

# INTERGRATED DEVELOPMENT PLAN 2010-2011



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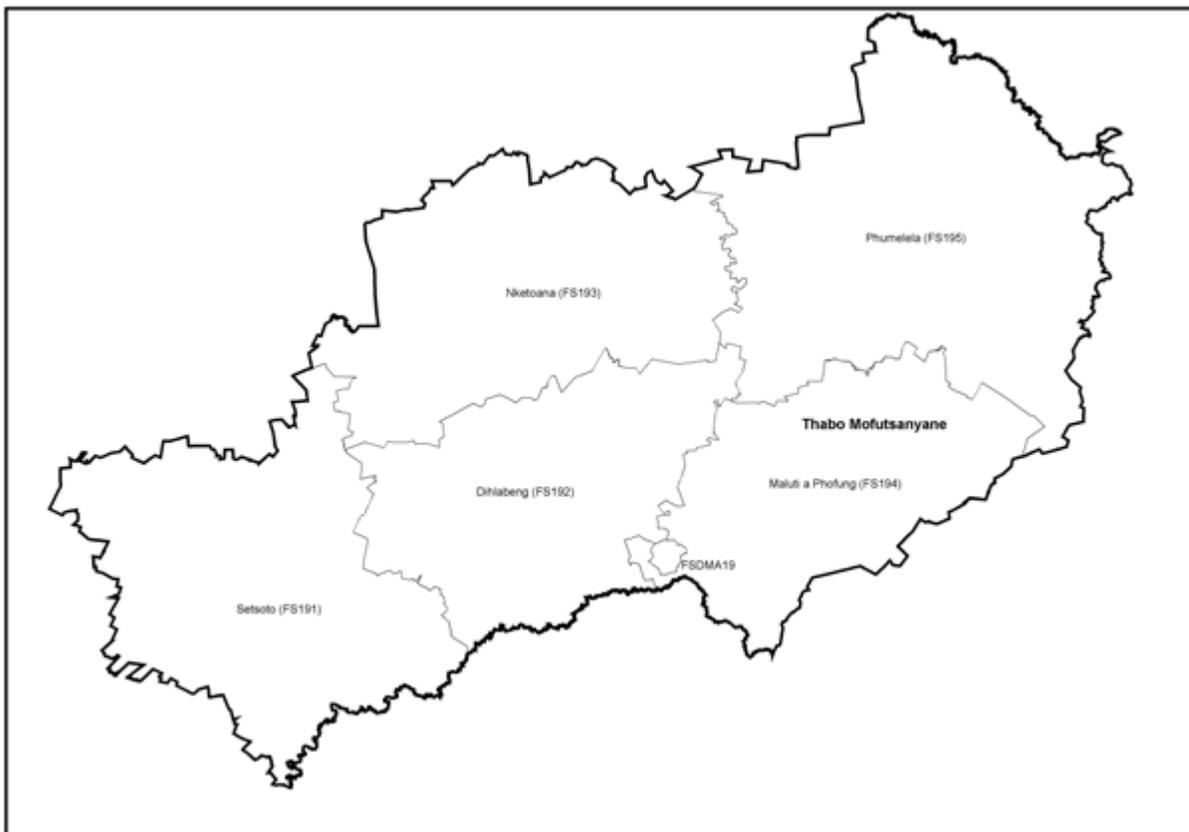
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# 1. INTRODUCTION

The **Thabo Mofutsanyana District Municipality (DC19)** is located in the north east portion of the **Free State**. It contains the following local municipalities within its area of jurisdiction:

- **Setsoto Local Municipality (FS191)**
- **Dihlabeng Local Municipality (FS192)**
- **Nketoana Local Municipality (FS193)**
- **Maluti-a- Phofung Local Municipality (FS194)**
- **Phumelela Local Municipality (FS195)**
- **And a District Managed Area (FS:DMA 19-Golden Gate)**

*Map 1 showing the location of the Local Municipalities*



The District, Thabo-Mofutsanyana (DC19), was established in terms of the Municipal Structures Act (Act 117 of 1998) and proclaimed in the Provincial Gazette, Notice No 184, on 28 September 2000. In terms of notices issued by the Municipal Demarcation Board, the District Managed Area will be de-established after the 2011 elections, and the area be divided between Maluti-a-Phofung and Dihlabeng Local Municipalities. Once, Mangaung Local Municipality becomes a city, the District will inherit parts of the Motheo District Municipality which will also be de-established.

## 2. GENERAL INFORMATION

### 2.1 Demographic Information

*Table indicating population and total households (CS2007)*

MDBName	Name	Population	Population as % of District	Population as % of Province	No. of Households	Households as % of District	Households as % of Province
DC19	Thabo Mofutsanyane District Municipality	694316	100	25	187115	100	23.3
FS191	Setsoto Local Municipality	102826	14.8	3.7	29828	15.9	3.7
FS192	Dihlabeng Local Municipality	108449	15.6	3.9	31836	17	3.9
FS193	Nketoana Local Municipality	62367	8.9	2.2	16748	8.9	2
FS194	Maluti a Phofung Local Municipality	385413	55.5	13.8	97172	51.9	12.1
FS195	Phumelela Local Municipality	35090	5	1.2	11531	6.1	1.4

*Table indicating population shifts 2001 - 2007 (CS2007)*

MDBName	Name	Total Population 2001	Total Population CS2007	Pop change 2001 - 2007	% Growth - 2001 - 2007
DC19	Thabo Mofutsanyane District Municipality	725930	694316	-31614	-4.6
FS191	Setsoto Local Municipality	123192	102826	-20366	-19.9
FS192	Dihlabeng Local Municipality	128927	108449	-20478	-18.9
FS193	Nketoana Local Municipality	61950	62367	417	0.6
FS194	Maluti a Phofung Local Municipality	360785	385413	24628	6.3
FS195	Phumelela Local Municipality	50905	35090	-15815	-45.1

The population of DC19 accounts for 25% of the population of the province, with most of the population in the district situated in FS194 (55.5% of the district population and 13.8% of the provincial population).

FS195 has the smallest population percentage within the district, with 5% of the district population and only 1.2% of the provincial population.

Only two municipalities had an increase in population size between 2001 and 2007. FS193 had an increase of 0.6% while FS194 had an increase of 6.3%.

FS195 had the largest decrease in population size of 45.1% and the other two local municipalities also had substantial decreases in population of almost 20% each. The district had a decrease in population of 4.6% between 2001 and 2007.

## 2.2 Service Levels for Core Functions

The information on the service levels was obtained from Stats SA and draws on the community survey results for 2007.

*Table indicating the CS2007 service levels for the core function -Water*

MDB Name	Municipality Name	RDP Water service levels (Actual number of households) CS2007	HH with RDP Water service levels (%)	RDP Water backlog (%) within municipality	RDP Water backlog as % of district total	RDP Water backlog as % of province total
DC19	Thabo Mofutsanyane District Municipality	180350	96.3	3.6	100	31
FS191	Setsoto Local Municipality	28472	95.4	4.5	20	6.2
FS192	Dlhabeng Local Municipality	29821	93.6	6.3	29.7	9.2
FS193	Nketoana Local Municipality	15736	93.9	6	14.9	4.6
FS194	Maluti a Phofung Local Municipality	95972	98.7	1.2	17.7	5.5
FS195	Phumelela Local Municipality	10348	89.7	10.2	17.4	5.4

*Table indicating the CS2007 service levels for the core function-Sanitation*

MDB Name	Municipality Name	RDP Sanitation levels (Actual number of households) CS2007	RDP Sanitation service levels (%)	RDP Sanitation backlog (%)	RDP Sanitation backlog as % of district	RDP Sanitation backlog as % of province
DC19	Thabo Mofutsanyane District Municipality	156127	83.4	16.5	100	24.1
FS191	Setsoto Local Municipality	16720	56	43.9	42.3	10.2
FS192	Dlhabeng Local Municipality	27700	87	12.9	13.3	3.2
FS193	Nketoana Local Municipality	8858	52.8	47.1	25.4	6.1
FS194	Maluti a Phofung Local Municipality	95072	97.8	2.1	6.7	1.6
FS195	Phumelela Local Municipality	7774	67.4	32.5	12.1	2.9

*Table indicating the CS2007 service levels for the core function-Electricity*

MDB Name	Municipality Name	RDP Electricity CS2007 (actual)	RDP Electricity (%)	RDP Electricity backlog (%)	RDP Electricity backlog as % of district	RDP Electricity backlog as % of province
DC19	Thabo Mofutsanyane District Municipality	151374	80.8	19.1	100	33.2

FS191	Setso Local Municipality	26421	88.5	11.4	9.5	3.1
FS192	Dlhabeng Local Municipality	27229	85.5	14.4	12.8	4.2
FS193	Nketoana Local Municipality	12016	71.7	28.2	13.2	4.3
FS194	Maluti a Phofung Local Municipality	76704	78.9	21	57.2	19
FS195	Phumelela Local Municipality	9004	78	21.9	7	2.3

**Table indicating the CS2007 service levels for the core function-Refuse removal**

MDB Name	Municipality Name	RDP Refuse removal CS2007 (actual)	RDP Refuse removal (%)	RDP Refuse removal backlog (%)	RDP Refuse removal backlog as % of district	RDP Refuse removal backlog as % of province
DC19	Thabo Mofutsanyane District Municipality	92773	49.5	50.4	100	49
FS191	Setso Local Municipality	20204	67.7	32.2	10.2	5
FS192	Dlhabeng Local Municipality	26083	81.9	18	6	2.9
FS193	Nketoana Local Municipality	10849	64.7	35.2	6.2	3
FS194	Maluti a Phofung Local Municipality	27460	28.2	71.7	73.8	36.2
FS195	Phumelela Local Municipality	8177	70.9	29	3.5	1.7

**Comment – Service Levels**

More than 95% of the district's households have acceptable RDP water service levels, with 98.3% of the district households receiving RDP water service levels. Almost all local municipalities provide RDP water service levels to over 90% of their households, with FS194 providing water to the most number of households (98.7%) and FS195 providing to the least (89.7%). The water backlog in the district makes up 31% of the backlog in the province. FS193 has the smallest backlog as a percentage of the district's backlog, contributing 14.9% to the district backlog and 4.6% to the province. FS192 contributes the largest percentage to the district backlog (29.7%) and 9.2% of the provincial backlog.

Over 80% of the district's households have acceptable RDP sanitation service levels, with 83.4% of the district households receiving RDP sanitation service levels. The sanitation backlog in the district makes up 24.1% of the backlog in the province. With respect to sanitation delivery, FS194 has the smallest backlog of 2.1%, accounting for 8.7% of the district's backlog and 1.6% of the provincial backlog. FS191 contributes the largest percentage to the district backlog (42.3%) and 10.2% of the provincial backlog.

Over 80% of DC19 have access to electricity. This is due to the relatively high level of electricity provision in FS191 (88.5%) and FS192 (85.5%). The district backlog constitutes 33.2% of the provincial backlog. FS193 has the highest backlog at 28.2% of its households, which represents 13.2% of the district backlog and 4.3% of the provincial backlog. The smallest backlog in the provision of electricity in the district is in FS191 (11.4%), contributing only 0.5% to the district backlog and 3.1% to the provincial backlog.

More than half of the district households *do not* receive acceptable service levels in refuse removal. Refuse removal backlog in the district stands at 50.4% and represents 49% of the backlog within the province. Although four of the local municipalities provide acceptable levels of refuse removal, FS194 has a

backlog of 71.7% which constitutes 73.8% of the district backlog and more than two thirds of the provincial backlog

	Municipality						
FS195	Phumelela Local Municipality	44811900	51959018	12577100	13780055	28.07%	26.52%

**Table indicating the Annual Staffing Levels 2002 – 2007 (Actual Results)**

MDB Code	Municipality Name	Employees 2002	Employees 2003	Employees 2004	Employees 2005	Employees 2006	Employees 2007	Employees 2008
DC19	Thabo Mofutsanyane District Municipality	24	43	80	58	82	94	100
FS191	Setso Local Municipality	575	597	591	765	667	670	698
FS192	Dihlabeng Local Municipality	828	761	761	762	762	963	924
FS193	Nketoana Local Municipality	316	316	325	322	282	285	496
FS194	Maluti a Phofung Local Municipality	894	0	862	808	843	864	904
FS195	Phumelela Local Municipality	268	229	213	202	243	232	232

**Table indicating percentage change in staffing levels year on year**

MDB Code	Municipality Name	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8
DC19	Thabo Mofutsanyane District Municipality	79.17%	86.05%	-27.50%	41.38%	14.63%	6.38%
FS191	Setso Local Municipality	3.83%	-1.01%	29.44%	-12.81%	0.45%	4.18%
FS192	Dihlabeng Local Municipality	-8.09%	0.00%	0.13%	0.00%	26.38%	-4.05%
FS193	Nketoana Local Municipality	0.00%	2.85%	-0.92%	-12.42%	1.06%	74.04%
FS194	Maluti a Phofung Local Municipality	-100.00%		-6.26%	4.33%	2.49%	4.63%
FS195	Phumelela Local Municipality	-14.55%	-6.99%	-5.16%	20.30%	-4.53%	0.00%

**Table indicating staff per capita ratios**

MDB Code	Municipality Name	Staff per capita ratio 2002	Staff per capita ratio 2003	Staff per capita ratio 2004	Staff per capita ratio 2005	Staff per capita ratio 2006	Staff per capita ratio 2007	Staff per capita ratio 2008
DC19	Thabo Mofutsanyane District Municipality	30247	16882	9074	12516	8853	7723	6943
FS191	Setso Local Municipality	214	206	208	161	185	184	147
FS192	Dihlabeng Local Municipality	156	169	169	169	169	134	117
FS193	Nketoana Local Municipality	196	196	191	192	220	217	126
FS194	Maluti a Phofung Local Municipality	404		419	447	428	418	426
FS195	Phumelela Local Municipality	190	222	239	252	209	219	151

## 2.3 Broad Capacity Information

### 2.3.1 Financial and Staffing Information

**Table indicating the operating budget information**

MDB Code	Municipality Name	Opex Budget - Actual 2007/08	Opex Budget - Estimates 2008/09	% Change Operating Budget 2007/08 - 2008/09	Opex Budget Per Capita 2007/08	Opex Budget Per Capita 2008/09
DC19	Thabo Mofutsanyane District Municipality					
FS191	Setsoto Local Municipality	162390671	201535380	24.11%	1579	1960
FS192	Ditlhabeng Local Municipality	315827824	290401563	-8.05%	2912	2678
FS193	Nketoana Local Municipality	101043371	85770660	-15.12%	1620	1375
FS194	Maluti a Phofung Local Municipality	480584087	679388222	41.37%	1247	1763
FS195	Phumelela Local Municipality	44811900	51959018	15.95%	1277	1481

MDB Code	Municipality	Capex Budget - Actual 2007/08	Capex Budget - Estimated 2008/9	Capex Budget Per Capita 2007/08 Actual	Capex Budget Per Capita 2008/09
DC19	Thabo Mofutsanyane District Municipality	63044349	59809788	91	86
FS191	Setsoto Local Municipality	131304000	30547000	1277	297
FS192	Ditlhabeng Local Municipality	64996000	30898068	599	285
FS193	Nketoana Local Municipality		83338904		1336
FS194	Maluti a Phofung Local Municipality	98104562	171973000	255	446
FS195	Phumelela Local Municipality	26204000	736000	747	21

**Tables indicating the staffing budget levels**

MDB Code	Municipality Name	Opex Budget actual 07/08	Opex budget 08/09	Staff Budget Actual 07/08	Staff Budget 08/09	Staff budget as % of Total Opex 2007/2008	Staff budget as % of Total Opex 2008/2009
DC19	Thabo Mofutsanyane District Municipality						
FS191	Setsoto Local Municipality	162390671	201535380	66603792	73654285	41.01%	36.55%
FS192	Ditlhabeng Local Municipality	315827824	290401563	106837945	134373255	33.83%	46.27%
FS193	Nketoana Local Municipality	101043371	85770660	28587012	36163897	28.29%	42.16%
FS194	Maluti a Phofung Local	480584087	679388222	154955058	178549000	32.24%	26.28%

**Table indicating the existing staffing levels**

MDB Code	Municipality Name	Number of approved positions 2008	Total number currently employed 2008	Number of vacant positions 2008	% posts filled 2008
DC19	Thabo Mofutsanyane District Municipality		100		
FS191	Setsoto Local Municipality	715	698	17	97.62%
FS192	Dhlabeng Local Municipality	1005	924	81	91.94%
FS193	Nketoana Local Municipality	263	496	25	188.59%
FS194	Maluti a Phofung Local Municipality	1549	904	777	58.36%
FS195	Phumelela Local Municipality	217	232	27	106.91%

**Comment – Financial and Staffing capacity levels**

Two local municipalities have had a decrease in operating budget since the previous financial year. FS192 has had a decrease in budget of over 8% and FS193 had a decrease of 15.12%. The remaining local municipalities have had increases in budget ranging from a 15.95% increase in FS195 to a 41.37% increase in FS194. Per capita budgets remain the highest in FS192 (R2678) and the lowest in FS193 (R1375).

Three municipalities have had decreases in Capex budgets since the previous financial year (DC19, FS191 and FS195). The remaining municipalities have had increases in budget. Per capita budgets are the highest in FS193 (R1338) and the lowest in FS195 (R21).

FS191 spends close to the optimum percentage of Opex budget on staff. Both FS194 and FS195 spend approximately 28% of their budget on staff while FS192 and FS193 spend over 40% of their budget on staff.

FS193 has had the largest change in staffing figures with a 74.04% increase since the previous financial year. FS192 is the only municipality to have had a decrease in staffing figures since 2008 (-4.05%). FS195 has had no change in staffing figures since the previous financial year.

DC19 has the poorest staff per capita ratio of 8943 while FS192 has the best, at one staff member per 117 people. FS194 has had an increase in staff per capita ratios since 2007, while the remaining municipalities have had decreases.

None of the municipalities has 100% of its posts filled. FS194 has almost 60% of its posts filled while FS191 and FS192 have filled over 90% of their posts. Both FS193 and FS195 have filled over 100% of their posts.

The capacity shortcomings of the District and its Local Municipalities will be addressed by the implementation of the Municipal Turn Around Strategy, and the Clean Audit Campaign which are outcome based. Progress will be monitored by the District Planning Task Team comprised of all sector departments, the District Municipality and Local Municipalities.

### 3. The 2010/11 IDP Review

The IDP is a strategic development plan that guides all development to be undertaken by any organ of state within the area of jurisdiction of the District Municipality. It provides the vision for the municipality and focus on clear development objectives that the council would like to achieve within their term of office or particular year. It also provides the platform from which the municipal budget must be drawn up. All development decision taken for the area of jurisdiction must be within the framework set by the IDP of Thabo Mofutsanyana DM.

#### 3.1 Overview of the Process

The Integrated Development Plan is a Municipal Plan that last for the term of office of the council and should be reviewed every year. There are three main goals that the programme aims to achieve. The IDP system is summarized as follows

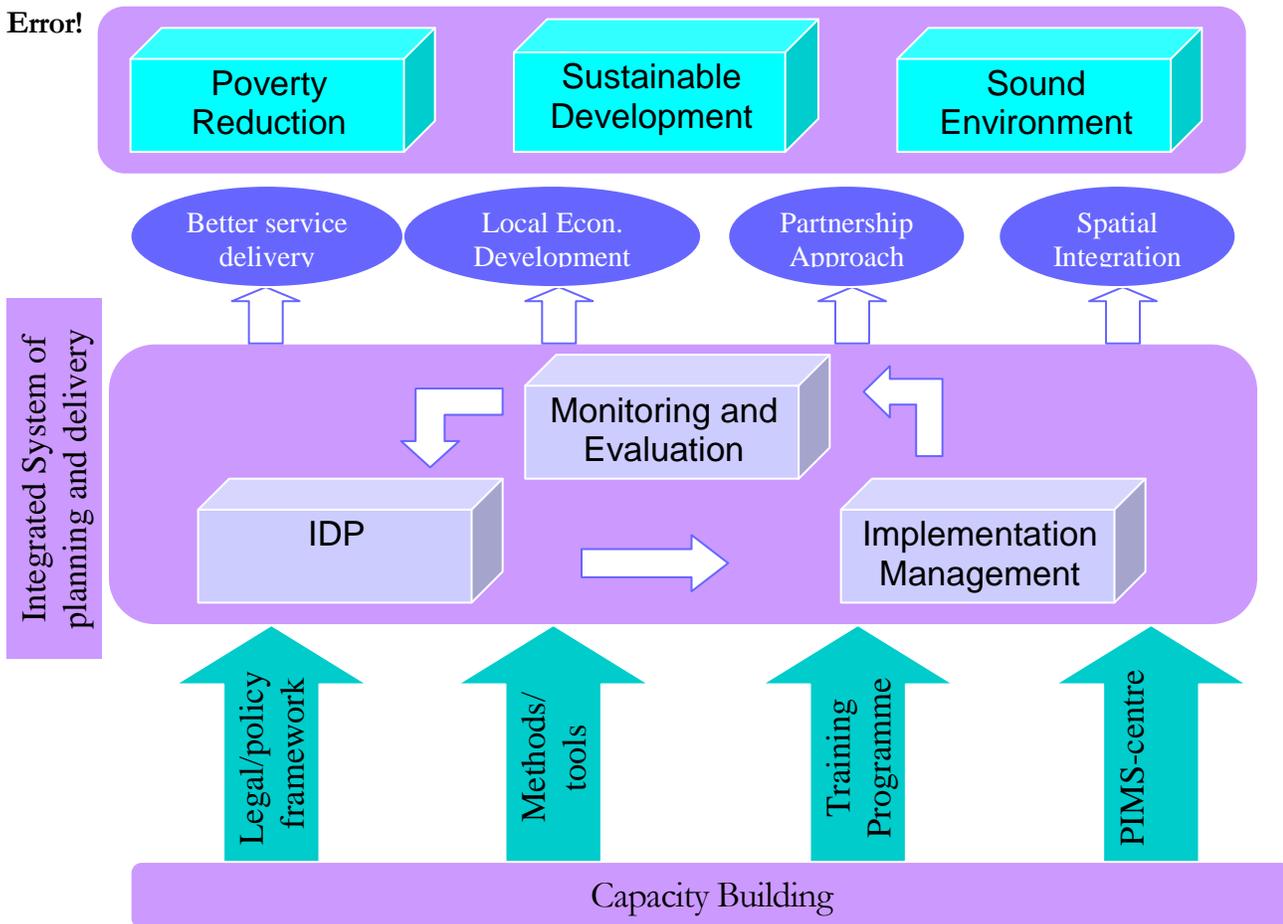


Diagram #: Integrated Development Planning System

### **3.2 Minimum requirements**

Because the IDP will guide all development in the area of jurisdiction it is necessary for the plan to be inclusive of all municipal functions and systems. The IDP will therefore include the following:

- An overview of the current situation within the municipality.
- The development vision, objectives and strategies set by the municipality.
- An institutional framework with an organogram for the municipality.
- All investment and development initiatives, all known projects, plans and programmes to be implemented within Thabo Mofutsanyana by any organ of state.
- The Key Performance Indicators set by the municipality.
- A financial plan that will include budget projections, financial resources and financial strategies with regard to revenue, credit control, external funding, financial management and capital and operational financing.
- A spatial development framework that reflects the desired spatial form of the municipality and the development objectives and strategies of the municipality.

The ultimate purpose of the IDP is to have a framework or tool to manage and monitor all the activities of the municipality, its administrative personnel and the political office bearers.

The purpose of the district IDP is to provide a framework for development to the local municipalities and therefore the entire process of compiling the IDP involved local municipalities in order to align the different development objectives and strategies. The process was strengthened by the implementation of the Municipal Turn Around Strategy in the District and is local municipalities prior to the adoption of the draft IDP and Budget. The focus of the district IDP is on district wide issues and powers and functions of district municipalities as indicated in the Municipal Systems Act (Act 32 of 2000) and the Constitution.

### **3.3 Methodology**

The process of compiling the IDP was based on the guidelines as set out in the IDP Guide pack prepared by DPLG and GTZ. Although the guidelines were not followed to the letter, the same framework was used. The minimum requirements of the Municipal Systems Act (Act 32 of 2000) were adhered to.

The Developmental Planning Unit is established and located in the Thabo Mofutsanyana District Municipality and gives guidance to all municipalities falling under DC 19.

### 3.4 Preparation

The first step was to prepare for the nine month period of planning. The Municipal Systems Act, 2001 states in Section 27 that after following a consultative process with the local municipalities in the area, the District Municipality should adopt a Framework and Process Plan for IDP compilation process in the district. The Framework will bind both the district and local Municipalities.

The municipality started with its elaborated IDP process in July 2009 with compiling a Process Plan that will guide the planning process of the municipality. A Framework was also compiled for the district and local municipalities that guides alignment and coordination of the process. The Process Plan sets out the planning process in five phases:

1. Analysis Phase	? <i>Where do we want to go?</i> ☞ Well understood Priority Issues
2. Strategies Phase	? <i>What benefits do we want to deliver and how do we get there?</i>
3. Project Phase	? <i>What detail do we need to define to realize the strategies?</i>
4. Integration Phase	? <i>What do we need to manage to make it happen?</i> ☞ Integrated management programmes and plans
5. Approval Phase	? <i>Are we satisfied?</i> ☞ Amended and adopted IDP

### 3.5 Framework and Process Plan

**The Process Plan was compiled by the IDP Steering Committee. A briefing session was held to inform local and district municipalities on the purpose of the IDP, Process Plan and Framework and to clarify roles and responsibilities with these processes. Thereafter the Steering Committee (Mayco and Heads of Departments) met to draft the Framework and Process Plan, which was discussed at a workshop with all local municipalities before it was adopted by the Steering Committee and Mayco. The process plan was adopted by Council.**

### 3.6 Institutional Arrangements

#### 3.6.1 IDP Representative Forum

The purpose of the forum is to provide an organisational mechanism for discussion, negotiation and decision-making within the municipality. It includes all stakeholders within the municipality. It is also the duty of the forum to monitor progress with the IDP process.

This forum has representatives from all local municipalities in the Thabo Mofutsanyana District. It also has participants from different government departments, service providers like Eskom, trade and farmers unions, regional NGOs and tertiary institutions.

### **3.6.2 IDP Steering Committee**

It is the purpose of the IDP Steering Committee to take control of the process and make the decision with regard to who does what. The terms of reference for the Steering Committee includes preparing, facilitating and documenting various planning activities, considering comments and inputs from stakeholders and other committees and taking responsibility for the documentation of all the outputs.

### **3.6.3 IDP Project Design Task Team**

It was decided that instead of establishing new structures that it will be useful to make use of the existing Section 80 Committees chaired by members of the Mayoral Committee. Portfolios are as follows:

- Public Works
- Community
- Corporate
- Finance
- Tourism and LED

As the Project Task Teams will not only design project proposals, but also manage or monitor the implementation thereof, it is logical that the committees currently responsible for project monitoring and decision-making forms part of it. The Task Team will have additional members depending on the expertise needed to design a project.

## **4. Formulation Procedure and Planning Steps**

The procedure for the formulation of the IDP includes several steps. Planning steps include workshops of the Representative, the Steering Committee Forum and district wide representatives, meetings with local municipalities' representatives individually and desk work.

### **4.1 Analysis Phase**

The analysis phase included 3 Representative Forum Workshops where information was shared on the current situation. To kick start the discussions the district profile compiled in the IIDP was used. Some desk work was done to compile information and data on the current situation and to do an in-depth analysis on the priority issues. The Representative Forum identified the priority issues and the core issues with each of the priorities.

### **4.2 Strategies Phase**

During the strategies phase wider participation was needed and 2 district level workshops were held, that involved provincial and national government departments and service providers. In addition 2 Representative Forum workshops were held.

The Representative Forum developed a vision and objectives, which was later validated and finalized by the Steering Committee. The Representative Forum also made inputs for strategies.

#### **4.3 Projects Phase**

The Representative Forum met once during this phase to identify projects and finalise the terms of reference for the Project Task Teams. The project Task Teams designed the projects and submitted project sheets with detail project information. Some desk work was done to finalise the project sheets..

#### **4.4 Integration Phase**

This phase consist mainly of desk work to compile the different plans and programmes from the existing information on the previous three phases and drafting the IDP document. One Representative Forum workshop was held to discuss the different plans and programmes and their content. As sated, his phase was greatly assisted by the Municipal Turn Around Strategy implementation phase. The Premier Co-coordinating Council also assisted by getting sector departments to commit themselves.

#### **4.5 Approval Phase**

After the document had been drafted it was sent to council for approval. At the same time the document was published and distributed to all local municipalities and the Interdepartmental IDP Assessment Committee for comment.

The draft document was approved by the council **the 8<sup>th</sup> April 2010** and submitted for Assessment on the 14<sup>th</sup> April 2010.

### **5. Compliance with Process Plan**

The Process Plan served as a guideline for the methodology followed to compile the IDP. Although it was not possible to keep to all the target dates, the majority of the activities indicated in the process plan were done.

### **6. Alignment**

The district IDP Framework that was formulated by the local and district municipalities of Thabo Mofutsanyana during the preparation phase was used as the basis for alignment during the IDP process. Although the process was stipulated, the outputs of alignment were not always achieved due to a number of reasons. Limited participation by government departments was the main problem. The fact that the provincial budget cycle differs from the municipal budget cycle also causes difficulties in aligning projects and programmes. The fact that the District does not receive the MIG, makes alignment with EPWP impossible.

Alignment with the district municipality and other local municipalities within the District was not difficult.

Important alignment that needed to take place throughout the IDP process was the alignment of the IDP with the Free State Development Plan (FSDP), Operation Hlasela programmes, and Turn Around Strategy.

## **7.IDP Framework**

### **7.1 Introduction**

The Integrated Development Planning Process is a comprehensive planning and implementation process that will be followed by all municipalities within the District. As a district municipality, Thabo Mofutsanyana should adopt a framework for this process in order to align the planning and implementation of municipal services and development within the area. The Municipal Systems Act, 2001 states in section 27 that, after following a consultative process with the local municipalities in the area, the district municipality should adopt a framework for integrated development planning in the area as a whole. The framework will bind both the district and local municipalities.

The purpose of the framework is to:

- Identify plans and planning requirements binding in terms of national and provincial legislation on the district and local municipalities
- Identify the matters that should be included in the IDPs of the district and local municipalities that require alignment
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters
- Determine procedures for consultation between the district and local municipalities during the drafting of IDPs
- Determine procedures for the amendment of the framework

The preparation process for IDP has been done in a consultative manner. The district and local municipalities were involved, as well as the Department of Local Government and Housing for the Free State.

The District and all its local municipalities were involved in the Municipal Turn Around Strategy sessions wherein the IDP Framework and alignment were incorporated.

## 7.2 Framework Programme

Activity		Event
Localised strategic guidelines		District level workshops
Strategy workshop		District level workshop
Involvement of project partners		District level workshop
Technical project indicators and decisions		District level workshop

Table #: District Alignment Events

## 7.3 Issues, Mechanisms and Procedure for Alignment

Alignment between the different spheres of government will be necessary in order to achieve the purpose of integrated development planning, which is faster and more appropriate for delivery of services and providing a framework for economic and social development. Aligning the planning process of different spheres of government and service providers is an international trend within governments. It is also an integral part of what integrated development planning is.

The appropriate level where alignment and co-ordination can take place within the IDP processes of different municipalities is at a district level. The district level meetings/workshops will be “*where people and places meet sectors and subjects*”. At the framework workshop the following issues were discussed regarding alignment:

## 7.4 Role-players

- Department of Provincial and Local government now COGTA
- Land affairs (Rural Development)
- Department of Water affairs and Forestry
- Environment and Tourism
- Department of Trade and Industry
- Social welfare
- Public works, Roads Transport and Security
- Agriculture
- Health

- Same departments as National government
- Local Municipalities of Thabo Mofutsanyana
- Tourism partners (Kwa Zulu Natal, Free State and Mpumalanga)
  
- ESKOM
- TELKOM

Maluti Water

KZN District Municipalities bordering the district

### **7.5 Communication Mechanisms**

The communication between the different stakeholders was crucial in aligning plans successfully. The Governance and Strategy Unit acted as the communication link between the various role-players and used existing communication channels to disperse information. The mechanisms that were used are:

- Fax and/or e-mail
- Telephones and Cell Phones
- Meetings and workshops
- Website

### **7.6 Establishment of a Structure (Forum)-TMDM Planning Commission**

The role-players identified above constitute the forum for district level events within the IDP process. The desirable outcome of each event determined if only specific or all departments and service providers were invited. This depended on the type of priority issues identified by the municipalities.

### **7.7 Management Structure**

The following people will form part of the structure that will manage the proposed forum for district level events: The structure will be known as the District Planning Commission.

