



# **DRAFT INTERGRATED DEVELOPMENT PLAN (2012-2016)**

**2012-2013**

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## SECTION A: EXECUTIVE SUMMARY

Thabo Mofutsanyana District Municipality (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. During the May, 2011 local government municipality boundaries were altered.

By provincial gazette of May 2011, the District together with Motheo District were de-established. Parts of Motheo now form part of the Mangaung Metro. Thabo-Mofutsanyana District Municipality was by the same notice re-established, to now include Mantsopa, which was part of Motheo as one of its local municipalities.

### *Location*



Thabo Mofutsanyana District forms the north eastern part of the Free State Province and is one of four district municipalities in the Free State.

It is bordered by all of the other district municipalities of the province namely, Lejweleputswa District in the west, Fezile Dabi District in the north and Xhariep District in the south, as well as the Mangaung Metro in the southwest. Other borders are with the Kingdom of Lesotho in the south east, Kwa-Zulu Natal Province in the east and Mpumalanga Province in the north east.

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

Thabo Mofutsanyana consists of six local municipal areas, with Setsoto forming the south western section, Dihlabeng the south middle section, Nketoana the north middle section, Maluti a Phofung the south eastern section and Phumelela the north eastern section of the district. The district includes the former homelands of QwaQwa.

The table below identifies twenty six urban centres for the Thabo Mofutsanyana District, grouped per its respective local municipality:

**Urban centres located within Thabo Mofutsayana District**

Mantsopa	Setsoto	Dihlabeng	Nketoana	Maluti a Phofung	Phumelela
Ladybrand	Ficksburg	Bethlehem	Reitz	Harrismith	Vrede
Excelsior	Clocolan	Clarens	Petrus Steyn	Kestell	Memel
Tweespruit	Marquard	Fouriesburg	Lindley	Qwaqwa	Warden
Thabo Patchoa	Senekal	Paul Roux	Arlington	Tshiame	
Hobhouse		Rosendal		Phuthaditjhaba	

Bethlehem, Ficksburg, Harrismith, Vrede, Memel, Phuthaditjhaba, Senekal, Reitz and Ladybrand constitute the main economic centres within the district. The above identified urban centres also serve the surrounding rural areas.

Thabo-Mofutsanyana district municipality enjoys high levels of connectivity to other districts, provinces within South Africa, as well as to airports and harbours.

The N3 that links the Gauteng Province with the Kwazulu Natal Province, passes Warden and Harrismith in the north eastern part of the district. The N1 road borders the west of the district for a small section within Setsoto local municipality. The N5 road traverses the central part of the district from west to east, linking the N1 (at Winburg in Lejwelepurtswa district) with Harrismith via Senekal, Paul Roux, Bethlehem and Kestell. The R26/R711/R712 primary roads also constitute a major roadlink on the eastern border of the district linking Hobhouse, Ladybrand, Clocolan, Ficksburg, Fouriesburg, Clarens, Phuthaditjhaba with Harrismith. Ladybrand links the district with the N8 route, which links Kimberley with Lesotho via Bloemfontein.

Airfields are located in a number of towns throughout the districts, namely Ladybrand, Ficksburg, Bethlehem, Harrismith and Vrede.

Railway connections within and to the outside of the district are well established. In this regard, Harrismith provides an important link with the rail line between Gauteng and Kwazulu Natal. In this regard, the interprovincial rail freight arterial line (electric single railway track) from Kroonstad to Ladysmith via Bethlehem and Harrismith has reference. The Bloemfontein to Bethlehem via Ficksburg secondary main line (single track and diesel operated) is another major rail freight arterial line servicing the district. Branch lines located in the district include Heilbron - Arlington, Standerton (Mphumalanga) - Vrede, Arlington - Marquard, Bethlehem - Balfour North (Mphumalanga) via Reitz, Harrismith - Warden.

Border posts at Ladybrand, Ficksburg, Fouriesburg and Phuthaditjhaba connects the district with the Kingdom of Lesotho.

