budgets of Council will take the very important step of introducing for the first time a Budget Policy. This policy reinforces much of what is contained in the MFMA and regulates inter alia:

- The preparation of the budget;
- The shifting or virement of funds;
- The timing and nature of Adjustment budgets;
- Unforeseen and unavoidable expenditure; and
- Establish and maintain procedures to adhere to budget processes.

The main principles underpinning the policy are:

- that the municipality may not budget for a cash deficit;
- expenses may only be incurred in terms of an approved budget;
- the budget must always be within the IDP framework;

By following this policy Council should be able to produce future budgets that are realistic, practical and affordable to the residents which in itself is already a major step forward for the 227 municipality. In respect of the other budget policies there have been minor changes as always, mainly to increase local supply chain rules and to redefine basic service provision. A comprehensive Financial Plan is attached in the document

Performance Management System

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of Xhariep District Municipality as set out in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional

performance (monthly, quarterly, bi-annual and annual basis). The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

The Performance Management System implemented at Xhariep District Municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PMS serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget. The performance management policy framework as approved by Council provides for performance implementation, monitoring and evaluation at organisational as well as individual levels.

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities as determined by the IDP review process. The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

Performance Indicators (PIs)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management 228 process are therefore seamlessly integrated. The Key Performance Indicators (KPI's) will be incorporated into the SDBIP of the municipality as a performance management tool.

Performance Reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated and submitted to Council. These reports must be published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of PI's, if necessary. The format of the report complies with the section 72 requirements. This report is submitted to Council for approval before the end of January of each year and published on the municipal website.

Integrated HIV/AIDS Plan

A comprehensive HIV/Aids Strategy needs to be developed to address the challenges of the evolving epidemic of HIV/AIDS and tuberculosis in the Greater Xhariep Municipal Area. This strategy will be regarded as Council's commitment and determination to face HIV/Aids and TB, not only as medical and health problems, but also to address them as cultural, social and economic issues which affect all sectors of our society and every family in our community. The Xhariep area was during 2009 shown to have the highest prevalence of HIV, and that HIV and AIDS are impacting on the community of the district.

Although the district and its local municipalities have no primary responsibility for health or social services, it recognizes its responsibility to facilitate as far as possible a well-planned and effectively executed response to HIV/Aids and TB in order to achieve the strategic objectives as captured in this IDP. Whilst not directly responsible for the delivery of health and social services it is clear that Xhariep District Municipality can be a valuable player by directing its energy towards:

- Supporting its service delivery partners by ensuring there is strong coordination of services
- Providing visible leadership through publicly addressing HIV/Aids and TB
- Ensuring that the people of Xhariep as well as visitors to Xhariep are effectively and efficiently referred to services when required.

Concluding Remarks

The IDP process and development in the post-apartheid context will continue to be dynamic in nature and there are, and will, remain areas of improvement in these processes.

Notwithstanding these, positive strides have been made to improve strategic planning and management to the benefit of the Xhariep community. More specifically, it is trusted that the IDP and Budget process have been an assertive effort in directing the municipality towards the development challenges and needs of our communities.

Therefore Xhariep District Municipality has to ensure that its Annual Budget is guided directly by the priorities included in the IDP. It is noted that through our Public Participation processes, Xhariep District Municipality is informed of the current nature of people's livelihoods and that it is constantly consulted and informed about the development plans of the Xhariep District Municipality.

DECLARATION OF ADOPTION

SIGNATURES

Meletome

DATE: 28.JUNE 2023

Ms LY MOLETSANE

MUNICIPAL MANAGER

NI MEHLOMAKULU (CLR)

EXECUTIVE MAYOR

DATE S. JUNE 2023