- 6 municipalities' IDP managers (including the District)
- Governance and Strategy Unit
- Provincial IDP Co-coordinator
- District Heads of Departments
- A representative from the Office of the Premier

## 7.8 Binding Legislation and Planning Requirements

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
GENERAL MANAGEMENT	
Constitution of Republic of South Africa 1996	To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto
Local government: Municipal Systems Act, 2000	To give effect to “developmental local government” To set principles, mechanisms and processes to promote social and economic upliftment of communities and to ensure access to affordable services for all. To set a framework for planning, performance management, resource mobilization and organizational change and community participation
Local government Municipal Structure Act, 1998	To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems
Consumer Affairs (Unfair Business Practices) Act, 1996	To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Municipal Electoral Act, 2000	To regulate the municipal elections To amend certain laws and to provide for matters connected therewith
Organized Local Government Act, 1997	To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the National Council of Provinces etc.
Promotion of Local Government Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and those functions of local authorities, which should in the national interest be co-coordinated.
Occupational Health and Safety Act, 1993	To provide for occupation health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place.
Promotion of Access to information Act, 2000	To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	To give effect to the administrative action that is lawful, reasonable, and procedurally fair in terms of the constitution of the Republic of South Africa 1996
Promotion of Equity and Prevention of unfair Discrimination Act, 2000	To give effect to section 9 read with item 23(1) of Schedule 6 to the constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment. To promote equality and eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	therewith
FINANCE	
Division of Revenue Act	To provide for a fair division of revenue to be collected nationally between national, provincial and local government sphere for 2010\2011 financial year and for matters connected therewith
Business Act, 1991	To repeal certain laws regarding the licensing of businesses To provide for the licensing and operation of certain businesses, shop hour and related matters
Debt Collectors Act, 1998	To provide for controlled debt collecting
Income Tax Act, 1962	To provide for the payment of taxes on incomes of persons and taxes on donations
Insolvency Act, 1936	To consolidate and amend the law relating to insolvent persons and their estates
Local Authorities Capital Development Fund Ordinance, 1978 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of Capital Development Fund and for the matters incidental thereto
Municipal Accountants Act, 1988	To provide for the establishment of a Board for Municipal Accountants and the registration of Municipal Accountants and the control of their profession
Municipal Consolidated Loans Fund Ordinance, 1952 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier
Municipal Finance Management Act	To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiency and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith
Pension Benefits for Councilors of Local Authorities Act, 1987	To provide for pension benefit for councilors
Public finance Management Act, 1999	To regulate financial management in the national and provincial government and inter alia, provincial public entities
Prescribed Rates of Interest Act, 1975	To prescribe and regulate the levying of interest from debtors
Reporting by Public Entities Act, 1992	To provide for the reporting to parliament by public entities

Value Added Tax Act, 1991	To provide for the taxation in respect of the supply of goods and services
Local Government Transition Act, 1993 REPEALED EXCEPT FINANCIAL PROVISIONS	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Local Government Property Rates Act	To regulate general property valuation

ADMINISTRATION/CORPORATE AND LEGAL SERVICES

Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Expropriation Act, 1975	To provide for the expropriation of land and other property for public and certain other purpose and matters connected thereto

HOUSING

Housing Arrangement Act, 1993	To provide for the establishment of a National and Regional Housing Board(s) and the abolition of certain existing boards
Rental Housing Act 1999	To define the responsibility of Government in respect of rental housing
Residential Landlord and Tenant Act, 1997	To provide for the regulation of landlord-tenant in order to promote stability in the residential rental sector in the province

TOWN PLANNING AND SPATIAL DEVELOPMENT

Provision of Certain Land for Settlement, 1993	To provide for the designation of certain land to regulate the subdivision of such land and settlement of persons thereon
Advertising on Roads and Ribbons Development Act, 1940	To control advertising on national and regional roads
Black Communities Development Act, 1984 ANNEXURE "F"	To control advertising on national and regional roads
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalize development tribunals for evaluating applications
Physical Planning Act, 1991	To provide guidelines for drafting of urban development
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
Subdivision of Agricultural Land Act, 1970	To control the subdivision of farm land and agricultural holdings
Town and Regional	To provide for the training and registration of professional Town Planners

Planners Act, 1984	
ENVIRONMENT	
Environmental Conservation Act, 1982	To provide for environmental impact assessments and exemptions, noise control areas etc
Environment Conservation Act 1989	To provide for the effective protection and controlled utilization of the environment and for matters incidental thereto
National Environmental Management Act, 1998	To provide for co-operative environment governance by establishing principles for decision making on matters affecting the environment and to provide connected therewith
ENGINEERING / TECHNICAL SERVICES	
National Building Regulations and Building Standards Acts, 1997	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Service Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norm for tariffs and service development plans
SAFETY AND SECURITY	
Criminal Procedure Act, 1977	To consolidate and regulate procedure and evidence in criminal proceedings
Disaster Management Act	To provide for an integrated, co-coordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gathering and Demonstration Act, 1993	To control public gatherings and procession of marches
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
National Land Transport Bill, 1999	
National Land Transport interim Arrangement Act, 1998	To make arrangements relevant to transport planning and public roads transport services
Urban transport Act, 1977 as amended 1992	To promote the planning and provision of adequate urban transport facilities
National Roads Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
Roads traffic	To provide in the public interest for co-operative and co-

Management Corporation Act, 1999	ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
Regulation of Gathering Act, 1993	To control public gatherings and procession of marches
South African Police Service Act, 1995	To provide inter alia, for a municipal (city) police
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
Health Act, 1997	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Policy for Health Act, 1990	To provide for control measures to promote the health of the inhabitants of the Republic and for matters connected thereto
HUMAN RESOURCES	
Employment Equity Act, 1998	To promote the constitutional rights of equality and the exercise of true democracy To eliminate unfair discrimination in employment To redress the effect of unfair discrimination in the workplace to achieve a workforce representation of the population
Basic Conditions of Employment Act, 1997	To give effect to the right to fair labour practice To provide for the regulation of basic conditions of employment
Compensation of Occupational Injury and Diseases Act, 1993	To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disable employees
Labour Relations Act, 1995	To regulate the organizational rights of trade unions, the rights to strike and lock out To promote and facilitate collective bargaining and employee participation in decision making To provide simple procedure for labour disputes
Skills Development Act, 1998	To provide for the implementation of strategies to develop and to improve the skills of South African workplace, to provide for learnerships, the regulation of employment services and the financing of skills development.
Skills Development Levies Act, 1999	To provide for the establishment of a National Qualification Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance	To provide for the payment of benefits to certain persons and

Act, 1996	the dependants of certain deceased persons and to provide for the combating of unemployment
ELECTRICITY	
Electricity Act, 1987	To provide for and regulate the supply of electricity and matters connected thereto
PROVINCIAL	
Free State Rural Development Strategy	To provide strategies for rural development within the Free State
Poverty Eradication Strategy for the Free State	To provide strategies for eradicating poverty, especially in rural areas

Table #: National and Provincial Legislation Applicable to Local Government

### 7.9 Amendment Procedure

The framework for IDP is a working document that will guide all the municipalities with the IDP process. It will therefore be necessary to make provision to amend the Framework, if and when the process that is envisaged is not practical or cannot in any way be adhered to.

- The management structure will meet after each phase of the IDP to discuss any amendment that needs to be made to the Framework and/or the Process Plans of the local and district municipalities.

### 7.10 Conclusion

This Framework serves as the guideline to local municipalities and the district municipality of Thabo Mofutsanyana for aligning their respective IDP processes with each other and with the plans and programmes of other organs of state. It will be submitted to the MEC: Local Government and Housing with the final IDP document of the district municipality.

## Analysis

### Introduction

As the first step of the process of formulating an IDP it is necessary to analyse the current situation in order to identify the needs and problems to come up with priority issues within the municipality. The priority issues should reflect the needs of communities within the municipality as well as the municipal needs and problems.

The methodology followed by the district municipality during the analysis phase was adopted from the methodology set out in the IDP guidelines developed by DPLG. The establishment of a steering committee (mayoral committee, heads of departments and PIMSS professional) and a representative forum from local municipalities, district level trade, farmers and labour unions, traditional leaders and district level NGOs were the first step in starting with the process.

The steering committee takes a leading role in terms of planning for the process, considering comments and inputs from various stakeholders, also making content recommendations and is responsible for preparing, facilitating and documenting the process. The representative forum represents the interest of the constituency, provides an organisational mechanism for discussion, negotiation and decision-making and ensures communication between different stakeholders within the municipality.

During the analysis phase three meetings were held with the representative forum. The first workshop's purpose was to establish the forum and to introduce the IDP process to the representatives.

### Demographic Profile

A huge problem exists with the demographic and socio-economic information that are available and have been used as baseline information in planning over the last few years. Many people feel that the information available is not correct. Although in many instances statistics from the census of 1996 are used, it is outdated and the new boundaries of municipalities make the information less trustworthy. Baseline information is very important when planning as it quantifies the need and influences the budget of not only the municipality, but of provincial and national government and any other institution providing money for development. For the IDP information compiled by the Development Bank of South Africa on the census statistics are used. Local municipalities are also used as a source for information on municipal services. Data available on rural/farming areas are even more suspicious. Unfortunately the data available must be used, but there should be an effort from provincial and local government to get the correct information as soon as possible.

According to DBSA the expected average annual growth rate for the Thabo Mofutsanyana area is the following:

	Low HIV/Aids Scenario		High HIV/Aids scenario	
	Growth rate	Population	Growth Rate	Population
2001-2006	1,65%	1 946 183	0,45%	2 006 949

2006-2011	1,34%	2 148 499	-0,02%	2 120 535
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[Table 3.1: Average annual Growth Rate](#)

Source: DBSA, 2001

It is clear that HIV/Aids will have a profound effect on society and planning for development.

The number of people residing in Thabo Mofutsanyana is approximately:

Area	Urban	Rural	Total	Percentage	Density (km <sup>2</sup> )
Setsoto	75463	50288	125751	17.26	21.14
Dihlabeng	79705	35400	114105	15.80	24.36
Maluti A Phofung	87585	205592	392177	53.98	87.97
Nketoana	41877	10755	52632	7.23	9.4
Phumelela	25971	15769	41740	5.73	5.54
Total \average	310601	417804	728405	100%	25.76

[Table 3.2: Demographics of Thabo Mofutsanyana](#)

The 2007 Community Survey, has provided new figures, which are included in chapter 1.

The results of the analysis phase follow.

### Priority Issues

The priorities identified during the representative forum workshop are as follow. Priority issues are grouped into priority themes.

INFRASTRUCTURE AND SERVICES	ECONOMIC DEVELOPMENT AND JOB CREATION
<ul style="list-style-type: none"> <li>▪ Water</li> <li>▪ Sanitation</li> <li>▪ Electricity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agricultural development</li> <li>▪ Tourism development</li> <li>▪ Land reform</li> </ul>

<ul style="list-style-type: none"> <li>▪ Waste management</li> <li>▪ Roads, streets, stormwater</li> <li>▪ Housing</li> <li>▪ Cemeteries</li> <li>▪ Telecommunication</li> <li>▪ Land development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental Management and Care</li> <li>▪ Industrial and skills development</li> <li>▪ Business and Industrial development</li> </ul>
<p><b>SOCIAL DEVELOPMENT/ COMMUNITY SERVICES</b></p>	<p><b>GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b></p>
<ul style="list-style-type: none"> <li>▪ Health services</li> <li>▪ Environmental management</li> <li>▪ Safety and security</li> <li>▪ Disaster management</li> <li>▪ Education and training</li> <li>▪ Emergency services</li> <li>▪ Transport</li> <li>▪ Sports ,Arts, and Culture</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community participation and strengthened administrative systems.</li> <li>▪ Development and Implementation of Municipal Turn Around Strategy</li> <li>▪ Support interventions for municipal viability, management and improvement of municipal audits</li> <li>▪ Information systems on drinking and waste water quality.</li> <li>▪ Development and implementation of by-laws, policies, and systems that support local government legislation.</li> <li>▪ Institutional Development</li> </ul>
<p><b>FINANCIAL VIABILITY</b></p>	<ul style="list-style-type: none"> <li>- Improve revenue base by seeking alternative funding</li> <li>- Improved reporting process in terms of MFMA</li> <li>- Achieve and maintain unqualified financial audit reports.</li> </ul>

[Table 3.3: Priority Issues](#)

Priority issues for the district are broad areas for development. The detail problems and needs within each of these statements are elaborated upon in the following section.

## **Current Realities**

Each priority issue has been studied in-depth to get to the real or core issues that local municipalities have with the priority. Below the core issues of each priority issue is listed followed by a description of the trends and causes of problems experienced with the issues. It is clear from the description that priorities are closely linked and integrated. For the sake of order it was necessary to strategically group priority issues into development themes.

## **Infrastructure and Services**

### **Water**

#### CORE ISSUES

- District service provision and responsible authorities
- Available funds
- Service payment levels at local level affecting the provision of bulk water
- Service maintenance
- Available capacities are weak

#### TRENDS, PROBLEMS AND CAUSES

Majority of urban areas have individual erf connections, although a large percentage not metered. Rural areas are poorly serviced in terms of water and many farm workers have to walk long distances to a water source.

Bulk water in the district is in most areas sufficient, but supply systems are not always adequate. Water treatment facilities are very rudimentary in some areas where quality is not guaranteed to meet standards. Small municipalities lack personnel, resources & finances to operate and maintain bulk & internal water supply systems effectively.

The challenge in terms of water for the municipality is to provide affordable bulk services and infrastructure with the limited resources available. In some cases (especially rural areas) the distance to communities are too large to provide an affordable water network.

### **Sanitation**

#### CORE ISSUES:

- Disparities in provision of sanitation between townships and formerly white areas.
- Lack of sustainable and affordable systems
- Environmental risk
- Services maintenance

## TRENDS, PROBLEMS AND CAUSES.

A waterborne system is mostly acceptable and required although it is least feasible and affordable to provide. Low water usage systems are acceptable by most communities and especially viable for rural areas.

The district municipality has provided VIP systems for rural areas in the past in cooperation with DWAF. There is a concern, however, that the investment is made in favour of farm owners and that farm workers do not benefit that much. This is evident during evictions.

No regional sewerage treatment works exists and most towns have their own facilities, many of which require upgrading. Small towns lack personnel, resources & finances to operate and maintain bulk & internal sanitation systems effectively. Some purification systems are a threat to the environment and urgent attention need to be given to these.

### **Electricity**

#### CORE ISSUES:

- Imbalances in distribution
- Rural areas not serviced well
- Maintenance

## TRENDS, PROBLEMS AND CAUSES

Eskom is the sole provider for the region, although there is not a uniform distribution service as most municipalities buy from Eskom and then provide it to the different communities. Electricity provision and distribution through the area is generally good with little shortcomings (70-80%.) There are still imbalances in the provision of electricity as there are previously disadvantaged areas without electricity. Rural areas are not serviced well and the exact number of people without electricity is unknown.

Power failures are common, especially during thunderstorms, due to weak networks and limited infrastructure such as sub stations.

There is no electricity generating facilities operating at the moment. A project to generate hydro-electricity is currently in operation at the Axle River in Dihlabeng and is providing supplementary electricity to Bethlehem.

### **Waste Management**

#### CORE ISSUES:

- Management of dumping sites
- Management of waste
- Inadequate landfill sites, and the problematic licensing thereof.

## TRENDS, PROBLEMS AND CAUSES

Local Municipalities currently provide refuse collection and disposal services in all towns. Large towns were able to comply with legal requirements and standards but smaller towns mostly do not comply (waste disposal sites)

The Structures, and Waste Management Acts require from a District Municipality to become responsible for regional waste management. There are currently no regional waste disposal facilities and it is indicated that such a facility might be required in the near future. It will also be the district municipalities' responsibility to make sure that waste disposal facilities and the management thereof comply with legislation.

Recycling of waste is not done widely or on a large scale. In future it will be necessary to investigate and implement cost effective ways to recycle waste. Nketoana is the only municipality that has a system that recycles water for usage.

### **Roads, Streets, Stormwater**

#### CORE ISSUES:

- Responsible authorities
- Availability of funds
- Road maintenance
- Stormwater planning

## TRENDS, PROBLEMS AND CAUSES

The National and Provincial roads are considered the most important to maintain as it links provinces and serve an important role to distribute goods and services in the region. N5 route between Harrismith & Winburg, R26 Johannesburg to Bethlehem to Ficksburg is of great concern as these roads are in a poor condition, but they carry a large percentage of the traffic through the area.

The primary road network (provincial primary, secondary & tertiary) is sufficient, but it is not well maintained. The condition of roads currently affects several services (i.e. education, health, safety as well as tourism).

There is uncertainty as to responsibility for road maintenance and traffic control in the area. The amalgamation of local authorities and the wall-to-wall municipalities has brought about changes in boundaries and responsibilities. At this stage it is not clear.

The provision of streets and stormwater in urban areas and the maintenance thereof have been widely neglected due to the declining budgets of municipalities and the low priority it was given over the past 5 to 6 years. The condition of streets is worsened by a lack of proper stormwater and sidewalks planning, especially in townships. Streets in townships were not designed for cars and it creates a problem due to the fact that more and more people own cars. The general feeling is that road construction methods should be used that will require lower maintenance costs, such as paving.

The realignment of the N3 and N5 will have a profound economic impact on the region and it is a request that the department reconsiders the plan to realign the roads.

## **Housing**

### CORE ISSUES:

- Influx and rural housing conditions
- Land and ownership thereof.
- Services infrastructure provision
- Areas experiencing the greatest need of housing.
- Role of the District Municipality in Housing.
- Criteria for housing provision

Most urban areas experience a drastic housing backlog due to influx from rural areas. The provision of housing closely links with the provision of services and places tremendous financial pressure on local municipalities. Suitable land for new development area is often a serious problem. Local Municipalities struggle to maintain their revenue base due to non-payment of services. The result is that municipalities cannot afford to expand their services.

Informal settlements are sometimes situated in areas, which is difficult to upgrade (i.e. flood areas). This makes it costly and also leads to uncertainty and unhappiness. There have been some discrepancies in the past with the allocations of subsidies. Strict control over the allocation of subsidies is necessary and qualification for subsidies should be made very clear to all. It was felt that the district municipality should play a coordinating role in the allocation of housing subsidies.

The housing situation of rural farm workers is cause for serious concern and is often the reason for influx to urban areas. The housing needs of farm workers are directly linked to ownership. There is still not a uniform solution to the problem and continuous negotiations and talks should be held between local authorities, farmers and farm workers should be held.

## **Cemeteries**

### CORE ISSUES:

- Provision of more planned cemeteries
- Proper care of cemeteries
- Paupers burials

### TRENDS, PROBLEMS AND CAUSES

At most towns the existing facilities are not sufficient for the medium to long term. There is also not a regional cemetery that can be used by anyone in the district. Cemeteries in townships not sufficient for short term and new areas for cemeteries should be allocated urgently.

In many cases fencing of cemeteries is needed to limit vandalism.

Paupers' burials are increasing and placing a financial burden on municipalities.

## Telecommunication

### CORE ISSUES:

- Provision of service in less developed areas

### TRENDS, PROBLEMS AND CAUSES

Telephone services are available to most people in some form (Telkom or cellular). Most new residential areas have not yet been serviced with telephone lines from Telkom. In general it is not such a high priority as many people have access to telephones.

The lack of telephones on farms for farm workers is a problem when emergencies arise. The cellular network in rural areas is also not enough to overcome this problem, as the cellular network does not yet cover many areas.

## Land Development

### CORE ISSUES:

- Proper planning
- Town planning schemes
- Eradicating discrepancies of the past

### TRENDS, PROBLEMS AND CAUSES

In most cases land is available for further development, but in some cases municipality will need to obtain more land. Suitable land will be identified through the IDP process.

Standardized town planning schemes are needed for each municipality to combat haphazard planning. Buffer zones still exist in many towns and physical constraints make it difficult to integrate former black and white areas.

Most municipalities do not have new policies on land development yet despite the province assisting with SDFs.

## Economic Development and Job Creation

GDP at factor cost

Municipality	Total (R1000)	% contribution	Average Annual Growth Rate
Setsoto	R 778,579	16.8%	-0.7
Dihlabeng	R 1,262,584	27.9%	-0.7

Nketoana	R 426,507	9.1%	-0.3
Maluti a Phofung	R 1,783,027	41.4%	0.3
Phumelela	R 233,342	4.9%	-1
Thabo Mofutsanyana	R 4,484,039	100.0%	-0.3

[Table 3.4: GGP](#)

[Source: DBSA, 2001](#)

## Agricultural Development

### CORE ISSUES:

- Local processing and SMMEs
- Decline in agricultural sector
- Small scale farming
- Skills development
- Marketing

### TRENDS, PROBLEMS AND CAUSES

Thabo Mofutsanyana District is regarded as one of the most fertile areas in the Free State and consequently one of the most productive agricultural areas. The agricultural sector does, however, experience serious financial strain with high production costs. Natural and other disasters contribute to the poor state of the sector. Another detrimental factor is the poor state of roads and transportation with trains are not safe.

The sector is still dominated by white farmers, but the government and commercial farmers are putting in an effort to build capacity with previously disadvantaged people. Funds to buy land for emerging farmers are often not enough to also fund equipment and tools. The slow pace of land reform hampers the inclusion of black farmers within the sector. Although support is available, emerging farmers experience a problem in accessing information and support from the Department of Agriculture. People need on the ground training and constant monitoring. It was felt strongly that farms should only be sold to people that are really interested in farming and strict criteria should be used to identify emerging farmers. Support programmes that will be to the mutual benefit of commercial and emerging farmers should be investigated and implemented.

Recent commonage and small scale farming developments proved not to be successful due to lack of commitment, management and other skills. Commonages are in many instances too big for effective

management and the management structures for commonages are not functioning properly due to a number of reasons.

Agri-processing is virtually non-existent, especially on a large scale, although the region has a good potential in relation to future markets.

Farm lay-offs result in influx into towns and has an economic and social impact on towns. It leads to higher unemployment and higher dependency on civil services provided by the municipality. Farm lay-offs are in many instances caused by uncertainty with labour laws as well as the decline in the agricultural sector.

## **Tourism Development**

CORE ISSUES:

- Marketing
- Training
- Financial assistance

TRENDS, PROBLEMS AND CAUSES

The Eastern Free State is very well known for several tourist attractions and destinations and is also well known for a wide variety of annual festivals. Tourism mostly focuses on the environment and attractive scenery with the focus of most tourist attractions on eco tourism and adventure tourism. The marketing of the area should be improved.

Previously disadvantaged people are not generating income from tourism yet. Very little training has been provided to also accommodate cultural tourism and to promote the informal market. Disadvantaged peoples' awareness of tourism and how to exploit the market is poor.

The District Municipality has very limited capacity in terms of personnel and funds to provide the support for these people to get involved in the tourism sector. People have the skills, but funding and training to produce good quality products lack. Another problem people face is that resources such as clay have been exhausted. Furthermore, products and services are not marketed.

The overall feeling is that a good marketing campaign that focuses on cultural tourism should be undertaken, but first structures on ground level should be organized. The marketing strategy should involve local people.

## **Land Reform**

CORE ISSUES:

- Lack of proper programme
- Emerging farmers
- Management of commonages

## TRENDS, PROBLEMS AND CAUSES

Almost all the land in Qwa-Qwa rural is state owned or tribal land. The land is not managed well as there is no leadership or coordination from Department of Land Affairs or the Department of Agriculture.

There are very few emerging farmers in the Thabo Mofutsanyana area and they are finding it difficult to improve their positions. Commonages are not managed well and unsustainable practices have a detrimental effect on the commonages. It is felt that support in managing commonages is available, but there is no land to increase the commonages.

Land Reform projects should be economically sustainable and targeted at people that want to make a success of it.

### Industrial Development

#### CORE ISSUES:

- Marketing
- Incentives
- Financial assistance
- Local development projects

## TRENDS, PROBLEMS AND CAUSES

The region does not have a strong industrial base but it does, however, have excellent potential and infrastructure to improve its economic base. The reasons why there are a limited number of significant industries is the general lack of incentives from Local Municipalities, the lack of proper infrastructure (limited research has been done) and the over-subsidization of the past has made the attractiveness of the area in comparison with other areas closer to markets less.

Another problem is that the area is not market as a potential industrial core. Again it is because of a lack of incentives and limited investigations in what the need of industries and the potential of the area are. The recently introduced, Industrial rejuvenation programme will assist in the refinancing of the abandoned industries.

### Social Welfare and Development

Social infrastructure is as follows

Municipality	Number of clinics	Number of hospitals	Number of schools	Number of crèches	Number of police stations
Setsoto	12	3			4
Dihlabeng	10	2	32	35	7
Maluti a Phofung	34	3	181	5	5
Nketoana	6	info not available at			

		time of press	time of press	time of press	time of press
Phumelela	7	info not available at time of press			
TOTAL	69				

[Table 3.5: Social Infrastructure](#)

[Source: Local Municipalities](#)

## Health Care

### CORE ISSUES:

- Financial constraints
- Accessibility of health services
- Proper coordination
- Uninformed communities
- Mobile clinics

### TRENDS, PROBLEMS AND CAUSES

The existing regional facilities (level 2 hospitals) are situated in Bethlehem and Phuthaditjhaba respectively. Urban areas are mostly serviced by clinics and health care centers, whilst rural areas are serviced by mobile clinics. There are 69 Primary Health Care Clinics in the district. In most small towns a 24-hour service is not available. Altogether, there are 18 functioning mobile clinics providing basic primary health care services at weekly to monthly intervals at more than 1000 points throughout the district. The mobile clinic service is still not adequate, as it does not cover all areas, e.g. Marquard and does not always have the right equipment and medicine to treat people.

The health care system experiences a wide range of problems including a lack of trained personnel, equipment and medicine, specialized services as well as operating hours. Furthermore there is still uncertainty in respect of the roles of various government agents, especially with the lack of service level agreements between the District and Local Municipalities.

Animal health care is also of great concern especially in townships where animals such as cattle and sheep are kept in people's erven.

Serious illnesses such as HIV/AIDS affect the lives of many people. In many instances people are still reluctant to talk about the disease and its effects.

Uncertainty about responsibility and merger of staff – not certain about boundaries - lack of standard geographical information that can be used to track down accident

## **Disaster Management**

### CORE ISSUES:

- No proper planning done between the District and Locals
- Lack of sufficient funds
- No District Disaster Management Centre and Manager
- Fire station build in Warden, but not functional
- No service level agreement between the District and Local Municipalities

### TRENDS, PROBLEMS AND CAUSES

Very few municipalities have plans in place and the District does not have proper disaster management plans. Municipalities do not receive funds for disaster management any more from the provincial government and do not have the funds in their own budget to make provision for it. Furthermore it is difficult for municipalities to plan in isolation. An integrated approach headed by the district municipalities where all role players can get involved should be followed. The Disaster Management Plan prescribed by legislation will have to be formulated as soon as the guidelines have been rolled out. The District has in terms of the Disaster Management Act to establish a Disaster Management Centre.

## **Education and Training**

### CORE ISSUES:

- Financial constraints
- Current level of education
- Illiteracy
- Entrepreneurship development

### TRENDS, PROBLEMS AND CAUSES

Although there are many high level skilled people in the district, they are not being utilized or their skills coordinated properly. The lack of a relevant curriculum leads limited practical experience and relevance for school leavers. The quality of education in the district varies from school to school, but the majority of schools achieve low pass rates yearly. The biggest problem is that teachers are not properly qualified and in many cases not motivated to provide good quality education.

Existing tertiary facilities are situated in Bethlehem, Harrismith and Phuthaditjhaba. Most courses are academic orientated and students struggle to practice what they have learned. There exists a need for more technical and life skill orientated courses.

There exists a high level of illiteracy amongst community members, particularly amongst adults. There is limited access to ABET programmes although these courses are provided all through the area. Another cause

for concern is that there are very limited opportunities for formal training as far as entrepreneurship development is concerned. The opportunity to develop a private tourism school in Clarens exists.

The lack of cooperation between tertiary institutions and the private sector for practical experience for students (internship) should be addressed. It should be compulsory to institute a proper workplace skills development plan. There is a need for a database of skills that are available in the district and for information centres where people can access information on job opportunities.

## **Environmental Management and Care**

### CORE ISSUES:

- Health conscious community
- Pollution
- Conservation areas
- Lack of training
- Waste removal

### TRENDS, PROBLEMS AND CAUSES

Eastern Free State area is rich in natural resources and is seen as one of the most beautiful parts of the country. A large number of environmentally sensitive areas (i.e. dams, rivers etc.) exist which should be protected at all costs. The Municipality is yet to take responsibility to make people aware of their own responsibility to combat environmental threats through the proposed environmental strategies..

A number of environmental risks exist. They include:

- High levels of air pollution around towns caused by wood and coal fires.
- Cutting down of trees also decrease natural air filters.
- Uncontrolled dumping of refuse and littering further contributes towards pollution.
- The poor management of sanitation systems poses a serious health and environmental risk.
- Overgrazing causes erosion, especially commonages cause a great problem
- Veldt fires damages biodiversity and leads to erosion and air pollution.

To sufficiently combat pollution and care for the environment people should adopt a culture of caring for the environment and making use of sustainable ways to earn a living.

## **Safety and Security**

### CORE ISSUES:

- Farm attacks
- Insufficient funds for police
- Traffic control

### TRENDS, PROBLEMS AND CAUSES

The highest levels of crime are experienced in townships. The safety of farmers and farm workers are a concern. Stock theft is a major problem, especially along the border of Lesotho.

In general it is felt that the police service is not on a high standard. Police officers experience a range of problems such as a lack of equipment, proper vehicles and a shortage of staff and they are not motivated. A lack of proper equipment and resources hamper the work of the police force. The community has a negative attitude towards the SAPS.

In most towns CPF's are established, but the community is not aware of the new legislation regarding the Community Policing Forums. The involvement of the community in combating crime is very important and should be encouraged through various mechanisms that include the CPF.

There is confusion about powers of local and provincial traffic officials. Local officers patrol provincial/national roads, but fines are paid to the provincial office and the local municipality is not remunerated.

## **Sports, Arts and Culture**

### CORE ISSUE

- Proper facilities
- Access to facilities

### TRENDS, PROBLEMS PRINCIPLES

Not all communities have access to sport and recreation facilities. In many cases the facilities are dilapidated and not well maintained. A variety of sports activities should be catered for. Indigenous games need to be promoted in the District. The existence of initiation schools need to be managed, and those not complying be deregistered.

## **Emergency Services**

### CORE ISSUES:

- Proper services
- Response of emergency services

## TRENDS, PROBLEMS AND CAUSES

Not all small towns have emergency services close at hand. In almost all the municipalities the equipment are in a poor condition as limited money is available for maintenance and replacement of old equipment. A lack of funds for emergency services is a big problem.

The response of ambulances is too slow. Uncertainty as to who is responsible for which areas after the new demarcations is a problem as institutions do not know who should be attend to emergencies everywhere.

The District Municipality is not involved in emergency services as yet. They can play an important role in coordinating emergency services and the proper management of resources, although the physical service will still be rendered by local municipalities.

### **Transport**

#### CORE ISSUES

- Taxi rank facilities
- Co-ordination of transport services
- National road traffic through towns

## TRENDS, PROBLEMS AND CAUSES

Taxi's fulfill most of the need for public transport within the district. A bus service (Maluti Bus Service) only runs in certain parts of the district, mainly between Bethlehem, Harrismith and Qwa-Qwa. The government's plans with the taxi industry might bring about changes in the transport industry

In many towns taxi ranks do not have sufficient facilities. The taxi ranks are also in many cases not ideally situated. Some of the smaller towns are dependant on traffic passing through on national roads, but this also causes problems such as damaging of streets, spread of diseases and overnighting of large trucks in streets. Public participation and participation of the taxi industry is crucial when transport planning is done.

A comprehensive transport plan should be formulated as prescribed by the National Transport Act for each district municipality, but since no guidelines have yet been gazetted and because it is not a high priority for any of the municipalities it was decided that the Integrated Transport Plan will be formulated in the next financial year when revising the IDP.

### **Good Governance and Public Participation**

#### **Institutional Capacity and Management**

##### CORE ISSUES:

- Impact of amalgamation
- Development of new by-laws, policies

- HR development programme
- Communication with communities
- Inter-municipal relationships
- The implementation of the Municipal Turn Around Strategy
- The institutionalisation of operation Hlasela programmes

#### TRENDS, PROBLEMS AND CAUSES

The limited human resource capacity and the uncertainty on the roles and responsibilities of the district municipality is a problem for the effective management of the municipality. The principles of Batho Pele are not actively practiced at the district municipality.

A skills development audit has been done and a programme for further development of the skills of municipal workers has to be implemented.

Investigations are underway to improve the IT System of all municipalities in the Free State and possibly link all municipalities via the same system. The Provincial Government leads this programme.

Communication between the local and district municipalities are good although it can still improve. High hopes are placed on the IDP process to come up with solutions to many problems. One of the key areas where improvement is needed is the co-ordination with government departments and service providers.

The district municipality will play an important role to ensure the effective participation of all role players in the planning process.

The view (image) communities have of municipalities are not always positive. A culture of participative governance is slowly being established, but it will take time to establish community participation structures in such a way that it is representative of and informative for communities.

The clarification of roles and responsibilities between local and district municipality is a burning point as this hinders the planning and implementation of development projects. The new legislation is not clear to everybody and in many instance guidelines have not yet been promulgated to make the new legislation clearer on the roles and responsibilities of especially district municipalities.

The relationship between officials and councilors are not always satisfactory. With the limited human resource capacity of the district municipality and its roles and responsibilities the particular responsibilities of officials and councilors have become blurred.

The challenge is to find the responsibilities and role that the district municipality can play without duplicating provincial government functions within the local government structure and to build capacity in the district municipality to fulfill this new role.

## **Improve Revenue Base**

### CORE ISSUES:

- Internal capacities of the District to raise funding
- Restrictive legislation
- Charges for services rendered with new mandates

### TRENDS, PROBLEMS AND CAUSES

## **Financial Realities**

The RSC levies have been abolished, and the municipality solely relies on grants for finances.

## **Introduction**

The Integrated Development Plan will serve as the basis for the budget of Thabo Mofutsanyana District Municipality. It is necessary to take into account the operating cost of the municipality and balance expenditure on operations and capital projects.

## **The Abridged Budget of Thabo Mofutsanyana**

### **The complete budget is available as a separate document**

*Approved budget 2010/2011*

## **Introduction**

The budget to be approved by Council on the 13 May 2010 is attached as a separate document.

The budget takes into account the District Municipality's own needs for operational activities and human resources, projects as per IDP document, as well as the local municipalities needs.

The budget is constructed out of various grants:

- Equitable share
- Municipal Infrastructure Grant
- Municipal System Improvement Grant
- Financial Management Grant

Additional to these grants the district's own income being :

- Interest
- Others

Expenditure for the budget will be guided by the following policies/ mechanism

- Municipal Systems Act
- Municipal Finance Management Act
- Public Finance Management Act
- Division of Revenue Act
- General accepted accounting practice
- Institute for Municipal Finance Offices regulations
- Municipal Property Rates Act

# High Level Spatial Development Analysis of the District

## Background

The formulation of an Integrated Spatial Development Framework is a legal requirement in terms of Chapter 5 of the Local Government: Municipal Systems Act, 2000 (No 32 of 2000) and forms an integral part of the Integrated Development Plan (IDP) for a Local or District Municipality. The purpose of a Spatial Development Framework is to provide general direction to guide decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns and residential areas. More specifically, the Spatial Framework aims at informing the decisions of different organs of State as well as creating a framework for investor confidence that facilitates both public and private sector involvement.

### **1.1. Purpose of the Spatial Development Framework**

The purpose of the SDF is to:

- Be a strategic, indicative and flexible forward-planning tool with its main aim to **guide** planning and decisions on land development;
- Develop an **argument or approach** to the development of the area of jurisdiction which is clear enough to allow decision-makers to deal with unanticipated / unexpected situations;
- Develop a **spatial logic** which guides private sector investment;
- Ensure the social, economic and environmental **sustainability** of the area;
- Establish **priorities** for public sector development and investment; and
- Identify **spatial priorities** and places where public-private **partnerships** are possible.

In rural context it is necessary to also deal specifically with natural resource management issues, land right issues and tenure arrangements, land capability, subdivision and consolidation of farms and the protection of prime agricultural land.

The purpose of the SDF is not to infringe upon any existing land rights, but to guide future land uses in a holistic manner. No proposal in this plan creates any land use right or exempts any party from their

obligation in terms of any other act controlling land uses. The maps should be used as a schematic representation of the desired spatial form to be achieved by the municipality in the long term. The boundaries created through this process should therefore be left for interpretation according to the intension therewith as presented in the SDF and should thus not be obsequiously scaled or rigidly fixed.

### 3.1. Spatial Overview

Thabo Mofutsanyane District forms the north-eastern part of the Free State Province and is one of five district municipalities in the Free State. With the exception of Xhariep district municipality, it is bordered by three other district municipalities of the province namely, Motheo in the south, Lejweleputswa in the west and Fezile Dhabu in the north. Other borders include Lesotho in the southeast, Kwa-zulu Natal in the East and Mpulanga in the northeast. Thabo Mofutsanyane has been divided into five local municipal areas, with Setsoto forming the south-western section, Dihlabeng the south middle section, Nketoana the north middle section and Maluti-a-Phofung the south-eastern section and Phumelela the north-eastern section of the district and nineteen urban centres. The table below indicate the urban centres in each local municipality.

***Table 3.1: Urban centres located within a Local Municipality’s area of jurisdiction***

<b>Dihlabeng Local Municipality</b>	<b>Maluti-a-Phofung Local Municipality</b>	<b>Nketoana Local Municipality</b>	<b>Phumelela Local Municipality</b>	<b>Setsoto Local Municipality</b>
Bethlehem	Harrismith	Reitz	Vrede	Ficksburg
Clarens	Kestell	Petrus Steyn	Memel	Clocolan
Fouriesburg	QwaQwa	Lindley	Warden	Marquard
Paul Roux	Tshiame	Arlington		Senekal
Rosendal	Phuthaditjhaba			

*Source: Department of Local Government and Housing Free State*

### **3.2. Environmental Potential Atlas (ENPAT)**

Based on a satellite imaging and other sources of information, a database for the Thabo Mofutsanyane area was prepared which indicated the following at macro level:

- The broad land use and geology analysis;
- Soil depth and clay content;
- Soil potential and vegetation; and
- Ecological Sensitivity.

The importance of the above survey is primarily to assist decision-making with regard to rural developments and the linkage between Municipalities.

#### **3.2.1. Geology**

The most dominant geo-structural formations are the Drakensburg group and Karoo supergroup in the south, the Clarens formation, Karoo supergroup, Adelaide supergroup and Beaufort group in the central area, and combination of Adelaide supergroup and Beaufort group, Allanridge formation, Plattenberg group, Volkrust formation and Ecca group in the northern section (*Source: Council for Geo-science 2001*).

The geology of the Thabo Mofutsanyane area is summarised in the following table.