Land use in the district is primarily agricultural in nature. The district is also an important tourism destination due to spectacular scenic beauty of the Drakensberg and Maluti mountain ranges, as well as the Golden Gate Highlands National Park. Thabo Mofutsanyana is well known for several tourists' attractions and destinations and also features a variety of annual festivals. These annual includes among others the following:

**Fouriesburg:** Surrender Hill Marathon in February and the Rose Show in October.  
**Qwaqwa:** Basotho Cultural Village traditional workshop and Family Day celebration in March  
**Ficksburg:** Easter Festival at Rustlers valley in April and the Cherry Festival in November.  
**Bethlehem:** Air show in May and the Hot Air Balloon competition in June.  
**Harrismith:** Free State Polo championships in May and the Berg Bohaai in October.

Due to its regional characteristics, the main industries the district thus focuses on are agric-beneficiation and tourism development.

### ***Mission and Vision***

The vision and mission of the municipality is:

#### **Vision**

To create integrated, self-reliant and sustainable communities throughout the Thabo Mofutsanyana highlands, with financially viable, participative and developmental local municipalities.

#### **Mission**

Continuously improving and developing living conditions of our communities by providing efficient and effective bulk services and create a conducive environment for business opportunities and job creation.

#### **Strategic Objectives**

Thabo Mofutsanyana District Municipality has adopted Strategic Objectives that will support its programmens to meet the 2012-2016 government priorities. These key priorities are as follow:

- Sustainable infrastructures
- Local Economic Development, Job creation and Tourism

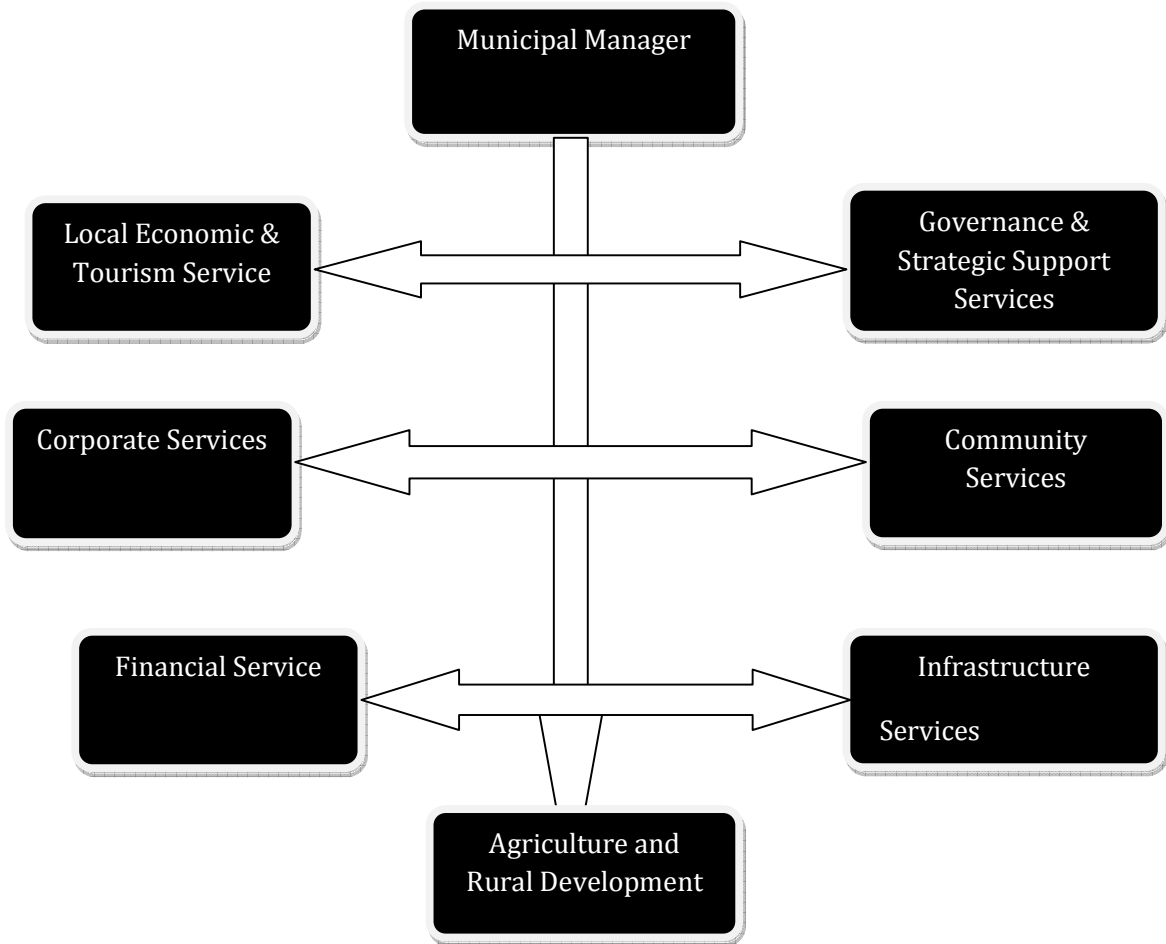
- Agriculture and Rural Development
- Social Development, Sports, Arts and Culture
- Good Governance and Community Participation
- Financial viability

### **Allocated Powers and Functions**

The allocated powers and functions to Thabo Mofutsanyana District Municipality in terms of the Local Government Municipal Structures Act No. 117 of 1998 are as follows:

- a. Integrated development planning for the district municipality as a whole, including a framework for IDP for the local municipalities within the area of the district,
- b. Bulk supply of water that affects a significant proportion of municipalities in the district,
- c. Bulk supply of electricity that affects a significant proportion of municipalities in the district,
- d. Bulk sewerage purification works and main sewage disposal that affects a significant proportion of municipalities in the district,
- e. Solid waste disposal sites serving the area of the district municipality as a whole,
- f. Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole,
- g. Regulation of passenger transport service,
- h. Municipal airports servicing the area of the district municipality as a whole,
- i. Municipal health services servicing the area of the district municipality as a whole,
- j. Fire fighting service servicing the area of the district municipality as a whole,
- k. The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district as a whole,
- l. The establishment, conduct and control of cemeteries and crematoria serving the district as a whole,
- m. Promotion of local tourism for the area of the district municipality,
- n. Municipal public works relating to any of the above functions or any other function assigned to the district municipality
- o. The receipt, allocation and if applicable the distribution of grants made to the district municipality,
- p. The imposition and collection of taxes and duties as related to the above functions or as may be assigned to the district in terms of the national legislation.