**Table 3.25: Summary of Geological Conditions**

AREA	SUMMARY OF GEOLOGICAL CONDITIONS
<b>Dihlabeng</b>	<ul style="list-style-type: none"> <li>• Expansive soils are considered the greatest constraint on development in this area, as foundations of buildings may need to be reinforced.</li> <li>• The presence of expansive colluvial could require special foundation conditions which include raft foundations, compacted soil mattresses and modified split construction</li> <li>• The area is underlain by mudstone and sandstone of the Elliot and Molteno Formations, as well as the Tarkastad subgroup, Beaufort Group of the Karoo Supergroup. Pockets of dolerite and alluvial is also present.</li> </ul>
<b>Maluti: Kestell / Tlholong</b>	<ul style="list-style-type: none"> <li>• The majority of the area is covered by alluvial and colluvial sediment which is underlain by shale of the Tarkastad Subgroup as well as dolerite intrusions.</li> <li>• The availability of construction materials was investigated and it was recommended that dolerite should continue to be utilized as fine and coarse aggregate. The disused quarries in the municipal area should be rehabilitated according to the relevant Mineral Act's.</li> <li>• The waste disposal site serving Kestell and Tlholong seems to comply with existing guidelines. There is however not enough cover material available and the slope of the site will cause pollution due to surface run off.</li> <li>• The cemetery sites serving Kestell and Tlholong are satisfactory.</li> <li>• The sewage systems serving the towns are adequate although care should be taken not to install wet and semi wet systems in new extensions of Tlholong due to the presence of a perched water table on the flood plane to the north of Tlholong</li> </ul>
<b>Harrismith and 42<sup>nd</sup> Hill:</b>	<ul style="list-style-type: none"> <li>• The area is underlain by andesitic lava of the Drakensberg Formation, with mudstones, shale and sandstones of the Formations Clarens, Molteno and Elliot of the Karoo Supergroup, and of the Tarkastad and Estcourt</li> <li>• Formations of the Beaufort Group, Karoo Supergroup. Post Karoo dolerite intrusions (dykes and sills) are present. Alluvium is associated with drainage channels and talus is present on the steep hillslopes.</li> <li>• Excavation problems can be expected to occur during the installation of services in some areas, due to the presence of sandstone, shale and dolerite outcrop.</li> <li>• Expansive colluvial soil may require specialised founding methods such as rafts, split construction or founding on unweathered bedrock.</li> </ul>

AREA	SUMMARY OF GEOLOGICAL CONDITIONS
	<ul style="list-style-type: none"> <li>• Complete soil removal or removal and recompaction of potentially collapsible soil may also be required.</li> <li>• The installation of an effective storm water drainage system and erosion protection is strongly recommended to minimize problems associated with dispersive soil.</li> </ul>
<b>Nketoana</b>	<ul style="list-style-type: none"> <li>• The area is underlain by mudstones and sandstones of the Adelaide and Tarkastad Formation which is part of the Beaufort Group within the Karoo Supergroup, with post Karoo dolerite intrusions.</li> <li>• Excavation problems can be expected to occur during the installation of services in some areas, due to the presence of sandstone, mudstone and dolerite outcrop.</li> <li>• The presence of expansive colluvial soils may require specialised founding methods such as modified normal rafts, reinforced split construction or founding on unweathered bedrock.</li> <li>• Complete soil removal and replacement or removal and recompaction of potentially collapsible soil may also be required.</li> <li>• The installation of an effective storm water drainage system and erosion protection measures are strongly recommended to minimize problems associated with suspected dispersive soils.</li> </ul>
<b>Phumelela: Memel / Zenzeleni</b>	<ul style="list-style-type: none"> <li>• The site is underlain by intercalated sandstone and shale of the Estcourt Formation, Beaufort Group, Karoo Sequence</li> <li>• Drainage, steep slopes and excavatability were found to be the main engineering geological problems, particularly with regard to low-cost development.</li> </ul>
<b>Memel / Zamani</b>	<ul style="list-style-type: none"> <li>• The area is underlain by mudstone and sandstone of the Adelaide Formation which is part of the Beaufort Group within the Karoo Supergroup.</li> <li>• Post Karoo dolerite intrusions prevail over a large area.</li> <li>• The presence of expansive colluvial soils may require specialized founding methods such as modified normal rafts, reinforced split construction or founding on unweathered bedrock.</li> <li>• Complete soil removal and replacement or removal and recompaction of potentially collapsible soil may also be required.</li> </ul>

AREA	SUMMARY OF GEOLOGICAL CONDITIONS
<b>Vrede / Thembalihle</b>	<ul style="list-style-type: none"> <li>• The area is underlain by shale and sandstones of the Normandien Formation, and sandstone, shale and mudstone of the Frankfort member, Beaufort Group, Karoo Supergroup, with post Karoo dolerite intrusions.</li> <li>• Excavation problems can be expected to occur during the installation of services in some areas, due to the presence of sandstone, shale and dolerite outcrop.</li> <li>• The presence of expansive soil in colluvium may require specialized founding methods such as rafts, split construction or founding on unweathered bedrock.</li> <li>• Complete soil removal or removal and recompaction of potentially collapsible soil may also be required. The installation of an effective storm water drainage system and erosion protection is strongly recommended to minimize problems associated with dispersive soil.</li> </ul>
<b>Setsoto:</b>	<ul style="list-style-type: none"> <li>• The area is underlain by argillaceous and erinaceous sandstones of the Tarkastad Subgroup, of the Beaufort Group, with post Karoo dolerite intrusions.</li> <li>• Excavation problems can be expected to occur during the installation of services in some areas, due to the presence of sandstone and dolerite outcrop and sub-outcrop.</li> <li>• Expansive material were encountered in the drainage channels and on some of the flat areas (floodplains) that may require specialised founding methods such as modified normal rafts, split construction, founding on unweathered rock and special drainage provisions.</li> <li>• Dispersive soils also occurred in alluvial environments.</li> <li>• Possible collapsible sand, mainly found as colluvial material transported from the nearby sandstone ridges, were encountered on the site</li> <li>• Special foundation measures on these soils includes raft foundations, compacted soil mattresses (compact soil underneath foundation trenches to a depth of 1,5 times the width of the foundation) and modified split construction.</li> <li>• Total removal of this layer can also be considered seeing that it is generally less than 1m thick.</li> </ul>

### 3.2.2. Soil Conditions and Potential

#### Clay Content and Soil Depth:

*Table 3.26: Clay Content per Local Municipality*

AREA	<15%	15% - 35%	>35%	TOTAL
Dihlabeng	256 677ha	218 711ha	0ha	475 388ha
	54%	46%	0%	100%
Maluti-a-Phofung	35 212ha	405 863ha	1 890ha	442 965ha
	8%	92%	0%	100%
Nketoana	333 407ha	161 680ha	66 063ha	561 150ha
	60%	30%	10%	100%
Phumelela	301 842ha	422 579ha	30 185ha	754 606ha
	40%	56%	4%	100%
Setsoto	197 582ha	395 369ha	1 155ha	597 781ha
	33%	66%	1%	100%

- The clay content of the area is low and does not pose a problem for residential or agricultural production.
- The average soil depth is between 450mm and 750mm, which make it suitable for a variety of agricultural crops.

#### Soil Potential

According to the Acocks Specification, the majority of (69%) of the vegetation is categorised as Highland sourveld to Cymbopogon-Themeda veld transition.

The soil potential linked to potential agricultural activities is diverse in the area and can accommodate a variety of activities.

***Table 3.28: Soil Potential per Local Municipality***

SOIL POTENTIAL	DIHLABENG		MALUTI-A PHOFUNG		NKETOANA		PHUMELELA		SETSOTO	
	HA	%	HA	%	HA	%	HA	%	HA	%
No dominant class	106 454	22	3099	1	66 615	12	75 460	10	80 369	14
Not suitable for agriculture or commercial forestry, suitable for conservation, recreation or water catchments	23 189	5	24826	5					2 809	
Soils highly suited to arable agriculture where climate permits	45 105	10					30 184	4	5 551	1
Soils not suitable for arable agriculture, suitable for forestry or grazing where climate permits	68 864	14	109212	25	467		196 198	26	27 039	5
Soils of intermediate suitability for arable agriculture where climate permits	86 618	18	303610	69	45		392 395	52	103 115	17
Soils of poor suitability for arable agriculture	145 158	31	2218		494 024	88	60 369	8	378 501	63
(blank)	31		47						397	
<b>Total</b>	<b>475 419</b>	<b>100</b>	<b>442 965</b>	<b>100</b>	<b>561 151</b>	<b>100</b>	<b>754 606</b>	<b>100</b>	<b>597 781</b>	<b>100</b>

### **3.2.3. Topography and Climate**

The Thabo Mofutsanyane district municipality falls within the summer rainfall area of South Africa. It receives the highest average rainfall and lowest average temperature compared to the rest of the Free State. The eastern part of the district receives the highest rainfall.

### **3.2.4. Environmentally Sensitive Areas**

#### ***Phumelela***

- Memel Area due to Seekoievlei nature reserve with Wetland Ramsar site
- Southern tip of the region – mountainous area

#### ***Maluti-a-Phofung***

- South East of Harrismith – mountainous area at van Reenen's Pass
- Kestell and Golden Gate areas
- Sterkfontein Dam area

#### ***Nketoana***

- Southern tip of the area
- Daniëlsrus and Rondehoek

#### ***Dihlabeng***

- Clarens area
- South of Rosendal – mountainous area

#### ***Setsoto***

- Ficksburg area
- Area to the east of Ficksburg towards Rosendal

### 3.3. Overview of the Urban and Rural Environment

The existing urban and rural environment, used as a basis for the development of the SDF, is summarised in the following tables. Note should be taken that only the most important factors have been covered, in each of the Local Municipalities' areas. The detailed information has been covered in the SDFs of each Local Municipality.

#### 3.3.1. Urban and Rural Profile

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
DIHLABENG		<p><u>Location and Urban Centres</u></p> <ul style="list-style-type: none"> <li>• The Greater Bethlehem is situated approximately 240km north-east of Bloemfontein, 140km east of Kroonstad and 90km west of Harrismith.</li> <li>• The town area forms part of the Highland Route and are subsequently located 80km from QwaQwa, 60km from the Golden Gate National Park and 120km from Willem Pretorius Game Reserve.</li> <li>• The town originally developed as a service centre. Growth was stimulated by the strategic location of the area that presently serves as a central regional centre. This is attributed to the fact that the area is situated adjacent to the N5 National Road between Bloemfontein and Durban.</li> <li>• The Greater Bethlehem is also directly linked to other towns like Kroonstad, Reitz, Warden and Ficksburg. The accessibility of the town is further emphasised by the prominence of the railway station at the Kroonstad / Durban and Bloemfontein / Frankfort railway intersection in the urban area.</li> <li>• The scenic town of Clarens, often referred to as the “Switzerland of</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
		<p>South Africa", is situated in the eastern Free State, approximately 34 km south-east of Bethlehem, 250 km north-east of Bloemfontein and approximately 70 km from Harrismith. Clarens is a mere 20 km from the Golden Gate National Park. The community is situated 10 km from the Lesotho boarder and has a splendid view of the Maluti Mountains. The past few years saw a leap in the tourist industry. A number of holiday houses, mainly for inhabitants from the Gauteng Province, were recently erected.</p> <ul style="list-style-type: none"> <li>• The town is subsequently known for its "arts and craft" route in the picturesque sandstone Rooiberge and the Maluti Mountains.</li> <li>• Regarding the population distribution in the Bethlehem District (including the Greater Bethlehem and Clarens town areas), 62,25% of the population resides in the urban areas and 37,75% in the rural areas. The area is thus marginally less urbanised than the average in the Free State.</li> <li>• The Greater Paul Roux is situated in the former District of Senekal. The Greater Paul Roux is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity. The area is thus marginally less urbanised than the average in the Free State. This is attributed to the fact that there are virtually no other economic sectors of significance other than agriculture with the coupled scarce work opportunities.</li> <li>• Fouriesburg is situated on the R26 route and in close proximity of Lesotho. Situated within the former Fouriesburg District, Fouriesburg has predominantly the function of a small service centre to the surrounding agricultural communities. This primary function is increasingly being supported by tourism as the latter industry is starting to gain momentum in the Eastern Free State.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
		<ul style="list-style-type: none"> <li>• The Greater Rosendal is situated in the former District of Ficksburg. The town area is south west of Bethlehem, north of Ficksburg and is situated adjacent the R 70 between Senekal and Ficksburg. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas</li> <li>• Regarding the population distribution in the Ficksburg District, 56% of the population resides in the urban areas and 44% in the rural areas.</li> </ul>
DIHLABENG		<p><b><u>Agriculture and Rural Environment</u></b></p> <ul style="list-style-type: none"> <li>• The region accommodates predominantly agricultural related activities. Only a restricted percentage of the region is unavailable (Bare Rock and eroded areas) for agriculture purposes (4%). A fairly significant portion of the region is currently under cultivation (48%), which is attributed to the average rainfall in the area and the general availability of water for irrigation purposes specifically adjacent the Liebenbergsvlei and Klein Caledon Rivers.</li> <li>• Virtually, the larger part of the region that is suitable for cultivation is being utilised (48%) and only 1% could still be developed for that purpose. Stock farming (47%) is mainly extensive, focussing on grazing and specifically dairy farming in the Bethlehem area. It can generally be determined that the region is developed to its optimum with regard to agriculture and future development of this sector is thus not foreseen.</li> <li>• Areas utilised for cultivation are predominantly cultivated with maize and wheat and to a lesser extent sunflower and sorghum. The production of maize and wheat within the former Bethlehem magisterial district is above the average for that of the Free State. It is not possible to give an accurate indication of the percentage of each of these cultivations being produced since it varies each year,</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
		depending on market demands and meteorological conditions.
<b>MALUTI-a-PHOFUNG</b>	<b>Harrismith-Intabazwe-Tshiame Urban Complex</b>	<p><b><u>Location and Urban Centre</u></b></p> <ul style="list-style-type: none"> <li>• Harrismith is located approximately in the centre of the Maluti-a-Phofung Local Municipal area and its main economic activity centres on industry. It is generally believed that this town attracts more capital-intensive industries, whereas Phuthaditjhaba holds a stronger attraction for labour-intensive industries.</li> <li>• Harrismith is located around the intersection of the N5 national road with the N3 national road. Much of its economic activity (particularly industrial activity) is derived from this favourable position at a major junction, as well as its relative close proximity to the export harbour at Durban, the relatively cheaper labour cost and the large labour force residing in the Maluti-a-Phofung region.</li> <li>• Harrismith is also well served by railway lines, while the road infrastructure ensures mobility in all directions.</li> <li>• In broad spatial terms (urban complex wide), Intabazwe is located some 1.5 km from Harrismith and is separated from it by topographical features (mountain, stream).</li> <li>• Tshiame is physically more separate, located some 10 km from Harrismith towards the west along the N5. The spatial arrangement of urban areas can be described as a loosely-grouped and spatially dispersed arrangement in which Harrismith forms the core of economic activity and Intabazwe and Tshiame are dormant towns with a predominant residential character and a very limited mixture of other supporting land uses.</li> <li>• The Harrismith CBD is located towards the northwest of the town with industrial land uses located towards the south of the town.</li> <li>• Platberg, a mountain located towards the east of Harrismith, forms the main natural feature in the area and is an important landmark.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
MALUTI-a-PHOFUNG	Phuthaditjhaba and QwaQwa	<p><b><u>Location and Urban Centre</u></b></p> <ul style="list-style-type: none"> <li>• Phuthaditjhaba is the formal “gateway” to rural QwaQwa and is highly accessible from the N5 national road via the R712 from Harrismith and the R57 from Kestell. It is located some 40 km towards the southwest of Harrismith and is generally regarded as the urban component of the Phuthaditjhaba-QwaQwa spatial construct. The rural villages of QwaQwa are located around it, and predominantly towards its south.</li> <li>• The image created by rural QwaQwa is totally unique in the South African context, especially those villages more remotely located and connected to the core by a system of rudimentary, albeit important roads. Density is low in these areas as residents still rely on some sort of small-scale sustenance farming.</li> <li>• The natural environment around QwaQwa is awe-inspiring with the deep-blue sky forming a backdrop to the majestic mountains. But these mountains also form a definite and inextensible boundary in the form of a horseshoe to the south. Other scenic / natural features in the area include the <i>Golden Gate Highlands</i> and <i>QwaQwa National Parks</i> toward the east, the <i>Sterkfontein Dam</i> situated towards the northeast, the <i>Fika Patso Dam</i> to the east and the <i>Metsi-Matso Dam</i> to the south.</li> <li>• The natural beauty coupled with the cultural identity creates a lasting impression in the mind of the visitor. The natural environment however also sets definite limits to further spatial growth and when pitted against the determination and resourcefulness of man, it runs the risk of being harmed.</li> <li>• The topography and the fact that certain villages are located in remote areas (without basic services), presents challenges to service delivery.</li> <li>• There is an understandably heavy reliance on public transport</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
		<p>(taxi's) in the area, while some people are unable to afford any transport cost at all. These places a damper on formal economic activity, as individual mobility is restricted.</p> <ul style="list-style-type: none"> <li>• QwaQwa is the poorest area in the Free State Province (Statistics SA), yet the lasting image is not that of poverty, but of cultural and environmental uniqueness supporting an alternative lifestyle. The inequality however lays perhaps not so much in the difference in income, than in the fact that the original settlers were never afforded the choice of an alternative lifestyle.</li> </ul>
MALUTI-a-PHOFUNG	Kestell and Tlholong	<p><b><u>Location and Urban Centres</u></b></p> <ul style="list-style-type: none"> <li>• Kestell is located on the western side of the R57 approximately 4km to the south off the N5 national road and is the smallest of the urban areas in the region. The town is slowly declining, despite its immense potential for tourism and property investment.</li> <li>• It shares many similar characteristics with Clarens – it is situated approximately at the same distance from Bethlehem and Golden Gate and the surrounding natural environment is equally attractive. In comparison with Clarens, it has the added locational advantage of being situated closer to the N5 and to Phuthaditjhaba.</li> <li>• Tlholong is located to the south of Kestell and is connected to Kestell by road. The entrance to the town from this road holds good potential and forms one of the most attractive activity spots in town.</li> <li>• Kestell functions mainly as a service centre to the surrounding rural community, although Bethlehem and Harrismith with its greater reach in terms of attraction and its greater diversity in terms of goods and services, exerts a stronger pull, and refuses to share at least some part of its potential buying power.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
MALUTI-a-PHOFUNG		<p><b><u>Agriculture and Rural Environment</u></b></p> <ul style="list-style-type: none"> <li>• The rural environment is characterized by diverse land uses and land practices, which presents the opportunity for different economic opportunities. The area to the south is characterized by the by the former QwaQwa area with communal land practices and the mountainous areas with a multitude of tourism attractions (River Systems and Golden Gate Highlands National Park). This area also forms part of the Maluti – Drakensburg Transfrontier Park.</li> <li>• The remainder of the area is characterized by less mountainous areas, but by cultivated lands and grasslands.</li> <li>• The N3 route between Durban and Johannesburg runs through Harrismith where it also converge with the N5, which serves as major access route to the Eastern Free State. These National routes with its large traffic volumes contribute to the economic growth of the respective towns (commercially and tourism- related).</li> </ul>
NKETOANA		<p><b><u>Location and Urban Centres</u></b></p> <ul style="list-style-type: none"> <li>• Nketoana is situated in the north eastern parts of the Free State within the regional boundaries of the Thabo Mofutsanyane District Municipality.</li> <li>• The local municipality area comprises four urban areas namely Reitz, Petrus Steyn, Arlington and Lindley, as well as their surrounding rural areas.</li> <li>• The population size of the Nketoana Local Municipality is estimated at approximately 142 000 people with 76% (118 217) residing within urban areas and 24% (23 662) representing the rural population.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
NKETOANA		<p><b><u>Agriculture and Rural Environment</u></b></p> <ul style="list-style-type: none"> <li>• The Nketoana rural area can be described as one of the most fertile agricultural regions within the Free State with a high gross income per hectare and a production capacity well above the average for the Free State.</li> <li>• Agriculture forms the economic base of the Lindley and Petrus Steyn Districts, as it contributes a great deal to the Gross Geographic Product (GGP) of Nketoana. Maize, wheat and potatoes are by far the most important agricultural products produced in the district.</li> <li>• The Reitz District supports one of the most progressive and productive farming communities in South Africa, which is particularly stable and economically viable. Reitz is also home to the Free State Agricultural Co-operative's head office, one of the largest co-operative agricultural societies in South Africa.</li> <li>• The area is extremely suitable for crop farming of which maize and wheat are the most important. Also of importance is the largest-scale cultivation of apples and vegetables for Woolworth's South Africa. Other products produced in the area include sunflower, grain, sorghum, soya, dry beans, and potatoes. The grain silos situated to the east of Reitz, have a storage capacity of 100 000 tons.</li> <li>• Apart from the above, sheep and cattle farming also takes place on a large scale within the area.</li> <li>• The agricultural industry is under severe strain with regard to profit levels and pricing of products versus the cost of production. This prompts a serious challenge to the farming community to restructure their business operations.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
PHUMELELA		<p><b><u>Location and Urban Centres</u></b></p> <ul style="list-style-type: none"> <li>• The Phumelela Local Municipality is primarily characterized by 3 (three) urban concentrations of which the Vrede/Thembalihle is the largest with ± 6623 sites, followed by Warden/Ezenzeleni with 2376 sites and Memel/Zamani with 1726 sites. The remainder of the area is rural with very low population densities.</li> <li>• The spatial trends within the Phumelela Local Municipality area can be summarized as follows: <ul style="list-style-type: none"> <li>• The urban concentrations are fragmented throughout the area and provide a service to the primarily rural environment (agricultural, social and service activities);</li> <li>• The urban area of Warden/Ezenzeleni is strategically located along the N3 Freeway between Gauteng and Kwa-Zulu Natal and provides some tourism activities (hospitality and other services) to through traffic;</li> <li>• The urban concentrations are characterized by the following elements: <ul style="list-style-type: none"> <li>○ The segregation of townships based on previous planning policies;</li> <li>○ The lack of higher order social, economic and recreation facilities. Persons travel to urban areas such as Harrismith, Bethlehem and other urban areas to obtain specialized goods and services;</li> <li>○ The lack of economic catalyst projects which will attract investment and job creation.</li> <li>○ The Vaal River along the western boundary provides a number of tourism, eco-tourism related opportunities;</li> <li>○ The urban areas are well linked by way of the R34, R103 and N3 routes which run through the area.</li> </ul> </li> </ul> </li> </ul>
SETSOTO		<p><b><u>Location and Urban Centres</u></b></p>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
		<ul style="list-style-type: none"> <li>• Setsoto is situated in the eastern Free State within the regional boundaries of the Thabo Mofutsanyane District Municipality.</li> <li>• The local municipality area comprises four urban areas namely Ficksburg, Senekal, Marquard and Clocolan, as well as their surrounding rural areas.</li> <li>• The size of the population within the area of Setsoto is estimated at approximately 125 751 people. The figure is calculated on the basis of census 1996 incorporating annual growth based on the average annual growth rate for the Free State. From the population figures, it is evident that 40 % of the population lives in the rural areas of Setsoto and 60 % of the population in the urban areas.</li> </ul>
SETSOTO		<p><b><u>Agriculture and Rural Environment</u></b></p> <ul style="list-style-type: none"> <li>• Setsoto forms part of perhaps one of the most fertile agricultural areas in the Free State due to the soil quality and wonderful climate.</li> <li>• Although all types of different farming activities occur throughout the area, it appears as if livestock farming is more evident in the central and western parts of the study area, whilst crop farming is more evident in the northern and eastern parts.</li> <li>• More specialised crop farming as well as fruit and vegetable farming are again concentrated in the southern parts of the study area, mainly around Ficksburg and Clocolan. In view of the different soil and climatologically conditions, often exist to exercise various types of agricultural practices.</li> <li>• Apart from the normal agricultural practices, which continue, the following processes need to be promoted:</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	URBAN AND RURAL PROFILE
		<ul style="list-style-type: none"> <li>○ The implementation of the Land Reform process, which will enable historically, disadvantaged farmers to become involved in the production of crops. A process needs to be initiated whereby potential farms are to be identified (willing buyer/willing seller principle). Effective linkages need to be established with the Department of Land Affairs, in order to facilitate speedy reform.</li>   <li>○ It is often found that commonage areas are subject to overgrazing. It is proposed that a grazing management plan per commonage be established in order to protect the land from being overgrazed.</li> </ul>

### 3.3.2. Business and Commercial Profile

MUNICIPAL AREA	SUB-REGION OR NODE	BUSINESS / COMMERCIAL
DIHLABENG	Bethlehem / Bohlokong / Bakenpark	<ul style="list-style-type: none"> <li>• Bethlehem has a well-defined CBD, which shows growth potential. Continuous pressure for development to the east is experienced with Hospital Street (either sided) identified as eastern boundary for formal business development.</li> <li>• Hospital road is a primary access road to Bethlehem, linking main traffic from Kwa-Zulu Natal with The Free State (Southern direction) and Gauteng (northern direction) regions. Most erven on either sides of the road, developed as of late and limited land is available for future development.</li> <li>• The Municipality continuously received applications for medical and paramedical land uses in the vicinity of the Bethlehem Hospital, Medi Clinic and other existing medical related land uses. As a result of the latter reconsideration was given by council to the land between the two hospitals and prime land between Hospital and De Leeuw Streets</li> <li>• A formal council decision was taken to allow medical and paramedical land uses adjacent De Leeuw Street up to Watson Street (erven 1251 – 1254, 1232-1239). Valuable land between De Leeuw and Hospital Street (subdivisions 3, 4 and 5 of erf 4096) was also reconsidered and proposed for business related extension.</li> <li>• A detailed study was endeavoured during 1994 to establish a re-fuelling station on the farm Glen Ash 226 to the east of Bethlehem. The property (B2) is located adjacent the existing Kestell Road and foreseen N5 southern bypass route.</li> <li>• Neither Bohlokong nor Bakenpark comprise of a well-defined CBD</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BUSINESS / COMMERCIAL
		<p>with businesses located along major collector and access routes. However, business nodes are distributed through out these residential areas.</p>
<b>DIHLABENG</b>	<b>Clarens / Kgubetswana</b>	<ul style="list-style-type: none"> <li>• Clarens has a well-defined CBD although various businesses are located along the major access roads. There is a need for additional business stands in Clarens.</li> <li>• Kgubetswana does not have a well-defined CBD. Businesses are located along the major collector roads.</li> <li>• The Greater Clarens comprise potential for growth in the business sector relating to the tourism industry.</li> </ul>
<b>DIHLABENG</b>	<b>Paul Roux / Fateng-tse-Ntsho</b>	<ul style="list-style-type: none"> <li>• Paul Roux has a well-defined CBD, which shows limited growth potential. The access roads connecting with the N5 is also utilised as business corridors.</li> <li>• Fateng-Tse-Ntsho has no defined CBD. Businesses are located along the major collector roads and next to the town entrance.</li> </ul>
<b>DIHLABENG</b>	<b>Fouriesburg / Mashaeng</b>	<ul style="list-style-type: none"> <li>• Fouriesburg has a well-defined CBD that is extending linear along the main road through the town. Substantial growth of businesses is, however, limited.</li> <li>• Mashaeng does not have a defined CBD and primarily consists of neighbourhood shops dispersed throughout the area.</li> </ul>
<b>DIHLABENG</b>	<b>Rosendal / Mautse</b>	<ul style="list-style-type: none"> <li>• Limited businesses exist in Rosendal and are primarily situated adjacent a portion of the main road through Rosendal.</li> <li>• Some business activity nodes exist in Mautse, most of them hosting informal businesses.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BUSINESS / COMMERCIAL
MALUTI-a-PHOLUNG		<p>The Harrismith CBD is located towards the northwest of the town with industrial land uses located towards the south of the town. Hardustria is located further south adjacent to the N3.</p>
		<ul style="list-style-type: none"> <li>• Tlholong is located to the south of Kestell and is connected to Kestell by road. The entrance to the town from this road holds good potential and forms one of the most attractive activity spots in town.</li> <li>• Kestell functions mainly as a service centre to the surrounding rural community, although Bethlehem and Harrismith with its greater reach in terms of attraction and its greater diversity in terms of goods and services, exerts a stronger pull, and refuses to share at least some part of its potential buying power.</li> <li>• At present there are a number of economic growth nodes within Phuthaditjhaba, which is well structured.</li> </ul>
NKETOANA	Reitz / Petsana	<ul style="list-style-type: none"> <li>• Reitz-Petsana has a well-developed CBD in the centre of Reitz, with a variety of retail businesses and related services, including agricultural suppliers, wholesalers, retailers, general dealers, hair dressers, funeral undertakers, pharmacies, bakeries, financial and professional service providers.</li> <li>• Apart from the above formal businesses, a substantial number of informal business activities are to be found in Petsana, including tuck shops, vegetable shops, backyard repair shops, panel beaters, builders, welders, etc.</li> </ul>
NKETOANA	Petrus Steyn /Mamafubedu	<ul style="list-style-type: none"> <li>• Business found within the CBD include the Co-operation, a supermarket, 20 retail shops and general dealers, 2 liquor stores, a hotel and 2 hairdressing salons. Other services of interest include 3</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BUSINESS / COMMERCIAL
		<p>financial institutions, 2 doctor's practice, a pharmacy, an estate agent and two funeral undertakings.</p> <ul style="list-style-type: none"> <li>• Mamafubedu accommodates 31 formal businesses, which is mostly concentrated at the town's entrance. Mamafubedu is characterized by a large number of residential erven, which are being used for mixed uses such as taverns, two (2) funeral undertaking businesses, fuel depots, and tuck shops, but have not been rezoned as such.</li> </ul>
NKETOANA	Arlington / Leratswana	<ul style="list-style-type: none"> <li>• Arlington has a well-defined and accessible CBD adjacent to the major roads to Senekal (R707) and between Bethlehem and Kroonstad (S213).</li> <li>• Leratswana has a small business activity node consisting of community facilities and shops, adjacent to the access road S1000. The business area in the urban areas indicates limited growth potential.</li> </ul>
NKETOANA	Lindley / Ntha	<ul style="list-style-type: none"> <li>• Lindley has a well-defined CBD consisting of ±23 businesses extending linear along the main road to the north and south of the CBD.</li> <li>• Ntha has no defined, centrally situated CBD, with fragmented neighbourhood shops.</li> <li>• The need exists for the development of the large business site adjacent to the main access to Ntha to serve as an activity- or business node.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BUSINESS / COMMERCIAL
PHUMELELA		<ul style="list-style-type: none"> <li>• In all the towns, <b>Vrede/ Thembahle, Memel/ Zamani</b> and <b>Warden/ Ezenzel</b> the residents of the former historically disadvantaged townships have to walk or commute long distances due to the lack of business facilities in their areas.</li> <li>• There are small activity nodes in some residential areas.</li> <li>• Thembalihle has the greatest need and potential for business and employment opportunities in close proximity of existing businesses.</li> </ul>
SETSOTO		<ul style="list-style-type: none"> <li>• Existing CBD in Ficksburg, with an activity link towards the border post.</li> <li>• The CBD of Clocolan serves as the only major business node in the area, but is not within walking distance for residents of Hlohlolwane.</li> <li>• Although some informal businesses exist within Hlohlolwane, these are expensive and do not serve all the needs of residents.</li> <li>• The economic activities in Marquard and Moemaneng consist of mainly informal nodes on the major access roads.</li> <li>• The central business district (CBD) of Senekal mainly centres on the N5 road and the road leading to Matwabeng.</li> </ul>

### 3.3.3. Industry Profile

MUNICIPAL AREA	SUB-REGION OR NODE	INDUSTRY
DIHLABENG	Bethlehem / Bohlokong / Bakenpark	<ul style="list-style-type: none"> <li>• The Greater Bethlehem has well-defined noxious and non-noxious industrial areas with adequate capacity for the short to medium term.</li> <li>• The existing railway line is of adequate capacity to serve the industrial area over the short and medium term.</li> </ul>
DIHLABENG	Clarens / Kgubetswana	<ul style="list-style-type: none"> <li>• No provision is made for heavy industrial sites, although light industrial activities to the south of the existing town entrance to Clarens exist.</li> <li>• The erven are, however, zoned in terms of the present Scheme, for business purposes.</li> </ul>
DIHLABENG	Paul Roux / Fateng-tse-Ntsho	<ul style="list-style-type: none"> <li>• Scattered non-noxious industrial sites exist in the Greater Paul Roux with no well defined industrial area.</li> </ul>
DIHLABENG	Fouriesburg / Mashaeng	<ul style="list-style-type: none"> <li>• Industrial development is situated at the south-western corner of Fouriesburg.</li> </ul>
DIHLABENG	Rosendal / Mautse	<ul style="list-style-type: none"> <li>• No provision has been made for industrial erven in the greater town area.</li> </ul>
NKETOANA	Reitz / Petsana	<ul style="list-style-type: none"> <li>• Reitz-Petsana has two industrial areas situated directly to the north of Petsana and Reitz respectively, where a variety of light and heavy industries can be found.</li> <li>• Most of these industries are related to the agricultural sector.</li> </ul>
NKETOANA	Petrus Steyn /Mamafubedu	<ul style="list-style-type: none"> <li>• One of Petrus Steyn's largest assets is the grain silos-owned by Vrystaat Kooperasie Beperk (VKB) situated to the northwest of the town next to the railway station.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	INDUSTRY
		<ul style="list-style-type: none"> <li>• The grain silos have the largest storage capacity (102 000 metric tons) of the entire Lindley district. Approximately 25 000 tons of maize are stored during May to August, whilst approximately 35 000 tons of wheat are stored during December to February each year.</li> <li>• The industrial area itself is completely serviced and has good access from both external roads and railway line, but is currently completely under utilized. Apart from the above, several other industrial enterprises are situated in the town itself which include a warehouse, engineering works, a mill and bakery, 2 potato washing facilities, a fuel depot and various light industrial workshops.</li> </ul>
<b>NKETOANA</b>	<b>Arlington / Leratswana</b>	<ul style="list-style-type: none"> <li>• The Greater Arlington has no industrial sites available owing to a lack of land.</li> </ul>
<b>NKETOANA</b>	<b>Lindley / Ntha</b>	<ul style="list-style-type: none"> <li>• No provision is made for light industrial sites in a designated industrial area within Lindley.</li> <li>• A few light industrial sites were provided in Ntha along the main connector road to Ntha.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	INDUSTRY																					
PHUMELELA		<ul style="list-style-type: none"> <li>• No major industrial developments are taking place in Phumelela Local Municipality.</li> <li>• One of Memel's largest industrial assets is the knitting factory situated to the north of Memel.</li> <li>• Other industrial activities include a woodwork factory, transporters and steel works, all of which aimed at satisfying local market needs.</li> <li>• The industrial stands available and the respective activities are indicated in the Table below: <table border="1" data-bbox="586 848 1409 968"> <thead> <tr> <th data-bbox="586 848 938 905">Vrede/Thembahihle</th> <th data-bbox="938 848 1154 905">Memel/ Zamani</th> <th data-bbox="1154 848 1409 905">Warden/ Ezenzeleni</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="586 905 1409 940">Number of sites available for industrial development</td> </tr> <tr> <td data-bbox="586 940 938 968">12</td> <td data-bbox="938 940 1154 968">4</td> <td data-bbox="1154 940 1409 968">0</td> </tr> </tbody> </table> </li> </ul> <table border="1" data-bbox="586 999 1409 1157"> <thead> <tr> <th colspan="3" data-bbox="586 999 1409 1031">Specific industries available</th> </tr> </thead> <tbody> <tr> <td data-bbox="586 1031 938 1087">Fertilizer Factory Mills</td> <td data-bbox="938 1031 1154 1087">Wool Factory Mills</td> <td data-bbox="1154 1031 1409 1087">Poison Warehouse Mills</td> </tr> <tr> <td data-bbox="586 1087 938 1121">Tannery</td> <td data-bbox="938 1087 1154 1121">Mohair Factory</td> <td data-bbox="1154 1087 1409 1121"></td> </tr> <tr> <td data-bbox="586 1121 938 1157"></td> <td data-bbox="938 1121 1154 1157">Brick making</td> <td data-bbox="1154 1121 1409 1157"></td> </tr> </tbody> </table>	Vrede/Thembahihle	Memel/ Zamani	Warden/ Ezenzeleni	Number of sites available for industrial development			12	4	0	Specific industries available			Fertilizer Factory Mills	Wool Factory Mills	Poison Warehouse Mills	Tannery	Mohair Factory			Brick making	
Vrede/Thembahihle	Memel/ Zamani	Warden/ Ezenzeleni																					
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12	4	0																					
Specific industries available																							
Fertilizer Factory Mills	Wool Factory Mills	Poison Warehouse Mills																					
Tannery	Mohair Factory																						
	Brick making																						
SETSOTO		<ul style="list-style-type: none"> <li>• Apart from the four urban units within the study area, some additional areas of concern also occur in the area. Areas worth mentioning include the following: <ul style="list-style-type: none"> <li>○ Monte Video grain silos</li> <li>○ Libertas grain silos</li> <li>○ Sparta</li> <li>○ Sandstone Estate grain silo's</li> <li>○ Sandstone Mining, cutting and Manufacturing</li> <li>○ Flower export</li> <li>○ Producing of cherries, peaches and asparagus.</li> </ul> </li> </ul>																					