**Administrative Structure**





## DISTRICT IDP FRAMEWORK

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2012 -2013

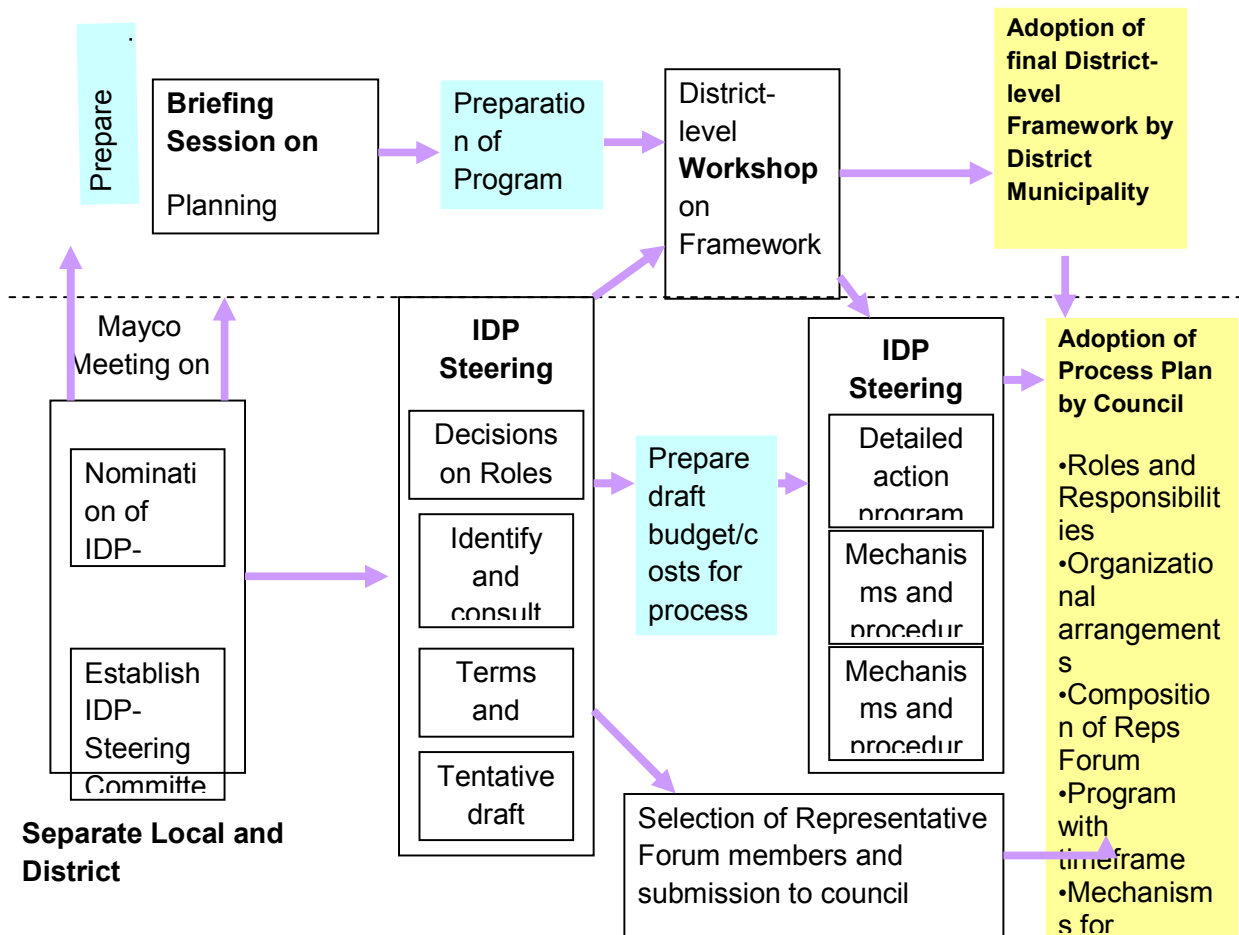
## District IDP Framework and Process Plan

### Framework and Process Plan

The Process Plan will be compiled by the IDP and PIMS Unit guided by the Executive Mayor with input of the local municipalities and management. The Portfolio Committee on IDP and PMS, and the District IDP and PMS Managers Forum made valuable input to the drafting of the District IDP Framework.

A briefing session will be held with the local municipalities on the purpose of the IDP, Process Plan and Framework and to clarify roles and responsibilities with these processes.

### District-level



## **Institutional Arrangements**

### **IDP Representative Forum**

The purpose of the forum is to provide an organisational mechanism for discussion, negotiation and decision-making within the municipality. It therefore, 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.

### **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.

It comprises of members of the Executive Mayoral Committee, the Executive Mayor, and Senior Management of the District Municipality.

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

The existing ten Section 80 Committees chaired by members of the Executive Mayoral Committee act as the task team.

## **Formulation Procedure and Planning Steps**

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

### **Analysis Phase**

The analysis phase includes Representative Forum Workshops where information will be shared on the current situation. To kick start the discussions the district profile compiled in the IDP, and the SDF will be used. Some desk work will be done to compile information and data on the current situation and to do an in-depth analysis on the priority issues. The

Representative Forum will identify the priority issues and the core issues with each of the priorities.

The facilitation of the workshops and the desk work will be done by the IDP and Planning Department. Strategies Phase

During the strategies phase wider participation will be needed and 2 district level workshops will be held, therefore, that will involve provincial and national government departments and service providers. In addition 2 Representative Forum workshops will be held.

The Representative Forum will develop a vision and objectives, which will be later validated and finalized by the Steering Committee. The Representative Forum will also make inputs for strategies.

The district wide workshops will be held firstly to develop localised strategic guidelines for Spatial Issues, LED, Gender Equity and Poverty Alleviation, Institutional Issues, Environmental Issues and HIV/Aids. The second workshop will be held to develop strategies for the common priority issues of the different municipalities with the help of government departments and service providers.

### **Projects Phase**

The Representative Forum will meet once during this phase to identify projects and finalise the terms of reference for the Project Task Teams. The project Task Teams will design the projects and submit project sheets with detail project information. Some desk-work will be done to finalise the project sheets.

### **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 will be held to discuss the different plans and programmes and their content.

### **Approval Phase**

After the document has been drafted it will be submitted to council for approval. At the same time the document will be published and distributed to all local municipalities and the Interdepartmental IDP Assessment Committee for comment. Comments received will be adhered to by the municipal manager. The document will then be finally approved by the council on 31 May 2012 and submitted to the MEC: Local government and Housing for his perusal.

## **Compliance with Process Plan**

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

## **Alignment**

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

Alignment with the district municipality and other local municipalities within Thabo Mofutsanyana will be less difficult as regular contact and information sharing is taking place..

Important alignment that needed to take place throughout the IDP process will be the alignment of the IDP with the Free State Growth and Development Plan (FSGDP), and Operation Hlasela. The FSGDP will always be viewed as the broader framework for development within which the IDP should operate. During each phase of the IDP common ground will be found with the FSGDP in order to reach the objectives of the FSGDP.

## **Introduction**

The Integrated Development Planning Process is a comprehensive planning and implementation process that will be followed by all municipalities within the Thabo-Mofutsanyana District Municipality. 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 have been involved, as well as the Department of Cooperative Governance and Traditional Affairs- Free State.

## Framework Programme

Activity	Time/date	Event
Localised strategic guidelines	15-19 October 2011	District level workshops
Strategy workshop	29 October - 02 November 2011	District level workshop
Involvement of project partners	14-18 January 2012	District level workshop
Technical project indicators and decisions	12-27 March 2012	District level workshop

Table #: Timetable for District Alignment Events

Dates given above are the weeks within which the event will take place. Closer to the date the IDP and planning Department will communicate with the different role-players to set the specific dates.

### 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 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:

### Role-players

- Department of Provincial and Local government-COGTA
- Rural development
- Department of Water affairs and forestry
- Environment and Tourism
- Department of Trade and Industry
- Social Development

- Public works
- Agriculture
- Health
- Education
- Same departments as National government
- Tourism partners (Kwa Zulu Natal, Free State and Mpumalanga)
- Lejweleputswa DM
- Ukhahlamba District Municipality
- TELKOM
- Rand Water
- Sedibeng Water
- Maluti Water

## **Communication Mechanisms**

The communication between the different stakeholders is crucial in aligning plans successfully. Appropriate mechanisms for communication will differ from event to event. The IDP and Planning Department will act as the communication link between the various role-players and will use existing communication channels to disperse information. The mechanisms that will be used are:

- Fax and/or e-mail/ SMS/Video calls
- Telephones/ Mobile Phones
- Meetings and workshops

## **Events and Timeframes**

Within the adopted process, district level alignment will take place at the strategy phase of the IDP process and again at the projects phase. The first important event will be the district strategy workshops, where all the stakeholders will get together and discuss the different development strategies for the area.

Other events where input from sector departments will be needed is at the project phase. Municipalities must ensure that project proposals are aligned to sectoral procedures of the national and provincial spheres of government. The approach will be to invite relevant departments to a district briefing session, where they will give the necessary technical guidelines and help municipalities to set indicators for their objectives.



## **Establishment of a Structure (Forum)**

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

### **Management Structure/District IDP Forum**

The following people will form part of the structure that will manage the proposed forum for district level events:

- 6 municipalities' IDP managers
- 6 municipalities PMS managers
- Provincial IDP Co-ordinator

### **Logistical Arrangements**

The IDP and Planning Department will organize the meetings/workshops. Each municipality will budget for the attendance of the district level event. The costs for the catering and administration will be split proportionally amongst the municipalities.