MUNICIPAL AREA	SUB-REGION OR NODE	INDUSTRY
		<ul style="list-style-type: none"> <li>• The existing industrial area located in the southern part of Ficksburg.</li>   <li>• Clocolan only has one industrial area situated to the east of town, which is currently not fully occupied, as a large number of erven are still available.</li>   <li>• Marquard has a small industrial area to the east of the formal town.</li>   <li>• The industrial area of Senekal is towards the north-east of the CBD.</li> </ul>

### 3.3.4. Open Space, Sport, Recreation and Tourism Profile

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
DIHLABENG		<p><b><u>Recreation and Tourism</u></b></p> <ul style="list-style-type: none"> <li>• The area is considered as a primary tourist destination, and is increasingly becoming a favourite weekend destination. The angling and guesthouse industries displayed an exceedingly rapid growth the past few years.</li> <li>• Recreation areas and facilities are further predominantly confined to the urban areas. Subsequently, the following areas and attractions are prominent in the area: <ul style="list-style-type: none"> <li>▪ Saulspoort Dam, Loch Lomond and Loch Athlone in the Bethlehem vicinity provide popular recreational and tourism opportunities.</li> <li>▪ Gerrands Dam Nature Reserve and the Private Nature Reserve at Clarens.</li> <li>▪ Due to the tourism potential of Clarens, it is currently characterized by a number of private developments and as a result has become one of the fastest growing areas relating to tourism in the Free State.</li> <li>▪ Due to the pristine scenic environment, Rosendal and Fouriesburg are also becoming favourite weekend destinations.</li> <li>▪ The Meiringskloof Holiday Resort was recently privatised and is situated to the north east of Fouriesburg. The resort is a typical eco recreational resort and provides opportunities for hiking, mountain biking, horse riding, bird watching and angling.</li> <li>▪ The Free State Province played a significant role in the Anglo Boer War, resulting in a number of historically important tourist attractions. Two such tourist attractions include the Battlefield of Groenkop to the east of Bethlehem and</li> </ul> </li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
		<p>Surrender Hill to the south west of Clarens.</p> <ul style="list-style-type: none"> <li>▪ The Dihlabeng region is well-known for wildly distributed fossil deposits of significance and sandstone. Consequently, a Fossil and Sandstone Festival was held in Paul Roux and is envisaged to become an annual festival.</li> </ul>
DIHLABENG	Bethlehem / Bohlokong / Bakenpark	<ul style="list-style-type: none"> <li>• Although the Greater Bethlehem has well equipped sport and recreation facilities, it may be said that an imbalance with regards to the distribution thereof exists. An equal distribution of the facilities through all residential areas, as well as upgrading of existing sport infrastructure, should be considered.</li> <li>• The former Bethlehem municipality prepared a document, generally referred to as the <i>Bethlehem Open Space System</i>, identifying those areas that should not be considered for urban development. Although it was initially done for Bethlehem only, it was extended during the various IDP/LDO processes to include other areas, as indicated on the SDF as “open spaces”.</li> <li>• The identified properties were never formally rezoned as public open spaces and the council acknowledged the need to promptly formalize the <i>Bethlehem Open Space System</i> into a formal document to be ultimately accepted as council policy.</li> </ul>
DIHLABENG	Clarens / Kgubetswana	<ul style="list-style-type: none"> <li>• Both Clarens and Kgubetswana have access to a centrally located sport facility. Various informal soccer fields are utilised on vacant town land. The need for a well-developed sport complex exists.</li> <li>• A scenic golf course was constructed on the foothills of the Rooiberge, east of Clarens. The golf course is, however situated on private land, but accessible for the general public. The Golf Estate was approved by the Municipality and is in the process of being implemented.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
DIHLABENG	Paul Roux / Fateng-tse-Ntsho	<ul style="list-style-type: none"> <li>• Adequate provision has been made in Fateng-Tse-Ntsho and Paul Roux for sport facilities, although the need exist to upgrade the existing infrastructure.</li> <li>• Provision has been made for a rugby field and athletics track and tennis court and bowling green in Paul Roux and a soccer field in Fateng-Tse-Ntsho.</li> </ul>
DIHLABENG	Fouriesburg / Mashaeng	<ul style="list-style-type: none"> <li>• The sport facility in Fouriesburg includes a rugby field, an athletics track, 4 tennis courts, 1 bowling green and one squash court.</li> <li>• The neighbourhood sport facility in Mashaeng includes 2 soccer fields, 1 athletics track and 1 tennis court.</li> <li>• Another neighbourhood sport facility exists in Mashaeng that is utilised as an informal soccer field.</li> <li>• The Meiringskloof Holiday Resort was recently privatised and is situated to the north east of Fouriesburg. The resort is a typical eco recreational resort and provides opportunities for hiking, mountain biking, horse riding, bird watching and angling.</li> </ul>
DIHLABENG	Rosendal / Mautse	<ul style="list-style-type: none"> <li>• The sport terrain situated in Rosendal consists mainly of tennis courts.</li> <li>• A neighbourhood sport terrain is situated in Mautse that is not well developed.</li> <li>• A need exists for a well developed centrally situated regional sport facility.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
DIHLABENG		<p><b><u>Cultural Heritage</u></b></p> <p>The Department of Sport, Arts, Culture, Science and Technology has no decentralised functions or offices within the Thabo Mofutsanyane District Municipal area regarding culture. All programmes and functions are rendered from the Provincial offices in Bloemfontein. A regional library office is situated in Bethlehem and also accommodates a sport co-ordinator. The following programmes and actions are endeavoured by the Department:</p> <ul style="list-style-type: none"> <li>▪ The promotion of performing arts including drama, music and speech as well as the visual arts (art exhibitions, etc.) through financial support.</li> <li>▪ The promotion of cultural industries with regard to hand crafts including pottery, sewing, etc. In this regard, assistance is provided regarding finance, co-ordination, materials, education and skills training (hand crafting and business skills) and marketing of products.</li> <li>▪ The promotion of cultural tourism for example hut decoration (farm worker houses), beadwork, grass work, basketry, traditional dancing, African drumming, traditional healing etc. In this regard, assistance is provided regarding finance, co-ordination and advice.</li> <li>▪ The creation of opportunities in sport through financial assistance to groups like “Women in Sport”.</li> <li>▪ Co-ordination regarding celebrations of national days (Freedom, Heritage, Youth and Women Days) and any other cultural events.</li> <li>▪ The establishment of an accurate database regarding all culture groups, clubs, associations, etc. in order to provide financial assistance with events and activities.</li> <li>▪ Library services also resort under the Department of Sport, Arts, Culture, Science and Technology. The regional library office in Bethlehem co-ordinates library services in the Thabo Mofutsanyana region.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
MALUTI-a-PHOFUNG		<ul style="list-style-type: none"> <li>• Platberg, a mountain located towards the east of Harrismith, forms the main natural feature in the area and is an important landmark.</li> <li>• The natural environment around QwaQwa is awe-inspiring with the deep-blue sky forming a backdrop to the majestic mountains.</li> <li>• But these mountains also form a definite and inextensible boundary in the form of a horseshoe to the south. Other scenic / natural features in the area include the <i>Golden Gate Highlands</i> and <i>QwaQwa National Parks</i> toward the east, the <i>Sterkfontein Dam</i> situated towards the northeast, the <i>Fika Patso Dam</i> to the east and the <i>Metsi-Matso Dam</i> to the south.</li> <li>• The natural beauty coupled with the cultural identity creates a lasting impression in the mind of the visitor. The natural environment however also sets definite limits to further spatial growth and when pitted against the determination and resourcefulness of man, it runs the risk of being harmed.</li> <li>• In view of the strategic locality of the urban centres, the following areas need to develop as both commercial and tourism focus areas. As part of the strategy, economic activities will be focussed to create centralised destinations along major corridors. These primary tourism and commercial attractions are located in: <ul style="list-style-type: none"> <li>○ Harrismith;</li> <li>○ Kestell; and</li> <li>○ QwaQwa.</li> </ul> </li> <li>• The focus on the development of the Maluti - Drakensburg Transfrontier Park also need to be promoted in order to increase the tourism potential in the following areas: <ul style="list-style-type: none"> <li>○ QwaQwa National Park;</li> <li>○ Golden Gate National Park;</li> <li>○ Sterkfontein Dam</li> </ul> </li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
NKETOANA	Reitz / Petsana	<ul style="list-style-type: none"> <li>• Reitz-Petsana has two sport stadiums, namely the Piet Geyer Park situated in Reitz and the Petsana sports grounds in Petsana. These two stadiums offer a wide variety of sports, including soccer, rugby, tennis, netball, volley ball, basket ball, cricket, athletics and swimming. A 9-hole golf course is located outside the town next to the Vrede Road.</li>   <li>• Other forms of recreation includes a caravan park and a variety of parks and open spaces as well as the “Bietjie-Water” holiday resort, situated 8km from town on the Warden Road.</li> </ul>
NKETOANA	Petrus Steyn /Mamafubedu	<ul style="list-style-type: none"> <li>• The sports ground is situated to the north-east of Petrus Steyn and is privately owned.</li>   <li>• The town offers a variety of sports, including soccer, rugby, golf, horse riding, bowls, tennis, netball, basketball, squash, athletics, badminton and jukskei.</li>   <li>• Mamafubedu sports facility has been upgraded with funds from the District Municipality.</li>   <li>• Various other sports such as volleyball, karate, boxing, softball, table tennis and pool are also practiced, notwithstanding the lack of facilities.</li> </ul>
NKETOANA	Arlington / Leratswana	<ul style="list-style-type: none"> <li>• Arlington has one developed sport facility while Leratswana has one football field, which is in a poor condition.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
NKETOANA	Lindley / Ntha	<ul style="list-style-type: none"> <li>• Lindley has a well-developed sport facility in the proximity of the Vals River to the north of the town.</li> <li>• Provision was made for a sport site in Ntha, but is not developed at present. Various undeveloped parks exist in Ntha.</li> <li>• A need exists for a developed sport facility in Ntha which is accessible to existing and proposed future residential extensions.</li> <li>• The Vals River runs adjacent to the respective towns. The riparian and various vleis areas through the study area are very sensitive ecological systems which need to be protected. The area between Ntha and the major road between Petrus Steyn and Arlington R707 is not developable owing to topographical limitations which form part of the open areas.</li> <li>• The Vals River is the only supplier of water to Lindley. No exploitation of natural resources is presently occurring.</li> </ul>
PHUMELELA		<ul style="list-style-type: none"> <li>• There is inadequate sport and recreational facilities within the Municipal area, with only 1 (one) sport centre in the area.</li> </ul>
SETSOTO		<p><b><u>Tourism development</u></b></p> <ul style="list-style-type: none"> <li>• As already mentioned, Setsoto forms part of one of the most picturesque and scenic areas in the Free State, mostly along the southern parts bordering with Lesotho.</li> <li>• As a result of this, an eco/agri-tourism corridor has been identified stretching from Marquard and Clocolan to the southern parts including all scenic and mountainous areas. The Willem Pretorius Game Reserve and Allemanskraal Dam are also seen as an important tourist destination.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
		<ul style="list-style-type: none"> <li>• A provincial cultural heritage site, the farm Prynns Berg, will also be upgraded and developed into a tourism destination. The owner of the farm is of the intention to: <ul style="list-style-type: none"> <li>• Accommodating various unique country sporting facilities, such as a Polo field, Cricket field, and Real Tennis court.</li> <li>• Developing the original manor on the property into a hotel.</li> <li>• Providing a small number of sandstone cabins as accommodation on the farm.</li> <li>• Staging various art and cultural events (staged productions, music festivals, weddings etc.) within the existing 100-year-old sandstone chapel and other buildings on the farm.</li> </ul> </li> <li>• The above actions will be subject to required investigations and the legal procedures prior to implementations.</li> <li>• In addition to the above, it will be essential to develop and promote areas of tourism significance such as eco-tourism game farming, extensive recreation, hiking, etc. The intention of any tourism region is to attract the tourism to the area for longer than one day. Thus the focus must be on tourism “value claims”.</li> <li>• As the Local Municipality cannot operate in isolation from the adjacent areas, the following primary and secondary tourism corridors were identified: <ul style="list-style-type: none"> <li>• Primary corridor – Clarens, Ficksburg, Clocolan, Marquard and Winburg.</li> <li>• Secondary corridors- Senekal, Marquard, Rosendal, Ficksburg, Senekal, Rosendal apart from the above tourism corridors, it was also proposed that each of the respective towns be earmarked as tourism nodes together with other areas of significance (Alemans- Kraal Dam).</li> </ul> </li> <li>• As the Municipal area is extensive of nature, the respective towns, in</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
		<p>addition to the identified corridors need to fulfil a strong tourism function by providing higher order activities.</p>
<p><b>SETSOTO</b></p>		<p><b><u>Ficksburg / Meqheleng:</u></b></p> <ul style="list-style-type: none"> <li>• The areas that were identified as Environmental Sensitive Areas include the following: <ul style="list-style-type: none"> <li>• The mountains</li> <li>• Koppies</li> <li>• The Caledon River</li> <li>• Meulspruit Dam and Surrounds</li> <li>• Moolmanspruit (Snake Valley)</li> </ul> </li> </ul> <p>Areas identified that can be developed or upgraded for recreation purposes include the following:</p> <ul style="list-style-type: none"> <li>• The existing sport field in Meqheleng</li> <li>• Areas adjacent to the river</li> <li>• Meulspruit Dam for self-catering chalets and conference facilities</li> </ul> <p><b><u>Clocolan and Hlohlolwane:</u></b></p> <ul style="list-style-type: none"> <li>• The existing natural open space system of the urban area is well defined and mainly comprises of areas surrounding existing rivers and dams. A relatively large area around the Mopeli Dam should be protected at all costs, but can be developed for more intensive recreation facilities.</li> </ul> <p><b><u>Marquard / Moemaneng</u></b></p> <ul style="list-style-type: none"> <li>• The open space system currently revolves around Laaispruit and the golf course.</li> <li>• Areas within the 1:100 year flood line should be protected against any form of pollution and activities that may cause erosion, due to the environmental sensitivity the areas along Laaispruit.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	OPEN SPACE, SPORT, RECREATION AND TOURISM
		<p><b><u>Senekal / Matwabeng</u></b></p> <ul style="list-style-type: none"> <li>• A vast amount of natural open area surrounding Senekal and Matwabeng has been identified to serve as passive open space.</li> <li>• The green belt along the Sandspruit that stretches from the south of Matwabeng and through Senekal.</li> <li>• Thabeng, the hill towards the southern area of Matwabeng and Waterval Koppie should be regarded, as part of the open space system of Senekal.</li> </ul>

### 3.3.5. Conservation Areas and Natural Resources Profile

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
DIHLABENG		<p><b><u>Natural Resources</u></b></p> <ul style="list-style-type: none"> <li>• The area comprises valuable soils of agricultural significance. The most serious threats to soil resources are erosion, compaction, acidification, salination, and infestation by weeds and pathogens. Natural resources relating to mining are restricted to the following: <ul style="list-style-type: none"> <li>▪ Gravel is currently privately exploited in the Gerrands Dam Nature Reserve without a proper rehabilitation programme.</li> <li>▪ Sand stone cutting is done on a small scale within the vicinity of the Clarence town area.</li> <li>▪ Natural resources in the Fouriesburg area are limited to the vast sandstone formations that hold significant mining potential.</li> <li>▪ Sand winning currently occurs adjacent the sewerage treatment works along the concerned vlei area in Fouriesburg.</li> </ul> </li> <li>• The Liebenbergsvlei, Jordaan, Klein Caledon and Sand Rivers, including the Saulspoort Dam and a series of weirs and smaller dams such as Loch Lomond, Loch Athlone and Gerrands Dams in the vicinity of Bethlehem, are prominent water sources in the region. The Vals River also has its source in the area to the west of Bethlehem.</li> </ul> <p><b><u>Conservation</u></b></p> <ul style="list-style-type: none"> <li>• As previously, indicated, environmentally sensitive areas mostly include riparian properties adjacent to the major rivers in the area as well as the respective series of dams. The environment is generally in a good condition, although the injudicious subdivision of land can create a situation that will be irreversible.</li> </ul>

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
		<ul style="list-style-type: none"> <li>• There exist development pressures for the area from a tourism and rural residential perspective, which have an impact on the natural cultural heritage and the agricultural potential of the area.</li> <li>• The following core problems are being experienced with regard to pollution and environmental conservation: <ul style="list-style-type: none"> <li>▪ Silting-up of dams;</li> <li>▪ Smoke pollution (mainly of fires for cooking purposes and veld fires) creates a potential health danger and also has an influence on the ecosystem;</li> <li>▪ The lack of proper sanitation poses a serious threat of pollution of underground water which in turn influences health;</li> <li>▪ Littering;</li> <li>▪ Overgrazing and erosion; and</li> <li>▪ Vegetation is currently being depleted at a rapid rate for firewood.</li> </ul> </li> <li>• The above aspects do not only have a negative effective on the environment itself, but are also to the detriment of tourism and economic growth.</li> <li>• Emerging farmers do not currently receive any guidance or training in terms of soil conservation and consequently there is a great need in this regard. People who have been appointed to give training are not properly qualified.</li> <li>• Although extremely environmentally sensitive areas are located in the study area, the Gerrands Dam Nature Reserve and the Private Nature Reserve at Clarens are the only official conservation areas.</li> <li>• The remainder of the farm Townlands of Clarens 578, comprising approximately 800ha, is a proclaimed Private Nature Reserve and</li> </ul>

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
		<p>forms part of the town lands of Clarens.</p> <p><b><u>Riparian Land</u></b></p> <ul style="list-style-type: none"> <li>• Another unique plant community appears in the form of riparian bush or “Gallery Bush”, found on riverbanks of the rivers and tributaries crossing through the region and is extremely distinctive in the Free State and North West Provinces.</li> <li>• Riparian bush consists of indigenous trees and dense undergrowth, although alien vegetation such as poplar groves and bluegum trees also occur. The vegetation stabilises riparian areas and serves as protection against erosion and also yields shelter to birds and animals. Examples of indigenous trees found on the riparian areas are white stinkwood (<i>Celtis Africana</i>), wild olive (<i>Olea Africana</i>), buffalo thorn (<i>Zisiphus macronata</i>), sweet thorn (<i>Acasia Karoo</i>) and the bush willow (<i>Salix capensis</i>).</li> </ul>
DIHLABENG	Bethlehem / Bohlokong / Bakenpark	<ul style="list-style-type: none"> <li>• The Greater Bethlehem comprises a unique ecological environment. Development to the east will pressurise the Saulspoort Dam and its natural environment whereas development to the south will influence the Loch Athlone natural environment.</li> <li>• Rehabilitation of old and exploited quarries must take place as well as investigations to develop a new quarry, which is necessary for the long term development of the area.</li> <li>• Although an old gravel quarry, located on the farm Kuypsheim north of Bethlehem, was recently re-exploited, long term resources are not available and the identification of a new borrow pit, comprising adequate resources, is evident.</li> </ul>

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
		<ul style="list-style-type: none"> <li>• The Dihlabeng region is well-known for wildly distributed fossil deposits of significance and extreme care should be taken prior to developments to ensure that fossil deposits are not harmed or negatively impacted upon.</li> </ul>
<b>DIHLABENG</b>	<b>Clarens / Kgubetswana</b>	<ul style="list-style-type: none"> <li>• The Greater Clarens is surrounded by pristine natural beauty with specific conservation potential.</li> <li>• The remainder of the farm Townlands of Clarens 578 (800ha) located within the Clarens Municipal area was proclaimed a Private Nature Reserve in terms of Nature Conservation Ordinance (8 of 1969). The reserve generally includes the Rooiberge, which is a prominent feature of the town.</li> <li>• In view of the fact that tourism tends to be the predominate income generating activity in the area, consideration should be given to the idea of creating additional special conservation areas.</li> <li>• Four vlei areas subsequently run through the urban area and are mostly surrounded by residential extensions.</li> <li>• Except for the natural beauty of the area, no other natural resource is present.</li> <li>• Sand stone cutting is, however, done on a small scale within the vicinity of the town.</li> </ul>

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
		<ul style="list-style-type: none"> <li>• The rehabilitation of various old excavation sites in the Dihlabeng Municipal area is considered as a high priority.</li> <li>• Future measures should be implemented to prevent the, at random, establishment of mining areas (especially relating to gravel and sand stone) and without the necessary permits and authorization.</li> <li>• A number of conservancies have been established and are clustered under the Greater Clarens Bioregion Conservancy. They include: <ul style="list-style-type: none"> <li>○ Clarens Town</li> <li>○ Kgubetswana</li> <li>○ Clarens Rural (not included into the Greater Clarens Bioregion Conservancy)</li> <li>○ Rooiberg</li> <li>○ Hoogland</li> <li>○ Axle River</li> <li>○ Golden Gate</li> </ul> </li> <li>• The Maloti-Drakensberg Transfrontier Park in the Clarens/QwaQwa area of Thabo Mofutsanyane District is a potential tourism node of importance.</li> </ul>
<b>DIHLABENG</b>	<b>Paul Roux / Fateng-tse-Ntsho</b>	<ul style="list-style-type: none"> <li>• Open areas have been purposefully provided in the Greater Paul Roux according to modern urban planning principles.</li> <li>• No formal conservation areas exist. The Sand River flowing through the town form part of the open space system. Future development should take cognisance of the ecologically sensitive nature of these riparian areas.</li> <li>• The Greater Paul Roux has a sufficient supply of groundwater, which, serves as a valuable natural resource.</li> <li>• The Dihlabeng region is well-known for wildly distributed fossil</li> </ul>

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
		<p>deposits of significance and extreme care should be taken prior to developments to ensure that fossil deposits are not harmed or negatively impacted upon. Due to the significance of fossil and sandstone deposits in the area, a Fossil and Sandstone Festival was held in Paul Roux and is envisaged to become an annual festival.</p>
<b>DIHLABENG</b>	<b>Fouriesburg / Mashaeng</b>	<ul style="list-style-type: none"> <li>• Conservation areas identified include mountainous areas such as the Witteberge in the west and the Rooiberge directly north of Fouriesburg, sloping hills widely used for rain fed crop production, a multitude of valleys and marshy floodplains and widespread eroded wastelands occurring along steep slopes.</li> <li>• Natural resources in the area are limited to the vast sandstone formations that hold significant mining potential. Sand winning currently occurs adjacent the sewerage treatment works along the concerned vlei area.</li> </ul>
<b>DIHLABENG</b>	<b>Rosendal / Mautse</b>	<p>The existing natural open space system of the area, which consists of both mountains and streams, is situated outside the developed area and is well defined. It is well balanced and covers all the major ecological sensitive areas.</p>
<b>NKETWANA</b>		<ul style="list-style-type: none"> <li>• Although most of the natural area is regarded as being environmentally sensitive, some areas need to be emphasised. These include all natural areas along streams, watercourses, rivers, dams and “koppies”.</li> <li>• There is mainly one conservation area known as the Riemland Conservancy at Reitz. This is the only one in South Africa where the “Kalkoentjie” (small bird) is still to be found. The future existence of the guinea fowl is also guaranteed in this area.</li> </ul>
<b>MALUTI-a-PHOLUNG</b>		<ul style="list-style-type: none"> <li>• Eastern Free State Tourism zone accommodates all towns earmarked as tourism nodes, Welbedaght Dam and Caledon Nature Reserve, Golden Gate National Park, Sterkfontein Dam and Nature</li> </ul>

Municipal Area	Sub-region or node	CONSERVATION AREAS AND NATURAL RESOURCES
		<p>reserve, Seekoeivlei Nature Reserve, large number of conservancies, Basotho cultural village, as well as the Maloti-Drakensberg Transfrontier Park.</p> <ul style="list-style-type: none"> <li>• It stretches from the southernmost parts (Van Stadensrust, Ladybrand, Clocolan, Ficksburg and Fouriesburg) on the R26 route to the north-eastern parts (QwaQwa, Kestell and Harrismith) up to and including Memel and Vrede.</li> </ul>
<b>PHUMELELA</b>		<ul style="list-style-type: none"> <li>• The northern boundary of the Eastern Free State forms part of the Highlands tourism route, due to its natural and scenic beauty, historical value and fairly good accessibility.</li> <li>• The area has a tremendous potential for tourism development.</li> <li>• The Seekoeivlei wetlands bird sanctuary forms part of the tourist attractions.</li> <li>• A conservation area is planned between the two dams of Vrede.</li> </ul>
<b>SETSOTO</b>		<ul style="list-style-type: none"> <li>• The entire Eastern Free State is well known for its tourist attractions, with Bethlehem and Harrismith (Events, entertainment) and Clarens and Rosendal (Natural resource) regarded as the main Tourism Attraction Nodes for the region.</li> <li>• Phuthaditjhaba, Ficksburg, Clocolan, Fouriesburg and Memel are considered Tourism Surroundings Nodes based on its natural surroundings (natural resources).</li> </ul>

### 3.3.6. Roads and Transport Profile

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
DIHLABENG		<p><b><u>Regional Infrastructure</u></b></p> <p><i>Railways:</i></p> <ul style="list-style-type: none"> <li>▪ The main railway line between the North-West Province via Kroonstad and KwaZulu-Natal extends through the area. The main railway line between the Gauteng Province via Reitz and Bloemfontein and further to the Cape Provinces subsequently extends through the area and intersects with the above railway line in Bethlehem.</li> <li>▪ The existing railway line in Bethlehem is of adequate capacity to serve the industrial area over the short and medium term. Land belonging to Spoornet can be subdivided and utilised for industrial sites if a demand should develop</li> </ul> <p><i>Airfields:</i></p> <ul style="list-style-type: none"> <li>▪ The Bethlehem airport is generally utilised by a large number of aircraft, mainly for the purposes of crop spraying. It was indicated in the 1991 Structure Plan and 1995 Framework Plan that the current position of the airport is not desirable, but suitable for the short to medium term.</li> <li>▪ A landing strip was previously proposed to the south west of Fouriesburg between the Ficksburg road and secondary road S9. It however, was investigated and determined not be feasible and the need therefore no longer exists.</li> </ul> <p><i>Roads:</i></p> <ul style="list-style-type: none"> <li>▪ Roads in the rural areas are the jurisdiction of the Provincial</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<p>Government (Department of Public Works, Roads and Transport) who is also responsible for maintenance and upgrading.</p> <ul style="list-style-type: none"> <li>▪ The major provincial road network is tarred, and provides sufficient accessibility within the region. However, the deteriorating condition of particularly tarred roads, as a result of irregular maintenance, is a tangible concern. Studying the major road network will indicate that primary arterials, both from a national and provincial perspective, run through the region and thus play a significant role with regard to development. The well-developed character of the region is a direct result of it being serviced by means of a strategically important road network. The most significant of these arterials are identified as the: <ul style="list-style-type: none"> <li>▪ N5 between Bloemfontein and KwaZulu-Natal via Bethlehem</li> <li>▪ R26 linking the area with the Gauteng Province via Reitz</li> <li>▪ R76 linking the area with the North-West Province via Kroonstad</li> <li>▪ R714 linking the area with the Gauteng Province via Warden (N3)</li> <li>▪ R711 / R712 also referred to as the “tourism corridor” between Bethlehem and Harrismith via Clarens, the Golden Gate Highlands National Park and Sterkfontein Dam Nature Reserve</li> </ul> </li> <li>▪ Although the regional network seems adequate in terms of its provision of access, certain sections thereof require upgrading. The Directorate of Roads Planning prepared a bridge emergency plan, which provided emergency and alternative routes, should bridges be washed away during flood periods.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
DIHLABENG	Bethlehem / Bohlokong / Bakenpark	<p><b><u>Urban Infrastructure</u></b></p> <p><b><u>Major Roads:</u></b></p> <ul style="list-style-type: none"> <li>• Bethlehem is located at the convergence of several major roads leading to Natal (Durban), Gauteng (Johannesburg) and the Free State (Bloemfontein). Major roads play a significant role in the development of Bethlehem.</li> <li>• Proposals regarding the future upgrading of the existing major roads and/or building of the future bypass roads in and around Bethlehem were made as early as the late eighties.</li> <li>• Several studies regarding the future of the roads have been done, which can serve as guideline documents for future development. Major bypass roads were already proclaimed and the future alignment thereof, determined.</li> </ul> <p><b><u>Access Roads:</u></b></p> <ul style="list-style-type: none"> <li>• Current access roads seemed to be adequate in serving the existing residential areas. With future residential extensions, additional access roads will have to be identified in order to ensure viable and functional residential areas.</li> </ul> <p><b><u>Commuting Nodes:</u></b></p> <ul style="list-style-type: none"> <li>• Two formal taxi ranks for long and short distance travel are located in Bethlehem. The rank located on the corner of Golf and Oxford Street is well developed with parking areas, toilet facilities and an office. The majority of long distance travellers to QwaQwa, Fouriesburg and Petrus Steyn utilise this rank.</li> <li>• The second rank is not optimally utilised and located on the corner of High and Naude Street. The rank currently caters predominantly for short distance travelling. Toilet facilities are provided on the site.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<p>The capacity of the existing taxi ranks should be adequate to accommodate the public transport needs of the Greater Bethlehem, if utilised optimally.</p> <ul style="list-style-type: none"> <li>• No taxi rank or formally developed pick-up-points are located in Bohlokong or Bakenpark. It was, however, indicated that approximately 26 pick-up-points will be required.</li> </ul> <p><b><u>Air Field</u></b></p> <ul style="list-style-type: none"> <li>• The Bethlehem airport is utilised by a large number of aircraft, mainly for the purposes of crop spraying. An investigation to upgrade the airfield was done during the late eighties, indicating that the current position is not desirable, but suitable for the short to medium term use.</li> <li>• At present there is no funding available to relocate the existing airport.</li> </ul>
DIHLABENG	Clarens / Kgubetswana	<p><b><u>Major Roads:</u></b></p> <ul style="list-style-type: none"> <li>• Clarens is located at the convergence of several major roads leading to Fouriesburg, Golden Gate and Bethlehem.</li> <li>• These major roads play a significant role in the tourism development of Clarens.</li> <li>• No additional major roads are required in the region</li> </ul> <p><b><u>Access Roads:</u></b></p> <ul style="list-style-type: none"> <li>• Clarens has four access roads, two from the Bethlehem major road and two from the Fouriesburg major road respectively.</li> <li>• An additional access road to the future residential extension, on the Farm Saron 1205 has already been identified, in order to ensure</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<p>effective access to the new residential extension of Kgubetswana.</p> <ul style="list-style-type: none"> <li>• Access to the foreseen developments has been clarified with the Roads Planning Directorate on a continuous basis.</li> </ul> <p><b><u>Public Transport</u></b></p> <ul style="list-style-type: none"> <li>• There are 5,65km tarred roads in the total community. The remainder of streets (gravel) is in a fairly to very poor condition.</li> </ul> <p><b><u>Commuting Nodes</u></b></p> <ul style="list-style-type: none"> <li>• There are currently no formal taxi ranks situated in the Greater Clarens / Kgubetswana town area.</li> </ul>
DIHLABENG	Paul Roux / Fateng-tse-Ntsho	<p><b><u>Major Roads:</u></b></p> <ul style="list-style-type: none"> <li>• The only major road serving the study area is the N5 National Road between Bloemfontein and Durban. The latter functions predominantly as a bypass road.</li> <li>• It creates a physical barrier that divides Paul Roux and Fateng-Tse-Ntsho and thus limits integration. Link roads to the north and south provide access to Paul Roux and Fateng-Tse-Ntsho respectively.</li> </ul> <p><b><u>Access Roads:</u></b></p> <ul style="list-style-type: none"> <li>• Due to the status of the N5 National Road dividing the two communities, the provision of future additional access roads will be problematic.</li> <li>• Future access roads will have to be identified and clarified in advance, with the relevant authorities.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<p><b><u>Public Transport and Collector Roads</u></b></p> <ul style="list-style-type: none"> <li>• There are 2,58km of tarred roads in the Greater Paul Roux. The remainder of streets is in a fairly to very poor condition.</li> <li>• Except for a part of the main collector road in the Fateng-Tse-Ntsho neighbourhood that is gravel, there are no other roads surfaced in the Fateng-Tse-Ntsho residential area.</li> </ul> <p><b><u>Commuting Nodes</u></b></p> <ul style="list-style-type: none"> <li>• Informal pick-up-points along the major collector roads serve as commuting nodes within the Greater Paul Roux.</li> </ul>
DIHLABENG	Fouriesburg / Mashaeng	<p><b><u>Major Roads, Access Roads, Public Transport and Collector Roads</u></b></p> <ul style="list-style-type: none"> <li>• The existing main and access roads provide in all the current access requirements and no future main or access roads are proposed.</li> <li>• A need has been identified for pedestrian walk ways between the Fouriesburg and Mashaeng residential areas.</li> <li>• Only the southern entrance into Mashaeng is tarred. Collector roads that function as public transport routes should be tarred as a first phase.</li> <li>• A long distance taxi terminus is situated in Fouriesburg. A need has been identified for a more accessible long and short distance taxi terminus.</li> </ul> <p><b><u>Air Field</u></b></p>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<ul style="list-style-type: none"> <li>• A landing strip was previously proposed to the south west of Fouriesburg between the Ficksburg road and secondary road S9. It was, however, investigated and determined not be feasible and the need therefore also no longer exists.</li> </ul>
DIHLABENG	Rosendal / Mautse	<p><b><u>Major Roads:</u></b></p> <ul style="list-style-type: none"> <li>• The P 13/2 Provincial Road between Ficksburg and Senekal extends through the larger town area. The S 62 secondary road from Paul Roux links with Rosendal to the north.</li> </ul> <p><b><u>Access Roads:</u></b></p> <ul style="list-style-type: none"> <li>• The S1353 and A172 access roads provide direct access to Mautse and Rosendal respectively from the above-mentioned Provincial Road.</li> </ul> <p><b><u>Public Transport and Collector Roads</u></b></p> <ul style="list-style-type: none"> <li>• Limited main collector roads are tarred. Collector roads that function as public transport routes should be tarred as a first phase.</li> </ul> <p><b><u>Commuting Nodes</u></b></p> <ul style="list-style-type: none"> <li>• No official well developed taxi terminus exists in the larger town area. An area at the entrance to Rosendal is informally utilized as a taxi terminus.</li> </ul>
NKETOANA		<p><b><u>Regional Roads</u></b></p> <ul style="list-style-type: none"> <li>• Roads in the rural area are generally in a poor condition and deteriorate owing to the fact that maintenance is not being carried out. The financial implications of maintenance are very high.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<ul style="list-style-type: none"> <li>• The little maintenance which is carried out is sub-standard owing to lack of supervision which results in the damaged surfaces not being repaired properly. This requires that some roads have to be rebuilt completely, the cost of which is much higher than to simply repair roads properly.</li> <li>• A number of roads have been identified to be upgraded and maintained, such as the Reitz/Petrus Steyn Road, which is currently being upgraded. It is, however, important to continuously conduct surveys in wards to identify roads which need to be upgraded and maintained.</li> </ul>
NKETOANA	Reitz / Petsana	<p><b><u>Roads</u></b></p> <ul style="list-style-type: none"> <li>• Reitz-Petsana is linked to a number of surrounding urban centres via various road networks.</li> <li>• Primary roads include provincial Road R26, linking Reitz with Bethlehem to the south-west, and Frankfort to the north-east, as well as Road R57 linking Reitz with Petrus Steyn to the north and Kestell to the south.</li> <li>• Secondary roads, S/589 and S/74 link Reitz with Vrede and Warden.</li> </ul> <p><b><u>Rail</u></b></p> <ul style="list-style-type: none"> <li>• The Reitz-Petsana station is situated adjacent to the industrial area, on the main railway line between Gauteng and the Eastern Free State. The railway line is primarily used for the transportation of goods, such as agricultural products.</li> </ul> <p><b><u>Air</u></b></p>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<ul style="list-style-type: none"> <li>• Reitz-Petsana has an aerodrome for light aircraft and is located to the north of the urban built-up areas. The aerodrome does not have a tarred runway and is mostly used by crop-sprayers.</li> </ul> <p><b><u>Public Transport</u></b></p> <ul style="list-style-type: none"> <li>• Taxi's transport persons from Petsana to Reitz, but owing to the close proximity between the respective towns, the majority of persons walk to places of employment.</li> </ul>
NKETOANA	Petrus Steyn /Mamafubedu	<p><b><u>Roads</u></b></p> <ul style="list-style-type: none"> <li>• The R57 between Reitz and Heilbron forms the main access route to the town. Other road linkages include the R707 linking Petrus Steyn with Lindley and Frankfort and the Secondary route S66 to Edenville.</li> </ul> <p><b><u>Rail</u></b></p> <ul style="list-style-type: none"> <li>• The railway line between Heilbron and Lindley traverses the town. The line is mainly used for the transport of goods, especially products to and from the town's Grain silos. Furthermore, the railway station is extremely accessible from both Petrus Steyn and Mamafubedu and provides access to the industrial area.</li> </ul> <p><b><u>Air</u></b></p> <ul style="list-style-type: none"> <li>• There are no airfields or landing strips in close proximity to Petrus Steyn.</li> </ul> <p><b><u>Public Transport</u></b></p> <ul style="list-style-type: none"> <li>• The majority of persons are dependent upon the use of Taxi's between their respective destinations.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<ul style="list-style-type: none"> <li>• Taxis transport people from Mamafubedu to the Petrus Steyn town centre, but owing of the close proximity between Petrus Steyn and Mamafubedu, people prefer walking to their places of employment.</li> </ul>
NKETOANA	Arlington / Leratswana	<p><b><u>Roads</u></b></p> <ul style="list-style-type: none"> <li>• Arlington is situated next to the intersection of the mayor road between Lindley and Senekal (P40/1).</li> <li>• Owing to certain physical constraints and a lack of land, the Greater Arlington developed a linear spatial form. Future development will demand a holistic and responsible planning approach with specific reference to road infrastructure.</li> </ul> <p><b><u>Rail</u></b></p> <ul style="list-style-type: none"> <li>• The railway line between Bethlehem and Steynsrus runs through the town and played an important role in the establishment of Arlington. The railway line has an important economical function in the development of the town.</li> </ul> <p><b><u>Air</u></b></p> <ul style="list-style-type: none"> <li>• There are no airfields or landing strips in close proximity to Arlington.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
NKETOANA	Lindley / Ntha	<p><b><u>Roads</u></b></p> <ul style="list-style-type: none"> <li>• The Arlington / Petrus Steyn Road (R707) form the main road link, which also separates the urban areas of Lindley and Ntha. Other major road links include Road P19/1 linking Lindley with Steynsrus and Bethlehem respectively as well as Road S192, which links with Reitz.</li> </ul> <p><b><u>Public transport</u></b></p> <ul style="list-style-type: none"> <li>• All the main roads in Lindley are tarred. The connector and internal road networks in Ntha are un-surfaced. The connector road from Lindley to Ntha has been paved. There is a strong need for a proper taxi rank.</li> </ul> <p><b><u>Railway</u></b></p> <ul style="list-style-type: none"> <li>• The railway line between Petrus Steyn and Arlington runs adjacent to the town southwards. The station is no longer functioning and is envisaged to be upgraded to promote industrial- and economic development.</li> </ul> <p><b><u>Air</u></b></p> <ul style="list-style-type: none"> <li>• There is an existing informal landing strip in Lindley.</li> </ul>
PHUMELELA		<p><b><u>Roads</u></b></p> <ul style="list-style-type: none"> <li>• The road network in the region needs to be maintained. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area.</li> <li>• An emerging fact is that since the drive to curb the overloading of</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<p>vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these weights and are thus being damaged within a short space of time.</p> <ul style="list-style-type: none"> <li>• The older roads within Vrede/Thembalihle were tarred in 1992, although now deteriorating at a notable rate. The biggest threat to road maintenance in Vrede is the absence of proper bulk stormwater drainage systems. The roads within certain areas of Thembalihle are seen as of worst in the region.</li> <li>• The situation in Memel / Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient stormwater drainage. The main problem in this area is the dilapidated and un-surfaced state of access roads, especially in Zamani.</li> <li>• Where both Thembalihle and Zamani have a small portion of tarred ring roads, Ezenzeleni has no tarred roads at all, and only a small section is paved.</li> </ul> <p><b><u>Rail and Air Transport</u></b></p> <ul style="list-style-type: none"> <li>• There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel. No air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.</li> </ul>
SETSOTO		<p><b><u>Regional Roads Network</u></b></p> <ul style="list-style-type: none"> <li>• Roads are an important part of economic development of an area. As part of the Spatial Framework, the Setsoto Local Municipality identified several roads for upgrading and maintenance, which fall outside the urban areas but provide an important link between</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	ROADS, TRANSPORT AND ACCESS
		<p>towns and with surrounding areas.</p> <ul style="list-style-type: none"> <li>• The N5 road between Winburg and Paul Roux requires urgent attention. To simply maintain this road is no longer an option since it has deteriorated to such an extent that it requires complete upgrading. This road is presently being addressed by the National Roads Agency.</li> <li>• The following roads play a very important role inter-provincially as they link Lesotho with various destinations other such as the Districts and Provinces. Consequently these roads need to be properly maintained. <ul style="list-style-type: none"> <li>• Road R708 between Winburg, Marquard and Clocolan;</li> <li>• Road R707 between Senekal and Marquard;</li> <li>• Road R70 between Senekal and Rosendal;</li> <li>• Parts of Road S67 between Senekal and Ficksburg.</li> <li>• Road R703 between Clocolan and Excelsior;</li> <li>• Road between Ficksburg and Clocolan;</li> <li>• R26 between Ficksburg and Fouriesburg.</li> </ul> </li> </ul>

### 3.3.7. Bulk Infrastructure Profile

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
DIHLABENG	Bethlehem / Bohlokong / Bakenpark	<p><b><u>Bulk infrastructure Capacity</u></b></p> <p>The bulk infrastructure capacity for Bethlehem / Bohlokong is as follows:</p> <ul style="list-style-type: none"> <li>• Number of stands - 14 604</li> <li>• Average water demand/peak - 19.39/31.99</li> <li>• Treatment capacity ml/day - 40</li> <li>• Reservoir storage ml - 43.15</li> <li>• Reserve Days - 2.23</li> <li>• Average Sewerage flow ml/day - 20.07</li> <li>• Treatment capacity ml/day - 25.6</li> <li>• Reserve capacity ml - 5.53</li> </ul> <ul style="list-style-type: none"> <li>• Based on discussions with Engineers, it seems that 2 Reserve days for water is adequate with an average daily sewer flow of +/- 500-600l for subsidized housing.</li> <li>• Based on the above, Bethlehem has adequate capacity to deal with demand. This is however subject to networks, watersheds, locality of projects, etc.</li> <li>• There are some electrical shortages in “Bethlehem West” which is caused by the uncompleted new Eskom connection point at Wolhuterskop and the ring cable connections to Panorama and “Bethlehem main” in De Jongh Street.</li> <li>• Once this new supply from Eskom is activated, there will be sufficient capacity for the foreseeable future. New supply cables will have to be installed for extensions like Panorama East, and developments in the vicinity of the casino, however, the main subs</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		have sufficient capacity for this.
<b>DIHLABENG</b>	<b>Clarens / Kgubetswana</b>	<p>The engineering infrastructure for Clarens / Kgubetswana is indicated in the Table below:</p> <ul style="list-style-type: none"> <li>• Number of stands - 1886</li> <li>• Average water demand/peak - 1.16/1.91</li> <li>• Treatment capacity ml/day - 2.09</li> <li>• Reservoir storage ml - 2.1</li> <li>• Reserve days - 1.81</li> <li>• Average Sewerage flow ml/day - 1.2</li> <li>• Treatment Capacity ml/day - 1.5</li> <li>• Reserve capacity ml - 1.5</li> </ul> <p>• With regard to sewerage, the average flow per household is 636 l/day. With the reserve capacity of 1.5ml, an additional 2357 households can be serviced by the treatment works. The reserve days of the reservoir is less than 2 days, which means that upgrading, will be required.</p>
<b>DIHLABENG</b>	<b>Paul Roux / Fateng-tse-Ntsho</b>	<p>The engineering infrastructure capacity for Paul Roux / Fateng-Tse-Ntsho is indicated in the Table below:</p> <ul style="list-style-type: none"> <li>• Number of sites - 1680</li> <li>• Average water demand/peak - 044/073</li> <li>• Treatment Capacity ml/day - 0.80</li> <li>• Reservoir Storage MI - 3.0</li> <li>• Reserve Days - 6.79</li> <li>• Average sewerage flow ml/day - 0.44</li> <li>• Treatment capacity ml/day - 0.60</li> <li>• Reserve Capacity MI - 0.16</li> </ul> <p>From the above, the following conclusions can be made:</p> <ul style="list-style-type: none"> <li>• There is sufficient water capacity;</li> <li>• Although the reserve capacity of the treatment plant is low, the VIP (dry) system is being implemented in new</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		developments.
<b>DIHLABENG</b>	<b>Fouriesburg / Mashaeng</b>	<p>The existing Engineering services capacity is indicated in the Table below:</p> <ul style="list-style-type: none"> <li>• Number of sites - 4543</li> <li>• Average water demand /peak - 1.35/2.22</li> <li>• Treatment capacity ml/day - 1.73</li> <li>• Reservoir storage ml - 2.782</li> <li>• Reserve Days - 2.07</li> <li>• Average sewerage flow ml/day - 1.35</li> <li>• Treatment capacity ml/day - 1.13</li> <li>• Reserve Capacity ml - -0.22</li> </ul> <p>From the above Table, the following conclusion can be made:</p> <ul style="list-style-type: none"> <li>• Water is sufficient ;and</li> <li>• The sanitation system is over capacity and needs to be upgraded.</li> </ul>
<b>DIHLABENG</b>	<b>Rosendal / Mautse</b>	<p>The infrastructure capacity for Rosendal / Mautse is indicated in the Table below.</p> <ul style="list-style-type: none"> <li>• Number of stands - 736</li> <li>• Average water demand/peak - 043/0.51</li> <li>• Treatment capacity ml/day - 0.94</li> <li>• Reservoir Storage ml - 1.0</li> <li>• Reserve Days - 2.56</li> <li>• Average sewerage flow ml/day - 0.39</li> <li>• Treatment capacity ml/day - 0.50</li> <li>• Reserve capacity ml - 0.10</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p>From the above, the following conclusions can be made:</p> <ul style="list-style-type: none"> <li>• The water reserve days is adequate; and</li> <li>• The capacity within the treatment plant is limited. Additional capacity can be established by providing a reactor. New developments make use of the dry VIP system.</li> </ul>
NKETOANA		<p><b><u>Regional Infrastructure</u></b></p> <p><b>Water:</b></p> <ul style="list-style-type: none"> <li>• Farmers currently provide water to farms and farm workers households, but need to bring water closer to farm workers households. In this regard, the Rural Council used to provide a subsidy to the amount of R500.00 per household for storage tanks and to bring water closer to households. The districts of Reitz, Lindley and Petrus Steyn have been well provided with water.</li> <li>• The decline in the agricultural sector (individual farmers and landowners) places a burden on development, which results in basic services not being provided. Since the subsidy scheme was made available, a considerable contribution has been made in terms of service delivery, although this scheme is no longer continuing as a result of the amalgamation process.</li> </ul> <p><b>Sanitation:</b></p> <ul style="list-style-type: none"> <li>• There is currently a huge backlog in terms of sanitation systems in the rural area if compared to water and electricity. An investigation conducted by the Department of Water Affairs (“DWAF”) revealed that the current backlog amounts to between 5000 – 6000 toilets to the former rural councils of Maluti, Drakensberg and Riemland.</li> <li>• The current backlog in Nketoana is estimated at approximately</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p>2000 toilets.</p> <ul style="list-style-type: none"> <li>The former rural council provided a subsidy in the amount of R1 000.00 per toilet structure with the assistance of the DWAF, although this subsidy has also come to a standstill owing to the amalgamation. It is trusted that the District Municipality will in future take over this function.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>Although electricity is available in most areas, there is a problem with the provision of electricity to farm workers houses which are situated further than 200m from a connection point.</li> <li>The cost of providing an electricity connection further than 200m is extremely high and the cost is not covered by the basic subsidy of R3 000.00 provided by ESKOM and the District Municipality.</li> <li>Consequently, it is necessary to enter into discussions with ESKOM to provide distribution lines at a lower cost or to investigate alternative methods such as solar panels or generators.</li> </ul>
NKETOANA	Reitz / Petsana	<p><b><u>Bulk water supply</u></b></p> <ul style="list-style-type: none"> <li>The Liebenbergsvlei River serves as the main water supply of municipal water to Reitz and Petsana. The water purification works is situated on the farm “Geluk” and has been upgraded with a total capacity of 80 litres per second.</li> <li>Reitz has two Reservoirs with a capacity of 2.0 mega litres (ML) each, as well as a pressure tower with a capacity of 0.75ML. Petsana has two Reservoirs with a capacity of 2ML and 1.6ML,</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p>respectively, and a newly constructed pressure tower with a capacity of 75kl.</p> <ul style="list-style-type: none"> <li>• Two additional reservoirs of 2 mega litres will be constructed during 2007/8 financial year.</li> </ul> <p><b><u>Bulk Sewerage</u></b></p> <ul style="list-style-type: none"> <li>• The existing Sewerage treatment works has a capacity of 70 litres/second and is currently serving Reitz and 1220 sites from Petsana</li> <li>• The sewer treatment works is being upgraded in order to serve more sites in Petsana.</li> </ul> <p><b><u>Bulk Electricity Supply</u></b></p> <ul style="list-style-type: none"> <li>• Electricity to Reitz is provided by the Municipality itself, whilst electricity to Petsana is provided by ESKOM, via the Municipality distribution substation. The distribution system is currently operating at full capacity and will have to be upgraded in order to accommodate future extensions.</li> <li>• Existing low-voltage problems which are currently being experienced will have to be addressed as a matter of urgency. An investigation conducted by V3 Consulting Engineers revealed that some overhead lines were too dangerous for operators to work on. In their report, V3 Engineers proposed that the electricity network for Reitz should be upgraded as in a proposed 5-phase plan at a cost of R6.8 million.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
NKETOANA	Petrus Steyn /Mamafubedu	<p data-bbox="581 310 815 340"><b><u>Bulk water supply</u></b></p> <ul data-bbox="581 403 1393 1297" style="list-style-type: none"> <li data-bbox="581 403 1393 520">• The Kalkoen Spruit via the Middlepunt Dam, as well as three bore holes outside of the jurisdiction area of the Municipality serves as the main supply of municipal water to Petrus Steyn.</li> <li data-bbox="581 583 1393 751">• During dry months the yield from the bore holes decreases dramatically, and serious water sources are experienced. The capacity of the Middlepunt Dam is insufficient for future supply to the growing population.</li> <li data-bbox="581 814 1393 932">• The existing water purification works is situated along the bulk supply line from the Middlepunt Dam and has a capacity of 10 litres per second.</li> <li data-bbox="581 995 1393 1113">• The new bulk line for water supply from Reitz to Petrus Steyn is completed with a flow of 17 litres per second. Two new storage reservoirs were constructed at 0.8 Mega Litre each.</li> <li data-bbox="581 1176 1393 1297">• A new supply line from Reitz to Petrus Steyn was halted by the Department of Provincial and Local Government (DPLG) owing to the pressing deadline on bucket eradication of December 2007.</li> </ul> <p data-bbox="581 1360 776 1390"><b><u>Bulk sewerage</u></b></p> <ul data-bbox="581 1453 1393 1801" style="list-style-type: none"> <li data-bbox="581 1453 1393 1570">• Sewage effluent from Petrus Steyn and Mamafubedu is presently treated at local oxidation ponds, served by a new system to handle all Mamafubedu and Petrus Steyn sewer in future.</li> <li data-bbox="581 1633 1393 1801">• The close proximity of the oxidation ponds to the residential areas of Mamafubedu causes various health risks. However, due to the limited land available as well as the topography of the land, it is not possible to relocate the system to a suitable area.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p><b><u>Electricity</u></b></p> <ul style="list-style-type: none"> <li>• Electricity is supplied by Eskom to the Municipality, who in turn provides electricity to the residents of Petrus Steyn, while Eskom provides direct supply to Mamafubedu.</li> <li>• The “high tension” network consists of overhead 11 Kv open and bundle conductor cables on wooden poles. Eskom is to upgrade their network in 2007/08 to new standard regulations in this area.</li> </ul>
NKETOANA	Arlington / Leratswana	<p><b><u>Bulk Water Supply</u></b></p> <ul style="list-style-type: none"> <li>• The bulk water supply to Arlington is currently not adequate as raw water is abstracted from two boreholes on the farms Port Arlington and Sckietkop.</li> <li>• The extent of bulk water abstracted is in the region of 141912 kl/ year. Investigation to a standby source is required to provide for a short-term solution.</li> <li>• Another problem which exists is the silting of the existing storage dam, which is the cause of a serious water shortage. The water purification plant has been completed, as well as the building of a new pressure tower in Leratswana. As the yield of water flowing into the dam is dry, reservoirs are not adequate to provide the town with water during dry seasons.</li> </ul> <p><b><u>Bulk Sewerage</u></b></p> <ul style="list-style-type: none"> <li>• Since no bulk waterborne sewerage network exists, there is no waterborne sewerage treatment works.</li> <li>• A new oxidation pond system for Arlington and Leratswana was completed recently which should be sufficient for at least 10-15</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p>years.</p> <ul style="list-style-type: none"> <li>• The existing treatment plant has been moved to a new suitable locality away from the residential area.</li> </ul> <p><b><u>Electricity Bulk supply</u></b></p> <ul style="list-style-type: none"> <li>• Bulk electricity supply is provided by Eskom directly to Arlington and Leratswana. Since this system not well maintained by Eskom, service problems are being experienced.</li> <li>• The upgrading of new transmission lines is underway, and will solve the service problems experienced.</li> </ul>
NKETOANA	Lindley / Ntha	<p><b><u>Bulk water supply</u></b></p> <ul style="list-style-type: none"> <li>• The Vals River which forms the northern boundary of the town, serves as the main water supply to Lindley and Ntha, although the raw water supply to both communities inadequate.</li> <li>• A raw water bulk line should be constructed from the Liebenbergsvlei. A new one mege litre reservoir was constructed during the 2006/7 financial year, with a new 435 mega liter out-stream storage dam to be constructed during the 2007/8 financial year.</li> </ul> <p><b><u>Bulk sewerage</u></b></p> <ul style="list-style-type: none"> <li>• There is no full waterborne sewerage treatment works and the bulk sewerage from Lindley and Ntha are currently being treated at their own separate oxidation pond systems which is inadequate. These ponds are currently being upgraded.</li> </ul> <p><b><u>Bulk Electricity supply</u></b></p>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<ul style="list-style-type: none"> <li>• Electricity supply to the area is provided by Eskom to the Municipality, who in turn provides electricity to residents in both Lindley and Ntha</li> <li>• The bulk electricity supply to the area was upgraded during the year 2000 and is still adequate.</li> </ul>
PHUMELELA		<p><b><u>Bulk Water</u></b></p> <ul style="list-style-type: none"> <li>• Within Vrede, the high number of un-serviced erven can be mainly attributed to the undeveloped Extension 4, which cannot be serviced due to its topography in relation to bulk water supply.</li> <li>• This problem is currently being attended to and the first phases of the area should be serviceable within the next two years.</li> <li>• The Warden/Ezenzeleni area is generally well serviced with water and only about 400 households make use of communal standpipes for their daily water supply.</li> <li>• However, the addition of 271 houses within the coming year will need to be serviced in order to maintain the same level of services.</li> <li>• Within Memel/Zamani a large number of erven are not serviced with water at all. Approximately 1300 households depend on communal standpipes or have to gather water elsewhere.</li> <li>• The rural areas mostly make use of fountains and boreholes as their water source as there are, in many cases, difficulties experienced with water supply from farm owners.</li> <li>• In some cases surrounding farm workers even collect water from communal stands in nearby urban areas.</li> </ul>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p><b><u>Sanitation</u></b></p> <ul style="list-style-type: none"> <li>• The bucket system is still the main prevalent method of sanitation in the Local Municipality only second to waterborne system. It is the bucket system that government continuously pushes to eradicate as it is unhygienic and thus causes diseases. Vigorous efforts must be employed to ensure that it is not one of the methods used. It must also be ensured that all other forms of sanitation systems are according to the required Departments of Water Affairs and Forestry and Health standards.</li> <li>• In general the bulk sanitation infrastructure in all the urban areas are either insufficient for any future expansion or is close to reaching its full potential in the near future. Before any major internal sanitation upgrading can be considered, the bulk infrastructure will need to be upgraded to accommodate such expansions.</li> </ul> <p><b><u>Electricity</u></b></p> <ul style="list-style-type: none"> <li>• Although the electricity supply has improved over a 100% in 5 years time, the number of people using candles is still alarmingly high.</li> </ul>
SETSOTO		<p><b><u>Regional Infrastructure</u></b></p> <p><b><u>Water pipeline</u></b></p> <p>The construction of a water pipeline from the Meulspruit Dam at Ficksburg to Sparta is currently under way. The section between Ficksburg and Clocolan is complete, with the area between Clocolan and Marquard still in process.</p>

MUNICIPAL AREA	SUB-REGION OR NODE	BULK INFRASTRUCTURE
		<p>The raising of the dam wall at Meulspruit Dam at Ficksburg with 2m to provide for the additional needs at Sparta.</p> <p><b><u>Electricity</u></b></p> <p>Improve the network to the disadvantaged people in the rural environment.</p>

## **4. KEY DEVELOPMENT ISSUES**

### **4.1. Introduction**

The identification of KEY DEVELOPMENT ISSUES is of great importance in the development of a logic and implementable SDF for the Thabo Mofutsanyane district. From the aspects covered in the previous two chapters, namely, the legal and policy framework and the overview (or analysis), certain conclusions with regards to key development issues can now be made.

The Key Development Issues or focus areas are aligned with National and Provincial Government Policies and Guidelines, as well as the needs or backlogs.

### **4.2. NSDP and Free State SDF Categories of Development Potential Indicators**

Categories of development potential proposed by the NSDP are:

- Innovation and experimentation
- Production – high value, differentiated goods (not strongly dependent on labour costs)
- Production – labour intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation)
- Public services and administration
- Retail and services
- Tourism

The Reviewed FSGDS (2006) utilized the above 6 NSDP Categories of Development Potential to identify for all Free State towns and local municipalities the categories applicable for a specific town/ municipality. In this regard, the High Development Potential and Above Average Development Potential Categories applicable to all Free State towns/ municipalities are listed in the reviewed FSGDS.

The Reviewed FSGDS (2006) categorises the Free State towns in terms of development needs are based on the following indicators:

- Number of disabled people per locality
- The percentage of people without schooling or with limited schooling per locality
- The percentage of people who are unemployed
- Number of households residing in informal dwellings (whether in a backyard or on a surveyed and serviced or un-surveyed and un-serviced site)
- Number of people without access to adequate sanitation (current access in terms of an unventilated pit latrine, bucket or none)
- Number of people without access to water within 200m from their stand
- Number of people with an income below R3 500.

Towns are thus classified as having a High Development Need, Above Average Development Need, Below Average Development Need and Limited Development Need.

The NSDP should further be used as a guide by all spheres of government when making decisions on infrastructure investment and social investment, beyond basic services. The assumption underlying the NSDP approach is that localities that have exhibited past activities in a particular category are more likely to have the potential to continue doing so in future. Future economic growth should primarily be explored in those areas with a medium to high resource base and high human need where there may be economic potential to be exploited. Economic activity should be encouraged and supported by infrastructure investment where there is already a medium to high level of economic activity and where (natural or human) resource potential is medium to high.

In this regard, 3 types of resource potential can be distinguished:

- Natural resource potential can be divided into agricultural potential, environmental sensitivity and the availability of water.
- Human resource potential can be divided into level of skills and human density.
- Infrastructure resource potential refers to existing and proposed road and rail infrastructure and the main electricity grid.

A specific value statement of the Free State Provincial Government has relevance: “Promote economic infrastructure investment and development spending in areas of potential and need according to the principles of the NSDP.”

**Table 4.1: Summary of Thabo Mofutsanyane Spatial Development Potential and Development Needs**

Town	NSDP Categories of Development Potential	FS SDF Development Potential and Development Need
<b>Bethlehem</b>	<ul style="list-style-type: none"> <li>• Innovation and Experimentation (Above Average Development Potential)</li> <li>• Labour-intensive mass produced goods (agriculture, manufacturing apart from fuel and electronics) (Above Average Development Potential)</li> <li>• Public Services and Administration (Above Average Development Potential)</li> <li>• Retail and Private Services (Above Average Development Potential)</li> <li>• Tourism (Above Average Development Potential)</li> </ul>	<ul style="list-style-type: none"> <li>• Above Average Development Potential</li> <li>• Above Average Development Need</li> </ul>
<b>Harrismith</b>	<ul style="list-style-type: none"> <li>• Innovation and Experimentation (agri-industry and manufacturing (High Development Potential)</li> <li>• Labour-intensive mass produced goods (apart from fuel and electronics (Above Average Development Potential)</li> <li>• Public Services and Administration (Above Average Development Potential)</li> <li>• Retail and Private Services (Above Average Development Potential)</li> <li>• Tourism (Above Average Development</li> </ul>	<ul style="list-style-type: none"> <li>• Above Average Development Potential</li> <li>• Above Average Development Need</li> </ul>

Town	NSDP Categories of Development Potential	FS SDF Development Potential and Development Need
	Potential) <ul style="list-style-type: none"> <li>• Manufacturing (apart from fuels and electronics) Node</li> </ul>	
<b>Ficksburg</b>	<ul style="list-style-type: none"> <li>• Public Services and Administration (Above Average Development Potential)</li> <li>• Retail and Private Services (Above Average Development Potential)</li> <li>• Tourism (Above Average Development Potential)</li> </ul>	<ul style="list-style-type: none"> <li>• Below Average Combined Development Potential</li> <li>• Above Average Development Need</li> </ul>
<b>Phuthaditjhaba</b>	<ul style="list-style-type: none"> <li>• Public Services and Administration (Above Average Development Potential)</li> <li>• Retail and Private Services (Above Average Development Potential)</li> <li>• Innovation (Above Average Development Potential) according to FSGDS text</li> <li>• Reference to manufacturing (apart from fuels and electronics) in FSGDS text</li> <li>• Tourism Development Potential, although not reflected in data (according to FSGDS text)</li> </ul>	<ul style="list-style-type: none"> <li>• Below Average Development Potential</li> <li>• Below Average Development Need</li> </ul>
<b>Senekal</b>	<ul style="list-style-type: none"> <li>• Labour-intensive mass produced goods (agriculture) (Above Average Development Potential)</li> <li>• Public Services and Administration (Above Average Development Potential)</li> </ul>	<ul style="list-style-type: none"> <li>• Below Average Development Potential</li> <li>• Below Average Development Need</li> </ul>
<b>Clarens</b>	<ul style="list-style-type: none"> <li>• Innovation and Experimentation (High Development Potential) FSGDS text suggests for it to be ignored</li> <li>• Tourism (Above Average Development Potential)</li> </ul>	<ul style="list-style-type: none"> <li>• Below Average Development Potential</li> <li>• Limited Development Need</li> </ul>
<b>Clocolan</b>	<ul style="list-style-type: none"> <li>• No High Development Potential or Above Average Development Potential Categories identified.</li> <li>• Tourism Development Potential, although not reflected in data (according to FSGDS text)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Development Potential</li> <li>• Below Average Development Need</li> </ul>

Town	NSDP Categories of Development Potential	FS SDF Development Potential and Development Need
<b>Marquard</b>	<ul style="list-style-type: none"> <li>No High Development Potential or Above Average Development Potential Categories identified.</li> </ul>	<ul style="list-style-type: none"> <li>Limited Development Potential</li> <li>Below Average Development Need</li> </ul>
<b>Fouriesburg</b>	<ul style="list-style-type: none"> <li>No High Development Potential or Above Average Development Potential Categories identified.</li> <li>Tourism Development Potential, although not reflected in data (according to FSGDS text)</li> </ul>	<ul style="list-style-type: none"> <li>Limited Development Potential</li> <li>Limited Development Need</li> </ul>
<b>Memel</b>	<ul style="list-style-type: none"> <li>No High Development Potential or Above Average Development Potential Categories identified.</li> <li>Tourism Development Potential, although not reflected in data (according to FSGDS text)</li> </ul>	<ul style="list-style-type: none"> <li>Limited Development Potential</li> <li>Limited Development Need</li> </ul>
<b>Rosendal</b>	<ul style="list-style-type: none"> <li>No High Development Potential or Above Average Development Potential Categories identified.</li> </ul>	<ul style="list-style-type: none"> <li>Limited Development Potential</li> <li>Limited Development Need</li> </ul>
<b>All remaining towns</b>	<ul style="list-style-type: none"> <li>No High Development Potential or Above Average Development Potential Categories identified.</li> </ul>	<ul style="list-style-type: none"> <li>Limited Development Potential</li> <li>Limited Development Need</li> </ul>

### **4.3. Industrial Development Issues**

The Key Development Issues addressed in the “Thabo Mofutsanyane Industrial Development Strategy” are summarised in this section.

In terms of key spatial findings it is evident that spatial restructuring took place within the manufacturing industry within the Free State. High growth has been experienced in terms of the SMME sector, with the dominant manifestation within the Harrismith-Phuthaditjhaba and Goldfields area. These two areas also experienced the highest level of enterprise growth within the Free State.

It is however, important to understand that the growth in the number of enterprises did not go hand in hand with growth in employment. A number of larger enterprises focused on job creation closed down, SMMEs increased however the level of employment were relatively low. Net employment growth only took place within two Free State Areas; Bloemfontein-Botshabelo-Thaba Nchu and Harrismith-Phuthaditjhaba cluster. Outside these two clusters and with the exception of a few towns employment declines in manufacturing area recorded throughout the province.

It is evident that the larger towns within the Thabo Mofutsanyane district has experienced a positive increase in the number of industries over the period, with most experiencing a decline in manufacturing sector employment. From this picture it is also evident that the dominant manufacturing nodes within the district are presented by Harrismith-Phuthaditjhaba, Bethlehem and Ficksburg.

It is also important to note that the expansion in SMMEs has not compensated for the declines which have taken place through downsizing and closures of many of the Free State Province's and district's large enterprises and branch plants during the period 1994 to 2003.

The profile of industries within the district reflected involvement in the following dominant activities:

- Clothing and textile industry
- Furniture
- Tomb stones
- Agro-processing and food
- Plastic products
- Paper related
- Chemicals and fertilisers
- Metal related
- Buildings materials - Engineering.

The larger industries are predominantly located within Maluti-A-Phofung and Setsoto, and a smaller segment in Dihlabeng. The high representation of manufacturing activities within Maluti-A-Phofung (QwaQwa) can be ascribed to an extent to the impact of the Regional Industrial Development Programme after 1980 due to the provision of specific incentives in homeland areas.

The larger industries reflected the following advantages and disadvantages of their location within the district and Free State Province:

Advantages	Disadvantages
Access to labour/stable workforce	Distance to markets/export harbours/suppliers
Central location	Labour-related problems (unions/skills)
Proximity to raw material	Transport problems
Lower rates/other incentives	Quality of infrastructure
Proximity to infrastructure	Business support
Proximity to established industries	Stagnant domestic market
Access to Gauteng/KZN markets	Service costs

Lower levels of crime	Lack of security
Limited levels of competition	

*Source: Thabo Mofutsanyane Industrial Development Strategy, 2007*

The following serves as an integrated list of dominant factors affecting the development and extension of the manufacturing sector in the district:

- Changing Macro-economic conditions - exchange rate, interest rate, inflation, personal consumption expenditure
- State of the Global Economy - oil price hikes, trade legislation etc.
- State of the provincial and district economy - stagnant, with low levels of growth
- Declining market share - domestic and provincially
- Isolation - limited agglomeration advantages above Gauteng complex
- Limited down streaming - overshadowed by proximity to Gauteng
- Labour legislation - higher minimum wages etc.
- Narrow industrial base - limited levels of diversification
- Limited Government Support - Incentives, business support, infrastructure support and quality, human resource development etc.
- Lack of co-operation between local councils and limited emphasis placed on industrial sector development
- Weak industrial investment marketing approach

#### **4.4. Development Issues per Local Municipality**

##### **4.4.1. Dihlabeng Local Municipality**

- Bethlehem will remain the primary commercial economic hub of the Municipality where the majority of work opportunities will be established.

- The other towns will serve as smaller towns with economic growth potential focussing on tourism and providing a service to the agricultural community.
- An effective road network exists in the study area.
- Tourism Potential: The area has significant tourism potential. The latter refers especially to the natural beauty of the area and includes Meiringskloof Dam, picturesque hiking and 4x4 trails, Golden Gate Highlands National Park, Saulspoort Dam and Loch Athlone resort in Bethlehem. The development, marketing and intensive exploitation of the existing tourism sector should be supported to contribute to future economic growth. These natural and cultural heritage areas are of great importance to the nation and to be benefit of livelihoods.
- Agricultural Sector: The agricultural sector of the entire Dihlabeng region is extremely prominent. The latter could result in industrial development that is agricultural orientated. Future economic growth in the agricultural sector exists when considering small-scale processing industries and intensive farming activities where possible.
- AIDS: The impact of AIDS on economic growth patterns is still largely an unknown entity. An increase in mortality will, however, place a large burden on health services and the cost thereof that will influence future economic growth.
- The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to possible loss in employment. However, the region comprise exceeding good potential for the production of apples, vegetables, cherries and asparagus, most of which is exported to international markets.

#### **4.4.2. Maluti-a-Phofung Local Municipality**

Land uses in the region have been dictated by historical patterns of land tenure as well as some recent initiatives to stimulate growth; achieve equitable distribution of services and opportunities; improve livelihood conditions; and protect the environment and cultural resources.

*Development Opportunities:*

- Strategic location – good access to the area via the N3 and N5 routes, a railway line and an airstrip;
- Low crime rate;
- Vacant sites / empty factories;
- A large labour force comprising skilled, semi-skilled and professional human resources;
- Existing infrastructure;
- Good educational facilities;
- Scenic environment;
- Tourism potential;
- Industrial development potential;
- Partnering possibilities with KwaZulu-Natal.

*Development Constraints:*

- A large proportion of the region's population living in small, dispersed settlements with inadequate facilities (including educational and recreational facilities) and with poor access (including condition of roads) to basic services (including health services, namely clinic and ambulance services);
- Wide disparities between the well-off and the poor, most of whom live in relatively remote rural areas;
- Informal housing and insecurity of tenure;
- Inadequate public transport;
- Poor economic growth;
- Lack of economic opportunities;

- No investment incentives;
- Poor marketing;
- Lack of support to existing businesses;
- Limited utilisation and investment in the tourism potential;
- Proposed De Beers Pass bypassing Harrismith to the east;
- Urban sprawl;
- Poor service quality;
- Unemployment;
- Topographical restrictions on horizontal spatial expansion in QwaQwa;
- Natural disasters (floods);
- No information / support centre(s).

#### Development Trends and Patterns

- Alternative unsustainable livelihood strategies that cause damage to the environment and poses threats to human health (residential settlement in floodplains);
- Incompatible mixing of land uses;
- Big businesses exit the area;
- Increase in crime;
- HIV/AIDS;
- Economic recession;
- High poverty levels and increasing unemployment;
- Increasing food prices;
- Environmental decay.