## 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.
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.

<b>NATIONAL LEGISLATION</b>	<b>SUMMARY/SCOPE OF LEGISLATION</b>
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	<p>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.</p> <p>To promote equally and eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith</p>
<b>FINANCE</b>	
Division of Revenue Act	To provide for a fair division of revenue to be collected nationally between national, provincial and local government sphere for 2012/13 financial year and for matters connected therewith
Business Act, 1991	<p>To repeal certain laws regarding the licensing of businesses</p> <p>To provide for the licensing and operation of certain businesses, shop hour and related matters</p>
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
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 Finance Management Act, 2003	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
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 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 Act	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	To control advertising on national and regional roads

Act, 1940	
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 Planners Act, 1984	To provide for the training and registration of professional Town Planners
ENVIROMENT	
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,	To consolidate and regulate procedure and evidence in criminal

1977	proceedings
Disaster Management Act 2000	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 Act, 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 Management Corporation Act, 1999	To provide in the public interest for co-operative and co-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
<b>HEALTH AND WELFARE</b>	
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	<p>To promote the constitutional rights of equality and the exercise of true democracy</p> <p>To eliminate unfair discrimination in employment</p> <p>To redress the effect of unfair discrimination in the workplace to achieve a workforce representation of the population</p>
Basic Conditions of Employment Act, 1997	<p>To give effect to the right to fair labour practice</p> <p>To provide for the regulation of basic conditions of employment</p>
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	<p>To regulate the organizational rights of trade unions, the rights to strike and lock out</p> <p>To promote and facilitate collective bargaining and employee participation in decision making</p> <p>To provide simple procedure for labour disputes</p>
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 Act, 1996	To provide for the payment of benefits to certain persons and 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
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	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
Free State Growth and Development Strategy	To provide for spatial planning, economic development nodes, and growth points in the Free State

## **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 we envisage are not practical or cannot in any way be adhered to. The representatives at the district framework workshop will adopt certain procedures to amend the Framework should it be necessary.

## **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.



## SECTION B: SITUATIONAL 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 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.

### 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. Although in many instances statistics from the census of 2001, and the 2007 Community Survey are used, additional information was cited from relevant reports.. Baseline information is

#### GENERAL POPULATION STATISTICS

General statistics on total population distribution identified the following specific geographic areas (district and local municipalities) with population totals, indicated in relation with Thabo Mofutsanyana District Municipality and its local municipalities:

#### Population totals per district municipality.

District Municipality	Population Number
DC19: Thabo Mofutsanyana	824 400
Mangaung Metro	699 795
DC18: Lejweleputswa	642 115
DC20: Fezile Dabi	490 987
DC16: Xhariep	183 677

**Population totals per local municipality.**

Local Municipality	Population Number
FS194: Maluti a Phofung	354 630
FS192: Dihlabeng	156 771
FS191: Setsoto	137 533
FS193: Nketoana	59 333
FS196: Mantsopa	58 993
FS195: Phumelela	57 138

(Source: Global Insight 2010)

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	65%	946 183	45%	006 949
2006-2011	34%	148 499	,02%	120 535

Source: DBSA, 2001

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

Population growth rate per district municipalities in 2010 and 1996 - 2009.

Municipality	District	Percentage (%) 2010	1996 – 2009 Percentage (%)
DC16:	Xhariep	0.42	1.76
Mangaung Metro		-0.10	1.10
DC19: Thabo Mofutsanyana		-0.07	0.80
DC20: Fezile Dabi		-0.18	0.61
DC18: Lejweleputswa		-0.76	-0.69

(Source: Global Insight 2010)

There is a decrease in the population of the District since 2001 till 2007, with about 32 000 people. Phumelela Local Municipality accounts for a loss of about 15 000 people. The figures show a correlation between who migrate for job purposes, and those who die due to HIV/AIDS related sicknesses.

## **ECONOMIC GROWTH**

### **DEFINITION:**

Economic growth refers to an increase in the capacity of an economy to produce goods and services, compared from one period of time to another. The growth of an economy is thought of not only as an increase in productive capacity, but also as an improvement in the quality of life to the people of that economy.

Economic Growth Rate refers to a measure of economic growth from one period to another expressed as a percentage. It thus follows that Economic Growth Rate is defined as the pace at which economic growth increases during a given interval.