#### The following issues can be identified from the above:

- Limited **scope** for economic development due to unemployment and lack of entrepreneurial enterprise;
- The existence of **physical dualism** in urban areas (e.g. Kestell / Tlholong);
- In towns located on or along primary and secondary roads, access roads are not used to its full potential to benefit from through-traffic or passing **traffic**.

- The **tourism** potential is not harnessed to its full potential.
- Economic activity occurs in the **primary and secondary economic sectors** (i.e. agriculture and manufacturing) and further growth depends on pro-active steps to market the area;
- Investment in land in QwaQwa is limited due to the weak / **uncertain land (property) rights** system – a basic precondition for economic development.

#### **4.4.3. Nketoana Local Municipality**

The following development opportunities and constraints have been identified which have an impact on the spatial structuring of the Nketoana Local Municipality.

##### *Development Opportunities:*

- Good and accessible transportation network;
- Reitz serves as a well established service centre;
- Relatively well developed social infrastructure in urban areas;
- Agri-processing is viewed to add value to the agricultural sector;
- Large number of vacant stands within historically advantaged areas which could be densified;
- Several tourism destinations offer great opportunities to generate income and employment;
- Sufficient supply of natural resources; and
- Agricultural sector can be further developed.

##### *Development Constraints:*

- Lack of effective infill and densification;
- Certain areas are experiencing problems with infrastructure;
- High rate of unemployment;
- Poor maintenance of roads;

- Decline in agriculture;
- Poor land management practices (overgrazing);
- Pollution (air, water and littering);
- Slow pace of land reform processes;
- Lack of public transport in certain areas; and
- Services in rural areas are not good.

Key Development Issues:

- Services infrastructure;
- Services payment and asset protection;
- Land and housing;
- Primary health care;
- Education;
- Job creation and economic growth;
- Social services and welfare; and
- Safety and security.

#### **4.4.4. Phumelela Local Municipality**

The following development opportunities and constraints have been identified which have an impact on the spatial structuring of the Phumelela Local Municipality.

Development Opportunities:

- Good and accessible transportation network;
- Vrede serves as a well established service centre;
- Relatively well developed social infrastructure in urban areas;

- Agri-processing is viewed to add value to the agricultural sector;
- Large number of vacant stands within historically advantaged areas which could be densified;
- Several tourism destinations offer great opportunities to generate income and employment;
- Sufficient supply of natural resources; and
- Agricultural sector can be further developed.

*Development Constraints:*

- Lack of effective infill and densification;
- Certain areas are experiencing problems with infrastructure;
- High rate of unemployment;
- Poor maintenance of roads;
- Decline in agriculture;
- Poor land management practices (overgrazing);
- Pollution (air, water and littering);
- Slow pace of land reform processes;
- Lack of public transport in certain areas; and
- Services in rural areas are not good.

*Key Development Issues:*

- Services infrastructure;
- Services payment and asset protection;
- Land and housing;
- Primary health care;
- Education;
- Job creation and economic growth;
- Social services and welfare; and

- Safety and security.

#### **4.4.5. Setsoto Local Municipality**

The following development opportunities and constraints have been identified which have an impact on the spatial structuring of the Setsoto Local Municipality.

##### Development Opportunities:

- Good and accessible transportation network;
- Ficksburg and Senekal serve as a well established service centres;
- Relatively well developed social infrastructure in urban areas;
- Agri-processing is viewed to add value to the agricultural sector;
- Presence of vacant stands within historically advantaged areas which could be densified;
- Several tourism destinations offer great opportunities to generate income and employment;
- Sufficient supply of natural resources; and
- Agricultural sector can be further developed.

##### Development Constraints:

- Lack of effective infill and densification;
- Certain areas are experiencing problems with infrastructure;
- High rate of unemployment;
- Poor maintenance of roads;
- Decline in agriculture;
- Poor land management practices (overgrazing);
- Pollution (air, water and littering);
- Slow pace of land reform processes;
- Lack of public transport in certain areas; and
- Services in rural areas are not good.

Key Development Issues:

- Services infrastructure;
- Services payment and asset protection;
- Land and housing;
- Primary health care;
- Education;
- Job creation and economic growth;
- Social services and welfare; and
- Safety and security.

## **Localised Strategic Guidelines**

*The policy framework for the development objectives and strategies*

### **Introduction**

Strategy decisions of a municipality have to be informed by two sides: Firstly by the local context, i.e. by the municipality's priority issues, its vision and objectives, and secondly by national and provincial policy and strategy guidelines.

During a district level workshop where the municipalities within Thabo Mofutsanyana participated together with key government departments and service providers these national and provincial policy and guidelines were scrutinized together with the local priority issues. The result of this was guidelines that will be able to inform local decisions on strategies. These guidelines are an important integration tool within the IDP process. It leads the municipalities of Thabo Mofutsanyana and government departments to move in the same direction and by doing so optimizing the use of resources and limiting the possibility of duplication.

Although these guidelines are not legally binding, by not taking them into account when deciding on strategies, you run the risk of not qualifying for funding for further projects should these be in contrast to the guidelines.

There are five crosscutting issues for which strategic guidelines have been formulated. Under each of these issues the national and provincial policy and legislation to be considered have been listed. Following that is the localised strategic guidelines for the specific issues. These two categories should be read and used in conjunction with each other. No national or provincial policy can be discarded in favour of a local situation; they should serve to compliment each other.

### **Spatial Strategic Guidelines**

#### **National Policy Documents**

- Development Facilitation Act, Chapter 1
- The Housing Act
- The Housing White Paper
- Green paper on Development and Planning
- National Environmental Management Act
- National Spatial Development Perspective

#### **Localised Guidelines**

The following is a set of principles/guidelines that are incorporated within the strategies of the municipality:

- Formalize informal areas for urban development.
- Rural development should be classified in 2 groups (tribal land users and farm workers) and the active participation by tribal and farm communities should be encouraged.
- Discourage illegal occupation of land, without compromising development of new settlements.
- Focus should be on implementation of plans ( IDP) and not only on planning.
- Before building houses or allocating housing subsidies, serviced land should be made available. This will lead to more effective and sustainable housing development.
- The estimated population density on erven should be taken into consideration when services are provided.
- Protect jobs on farms by providing incentives for rural development to discourage urbanization.
- Commonages must be managed well with support and guidance by municipalities. Clear guidelines must be set out for the use of the commonage and the users should receive training before they can make use of the commonage.
- Maintenance of the existing road network should be priority.
- Maintain and protect the natural environment and develop it effectively and in sustainable manner.
- HIV/AIDS impacts on land development in various ways and should be taken into account in all strategies. Cemeteries should be carefully planned. The district municipality can take leading role with regard to burials.
- Identify suitable land for waste management on a regional basis.

## **Strategic Guidelines for Poverty Alleviation and Gender Equity**

### **National and Provincial Policy Documents**

- Constitution, sections regarding basic needs and gender equity
- Reconstruction and Development Programme
- White Paper on Local Government
- SALGA Handbook on “Gender and Development”

- Poverty Eradication Strategy of the Free State

### **Localized Guidelines**

Each municipality experience similar and different local poverty situations and gender related problems. These problems should be targeted with the strategies for the IDP.

### **Specific Population Groups to be targeted**

- Historically disadvantaged people
  - Farm workers
  - Youth and Women (also boys and men)
  - Disabled people
    - Child headed households
    - Single parent headed households

### **Strategic Guidelines**

- Involve disadvantaged groups at the planning stage to ensure full ownership of projects/development/transformation.
- Community profile: establish a directory of organizations and vulnerable people at ward level.
- When disadvantaged people receive ownership of land a conscious effort must be made to ensure access to sustainable methods of production.
- Engage with farmers' unions/merging associates to enable involvement of all role players in agriculture development.
- Involve tribal authorities in planning and projects.
- Cluster similar organisations/projects to use resources better.
- Consciously develop skills (overcome illiteracy by using art form as communication).
- Provide support to disadvantaged people with tender applications and simplify the process to promote access to tenders.
- Community mobilization e.g. street committee, networking.
- Illegal immigrants should be dealt with and planned for together with other areas and SADEC.

- Implementation of free basic water.
- Focused targeting.
- Intervention based on well-researched information.
- Allocate funds over longer periods (upfront funding).
- Appropriate support and monitoring and capacity programs.
- Integrated approach (multi sectoral).
- Strengthen local partnerships.
- Contextualise intervention (local context).

## **Strategic Environmental Guidelines**

### **National Policy Documents**

- National Environmental Management Act, Chapter 1 principles
- Local Agenda 21
- National and Provincial Environmental Management Plans

### **Strategic Guidelines**

#### **Endangered or Degraded Resources in the District**

Air quality are threatened by

- Industries that pollute air
- Wood, coal used as energy source
- Township establishment

Water quality are threatened by

- Storm water pollution
- Grey water
- Solid waste pollution
- Graveyards

Biodiversity are threatened by

- Veld fires
- Housing development
- Unsafe agricultural practices
- Quarries

## **Locations That Requires Sensitive Management**

Clarence – tourism potential

Golden Gate – national park

Platberg – wetland conservation

Fika Patso, Metsi Matso, Sterkfontein and Saulspoort dams

Cultural heritage sites

Archeological sites

Land for settlement below flood line

## **Economic Activities Which Need Special Attention with Regard to Environmental Impact**

Quarrying (sand stone)

Township development

Agricultural development

Industries (tannery)

Trout dam (front fishing)

Waste Management (illegal dumping)

Unsafe working conditions

## **Risks of Environmental Disasters**

Floods (settlement in flood line)

Veldt fires

Drought

HIV/AIDS

Alien species (e.g. eucalyptus trees)

## **Strategic Guidelines for Local Economic Development**

### **National Policy Documents**

- Local Government: LED Policy guidelines
- NSDP

- Local Economic Development Policy Paper

## **Strategic Guidelines**

### **Focal Economic Sectors and Geographical Areas for Promotion**

- Tourism (eco-tourism) – Clarens, Qwa-Qwa, Bethlehem, Ficksburg, Fouriesburg, Harrismith, Kestell, Reitz and Memel
- Agriculture (agricultural products and agri-businesses)
  - Whole area of Thabo Mofutsanyana
  - Fruit production: Ficksburg
  - Horticulture: Reitz, Bethlehem, Clarens
    - Agro-packaging: Reitz
    - Industries – Qwa-Qwa, Tsiame, Harrismith, Bethlehem
    - Land reform – major economic sectors to address ownership (land tenure) with focus on poverty alleviation and gender sensitivity

### **Basic Principles for promotion**

Labour intensive techniques

Use of SMME's in projects such as repairing roads

Create a database of SMMEs in each municipality

Create district markets

Promote involvement of women

Good marketing strategies

Improve knowledge: empowerment through training

Maintenance of infrastructure (roads, water, sanitation)

Manage the spread of HIV

## **Major Promotion Instruments**

Funds

Resources (capacity, skills, human resources, facilities) and entrepreneurship

Accessible infrastructure

Institutions and policies (local government and other government departments)

Stability, security and safety

## **Major Target Groups/Beneficiaries**

SMMEs

Women

Farm workers

Emerging Farmers

Commonage users

Established / existing business

Investors locally and from overseas

## **Additional Principles**

Local Municipalities should act as agents for local communities to apply for funds. Funds should only be distributed through local municipalities. A condition for LED projects should be proper after care and monitoring facilitated by the local municipality with assistance from the district municipality.

All development efforts of other organs of state or private organisations should go through municipalities.

## **Institutional and Performance Management Strategic Guidelines**

### **National Policy Principles**

- Municipal Finance Management Act
- Municipal Structures Act
- Municipal Systems Act

### **Strategic Guidelines**

- Appointments should be in line with Skills Development and Systems Act

- Clear communication and sustainable monetary system.
- Co-ordination on all levels with the national and provincial departments and district and local municipalities.
- Strategies must make provision for alignment, co-ordination and integration mechanism.
- Sustainable and consistent structures at all levels of departments.
- All projects and strategies should make provision for adequate participation, advice and decision making at all levels.
- Initiating managerial reform
- Performance to be in line with the SBDIP

## Strategies and Objectives

The development direction that the municipality will follow over the next two years

### Introduction

This is the most important chapter as it contains the vision and development objectives of the municipality. In other words what the municipality want to achieve over the next five years. It also contains the how part. The strategies of the municipality are listed in this chapter. The chapter contains the following:

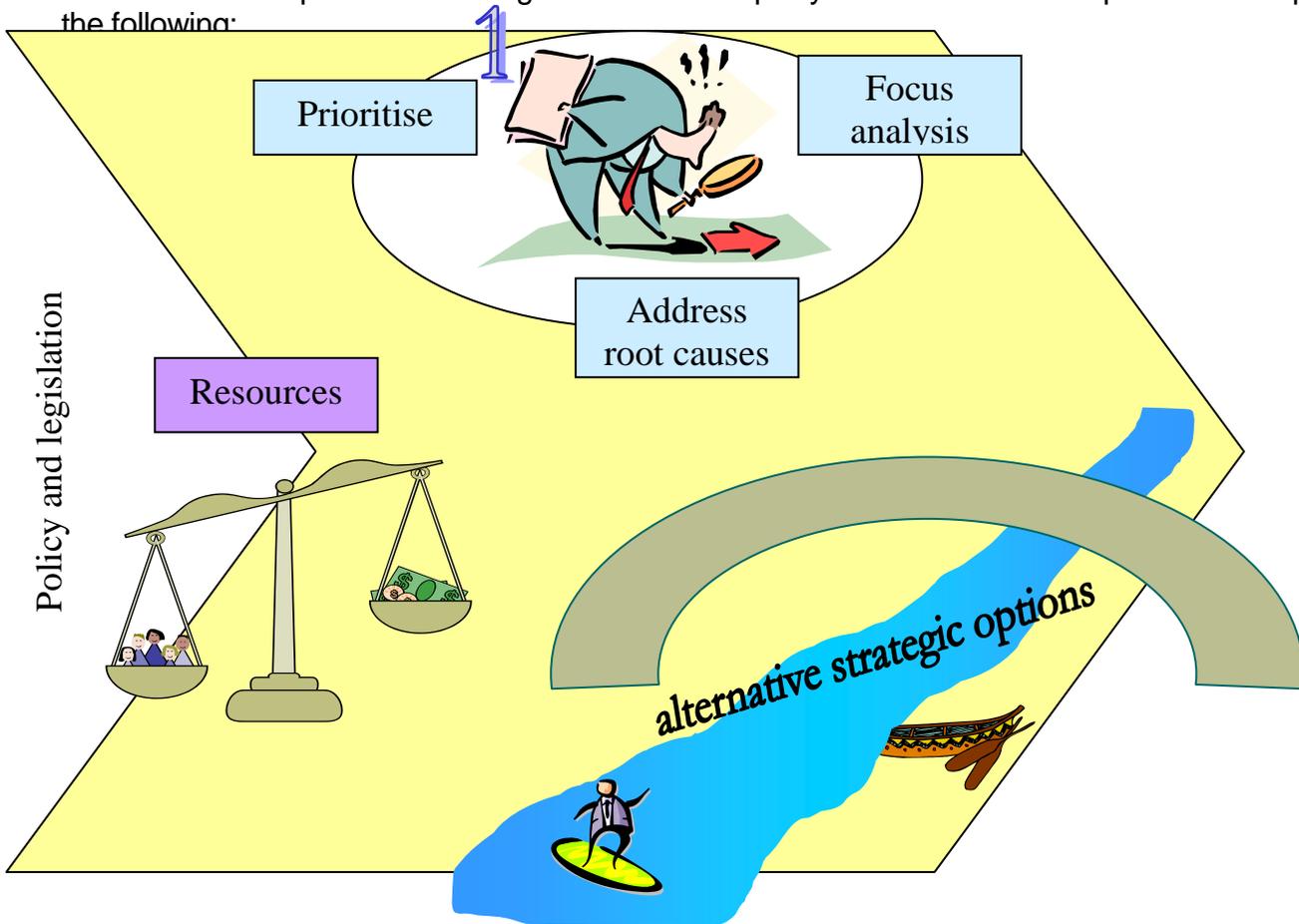


Diagram #: Strategic Planning Process

### Vision

Deciding on a vision is the starting point of the strategic decision-making process. The vision of Thabo Mofutsanyana is:

**An integrated, sustainable, and self reliant community with financially viable, participative, and developmental local municipalities.**

## Mission

To continuously improve and develop living conditions of our communities by providing efficient and effective bulk services and create a conducive environment for socio-economic opportunities through good governance, service delivery and job creation.

## Core values

- Integrity
- Transparency
- Commitment
- Co-Operation
- Openness Consultation
- Responsiveness
- Effective Communication
- Corporate governance
- Social responsibility
- Services delivered in line with Batho Pele principles
- High level of professionalism, integrity and objectivity

## Objectives and Strategies

Objectives are phrased for each priority issue in a way which describes the envisaged situation related to the priority issue within a five-year period. The objectives inform/guide the strategies. Strategies can be defined as the ways (how) to achieve objectives. Projects are a temporary set of measures/interventions that translate the strategy into practice. Objectives related to infrastructure will be problematic to achieve due to the District not having any MIG allocation for the present MTF.

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
Water	W1	To ensure that adequate water is available in order that all rural and urban communities have access to potable water, which is provided on at least RDP standards and at affordable rates.	Increase the percentage of access to potable water on at least RDP standards	W1.1	Build capacity at the district municipality to fulfill its role as water services authority
				W1.2	Make sufficient provision for maintenance in Operational Budget.
				W1.3	Assist local municipalities to provide an effective and affordable service to their community (urban and rural)
				W1.4	Apply to funding agencies for funds and grants.

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy	
Sanitation	S1	To provide an acceptable and affordable sanitation system for the entire region (VIP or waterborne)	Healthy living conditions for all; Increase access to basic sanitation	S1.1	To ensure that the sanitation infrastructure of the entire region has sufficient capacity and functions properly.	
				S1.2	Apply to funding agencies for funds and grants.	
				S1.5	Establish relevant communal structures for community awareness and training.	
Electricity	E1	To have a uniform electricity distribution system throughout the region for both rural and urban areas.	Equal access to electricity by all	E1.1	Lead municipalities to adopt a uniform approach to deal with electricity	
				E1.2	Encourage municipalities to make use of different sources of energy that is cost effective and environmentally friendly	
				E1.3	Encourage service providers to get involved in the integrated planning of the district	
				E1.4	Build capacity with the district municipality in order for them to fulfill their role with electricity services	
				E1.5	Encourage local municipalities to address the needs of farming communities, especially farm workers	
Roads, Streets, Stormwater	RS1	To ensure the overall planning and provision of streets and stormwater systems for all municipalities within the region in phases over the next 5 years.	Well maintained and safe roads throughout the district	RS1.1	See to it that a proper stormwater plan for all towns and townships are developed through the Comprehensive Infrastructure Plan (CIP)	
				RS1.2	Build the capacity of the district municipality in order for them to take care of their responsibilities within the next 2 years	
				RS1.3	Use community based public works programme methods for procurement, planning, construction and maintenance	
	RS2	To have an effective national, primary and secondary road system that is well maintained.		RS2.1	Share resources of provincial department - money, equipment	
				RS2.2	Facilitate the establishment of public private partnerships to maintain roads	
				RS2.3	Apply for funding from different sources (National, Provincial – grants, CMIP, District Municipality/ Farmers, License fees/Local municipalities)	

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
				RS2.4	Establish a forum for the 4 spheres of government for planning of roads and Stormwater and sorting out responsibilities
				RS2.5	Maintain priority roads
				RS3.1	The construction and upgrading of roads should take into consideration the cost of maintenance – paving of roads
Housing	H1	Co-ordinate and facilitate all housing requirements and funding allocations properly	All people have access to safe formal housing	H1.1	Develop a database on housing and update it continuously
				H1.2	Apply for accreditations from the Department of Housing
				H1.3	Establish a of Housing Forum at District level
				H1.4	Assist local municipalities to establish housing support centers within communities
				H1.5	Assist to speed up the process of securing land tenure and addressing the land restitution problem.
Cemeteries	C1	Cemeteries in all municipalities are adequate for future needs and are well maintain	Sufficient and suitable land have been provided for cemeteries	C1.1	Facilitate and advise local municipalities on the provision and maintenance of cemeteries
	C2	To have a district crematorium for the entire region.		C2.1	Establish a public private partnership for the development of a district crematorium
Land Development	LD1	Land is developed on the basis of integrated planning and participation by all relevant role players	Effective and sustainable development and use of land	LD1.1	Ensure that the principles of the DFA are adhered to when planning decisions are taken
				LD1.2	Ensure proper communication between community, national and provincial departments and the municipality
				LD1.3	Ensure that all areas and communities are represented in planning activities
Telecommunication	TC1			TC1.1	Facilitate the provision of community telecommunication infrastructure and upgrade infrastructure where necessary.
Health Services	HS1	Efficient, effective and well equipped health facilities are available to all communities	Good access to health facilities	HS1.1	Coordinate the provision of equipment, staff and services where it is needed and promote better services by the Department of Health and all clinics and Hospitals

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
				HS.1.2	Co-ordinate the provision of a functioning District Health System
				HS1.3	Mobilise the resources of MIG, CBPWP and government departments to provide better clinics and roads
				HS1.4	Promote 24 hours services at clinics
				HS2.1	Improve access to home based care
	HS2	Reduce the number of people infected by HIV/Aids	Less people are affected by HIV/Aids	HS2.2	Provide support to children affected by HIV/AIDS
				HS2.3	Coordinate efforts of NGOs, CBOs, traditional leaders and local government to fight HIV/Aids
	HS3	Improve environmental health of all communities	Socio-economic situation are improved	HS3.1	Provide support to local municipalities with the environmental health services
Education and training	ET1	Serviced land is available for schools and educational facilities	Increased literacy and numeracy	ET1.1	Encourage municipalities to make land available for education facilities
	ET2	Improve the level of education and skills of the community	Communities are able to compete in the global market	ET2.1	Facilitate the establishment of ABET centres in all areas
				ET2.2	Improve the level of service of existing ABET centres, learning institutions and schools
				ET2.3	Create public awareness on adult basic education programmes
	ET3	Schools achieve high pass rates in all grades throughout the district		ET3.1	Facilitate the establishment of a district level forum consisting of local government, the Department of Education and school bodies that can look at all education issues
				ET3.2	Establish the District Bursary fund for the needy children that perform well in the school
				ET3.3	Encourage the refurbishment and improvement of libraries
				ET3.4	Assist education facilities accommodate or cater for disable people
				E.T 3.5	Encourage the implementation of a skills development strategy

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
Environmental Management and Care	EM1	Thabo Mofutsanyana district area has a clean, green and healthy environment	Clean, green and healthy environment	EM1.1	Reduce the use of wood and coal as an energy source and encourage people to make use of alternative sources of energy
				EM1.2	Promote the implementation of alternative sanitation systems that are cost effective, use less water, are not detrimental to the environment and can be implemented where the water table is high.
				EM1.3	Encourage ecologically viable commonages.
				EM1.4	Encourage municipalities to ensure that all communities are educated in terms of the prevention of all forms of pollution and preservation of natural resources. (Performed by local authorities on behalf of district)
				EM1.5.	Promote greening of the environment in the district area
				EM1.6.	Encourage and assist municipalities to develop Environmental Management tool
				EM1.7.	Appoint an Environmental Management officer for the Municipality
Safety and Security	SS1	Thabo Mofutsanyana is crime free area	Investor friendly area	SS1.2	Encourage local municipalities to appoint municipal police
				SS1.3	Encourage community involvement in fighting crime
	SS2	The SAPS is involved in all municipal planning activities		SS2.1	Encourage the involvement of the SAPS in municipal planning activities.
	SS3	Improve the relationship between farmers and farm workers		SS3.1	Make people aware through Farmers unions, public meetings, mass media to be tolerate– educate farmers and farm workers on better human relations
	SS4	Reduce the number women and children abuse and rape.		SS4.1	Mobilise communities and resources to fight against women and child abuse and rape
	SS5	Improve traffic policing and safety conditions on all roads		SS5.1	Clarify the roles and responsibilities with regards to traffic policing

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
Emergency services	ES1	24 hour medical services are available to all communities and all emergencies are attended to within an hour.	Emergency services are available to all to protect life and property	ES1.1	Clarify the role and responsibility of the district municipality within emergency services.
				ES1.2	Coordinate planning for emergency services
Transport	T1	A properly coordinated public transport system exist in the district	Public transport are accessible and properly coordinated	T1.1	Engage with the provincial department to clarify roles and responsibilities with regard to public transport
				T1.2	Develop a Integrated Transport Plan for the district
				T1.3	Regulation of taxi industry
				T1.4	Proper taxi ranks are provided in all areas
Sports and Recreation	SR1	Proper sport and recreation facilities are available to all communities	Improved quality of life; Culture of sportsmanship	SR1.1	Improve existing sports facilities
				SR1.2	Provide a variety of sport and recreation facilities
				SR1.3	Encourage private institutions to organize sports and recreation events in Thabo Mofutsanyana
Disaster Management	DM1	Proper contingency plans for disasters at local municipal level as well as at district level are in place.	Disasters have a minimum impact on the community	DM1.1	Coordinate disaster management planning by establishing a Disaster Management Centre
				DM1.2	Make provision for disasters within the municipal budget
				DM1.3	Ensure training of communities in terms of assistance during disaster
				DM1.4	Create awareness of the dangers of fire fighting and other disasters and procure firefighting equipment.
				DM1.5	Capacitate the municipalities to cope with fire fighting
				DM1.6	Create a culture of pride about our veld and grass.
Land Reform	LR1	All adult residents should have access to ownership of land.	The number of informal settlements decrease	LR1.1	Speed up the land claim processes
	LR2	At least 50% of state owned land should be transferred to the communities living on it or to tribal authorities.	Security of tenure for all	LR2.1	Facilitate the process of transferring state owned land to relevant communities/authorities.
LR2.2				Inform communities on different programmes of the Department of Land Affairs	

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
	LR3	Farm workers have security of tenure		LR3.1	Engagement of farmer's union and farm workers to comply with relevant legislation
				LR3.2	Facilitate a process whereby farm workers have access to housing and land ownership.
Agricultural Development and Rural Development	AD1	Stimulate the agricultural development of the region through the production of unique and value adding products and to ensure the development of small-scale and emerging farmers.	Enhance economic growth; Sustainable livelihoods; Decrease unemployment	AD1.1	Encourage local municipalities to make municipal land available at affordable rates for small-scale and emerging farmers.
				AD1.2	Identify groups for agriculture projects
				AD1.3	Establish private public partnership for marketing of produce
				AD1.4	Encourage establishment of value-adding business, industries
				AD1.5	Promote permaculture and organic production to produce unique products for the area
				AD1.6	Co-ordinate meetings between agriculture extension officers, emerging farmers and commercial farmers to share knowledge and experience and to build ties
				AD1.7	Facilitate resolve of conflicts between emerging and commercial farmers and/or beneficiaries of projects.
	AD2	A significant number of small-scale and emerging farmers (of which at least 30% must be women and 5% disabled people) received training and have become effective commercial farmers.		AD2.1	Co-ordinate training of emerging farmers by the Department of Agriculture
				AD2.2	Assist farm workers to have access to training from the department
				AD2.3	Facilitate establishment of mentorship programmes for emerging farmers
				AD2.4	Coordinate the monitoring and facilitating of agriculture projects and make sure that assistance is rendered with the sustainable of the projects with the help of the provincial department.
	AD3	Sustainable community gardens exist throughout Thabo Mofutsanyana		AD3.1	Encourage the establishment and maintenance of community gardens
	Tourism Development	TD1	Tourist attractions and facilities meet and maintain industry	Enhance economic growth; Sustainable	TD1.1

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
		standards tourism is promoted on a regional level.	livelihoods; Decrease unemployment	TD1.2	Capacitate the department of tourism in TMDM to enforce the standards and policies set by the tourism body
	TD2	Tourist routes are established		TD2.1	Establish tourist attraction routes
	TD3	Ensure the effective marketing of the region for tourism supported by all role-players.		TD3.1	Create and awareness (culture) for tourism in the region with local people
				TD3.2	Make maximum use of technology to market the area
				TD3.3	Focus on the areas cultural heritage when marketing the area
				TD3.4	Develop a comprehensive marketing strategy through the tourism body
				TD3.5	Encourage local municipalities to establish tourism offices
				TD3.6	Strengthen tourism networks with other regions
	TD4	Ensure the strengthening and further growth of current festivals in the region		TD4.2	The district should support local festivals by attending festivals and making use of them to market the area
	TD5	Strengthen the efforts of previously disadvantaged people in tourism development by creating opportunities for them especially within cultural tourism.		TD5.1	Sell products produced locally by disadvantaged people at various shows and exhibitions around the country
				TD5.2	Train people in producing good quality arts and crafts and in business skills so that they will be able to market their products
TD5.3				See strategy 3.1	
Industrial Development	ID1	To broaden the industrial base/capacity of the district	Enhance economic growth; Sustainable livelihoods; Decrease unemployment	ID1.1	Coordinate industrial development efforts of local municipalities
				ID1.2	Distribute information on training courses available and financial institutions that can fund upcoming industries
				ID1.3	Investigate the possibility of developing a regional airport
				ID 1.4	Rejuvenation of factories
				ID1.5	Improve access to entrepreneurship training facilities by 15%

Priority Issue	Nr.	Objective	Outcomes	Nr.	Strategy
Corporate Governance and Public Participation	CG1	Maintain the institutional capacity to implement the IDP and accompanying programmes effectively and efficiently	Integration of all departments and spheres of government; Coherent and cooperative public service	CG1.1	Create a corporate culture, identity and vision
				CG1.2	Streamline the organogram in terms of the IDP
				CG1.3	Place and appoint personnel
				CG1.4	Develop an employment policy for employment equity, placement policy, basic conditions of employment and skills development plan.
	CG2	Create a responsive and accountable administration		CG2.1	Build team spirit
				CG2.2	Orientate staff on all legislation governing the activities of the district
				CG2.3	Make the IDP a working document for all staff
				CG2.4	Engender strict financial discipline to root out corruption practices that may occur in the absence of discipline
Increase Revenue Base	RB1	Increase the income of the DM to implement all the projects within the IDP	Increased income	RB1.1	To increase the revenue base of the District Council by expanding the number of potential ratepayers and to increase revenue collection to the maximum potential.
				RB1.2	To supplement the existing revenue base of the District Council by exploiting new potential source of income.
				RB1.3	To ensure that the District Council in conjunction with all municipalities applies an effective debt collection system.

Waste Management	WM1	To ensure that waste management services at all local municipalities meet the legal and environmental requirements and are managed to appropriate standards within the next 3 years.	All legal requirements in terms of waste management are met; Healthy society	WM1.1	Advise local municipalities on appropriate measures to control health risks at solid waste dumping sites.
				WM1.2	Assist local municipalities to control health and environmental risks in the management of solid waste

[Table 5.1: Objectives and Strategies](#)

The strategies are as complete as possible, but not all strategies have been addressed by projects as yet, but are depended on the outcome of certain identified projects. It is necessary, therefore, to regard the strategies in a very important light. The strategies give the direction for development and all projects

that will be identified in the future should be incorporated within these strategies. Many projects are the first step of achieving the strategy and the objective and additional projects will be identified.

## **The Abridged Budget of Thabo Mofutsanyana**

### **The complete budget is available as a separate document**

*Approved draft budget 2010/2011*

#### **Introduction**

The draft budget to be approved by Council on the \_\_\_\_\_ 2010 is included as an attachment.

The budget takes into account the District Municipality's own needs for operational activities and human resources, projects as per IDP document, as well as the local municipalities needs.

The budget is constructed out of various grants:

- Equitable share
- Municipal Infrastructure Grant
- Municipal System Improvement Grant
- Financial Management Grant

Additional to these grants the district's own income being :

- Interest
- Others

Expenditure for the budget will be guided by the following policies/ mechanism

- Municipal Systems Act
- Municipal Finance Management Act
- Public Finance Management Act
- Division of Revenue Act
- General accepted accounting practice
- Institute for Municipal Finance Offices regulations
- Municipal Property Rates Act

## Abridged Budget

				PROJECTS	SALARIES	TOTAL
SPEAKER	Dept 100	=		1,000,000.00		
CHIEF WHIP	Dept 110	=		750,000.00		
COUNCIL & MAYCO	Dept 120	=		601,620.00		
EXECUTIVE MAYOR	Dept 180	=		5,516,380.00		
MUNICIPAL MANAGER	Dept 180	=		3,000,000.00		
FINANCE	Dept 300	=		3,000,000.00		
GOVERNANCE & STRATEGY	Dept 400	=		1,000,000.00		
LED & TOURISM	Dept 500	=		2,000,000.00		
CORPORATE SERVICES	Dept 600	=		2,500,000.00		
COMMUNITY SERVICES	Dept 700	=		1,500,000.00		
INFRASTRUCTURE	Dept 900	=		1,000,000.00		
				20,868,000.00	39,000,000.00	59,868,000.00
						59,868,000.00
						-
						59,868,000.00
						-

### Sources of funding

<b>Equitable share</b>	<b>59 868 000</b>
<b>MSIG</b>	<b>750 000</b>
<b>FMG</b>	<b>1 000 000</b>

## Projects

### *The nuts and bolts of the IDP*

#### Introduction

Projects are formulated for each strategy in order to achieve the objectives set out in the previous chapter. The logical framework approach was used to formulate the projects. The logical framework provides a compressed overview on:

- Project resources and funds, activities, outputs and objectives
- Concrete information on quantities, quality specifications, location, time and target groups.

The project sheet consists of five major elements that answer the following questions:

1. What is the project objective or the objectives to which the project is expected to contribute?
2. What outputs (deliverables) need to be provided by the project to achieve the objective?
3. Which activities need to be carried out to achieve the outputs?
4. What resources/funds are needed to carry out these activities?
5. By which indicators and specific targets can the objectives and outputs be specified in terms of quantity, quality, target group, location and time?

Projects are listed below as a summary of the project sheets that follows it and which contains the detail information listed above. Projects can be identified by a specific project number. Each project relates to one or more strategies.

#### Layout of this Section

The projects identified during the planning process and projects that are running currently in the district and local municipalities implemented by any organ of state are included in this section. The local municipal projects are included in Section 10 together with the summaries of the local IDPs.

Only projects funded by the district municipality, CMIP, Sports and Recreation Grant and any other grants distributed through the district municipality have been listed in the district project list. For this reason some of the projects are listed in both the district and a local project list. For example the upgrading of the sports facility in Petrus Steyn is listed in the project list of Thabo Mofutsanyana and Dihlabeng.

Following the municipal project sheets are lists of projects and programmes that will be implemented by the national and provincial government departments.

### **Thabo Mofutsanyana DM Project List**

The project list below does not contain the detail information of each project however it contains the core information that will serve as information to any interested party. It contains the strategy number that the project relates to, the unique project number with which it can be identified in the project sheets and in the budget. The objective the municipality has with the project, what it will achieve (outputs), where and when it will be implemented and who is responsible for implementation. It also contains the budget allocation for the financial year 2010/2011.

The project list gives us a good summary of what Thabo Mofutsanyana wants to achieve over the next 5 years, but more especially over the next financial year. The project list as seen below will be updated each year and more projects will be identified should the need arise.

Projects are grouped into the line functions of the portfolio committees of the council. The portfolio committees will be responsible for monitoring the progress with the projects. The councilors are the custodians of the projects and will therefore report to the community on the achievements or lack of achievements should the project fail.

Strategy No.:	Project No.:	Project Name	Project Objective	Outputs	Location	Responsible Agencies	In year	Budgeted for year 1	Amount budgeted 10/11
							(1 - 5)		
<b>Human Resources, Education, Sports and Recreation</b>									
E.T1.1,	E.T1.1.1	Schools Programme	Schools achieve high pass rates	x learners funded	TMDM	TMDM, Office of the Premier		524 000	524 000
E.T1.2	E.T.1.2	Youth Development Programme	Engage youth in socio-economic programmes	X youth participating in programmes	TMDM	TMDM		100 000	100 000
E.T 1.3	E.T1.1.1	Sports development programme	Involve youth in sports	X sports codes funded and promoted	TMDM	TMDM		250 000	250 000
E.T 1.4	E.T1.1.2	Gender and Disability Programme	Involve the groups in municipal programmes	X programmes promoted and funded	TMDM	TMDM		200 000	200 000
A.C 1.1	A.C 1.1	Arts and Culture development programme	Promote the regions culture and arts	Cultural programmes increase by 15%	TMDM	TMDM		100 000	100 000

Strategy No.:	Project No.:	Project Name	Project Objective	Outputs	Location	Responsible Agencies	In year	Budgeted for year 1	Amount budgeted 10/11
							(1 - 5)		
<b>LOCAL ECONOMIC AND TOURISM DEVELOPMENT, RURAL DEVELOPMENT, AND MAYORAL PROJECTS</b>									
LED1.1, T.D.1.1	T.D.1.1	Tourism Development	Promote TMDM as a tourism destination of choice	Promotion in publications, all media, and website	TMDM	TMDM		250 000	250 000
RD1.1,	RD1.1.2	Food Security programmes	Improvement of food security to the vulnerable	X food security projects established.	TMDM	TMDM		300 000	300 000
LED-Agency 1	LED-Agency 1	TMDM Development Agency	Establishment of a municipality entity as a propeller for LED	Agency registered	TMDM	TMDM		1 000 000	1 000 000
LED-2 LED -3	LED-2 LED -3	Poverty alleviation programme	Fund poverty alleviation projects	X number of poor people assisted.	TMDM	TMDM		300 000	300 000
LED-4	MSP-1	Twinning and fundraising	Funding sourced	2 countries visited	TMDM	TMDM		100 000	100 000
LED-5	MSP-2	Mayoral special projects	Promotion of the TMDM vision and mission	X number of projects assisted	TMDM	TMDM		2 393 000	2 393 000
LED-6	SMME-2	SMME development	Training of SMME improved	X number of projects assisted	TMDM	TMDM		250 000	250 000
	MSP-3	Mayoral Car	Mayoral mobility	1 car sourced	TMDM	TMDM		600 000	600 000
LED-7	HR-1	Furniture and Equipment	Equipped offices	Furniture bought	TMDM	TMDM		500 000	500 000

Strategy No.:	Project No.:	Project Name	Project Objective	Outputs	Location	Responsible Agencies	In year	Budgeted for year	Amount budgeted
							(1 - 5)	1	10/11
<b>GOOD GOVERNANCE, FINANCIAL VIABILITY, AND COMMUNITY PARTICIPATION (PLANNING AND DEVELOPMENT)</b>									
LED 1 TRD 3	MSP- 5	Twining and fundraising	Promote the District and harness funding	Twining agreement signed	TMDM	TMDM			100 000
G.G	G,G-3 PP-1	Public participation	Involve communities in municipal affairs	X number of community meetings held	TMDM	TMDM	TMDM	1 000 000	1 000 000
HRD	HRD-1	Capacity building for Councillors		Number of accredited trainings attended	TMDM	TMDM	TMDM	1000 000	1 000 000
GG	MSP-6	Intergovernmental relations	Promote intergovernmental relations	Sector agreements signed	TMDM	TMDM	TMDM	100 000	100 000
GG	GG-4	Policy development	Development of new policies	Number of policies developed	TMDM	TMDM	TMDM	200 000	200 000
GG	GG-5	Ward participation	Community participation	Ward committees established	TMDM	TMDM	TMDM	300 000	300 000
GG	GG-6	Finalisation of credible IDP	Good Planning	Credible IDP	TMDM	TMDM	TMDM	250 000	250 000
GG	GG-7	Development of by-laws	Orderly district	Number of policies developed	TMDM	TMDM	TMDM	3 000	3 000
GG	GG-8	SLA with sector departments	Regulated agreements	Agreements signed	TMDM	TMDM	TMDM	20 000	20 000

Strategy No.:	Project No.:	Project Name	Project Objective	Outputs	Location	Responsible Agencies	In year	Budgeted for year 1	Amount budgeted 10/11
							(1 - 5)		
<b>INFRASTRUCTURE DEVELOPMENT</b>									
RS	RS-1	Infrastructure support at Maluti-@-Phofung LM	Support by funding a roads project	1m worth of road infrastructure project done.	Maluti LM	TMDM MAP LM		1 000 000	1 000 000
RS	RS-2	Infrastructure support@ Nketoana LM	Support by funding a roads project	1m worth of road infrastructure project done.	Nketoana LM	TMDM		1 000 000	1 000 000
RS	RS-3	Infrastructure support@ Dihlabeng LM		1m worth of road infrastructure project done.	Dihlabeng LM	TMDM		1 000 000	1 000 000
RS	RS-4	Infrastructure support@ Setsoto LM	Support by funding a roads project	1m worth of road infrastructure project done.	Setsoto LM	TMDM		1 000 000	1 000 000
RS	RS-5	Infrastructure support@ Phumelela	Support by funding a roads project	1m worth of road infrastructure project done.	Phumelela LM	TMDM		1 000 000	1 000 000

Strategy No.:	Project No.:	Project Name	Project Objective	Outputs	Location	Responsible Agencies	In year	Budgeted for year 1	Amount budgeted 10/11
							(1 - 5)		
<b>INFRASTRUCTURE DEVELOPMENT</b>									
WS	MIG	Zamani Sewer Reticulation	Improved sanitation		Memel	TMDM COGTA PHUMELELA		5 432 000	Rolled over from the previous financial year
WS	MIG	Zamani Oxidation Ponds	Improved sanitation		Memel	TMDM COGTA PHUMELELA		7 520 000	Rolled over from the previous financial year
RS	MIG	Arlington/Leratswana Road Paving	Provision of access roads		Arlington	TMDM COGTA NKETOANA		4 457 000	Rolled over from the previous financial year
RS	MIG	Pedestrian Bridge: Qwa-Qwa	Improve pedestrian mobility		Qwa-Qwa	TMDM DOT MALUTI LM		2 000 000	Rolled over from the previous financial year

## **Local Municipal Projects**

The Local Municipalities Projects are included in Section 10 as part of the summaries of their IDPs.

# Summaries of Local Municipal IDPs

Dihlabeng Local Municipality projects not available at time of printing.

## 1. Nketoana Local Municipality

## 1. NKETOANA LOCAL MUNICIPALITY

Project Number	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
1.1	Establish SMME Hub in Reitz	All wards	300 000	100 000			200 000	1 1
1.2	Establish Youth Advisory Centre in Petrus Steyn	Ward 1,2	300 000	300 000				1 1
1.3	Profiling local businesses on Nketoana web site	All wards	20 000	20 000				1 1
1.4	Promote Nketoana as a tourism destination by developing a tourism brochure	All wards	150 000		75 000		75 000	2 2
1.5	Alignment of Procurement policy	All wards	5 000	5 000				1 1
1.6	Develop an LED Strategy	All wards	200 000				200 000	1 1
1.7	Establish a Local Economic Forum	All wards	20 000	20 000				1 1
1.8	Encourage investment in capital projects	All wards	10 000	10 000				1 1
1.9	Popularize the municipal Indigent Policy with an awareness campaign	All wards	10 000	10 000				1 1
1.10	Food parcels	All wards	50 000	5 000			45 000	2 1
1.11	Establish food gardens on sites for own use	All wards	10 000	10 000				1 1
1.12	Establish communal food gardens for marketing	All wards	600 000		100 000		500 000	1 1
1.13	Establish a tourism and information centre and market point for handcraft and needlework	All wards	300 000	100 000			200 000	2 1
1.14	Co-source Internal Audit function	All wards	425 000	425 000				1 1

## 2. FINANCE

Project Number	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
2.1	Erecting Carports at Reitz municipal buildings	Councilors, Visitors and staff members at Head Office	375 000	25 000			350 000	1 5
2.2	Capacity building of suppliers on database		50 000				50 000	2 1
2.3	To secure the council's properties and officials	All wards	1 500 000	800 000			1 500 000	1 5
2.4	Clean Audit report	All wards	90 000	20 000			70 000	1 1
2.5	Obtain/Replace ICT equipment and software		2 585 000	235 000			2 350 000	2 3

## 3. CORPORATE SERVICES

Project Number	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.1	Training the staff on scarce skills - Electrical, Water operations, Roads & Civil Works, Mechanical, Finance, IT, Waste Management, Horticulture, Property Value		550 000	50 000			500 000	1 2
3.2	System to manage Performance	All wards	190 000	110 000			80 000	1 2
3.3	User Friendly administrative building	All wards	90 000	90 000				2 3
3.4	Procurement of furniture	Staff members	210 000	210 000				3 1
3.5	Provision of office space	Staff members	320 000	320 000				2 5
3.6	Critical Skills Development	All wards	125 000	125 000				1 1
3.7	Community awareness campaign	All wards	210 000	35 000			175 000	1 1

3.8	Provide security at public facilities	All wards	520 000	520 000				1	1
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#### 4. COMMUNITY SERVICES

Project Number	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
4.1	Obtain a vehicle to handle skip bins	All wards	1 200 000	120 000	200 000	1 000 000		1 1
4.2	Provide skip bins on strategic places in all wards and provide refuse bins to all households	All wards	800 000	800 000				1 1
4.3	Provide efficient traffic control and safety in Nketoana by upgrade equipment	All wards	410 000	410 000				1 1
4.4	Obtain land and establish a new cemetery in Petrus Steyn	Wards 1,2	1 100 000	100 000	500 000	500 000		1 1
4.5	Upgrading of equipment to render an efficient service regarding Disaster Management	All wards	3 590 000	390 000	3 200 000			2 1
4.6	Establish and develop a taxi rank per town	All wards	1 150 000	350 000	800 000			3 1
4.7	Build new swimming pool in Petrus Steyn	Ward 1,2	820 000	220 000		600 000		3 1
4.9	Obtain and develop new residential sites in Nketoana to eradicate the backlog	All wards	10 270 000	270 000			10 000	1 1
4.10	Provide a healthy environment by establishing parks and planting trees in Nketoana to create a greening	All wards	110 000	10 000			100 000	2 3

	effect							
4.11	To legalize all landfill sites	All wards	105 000	105 000				2 1
4.12	To close down and rehabilitate the identified landfill sites that reached their capacity	All wards	215 000	215 000				1 1
4.13	To close down and rehabilitate the landfill site in Reitz and Arlington and establish a new site according to legal requirements	Wards 5,6,7,8,and 9	6 100 000	100 000	6 000 000			2 1
4.13	Upgrading recreational facilities in all areas	All wards	1 300 000	1 300 000				2 1

## 5. PUBLIC WORKS & TECHNICAL SERVICES

Project Number	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
5.1	Water and Sewerage pump maintenance contract	All wards	150 000	150 000				1 1
5.2	Provide all households with a water meter	All wards	2 550 000	550 000		2 000 000		1 1
5.3	Obtain water telemetry equipment in all areas	All wards	620 000	120 000		500 000		2 1
5.4	Upgrade reticulation networks in all areas	All wards	4 000 000	300 000		3 700 000		1 1
5.5	Upgrade pipeline between Reitz and Petrus Steyn to a 400mm pipeline	Wards 1, 2	6 100 000	100 000		6 000 000		1 1
5.6	Upgrade bulk water supply in all areas	All wards	109 000000			350 000		1 1
5.7	Create and develop storm water systems in all areas	All wards	17 200 000	1 200 000		16 000000		2 1
5.8	To surface, repair and							1 1

	maintain all roads in the urban areas of Nketoana, by paving, tar or gravel.	All wards	51 700 000	800 000		9 500 000	41 400000	
5.9	Obtain a cherry picker vehicle for maintenance of street lights in Reitz	Ward 6,7,8,9	342 000	342 000				2 1
5.10	Provide electricity connection to new developed sites	All wards	2 950 000	450 000			2 500000	1 1
5.11	Street lights/High mast lights in all areas	All wards	1 900 000		1 900 000			1 1

## 2. Setsoto Local Municipality

### Committed Projects in terms of DORA

Project Description	Priority	KPA	KPI	BI	Target	2009/2010	2010/2011	2011/2012
1. Setsoto: Raising of Meulspruit Dam	1	Storage	Dam Wall	2m	2m		15,606,739.00	15,606,739.00
2. Marquard: Upgrading/Augmentation of raw water supply	1	Storage	Pipeline construction	28km			1,514,729.00	1,514,729.00
3. Marquard Upgrading of water treatment works	1	Bulk	Increase capacity of wtw	2.2ml/d	4.11ml/d		5,089,800.00	5,089,800.00
4. Senekal: Upgrading of waste water treatment works	1	Increase capacity	Increase capacity of wwtw	4,5ml/d	4,01ml/d		1,500,000.00	1,500,000.00
5. Marquard/Moemaneng: Upgrading of oxidation ponds	1	Increase capacity	Increase capacity of wwtw	2,5ml/d	2,33ml/d		6,001,010.00	6,001,010.00
6. Bucket Eradication(Repayment loan)	Loan repayment		0	18,000;000.00			4,500,000.00	5,000,000.00
7. Ficksburg: Upgrading of bulk water supply	1	Increase storage	Construction of additional reservoirs	15,6ml/d	10,8ml/d		26,315,789.00	26,315,789.00

		capacity						
8. Ficksburg: Upgrading of Roads								5,263,158.00
9. Clocolan: Upgrading of Roads	Tar streets	3.2km	80km	3.2km				5,263,158.00
10. Marquard: Upgrading of Roads	Tar streets	3.2km	19km	3.2km				5,263,158.00
11. Senekal: Upgrading of Roads	Tar streets	3.2km	12km	3.2km				5,263,158.00

### **Consolidated Infrastructure Plan**

<b>Project description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
12. Water Backlogs ( CIP Backlogs)					-		6,490,000	18,030,000
13. Water Refurbishment ( CIP Backlogs)					-		70,000	14,030,000
14. Water Bulk ( CIP Backlogs)					-		-	8,830,000
15. Water Treatment Works (CIP Backlogs)						6,450,000	30,880,000	19,970,000
16. Housing Backlog	2	Acquisition of RDP housing subsidies	allocation	2086	6693			

### **Project Prioritisation for the next two years**

#### **Technical Services and Project Management Unit**

Dams	1	Storage	Bulk Provision	2	1	0.00	20 000 000.00	30 000 000.00
Raising of Meulspruit Dam	1	Storage	Dam wall		2m	0.00	15,606,739.00	15,606,739.00
Marquard: Upgrading/Augmentation of raw water supply	1	Storage	Pipeline construction	28km		0.00	1,514,729.00	1,514,729.00
Marquard Upgrading of water	1	Bulk	Increase	2.2ml/d	4.11ml/d	0.00	5,089,800.00	5,089,800.00

treatment works			capacity of wtw					
Senekal: Upgrading of waste water treatment works	1	Increase capacity	Increase capacity of wwtw	4,5ml/d	4,01ml/d	0.00	1,500,000.00	1,500,000.00
Marquard/Moemaneng: Upgrading of oxidation ponds	1	Increase capacity	Increase capacity of wwtw	2,5ml/d	2,33ml/d	0.00	6,001,010.00	6,001,010.00
Bucket Eradication		Loan Repayment	18 000 000.00	18 000 000.00	4 500 000.00	4 500 000.00	4,500,000.00	5,000,000.00

<b>Electricity, Roads and Storm Water Drainage</b>								
<b>Project description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
17. Ficksburg: Upgrading of bulk water supply						0.00	0.00	26,315,789.00
<b>Road and Stormwater</b>								
Storm water and drainage	1					24 000 000.00	24 000 000.00	30 000 000.00
Graveled roads								
<b>Road Paving</b>								
Ficksburg: Upgrading of Roads	1	Tar roads	3.2km	80km	3.2km		6,000,000.00	
Clocolan: Upgrading of Roads	1	Tar roads	3.2km	19km	3.2km		6,000,000.00	
Marquard: Upgrading of Roads	1	Tar roads	3.2km	12km	3.2km		6,000,000.00	
Senekal: Upgrading of Roads	1	Tar roads	3.2km	38km	3.2km		6,000,000.00	
Upgrading of networks						5 000 000.00	6 000 000.00	650 000.00
High mast light and Streetlighting	1					5 000 000.00	500 000.00	520 000.00
18. Vehicles	1,5 Ton Flat Deck LDV	0	1	165 000.00				

19. Equipment	Plate Compactor	0	1	12 000.00				
	Combi Asphalt Compactor/ drum roller	0	1	350 000.00				
	Spinnekop sweeper 4x4 combo 45 KW 4 x 4 tractor	0	1	270 000.00				
	6 Ton 6000 lt water Tanker	0	1	25 000.00				
Vehicle	TLB	0	1	400 000.00				
	Grader	1	1	1 700 000.00				
	80 Kw tractor	0	1	410 000.00				
Equipment	5 mobile radio sets		5	22 000.00				
	6 Ton u-shape trailer	0	1	120 000.00				
Road Meqheleng	2.5 km		2.5km	5 500 000.00				
Storm water Channel	Zone 7			1 800 000.00				
Storm water Channel	Zone 8			2 900 000.00				
Re-seal street	Mc Cabestr			1 500 000.00				
20. Buildings	Vehicle shed	1	1	160 000.00				
21. Fencing upgrade	PWD stores	0	1	20 000.00				

Vehicles	3 Ton Truck	0	1	220 000.00				
Equipment	Compressor	0	1	300 000.00				
	Bomac roller	0	1	150 000.00				
	Compactor	0	1	30 000.00				
	Water tank	1	1	50 000.00				
Vehicles	TLB	0	1	350 000.00				
Re-seal streets	Tar roads CBD			500 000.00				
Vehicle	Grader	1	1	1 700 000.00				
Vehicle	Front End Loader	0	1	950 000.00				
Vehicle	Spinnekop 4x4 tractor sweeper	0	1	415 000.00				
Re-seal roads	Tar CBD			1 500 000.00				
Upgrade roads	Gravel			380 000.00				
Storm water	Channels			406 000.00				
<b>Sanitation</b>								
22. Sanitation Backlogs	1					-	103,980,000	231,160,000
Sanitation Refurbishment						70,000.00	2,140,000	9,800,000
Sanitation Treatment Works						-	9,260,000	37,570,000
<b>Electricity</b>								
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/1011</b>	<b>2011/2012</b>
		Vehicles	Cherry Picker	1	1	450 000.00		

FICKSBURG	Vehicles	LDV	1	1	200 000.00		
	Equipment	Concrete Cutter	0	1	25 000.00		
	Equipment	Wacker	0	1	25000.00		
	Distribution	Upgrade substations			400 000.00		
	Distribution	Mini Sub Jail		1	350 000.00		
	Distribution	Replace overhead lines			500 000.00		
	Distribution	Connection New Hospital	0	1	4 500 000.00		
	Illumination	Highmasts	54	10	1 500 000.00		
	Illumination	Streetlights			500 000.00		
SENEKAL	Vehicles	Cherry Picker	1	1	450 000.00		
	Vehicles	LDV	2	1	160 000.00		
	Distribution	Mini sub De Rust	0	1	650 000.00		
	Distribution	Overhead lines Langestr	0	1	350 000.00		
	Distribution	11 KV Cable Bellstr	0	1	400 000.00		
	Illumination	Highmast lights	54	3	600 000.00		
	Illumination	Street			500 000.00		

			Lights					
		Office equipment	Laptop	0	1	15 000.00		
MARQUARD		Vehicles	Cherry Picker	0	1	450 000.00		
		Vehicles	LDV	0	1	160 000.00		
		Distribution	Upgrade network			550 000.00		
		Illumination	Highmast	54	1	200 000.00		
		Illumination	Streetlights			200 000.00		
CLOCOLAN		Vehicles	Cherry Picker	1	1	450 000.00		
		Vehicles	LDV	0	1	200 000.00		
		Distribution	315KVA Mini sub	0	1	200 000.00		
		Distribution	11KV Cable	0	1	500 000.00		
		Equipment	Wacker	0	1	25 000.00		
		Equipment	Mechanical Auger drill	0	1	25 000.00		
		Equipment	Laptop	0	1	15 000.00		
<b>Department of Economic and Community Services</b>								
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Vehicle	1	Fleet Management	4 x 4	0	1	300 000.00	0.00	0.00
23. Furniture	1	Operational	Office Table	1	7	100 000.00	0.00	0.00

			Chairs	3	21	35 000.00	0.00	0.00
			Cabinets	0	7	50 000.00	0.00	0.00
			DSTV	1	1	15 000.00	0.00	0.00
24. Installation of CCTV cameras	1	Safety	CCTV	0	32	700 000.00	0.00	0.00

**Social Welfare, Sport and Recreation, Health, Education & Housing**

25. PHP housing Subsidies	2	Housing Provision	400	0	400			
26. Land identification								
27. Street naming	2	Naming of main streets	26	0	26	103 500.00	150 000.00	200 000.00
28. Social housing Units	3	Establishment of social housing	100	0	100			

Project Description	Priority	KPA	KPI	BI	Target	2009/2010	2010/2011	2011/2012
29. Planning and Surveying	2	For middle and high income groups and low income groups	M &H=300 & L=4460	M& H=158 and L=2184	M & H=300 & L=3000	500 000.00		
30. Commonages	1	Land acquisition	1800 ha	0	1 800 ha	15 000 000.00	0.00	0.00

**Local Economic Development**

31. Dairy Project	1	Training	10	0	10	10 000 000.00	15 000 000.00	20 000 000.00
		Development of a cow shed	1	0	1			
		Publicity	1	0	1			
		Advertisements	1	0	1			
		Accommodation and travel fees	10	0	10			
32. Piggery	3	Procurement of	20	0	20	5 0 000.00	60 000.00	70

		stock						000.00
		Appointment of beneficiaries	10	0	10			
		Revamping of sty	1	0	1			
33. Seedlings	3	Poverty Alleviation	20	0	20	0.00	0.00	0.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
34. Development of emerging businesses	2	SMME Development	80	80	80	100 000.00	120 000.00	150 000.00
35. Hydroponics	1	Job-creation	80	0	80	50 000.00	60 000.00	65 000.00
36. Waste Recycling Project	1	Job-creation	32	32	32	100 000.00	120 000.00	100 000.00
37. Textile Project	1		30	0	30	100 000.00	120 000.00	100 000.00
38. Sandstone Mining	1		20	0	20	100 000.00	200 000.00	75 000.00
39. Nursery Project	1		20	0	20	50 000.00	100 000.00	30 000.00
40. Tourism Signages	1	Tourism Development	20	0	20	100 000.00	50 000.00	30 000.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
41. LED Summit	1	Development of LED Strategies	1	0	1	500 000.00	300 000.00	350 000.00
42. Cherry Festival	3	Tourism and Economic Development	1	1	1	200 000.00	220 000.00	250 000.00
LED Vehicle	1	Service Delivery	1 x 4 x 4	0	1	300 000.00	0.00	0.00
43. Leather Handcrafting	2	Job-creation	20	0	20	200 000.00	220 000.00	100

								000.00
44. Asparagus	1	Sustainable livelihood	20	0	20	50 000.00	100 000.00	50 000.00
<b>Security, Protection Services, Traffic, Disaster Management and Fire</b>								
45. Traffic	1	T.C.S	1	0	1	136 500,00	0.00	0.00
Vehicle	1	LDV for Traffic Maintenance	1x 4 x 2	0	1	150 000,00	0.00	0.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
46. Firearms	1	Safety	14	4	10	70 000,00	0.00	0.00
47. Parking meters	1	Revenue collection	200	Old meters	200	150 000,00	0.00	0.00
Vehicle	1	Disaster Management	1 x 4 x4	0	1	1 000 000.00	0.00	0.00
	1		2 Medium Rural Rescue Pumper	0	1	4 000 000.00	0.00	0.00
	1		Water Tanker	0	1	6 000 000.00	0.00	0.00
Equipment	1	Rescue Unit	Jaws of Life H D x 4 sets	0	4	1 400 000.00	0.00	0.00
<b>Equipment</b>	1	Rescue Unit	Hazmat Trailer complete	0	4	1 200 000.00	0.00	0.00
	1		Winch System	0	1	120 000.00	0.00	0.00
	1		JOC Caravan	0	1	100 000.00	0.00	0.00
	1		Generator Large	0	1	100 000.00	0.00	0.00
	1		Ultra High Pressure FFS	0	4	400 000.00	0.00	0.00
	1		Radios/GPS	0	2	110 000.00	0.00	0.00

	1		Sirens and Red Light	3	2	30 000.00	0.00	0.00
Vehicle	1	Service Delivery	4 x 4	0	1	250 000.00	0.00	0.00
48. Safe	1	Safety	Drop shoot safe	0	1	500 000.00	0.00	0.00
49. Access Control	1		Biometrix	0	1	140 000.00	0.00	0.00
	1		CCTV	0	32	267 000.00	0.00	0.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
50. Transmitter Radios	1	Communication	Radios	0	7	167 000.00	0.00	0.00
51. Safe	1	Safety	Firearms Safe	0	14	36 000.00	0.00	0.00
	1		Metal detector	0	14	25 000.00	0.00	0.00
<b>Waste, Cemeteries, Parks and Council Properties</b>								
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
52. Development of Landfill Sites and Transfer Stations	1	Permitted Land- fill Sites	2	0	2	11 000 000.00	15 000 000.00	20 000 00.00
		Transfer Stations	2		2	600 000.00	400 000.00	200 000.00
		Rehabilitation of Landfill site	1		1	750 000.00	500 000.00	300 000.00

Replacement of worn-out vehicles and equipment	1	Mobile Compactor	2	3	2	1 400 000.00	0.00	0.00
	1	Tipper	1	1	1	500 000.00	0.00	0.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Replacement of worn-out vehicles and equipment	1	Mass Containers	1	2	1	70 000.00	0.00	0.00
	1	Refuse Bins	20	40	20	28 000.00	0.00	0.00
53. Refuse Removal Service	1	85 liter Containers for residents	27000	0	27000	3 500 000.00	0.00	0.00
54. Development of parks	3	Develop parks	4	9	4	600 000.00	650 000.00	700 000.00
Maintenance of parks		Replacement of worn-out equipment						
	1		Kudu	12	6	109 000.00	130 000.00	150 000.00
	1		Weed eater	12	6	81 000.00	100 000.00	120 000.00
	3		Blower	0	2	15 000.00	20 000.00	30 000.00
	2		Chain saw	1	1	9 500.00	12 000.00	18 000.00

Maintenance of parks	3		Water tanker	0	1	250 000.00	0.00	0.00
	4		Mark machine	0	1	160 000.00	0.00	0.00
	1		Tractor	1	1	400 000.00	0.00	0.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
55. Community Halls	3	Public Places	3			168000	200 000.00	250 000.00
56. Swimming Pool to be upgraded	4	Recreational Filter	1	1	1	750 000.00	500 000.00	200 000.00
57. Upgrading of sport facilities	3	Tennis Court	2	3	2	400 000.00	500 000.00	650 000.00
58. Cemetery	3	Fencing	4	4	4	600 000.00	650 000.00	300 000.00
	1	Facilities	1	0	1	180 000.00	200 000.00	220 000.00
	1	Back actor	1	1	2	1 000 000.00	0.00	0.00
59. Security of vehicles	3	Vehicle store	1	0	1	300 000.00	50 000.00	70 000.00

60. Caravan Park	4	Upgrading	1	3	1	1000 000.00	300 000.00	50 000.00
61. New offices	4	Marquard Technical	2	0	2	200 000.00	50 000.00	70 000.00
<b>Project Description</b>	<b>Priorty</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
62. Upgrading of sport facilities	2	Building of Soccer Stadium	State of the art Soccer Stadium	4	1	467 000 000.00	467 000 000.00	467 000 000.00
63. Upgrade offices DCES	3	Ficksburg	15	0	15	500 000.00	100 000.00	150 000.00
<b>Institutional Development</b>								
<b>Administration and Support Services</b>								
64. By-Laws	1	Rationalisation of Bylaws	4	9	4	180 000.00	200 000.00	220 000.00
65. Policies		Good Governance				20 000.00	25 000.00	30 000.00
66. Skills Development		Capacity Building				700 000.00	800 000.00	875 000.00
Communication		Good Governance				200 000.00	220 000.00	250 000.00
67. Document Management	1	Document Management System	1	0	1	300 000.00	320 000.00	350 000.00
Furniture and Equipment	1	Chairs for Exco Chamber	30	25	30	90 000.00	0.00	115 000.00
	2	Replacing furniture of receptionists	3	4	3	30 000.00	50 000.00	75 000.00
Replacement of vehicles	1	Vehicles (Replacing of 3 Vehicles)	3	5	3	520 000.00	555 000.00	580 000.00

<b>Human Resource Management and Labour Relations</b>								
Skills Development		Ensuring that IDP-Related training is offered to all employees	IDP related training interventions will be implemented	50	35	700 000.00	80 000.00	1 000 000.00
68. Human Resource Management	1	Installation of HR management system	HR management system	0	1	300 000.00	350 000.00	375 000.00
	1.	Awareness of employees on Collective Agreements and Code of Conduct	Knowledge of employees on CA and CC.	0	all units	15 000.00	20 000.00	30 000.00

<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	2.	Installing of filling cabinets	Safe, and easily accessible of personnel files	5 old cabinets	10 filling, steel, standing hanging files	25 000.00	35 000.00	50 000.00
	Installing of security machine or access code	Safe keeping of personnel files	0.00	1		9 000.00	0.00	0.00

<b>Department of the Office of the Municipal Manager</b>								
<b>Information Technology</b>								
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
3. Software Changes	2	Intranet Development	1	0	1	120 000.00	0.00	0.00
		Customer Care Software				100 000.00	30 000.00	50 000.00

		Software with rapid change in IT Software				180 000.00	200 000.00	250 000.00
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Network Upgrades	2	Upgrade cabling to CAT 6	CAT 6	CAT 5	CAT 6	100 000.00	0.00	0.00
Network Upgrades		Network switches	Network	10/100	100/1000 CLC & HLH	100 000.00	0.00	0.00
		Hardware/Wireless Links	Compliant Hardware/Wireless Links	0	MQD/MOE/SNK/MAT	200 000.00	220 000.00	250 000.00
License Fees	2	Antivirus updates	Anti-virus	100	150	75 000.00	85 000.00	10 000.00
		Office 2007 Upgrade	Updated Office Packages	15	150	180 000.00	200 000.00	250 000.00
		Remote Administration	Software	01	150	180 000.00	200 000.00	250 000.00
<b>Integrated Development Planning and Performance Management</b>								
IDP	1	Planning	1	1	1	450 000.00	500 000.00	530 000.00
PMS	1	Monitoring	1	1	1	100 000.00	125 000.00	150 000.00
Community Satisfaction Survey	1	Research	1	0	1	250 000.00	300 000.00	375 000.00
<b>Office of the Municipal Manager</b>								
Anti-Corruption and Fraud Prevention Plan	1	Control and Monitoring	1	1	1	100 000.00	150 000.00	200 000.00
Local Economic Strategies	1	Poverty Alleviation	1	1	1	300 000.00	350 000.00	400 000.00
Quality assurance	1	Quality Assurance Assessment Report	1	0	1	75 000.00	100 000.00	150 000.00
Vehicle	1	4 x 4	1	0	1	300 000.00	0.00	0.00

<b>National Key Performance Indicators</b>								
Infrastructure and Service Delivery	1	Free Basic Service	% households with access to basic water , sanitation,					

			electricity and solid removal					
			% household earning less than R 1100.00 per month with access to basic services					
			% municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP					
<b>Project Description</b>	<b>Priority</b>	<b>KPA</b>	<b>KPI</b>	<b>BI</b>	<b>Target</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Institutional Development	1	Capacity Building	% of the municipality's budget actually spent on implementing skills workplace skills plan					
Local Economic Development	1	Poverty Alleviation	Number of jobs created through the municipality's local economic development initiatives including capital projects					
Institutional Development	1	Employment Equity	Number of people from employment equity target groups employed in the three highest levels of management in					

			compliance with the municipality's approved employment equity plan					
Financial Viability	1	Revenue Collection	debt coverage- [total operating revenue received- Operating grants/Debt service payment due in the financial year, (i.e. interest redemption)]					

### 3. MALUTI-A-PHOFUNG MUNICIPALITY - IDP PROJECT LIST 2010/11

Project Description &			Financial Forecast					Responsible Agency / DIRECTORATE	KPI	Funding Source
Project No	Locality	Critical Steps	2008 /09 Projected	2009 /10 Budgeted	2010 /11 Budgeted	2011 /12 Budgeted	TYPE			
WA 1	Ward 3	Upgrading of Water System in Thlolong/Kestel			8,000,000.00		Capital	Infrastructure	Water	MIG
WA 2	Ward 22	Renovation of Wilge Treatment Plant Phase 4	9,412,651.00	R 8,955,312	R 674,000		Capital	Infrastructure	Water	MIG
WA 3	Ward 28	Water Networks in Chris Hani			50,000,000.00	30,000,000.00	Capital	Infrastructure	Water	MIG
WA 4	MAP	Refurbishment of Qwa-Qwa Water Main			1,600,000.00		Capital	Infrastructure	Water	DWAF
SP	MAP	Charles Mopedi stadium	2,764,240.00				Capital	Infrastructure	Infr General	MIG
WA 4	MAP	Makholokoeng water supply pipeline	2,346,380.94				Capital	Infrastructure	Water	MIG
WA 4	MAP	Installation of water meters in QwaQwa phase 5	2,481,212.18				Capital	Infrastructure	Water	MIG
ING 3	MAP	Retention	1,901,481.00	4,780,000.00			Capital	Infrastructure	Infr General	MIG
RSW 2	MAP	Bluegumbosch Cemetery Road	475,510.24				Capital	Infrastructure	Infr General	MIG
ELEC 1	MAP	Electrification Programme	15,400,000.00				Capital	Infrastructure	Electricity	DME
ING 3	MAP	Extention of MAP Offices	30,000,000.00				Capital	Infrastructure	Infr General	LOAN
ING 3	MAP	Harrismith Corridor	18,000,000.00				Capital	Infrastructure	Infr General	LOAN
ING 3	MAP	Refurbishment Projects	1,613,605.00				Capital	Infrastructure	Infr General	DWAF
ING 3	MAP	Harrismith/Intabazwe Corridor	18,000,000.00				Capital	Infrastructure	Infr General	DLGH
ING 3	MAP	Harrismith Aerodrome	627,544.00				Capital	Infrastructure	Infr General	DLGH
ING 3	MAP	Thlolong/Kestell Community Hall	367,161.00				Capital	Infrastructure	Infr General	MAP

RSW 2	MAP	Internal Paved Roads	1,250,000.00				Capital	Infrastructure	Roads and Storm Water	MAP
SAN 4	MAP	Maqekung Sanitation	940,000.00				Capital	Infrastructure	Sanitation	MAP
RSW 2	MAP	Maintenance of Rural Roads	15,000,000.00				Capital	Infrastructure	Roads and Storm Water	MAP
RSW 2	MAP	Alignment of McKechnie Str.	6,700,000.00				Capital	Infrastructure	Roads and Storm Water	MAP
RSW 2	MAP	THOLONG/KESTELL PAVED ROAD 2		9,175,855.23			Capital	Infrastructure	Roads and Storm Water	MIG
RSW 2	MAP	QWA QWA RURAL PAVED ROADS		3,000,000.00			Capital	Infrastructure	Roads and Storm Water	MIG
ING 3	MAP	FENCING AND INFRA AT CEMETIES 1		2,000,000.00			Capital	Infrastructure	Infr General	MIG
RSW 2	MAP	FOOTBRIDGES PHASE 2		2,000,000.00			Capital	Infrastructure	Roads and Storm Water	MIG
WA 4	MAP	WATER NETWORK QWAQWA RURAL		5,000,000.00			Capital	Infrastructure	Roads and Storm Water	MIG
RSW 2	MAP	RESURFACING OF ROADS (MAP)		6,000,000.00			Capital	Infrastructure	Roads and Storm Water	MAP
WA 5	MAP	Installation of water meters Phase 5/6 in rural Qwa-Qwa		3,122,012.00	-	-	Capital	Infrastructure	Water	MIG
WA 9	MAP	Sterkfontein/MAP Water Scheme	20,600,000.00	23,000,000.00	20,300,000.00		Capital	Infrastructure	Water	DWAF
WA 10	MAP	Water Reticulation and yard connections in rural			10,000,000.00		Capital	Infrastructure	Water	MIG
WA 11	Ward 4	Construction of Water network Makholoeng Phase 2		1,700,000.00			Capital	Infrastructure	Water	MIG
WA 14	MAP	Elands River Phase 4			R 4,000,000		Capital	Infrastructure	Water	MIG
WA 15	MAP	Fire Emergency water points			R 5,600,000		Capital	Infrastructure	Water	MIG
WA 16	MAP	Plant and Equipment hire			1,500,000.00		Operational	Infrastructure	Water	MAP
SAN 1	MAP	Installation of VIP toilets (Rural areas)	32,160,219.27	31,000,000.00	20,000,000.00	30,000,000.00	Capital	Infrastructure	Sanitation	MIG
SAN 2	MAP	Maqhekung Sanitation		920,000.00			Capital	Infrastructure	Sanitation	MAP

SAN 2	MAP	Refurbishment of Qwa-Qwa Sewer Outfall			450,000.00		Capital	Infrastructure	Sanitation	MIG
SAN 3	MAP	Sewer Out Fall in Intabazwe			9,700,000.00		Capital	Infrastructure	Sanitation	MAP
SAN 4	Ward 5	Construction of VIP Toilets in Intabazwe	237,388.37	4,797,406.84	350,000.00	-	Capital	Infrastructure	Sanitation	MIG
SAN 5		Tshiamo Sewer Reticulation		5,000,000.00	4,000,000.00		Capital	Infrastructure	Sanitation	MIG
SAN 5	Ward 20	Lejwaneng Pumpstation			500,000.00		Capital	Infrastructure	Sanitation	MIG
SAN 6	Ward 34	Bluegumbosch Sanitation Networks		1,467,500.00			Capital	Infrastructure	Sanitation	MIG
SAN 8	Ward 31	Refurbishment of Makwane Sewer Treatment Works			1,000,000.00		Capital	Infrastructure	Sanitation	MIG
ELEC 1	MAP	Section 78(2) Process Electrical Ring Fencing			2,600,000.00		Operational	Infrastructure	Electricity	MAP
ELEC 2	MAP	House connection Electrification Project(2583)		15,515,000.00			Capital	Infrastructure	Electricity	DME
ELEC 3	Ward 3	New Fire Station at Kestell			9,200,000.00		Capital	Infrastructure	Electricity	MIG
ELEC 4		Electrification Programme(3000)		10,000,000.00			Capital	Infrastructure	Electricity	MAP
ELEC 4	Ward 30	Upgrading of Fire Station at Mandela Park			4,900,000.00		Capital	Infrastructure	Electricity	MIG
RSW 1	MAP	Upgrade Disasterpark roads	300,000.00	4,818,600.00	8,000,000.00	10,000,000.00	Capital	Infrastructure	Roads and Storm Water	MIG
RSW 2	MAP	Regraavelling of roads in Maluti-a-Phofung		10,000,000.00			Capital	Infrastructure	Roads and Storm Water	MAP
RSW 3	MAP	Provision of road infrastructure in rural areas			10,000,000.00		Capital	Infrastructure	Roads and Storm Water	MAP
RSW 4	MAP	Footbridges in Qwa Qwa	2,516,000.00	2,500,000.00			Capital	Infrastructure	Roads and Storm Water	MIG
RSW 5		Footbridges in Rural		6,872,486.00			Capital	Infrastructure	Roads and Storm Water	MIG
RSW 6	MAP	Paving of internal roads: Labour intensive projects	6,000,000.00				Capital	Infrastructure	Roads and Storm Water	MIG
RSW 7	Ward 3	Paved road Phase 2/3 Kestel/Tlholong	8,825,619.70	10,000,000.00	10,000,000.00	-	Capital	Infrastructure	Roads and Storm Water	MIG

RSW 8	MAP	Maintenance of internal roads and storm water			5,500,000.00		Capital	Infrastructure	Roads and Storm Water	MAP
RSW 9	MAP	Paving of roads in Phutaditjhaba Phase 1		2,500,000.00	12,000,000.00	12,000,000.00	Capital	Infrastructure	Roads and Storm Water	MIG
RSW 10	Ward 5	Paving of roads in Intabazwe Phase 1		3,000,000.00	8,000,000.00	12,000,000.00	Capital	Infrastructure	Roads and Storm Water	MIG
RSW 11	Ward 1,4	Paving of roads in Tshiame Phase 1		3,000,000.00	8,000,000.00	12,000,000.00	Capital	Infrastructure	Roads and Storm Water	MIG
RSW 12	Ward 22	Provision of Stormwater in Harrismith		2,300,000.00			Capital	Infrastructure	Roads and Storm Water	MAP
RSW 13	Ward 3	Provision of Roads and Storm water Kestel/Tiholong			4,123,161.00		Capital	Infrastructure	Roads and Storm Water	MIG
RSW 14	Ward 34	Upgrading of Roads and Storm water Extension 10 Bluegumbusch			5,118,600.00		Capital	Infrastructure	Roads and Storm Water	MIG
ING 1	MAP	Establishment of PMU	2,238,000.00	3,500,000.00	3,500,000.00	3,500,000.00	Capital	Infrastructure	Roads and Storm Water	MIG
ING 1	Ward 22	Westerson Development 281 erven			42,000,000.00		Capital	Infrastructure	Infr General	MAP
ING 2	Ward 22	Renovation of Harrismith Town Hall	4,783,735.00	2,335,377.30	560,000.00	-	Capital	Infrastructure	Infr General	MIG
ING 3	Internal	Upgrading of Municipal Building		22,000,000.00			Capital	Infrastructure	Infr General	MAP
ING 4	Ward 22	Hardustria Development			19,000,000.00		Capital	Infrastructure	Infr General	MAP
ING 5	Ward 22	Upgrading of Bosbou Baseline in Harrismith			4,000,000.00		Capital	Infrastructure	Infr General	MAP
ING 6		Harrismith/Intabazwe Corridor		18,000,000.00			Capital	Infrastructure	Infr General	MAP
ING 7	Ward 5	Intabazwe Logistical Hub infrastructural development			10,000,000.00		Capital	Infrastructure	Infr General	MAP/DB SA
ING 8	Ward 21	Upgrading of Recreational and Sports Facilities in Sefikeng			3,568,200.00		Capital	Infrastructure	Infr General	MIG
ING 10	Ward 27	Upgrading of Phutaditjhaba Stadium	2,500,000.00	8,942,450.63	10,000,000.00		Capital	Infrastructure	Infr General	MIG
ING 11	Ward 11	Upgrading of Recreational and Sports Facilities in Monontsha			3,477,000.00		Capital	Infrastructure	Infr General	MIG

ING 12	Ward 34	Upgrading of Recreational and Sports Facilities in Bluegumbucsh			3,095,100.00		Capital	Infrastructure	Infr General	MIG
ING 13	Ward 32	Upgrading of Recreational and Sports Facilities in Makwane			3,796,200.00		Capital	Infrastructure	Infr General	MIG
ING 14	Ward 20	Upgrading of Recreational and Sports Facilities in Thibella			2,234,400.00		Capital	Infrastructure	Infr General	MIG
ING 15	Ward 29	Multi Purpose Community Centre in Phuthaditjhaba			23,940,000.00		Capital	Infrastructure	Infr General	MIG
ING 18	Ward 4	Renovation of Sediba hall		400,000.00			Operati onal	Infrastructure	Infr General	MAP
ING 19	Ward 27	Renovation of Phutaditjhaba Hall		500,000.00			Operati onal	Infrastructure	Infr General	MAP
INS 1	MAP	Batho Pele & Campaigns		100,000.00			Capital	Corporate Dept	Instituional Development	MSIG
INS 2	MAP	Community Participation Plan		800,000.00			Capital	Corporate Dept	Instituional Development	MAP
INS 3	MAP	Publicity & Communication		2,700,000.00			Capital	Communications	Instituional Development	MAP
INS D 4	MAP	Reviewing of By-Laws & Policies		1,500,000.00			Capital	Corporate Dept	Instituional Development	MAP/DB SA
INS 5	MAP	Integrated Human Resource Management System		250,000.00			Capital	Corporate Dept	Instituional Development	MAP
INS 6	MAP	Review of PMS		300,000.00			Capital	Corporate Dept	Instituional Development	MSIG
INS 7	MAP	Development of Human Resource Development Strategy		250,000.00			Operati onal	Corporate Dept	Instituional Development	MAP
INS 8	MAP	Financial Interns Support		200,000.00			Operati onal	Corporate Dept	Instituional Development	MSIG
INS 9	MAP	Financial Risk Analysis (Internal Audit)		200,000.00			Operati onal	Corporate Dept	Instituional Development	MAP
INS 10	MAP	Deepening Democracy		250,000.00			Capital	Corporate Dept	Instituional Development	MSIG
INS 11	MAP	Mayoral Bursary Fund		250,000.00			Operati onal	Corporate Dept	Instituional Development	MAP
INS 12	MAP	Integrated Management System		1,200,000.00			Capital	Corporate Dept	Instituional Development	DBSA
INS 13	MAP	Capacity Building (MFMA Staff Workshops)		250,000.00			Capital	Corporate Dept	Instituional Development	DBSA

INS 14	MAP	IDP Review		280,000.00			Capital	Corporate Dept	Instituional Development	MAP/TM DM
INS 15	MAP	Capacity Development Programmes		300,000.00			Capital	Corporate Dept	Instituional Development	MSIG
INS 16	MAP	Development of Legal Library		250,000.00			Operati onal	Corporate Dept	Instituional Development	MAP
INS 17	MAP	Development of Electronic Filling System		380,000.00			Operati onal	Corporate Dept	Instituional Development	MAP
INS 18	MAP	Mayoral Fund (Poverty Alleviation Projects)		5,000,000.00			Operati onal	Office of the Mayor	Instituional Development	MAP
INS 19	MAP	Review of Youth Strategy		250,000.00			Operati onal	Office of the Mayor	Instituional Development	MAP
INS 20	MAP	Review of Youth Policy		150,000.00			Operati onal	Office of the Mayor	Instituional Development	MAP
INS 21	MAP	Implementation of Consumer Education Programmes		200,000.00			Operati onal	Communications	Instituional Development	MSIG
INS 22	MAP	Capacity Building of Youth		1,000,000.00			Capital	Office of the Mayor	Instituional Development	MSIG
INS 23	MAP	Establishment of Maluti-a-Phofung Youth Council		500,000.00			Capital	Office of the Mayor	Instituional Development	MSIG
INS 24	MAP	Establishment of Maluti-a-Phofung Gender Unit		250,000.00			Capital	Office of the Mayor	Instituional Development	MAP
LED 1	MAP	Review of LED Strategy		200,000.00	25,000.00	30,000.00	Operati onal	LED/TOURISM	LED	MAP
LED 2	MAP	Review of Tourism Sector Plan		200,000.00	250,000.00	30,000.00	Operati onal	LED/TOURISM	LED	MAP
LED 3	MAP	Upgrading and Expansion of Wietsieshoek Mountain Resort		2,500,000.00			Capital	LED/TOURISM	LED	DEAT
LED 4	MAP	Catchement conservation Project		12,000,000.00			Capital	LED/TOURISM	LED	DEAT
LED 5	MAP	Jewellery Manufacturing Project		150,000.00			Capital	LED/TOURISM	LED	DEAT
LED 6	MAP	Development of Access Road to Wietsi's Cave		750,000.00			Capital	LED/TOURISM	LED	DEAT
LED 7	MAP	Farm Stead Electrification		500,000.00			Operati onal	LED/TOURISM	LED	MAP
LED 8	MAP	Cement Manufacturing		12,000,000.00			Operati onal	LED/TOURISM	LED	MAP

LED 9	MAP	SAB Plant		35,000,000.00			Operational	LED/TOURISM	LED	SAB
LED 10	MAP	Lgistic Hub		10,000,000.00			Capital	LED/TOURISM	LED	DEAT
LED 11	MAP	Maluti Digital Hub		1,500,000.00			Capital	LED/TOURISM	LED	USAASA
LED 12	MAP	Kestell Abattoir		2,000,000.00			Capital	LED/TOURISM	LED	MAP
LED 13	MAP	Integrated Energy Centre		4,500,000.00			Capital	LED/TOURISM	LED	DME
PS 1	MAP	Training of volunteers on Disaster Management		1,000,000.00	1,200,000.00	1,400,000.00	Operational	Public Safety	Public Safety	DME
PS 2	MAP	Formation of Fire Protection Association		7,000.00			Operational	Public Safety	Public Safety	MAP
PS 3	MAP	Fire Fighting Equipments		1,000,000.00	1,500,000.00	1,700,000.00	Operational	Public Safety	Public Safety	MAP
PS 4	MAP	Safety Awareness		40,000.00	50,000.00	60,000.00	Operational	Public Safety	Public Safety	MAP
PS 5	MAP	Establishment of Safety Forums		100,000.00			Operational	Public Safety	Public Safety	MAP
PS 6	MAP	Renovation of Municipal Court		500,000.00			Operational	Public Safety	Public Safety	MAP
PS 8	MAP	Establishment and upgrading of Pound System in Kestell		500,000.00			Operational	Public Safety	Public Safety	MAP
WM 1	Internal	Develop an Integrated Waste Management Plan(Review for 2 years) R 150 000 @ 10% escalation		200,000.00	150,000.00	100,000.00	Operational	Waste Management	Waste Management	MAP
WM 2	MAP	Community clean-up campaigns @10% escalation for next 2 yrs		90,000.00	120,000.00	135,000.00	Operational	Waste Management	Waste Management	MAP
WM 3	MAP	Provision of bins, Skips and 'no dumping signs in MAP		1,200,000.00	500,000.00	250,000.00	Operational	Waste Management	Waste Management	MAP
WM 4	MAP	Maintenance of dumping sites in Qwa-Qwa and Harrismith @10% escalation for next 2 yrs		1,500,000.00	1,700,000.00	1,900,000.00	Capital	Waste Management	Waste Management	MAP
WM 5	MAP	Provision of Refuse bags MAP @10% escalation for next 2 yrs		400,000.00	450,000.00	500,000.00	Capital	Waste Management	Waste Management	MAP

WM 6	MAP	Fencing of Dumping Sites in Qwa-Qwa		800,000.00	850,000.00	900,000.00	Capital	Waste Management	Waste Management	MAP
WM 7	MAP	Identification of new dumping sites		120,000.00	-	-	Operational	Waste Management	Waste Management	MAP
WM 8	MAP	Extending Waste Management Services to rural areas – Section 78 Process of MSA.		1,250,000.00	1,300,000.00	1,350,000.00	Operational	Waste Management	Waste Management	MAP
WM 9	MAP	Maintenance of Vehicles and Equipments MAP @10% escalation for next 2 yrs		2,100,000.00	2,200,000.00	2,300,000.00	Operational	Waste Management	Waste Management	MAP
WM 10	MAP	Environmental Assessment Study for permitting Qwa-Qwa Landfill Site		500,000.00	-	-	Operational	Waste Management	Waste Management	MAP
WM 11	MAP	Purchasing of Skip Loader, Front-end Loader		800,000.00	-	-	Operational	Waste Management	Waste Management	MAP
WM 12	MAP	Establishment of cleanest Ward Competition		100,000.00	120,000.00	140,000.00	Operational	Waste Management	Waste Management	MAP
SDPH 1	MAP	Township establishment at Bluegumbusch 199(90% to be finished)		200,000.00	-	-	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 2	MAP	Township establishment at Mooifontein 669		2,000,000.00	2,000,000.00	1,000,000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 3	MAP	Review Housing Sector Plan		250 000.00	270 000.00	300 000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 4	Ward 22	Township establishment at Harrismith Dorpsgronden		450,000.00	-	-	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 5	MAP	Township establishment at Randfontein 1880		500,000.00	-	-	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 6	Ward 5-22	Township establishment at Intabazwe-Harrismth corridor		750,000.00	750,000.00	500 000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 7	MAP	Township establishment at Weltevrede		-	600,000.00	300 000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 8	MAP	Improved land tenure(Title Deeds)		1,000,000.00	1,000,000.00	1,000,000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 9	Internal	Review SDF in terms of the MSA		250,000.00	270,000.00	300,000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	DLGH/MAP
SDPH 10	Internal	Functional land use management scheme		100,000.00	-	-	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP

SDPH 11	MAP	Land identification and geotech investigation in rural Qwa Qwa		2,500,000.00	3,000,000.00	3,500,000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 12	MAP	Planning and Survey of rural Qwa-Qwa 5000 erven		2,200,000.00	2,500,000.00	3,000,000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 13	MAP	Accelerate housing delivery 1 400 units		2,000,000.00	-	-	Capital	Spatial Dev & Planning	Spatial Dev & Planning	DLGH/MAP
SDPH 14	MAP	Implementation of guidelines for the 200 PHP		8,400,000.00		-	Capital	Spatial Dev & Planning	Spatial Dev & Planning	DLGH
SDPH 15	MAP	Investigation of Cemeteries		100,000.00	150,000.00	200,000.00	Operational	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 16	MAP	Registration of Title Deeds 7 762(4 000)		500,000.00	600,000.00	700,000.00	Capital	Spatial Dev & Planning	Spatial Dev & Planning	MAP
SDPH 17	MAP	Development of Intabazwe/Harrismith Corridor 300 households		4,500,000.00	-	-	Capital	Spatial Dev & Planning	Spatial Dev & Planning	DLGH
SRC 1	Ward 1	Palisade Fencing in Tsiambe Cemetery{ Blok 1 & Blok 2}		345,000.00	400,000.00	450,000.00	Capital	Cemetery Division	Sports, Arts and Culture	MAP
		Building of Caretaker`s House		285,000.00	310,000.00	360,000.00	Capital	Cemetery Division	Sports, Arts and Culture	MAP
SRC 2	Ward 5	Fencing of New Intabazwe Cemetery( Mohlakeng)		400,000.00	450,000.00	500,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 2		Building of Caretaker `House Intabazwe		285,000.00	310,000.00	360,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 2		Ablution Blocks		330,000.00	370,000.00	410,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 2		Fencing of New Cemetery next to Aerodrome		750,000.00	850,000.00	950,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 3	Ward 34	Electrification of Bluegumbosch Stadium		450,000.00	550,000.00	700,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 4	Ward 5	Cemetery Caretaker House in Intabazwe new cemetery		285,000.00	310,000.00	360,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 4	MAP	Development of new Rural Cemeteries in Rural Areas		8,000,000.00	1,000,000.00	1,200,000.00	Capital	Cemetery Division	Sports, Arts and Culture	MIG

SRC 4		Fencing and Infrastructure of MAP Cemeteries Phase 1		3,000,000.00	3,500,000.00	4,000,000.00	Capital	Cemetery Division	Sports, Arts and Culture	MIG
SRC 4		<b>SPORTS FACILITIES</b>								
SRC 5	Ward 4	Intabazwe : Repairs to the Stadium		250,000.00	350,000.00	400,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 5	Ward 11	Upgrade of Monotsha Stadium		3,447,000.00	3,600,000.00	3,800,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 5	Ward 34	Upgrade of Bluegumbusch Stadium		3,095,000.00	4,000,000.00	4,500,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 5	Ward 27	1st Phase Phuthaditjhaba Stadium ?		8,700,000.00	10,000,000.00	12,000,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 5	Ward 18	Building of Accommodation Centre Charles Mopeli		8,500,000.00	9,000,000.00	9,500,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 5	Ward 22	Upgrading of Plattberg Stadium(Athletic Track)		3,400,000.00	3,600,000.00	3,650,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 6	Ward 4	Upgrade of Intabazwe Swimming Pool : Fencing, Upgrade Ablution Blocks, Roofing of Club House,		870,000.00	900,000.00	950,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 7	MAP	Fencing of Playing Equipment in the Following Areas : Qwa Qwa Park. Tlholong . Tsiamé, Intabazwe.								
SRC 7	MAP	Qwa-Qwa		54,300.00	75,000.00	80,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 7	MAP	Tlholong		205,000.00	230,000.00	240,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 7	MAP	Tshiamé		205,000.00	230,000.00	240,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 7	MAP	Intabazwe		205,000.00	230,000.00	240,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 8	Ward 22	Pres. Park : Upgrading of ablution facilities		250,000.00	300,000.00	350,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	DLGH
SRC 9	Ward 34	Establishment of Multi Purpose Community Centre		2,434,000.00	2,500,000.00	2,750,000.00	Capital	Sports & Recreation	Sports, Arts and Culture	MIG

		Bluegumbosch				00				
SRC 10	Ward 5	PARKS , Public Open Spaces Development of Community Park in Intabazwe		280,000.00	300,000.00	350,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 11	Ward 25	Development of Community Park in Riverside		180,000.00	200,000.00	250,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 12	Ward 3	Development of Community Park in Tlholong		250,000.00	300,000.00	350,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MAP
SRC 13	Ward 1,22	Development of Community Park in Tshiamé		250,000.00	300,000.00	350,000.00	Operational	Sports & Recreation	Sports & Recreation	MAP
SRC 13	Ward 1,22	Fencing of President Park		1,800,000.00	2,000,000.00	2,200,000.00	Operational	Sports & Recreation	Sports & Recreation	MAP
SRC 14	MAP	Adopt A School Community Poverty alleviation Project		350,000.00	400,000.00	450,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 15	Ward 1,3,4,11,	Fencing of undeveloped Public Open Spaces								
SRC 15		Intabazwe		90,000.00	100,000.00	150,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 15	25	Tshiamé		75,000.00	100,000.00	150,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 15		Riverside		110,000.00	150,000.00	170,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 15		Tlholong		90,000.00	120,000.00	150,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 15		Phuthas		90,000.00	150,000.00	200,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SRC 16	MAP	Planting of street trees as part of environmental and beautification of street landscape.		200,000.00	250,000.00	300,000.00	Operational	Sports & Recreation	Sports, Arts and Culture	MIG
SD 1	MAP									
SD 2	MAP	Provide support and training to the CCF members @10% escalation for next 2yrs		300,000.00	320,000.00	350,000.00	Operational	Social Development	Social Development	MAP

SD 3	MAP	Identification, training and support of Home Based Carers @10% escalation for next 2yrs		200,000.00	240,000.00	250,000.00	Operational	Social Development	Social Development	MAP
SD 4	MAP	Awareness Campaigns on HIV/AIDS @10% escalation for next 2 yrs		200,000.00	240,000.00	250,000.00	Operational	Social Development	Social Development	MAP
SD 5	MAP	Literacy and numeracy Programmes @10% escalation for next 2 yrs		100,000.00	120,000.00	150,000.00	Operational	Social Development	Social Development	MAP
SD 6	MAP	Life skills Programmes @10% escalation for next 2 yrs		200,000.00	240,000.00	250,000.00	Operational	Social Development	Social Development	MAP
SD 7	MAP	To facilitate Luncheon Clubs for the Aged @10% escalation for next 2 yrs		300,000.00	320,000.00	350,000.00	Operational	Social Development	Social Development	MAP
SD 8	MAP	Awareness Campaigns on Domestic Violence @10% escalation for next 2 yrs		200,000.00	220,000.00	250,000.00	Operational	Social Development	Social Development	MAP
SD 9	MAP	Facilitate the establishment of Disability Forum		150,000.00	160,000.00	170,000.00	Operational	Social Development	Social Development	MAP
SD10	MAP	Facilitate the establishment of Local Drug Action Committee		150,000.00	160,000.00	170,000.00	Operational	Social Development	Social Development	MAP
SD 11	MAP	Introduce Vegetable Gardens (Food Security)		200,000.00	250 000 .00	300,000.00	Operational	Social Development	Social Development	MAP
<b>Grant Total</b>				<b>207,440,748</b>	<b>425,379,300</b>	<b>425,026,661</b>	<b>185,545,000</b>			

### IDP IDENTIFIED PROJECTS FROM SECTOR DEPARTMENTS .3

#### DEPARTMENT OF AGRICULTURE

Project No	Locality	Project Description	Financial Forecast	Funding Source
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AGR 1	MAP	Maluti-a-Phofung water Project(Livestock)	1,200,000.00	Agriculture
AGR 2	MAP	Motebong Piggery	200,000.00	Agriculture
AGR 3	MAP	Mantshatlala Layers	200,000.00	Agriculture
AGR 4	MAP	Mpho Food Processing (Vegetables Processing)	200,000.00	Agriculture
AGR 5	MAP	114 Qwa-Qwa Farms(Fencing)	350,000.00	Agriculture
AGR 6	MAP	Mangaung Community Garden(Fencing)	30,000.00	Agriculture
AGR 7	MAP	Mpho Garden(Fencing)	56,000.00	Agriculture
AGR 8	MAP	Motebong Piggery (Fencing)	170,000.00	Agriculture
AGR 9	MAP	Diyatalawa(Fencing)	450,000.00	Agriculture
AGR 10	MAP	Mphatlalatsane (Fencing)	120,000.00	Agriculture
		<b>Total</b>	<b>2,976,000.00</b>	

**DEPARTMENT OF SOCIAL DEVELOPMENT**

<b>Project No</b>	<b>Locality</b>	<b>Project Description</b>	<b>Financial Forecast</b>	<b>Funding Source</b>
DSD 1	MAP	Maluti-a-Phofung One Stop Child Justice Centre(New Structure)	11,219,00 0.00	Social Development
DSD 2	MAP	Maintenance of Secure Care	11,219,00 0.00	Social Development
		<b>Total</b>	<b>22,438,0 00.00</b>	

**DEPARTMENT OF Sport, Arts & Culture**

<b>Project No</b>	<b>Locality</b>	<b>Project Name &amp; Description</b>	<b>Financial Forecast</b>	<b>Funding Source</b>
SAC 1	MAP	Qwa-Qwa BCV(Restaurant & Conference Centre)	10,000,00 0.00	Sports, Arts & Culture
SAC 2	MAP	Maintenance of Libraries	1,000,000. 00	Sports, Arts & Culture
SAC 3	MAP	Maintenance of Sport	700,000.0 0	Sports, Arts & Culture
		<b>Total</b>	<b>11,700,0 00.00</b>	

**DEPARTMENT OF HEALTH**

<b>Project No</b>	<b>Locality</b>	<b>Project Name &amp; Description</b>	<b>Financial Forecast</b>	<b>Funding Source</b>
DH 1	MAP	Elizabeth Ross Hospital Infrastructure Enhancement	13,404,02 4.07	Health

DH 2	MAP	Thebe Hospital Infrastructure Enhancement	2,711,145.74	Health
DH 3	MAP	Elizabeth Ross Hospital (Ceiling Suspended X-ray unit (x2)Equipment	500,000.00	Health
DH 4	MAP	Upgrading of Forensic Pathology Services at Phutaditjhaba	300,000.00	Health
DH 5	MAP	Replacement of Clinic Building at Bolata	6,000,000.00	Health
<b>Grant Total</b>			<b>22,915,169.81</b>	

**DEPARTM  
ENT OF  
PUBLIC  
WORKS**

<b>Project No</b>	<b>Locality</b>	<b>Project Name &amp; Description</b>	<b>Financial Forecast</b>	<b>Funding Source</b>
PW 1	MAP	Upgrading of Testing Station at Harrismith	7,000,000.00	Public Works
PW 2	MAP	Upgrading of Qwa-Qwa Route 4	62,000,000.00	Public Works
PW 3	MAP	Upgrading of Monontsha Border Post Road	37,000,000.00	Public Works
PW 4	MAP	Maintenance of Oliviershoek Pass	15,000,000.00	Public Works
PW 5	MAP	Maintenance of Aberfeldy Bridge	1,700,000.	Public Works

		15,Swinburne 10	00	
PW 6	MAP	Maintenance of Heuweltop – Monontsha Pass	1,000,000.00	Public Works
PW 7	MAP	Maintenance of Thaba Phatshwa	3,000,000.00	Public Works
		<b>Grant Total</b>	<b>126,700,000.00</b>	

#### DEPARTMENT OF EDUCATION

Project No	Locality	Project Name & Description	Financial Forecast	Funding Source
DE 1	MAP	Building of Khetha-Tsebo Secondary at Tshame	12,640,000.00	EDUCATION
DE 2	MAP	Renovation of Tsebo-Ulwazini Primary at Harrismith	12,000,000.00	EDUCATION
DE 3	MAP	Renovation of Joe Solomon	268,000.00	EDUCATION
DE 4	MAP	Building of 6 Class rooms at Vulindlela Primary School at Harrismith	1,400,000.00	EDUCATION
DE 5	MAP	Building of 6 Class rooms at Nkarabeng Primary School at Kestell	1,300,000.00	EDUCATION
DE 6	MAP	Building of Toilet Block at Lerata Primary	495,000.00	EDUCATION

		School	0	
DE 7	MAP	Building of Toilet Block at Letlotlo Primary School	495,000.00	EDUCATION
DE 8	MAP	Building of Toilet Block at Qwabi Primary School	495,000.00	EDUCATION
<b>Grant Total</b>			<b>29,093,000.00</b>	

**DEPARTMENT OF Safety and Security**

<b>Project No</b>	<b>Locality</b>	<b>Project Name &amp; Description</b>	<b>Financial Forecast</b>	<b>Funding Source</b>
SS1	MAP			Dept SS
SS 2	MAP			Dept SS
SS 3	MAP			Dept SS
		<b>Total</b>	<b>R</b>	

#### **4. Phumelela Local Municipality**

## Priority 1: Water

### Projects 2009/10

GFS Function	Sub-function	Funding source	Project	Budget
Water Distribution	Water Reservoirs and reticulation	MIG	Rural water supply	1,500,000
Water Distribution	Water Reservoirs and reticulation	MIG	Warden upgrade of Water treatment works	3,000,000
				<b>4,500,000</b>

### Projects 2010/11

GFS Function	Sub-function	Funding source	Project	Budget
Water Distribution	Water Reservoirs and reticulation	MIG	Memel Water Works (Completion)	1,000,000
Water Distribution	Water Reservoirs and reticulation	Distr Mun	Memel Water Works (Completion)	1,070,000
Water Distribution	Water Reservoirs and reticulation	DWAF	Warden Bulk Water supply	5,000,000
Water Distribution	Water Reservoirs and reticulation	Loan	Ezenzeleni - 550 stands water	5,000,000
Water Distribution	Water Reservoirs and reticulation	Loan	Zamani 300 stands water	4,500,000
Water Distribution	Water Reservoirs and reticulation	Loan	Thembalihle Ext 5 Water	5,000,000

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Water Distribution	Water Reservoirs and reticulation	MIG	Water rural schools	500,000
Water Distribution	Water Reservoirs and reticulation	Cap Dev	Water meter replacement	750,000
Water Distribution	Water Reservoirs and reticulation	DWAF	Replacement AC Pipes	500,000
Water Distribution	Water Reservoirs and reticulation	MIG	Rural water supply	1,500,000
Water Distribution	Water Reservoirs and reticulation	MIG	Warden upgrade of Water treatment works	1,500,000
				<b>26,320,000</b>

Projects 2011/12				
GFS Function	Sub-function	Funding source	Project	Budget
Water Distribution	Water Reservoirs and reticulation	DWAF	Warden Bulk Water supply	5,000,000
Water Distribution	Water Reservoirs and reticulation	Loan	Ezenzeleni - 550 stands water	5,000,000
Water Distribution	Water Reservoirs and reticulation	Loan	Zamani 300 stands water	4,500,000
Water Distribution	Water Reservoirs and reticulation	Loan	Thembalihle Ext 5 Water	5,000,000
Water Distribution	Water Reservoirs and reticulation	MIG	Water rural schools	500,000
Water Distribution	Water Reservoirs and reticulation	Cap Dev	Water meter replacement	750,000
Water Distribution	Water Reservoirs and reticulation	DWAF	Replacement AC Pipes	500,000
				<b>21,250,000</b>

## Priority 2: Sanitation

Projects 2010/11				
GFS Function	Sub-function	Funding source	Project	Budget
Sewerage	Sewerage purification and reticulation	DWAF	Warden Bulk Sewerage and Treatment Works	5,000,000
Sewerage	Sewerage purification and reticulation	MIG	Thembalihle Ext 4 Sewer Network (Phase 1)	2,000,000
Sewerage	Sewerage purification and reticulation	MIG	Thembalihle Ext 4 Sewer Network (Phase 2)	3,000,000
Sewerage	Sewerage purification and reticulation	Distr Mun	Ezenzeleni Services (300 Stands)	2,000,000

Sewerage	Sewerage purification and reticulation	MIG	PMU	750,000
Sewerage	Sewerage purification and reticulation	Loan	Sewer network Ezenzeleni 500 stands	2,500,000
Sewerage	Sewerage purification and reticulation	Loan	Thembalihle Ext 5 Sewerage	2,500,000
Sewerage	Sewerage purification and reticulation	Loan	Phumelela upgrading sewer network	3,000,000
				<b>20,750,000</b>

<b>Projects 2011/12</b>				
<b>GFS Function</b>	<b>Sub-function</b>	<b>Funding source</b>	<b>Project</b>	<b>Budget</b>
Sewerage	Sewerage purification and reticulation	DWAF	Warden Bulk Sewerage and Treatment Works	5,000,000
Sewerage	Sewerage purification and reticulation	MIG	Thembalihle Ext 4 Sewer Network (Phase 1)	2,460,000
Sewerage	Sewerage purification and reticulation	MIG	Thembalihle Ext 4 Sewer Network (Phase 2)	4,500,000
Sewerage	Sewerage purification and reticulation	Distr Mun	Ezenzeleni Services (300 Stands)	1,000,000
Sewerage	Sewerage purification and reticulation	MIG	PMU	750,000
Sewerage	Sewerage purification and reticulation	Loan	Sewer network Ezenzeleni 500 stands	2,500,000
Sewerage	Sewerage purification and reticulation	MIG	Sewer Network Zamani	1,000,000
Sewerage	Sewerage purification and reticulation	Loan	Thembalihle Ext 5 Sewerage	2,500,000
Sewerage	Sewerage purification and reticulation	Loan	Phumelela upgrading sewer network	3,000,000
				<b>22,710,000</b>

### Priority 3: Streets and Stormwater

Projects 2009/10				
CFS Function	Sub-function	Funding source	Project	Budget
Roads	Roads, pavements, bridges and stormwater	MIG	Roads Thembalihle	4,178,000
Roads	Roads, pavements, bridges and stormwater	MIG	Roads paved Zamani	3,500,000
				<b>7,678,000</b>

Projects 2010/11				
CFS Function	Sub-function	Funding source	Project	Budget
Roads	Roads, pavements, bridges and stormwater	MIG	Thembalihle Roads and Stormwater (Ext 4)	3,250,000
Roads	Roads, pavements, bridges and stormwater	Distr Mun	Surfacing roads - Memel	1,500,000
Roads	Roads, pavements, bridges and stormwater	Distr Mun	Surfacing roads - Warden	1,500,000
Roads	Roads, pavements, bridges and stormwater	Distr Mun	Surfacing roads - Vrede	1,000,000
Storm Water Management	Roads, pavements, bridges and stormwater	MIG	Memel Water Meters	1,450,000
				<b>8,700,000</b>

Projects 2010/11				
CFS Function	Sub-function	Funding source	Project	Budget

202 1 0 0 0

## **Integrated Plans and Programmes**

### *One integrated plan*

#### **Introduction**

This chapter consolidates all the programmes and plans that will be implemented within Thabo Mofutsanyana District Municipality. There are certain plans that are required by the Municipal Systems Act to form part of the IDP such as the Institutional Plan and the Financial Plan. Some of the programmes emanates from the projects identified and discussed in the previous chapter. Other plans/programmes include all development efforts and activities around national priority areas such as HIV/Aids or Poverty Alleviation and Gender. The following is the list of plans and programmes included in this section:

- Spatial Development Framework (subsection A)
- Performance Management System Framework (subsection B)
- Institutional Framework (subsection C)
- Draft Disaster Management Plan (subsection H)
- Tourism Sector Plan

**Approval**

The Integrated Development Plan was approved by the council on \_\_\_\_\_ at  
\_\_\_\_\_.

Signed:

\_\_\_\_\_

The Mayor

\_\_\_\_\_

The Municipal Manager