The quantity most commonly used to measure economic growth rate is the growth in Gross Domestic product.

As economic growth is measured as the annual percent change of Gross Domestic Product, an investigation of Real Gross Value Added by Region (Real GVA-R) and Real Gross Domestic Product by Region (Real GDP-R) took place.

Gross Value Added (GVA) is a measure in economics of the value of goods and services produced in an area or sector of the economy. GVA is linked as a measurement to Gross Domestic Product (GDP).

The GDP-R is usually presented in nominal and real terms. Nominal GDP-R measures the value of the outputs of the region at current prices. Real GDP-R refers to the GDP-R at constant prices, measuring the value of an economy's output using the prices of a fixed base year. The Real GDP-R is thus useful in capturing real output growth since the inflationary effects have been removed.

District Municipality	Gross Value Added by Region (GVA-R)		Gross Domestic Product by Region (GDP-R)	
	Total GVA Constant 2005 prices (R1 000) 2010	Percentage (%) of Free State total	GDP-R Constant 2005 prices (R1 000) 2010	Percentage (%) of Free State total
Mangaung Metro	27 078 410	33.09	29 893 753	32.53
DC20: Fezile Dabi	26 022 394	31.80	29 930 206	32.57
DC18: Lejweleputswa	15 302 622	18.70	16 801 347	18.28
DC19: Thabo Mofutsanyana	10 810 333	13.21	12 305 304	13.39

DC16: Xhariep	2 629 265	3.21	2 969 617	3.23
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Real Economic Growth Rate by district municipality. <b>District Municipality</b>	<b>Gross Domestic Product by Region (GDP-R) Constant 2005 prices (R1 000)</b>			<b>Average annual growth Constant 2005 Prices (Real Economic Growth Rate) (%)</b>		
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>Average 1996 - 2009</b>
DC20: Fezile Dabi	29 669 794	28 799 634	29 930 206	-2.93	3.93	3.72
Mangaung Metro	29 908 471	29 489 520	29 893 753	-1.40	1.37	2.81
DC16: Xhariep	2 947 940	2 883 699	2 969 617	-2.18	2.98	2.12
DC19: Thabo Mofutsanyana	12 186 022	12 173 602	12 305 304	-0.10	1.08	1.39
DC18: Lejweleputswa	16 850 481	16 568 542	16 801 347	-1.67	1.41	-0.65

Thabo Mofutsanyana district municipality respectively contributed 10 810 333 and 12 305 304 of the total GVA-R and GDP-R and was the fourth highest contributor of the GVA-R and GDP-R in relation with other district municipalities in 2010. The Real Economic Growth Rate of the district (1996 – 2010) with an average of +1.39% and was also the second lowest average in relation with other district and metro municipalities.

Maluti A Phofung local municipality respectively contributed R3 968 873 (000) GVA-R and R4 544 146 (000) GDP-R in 2010. It was the highest contributor of the GVA-R and GDP-R in the district followed by Dihlabeng, Setsoto, Mantsopa, Nketoana and then Phumelela. Maluti A Phofung also had +1.63% average Real Economic Growth Rate (1996 – 2010) and was the highest local municipality in the district.

### **Economically Active Population**

FS194: Maluti a Phofung	101288	28.56 %
FS192: Dihlabeng	49 968	31.87%
FS191: Setsoto	44 770	32.55 %
FS196: Mantsopa	19 251	32.63 %
FS193: Nketoana	19 140	32.26 %
FS195: Phumelela	16 814	29.43 %

### **Number of people living in poverty per local municipality**

Local Municipality	Number of people in poverty	Percentage of people in poverty
FS194: Maluti a Phofung	155 056	43.72
FS191: Setsoto	77 799	56.57
FS192: Dihlabeng	76 867	49.03
FS195: Phumelela	34 731	60.78
FS193: Nketoana	28 202	47.53
FS196: Mantsopa	27 417	46.47

### **CONCLUSION**

The number of population living in poverty in Thabo Mofutsanyana in 2010 was 400 072, representing a percentage of 48.53% people (Global insight, 2010) and was the highest in relation with other district and metro municipalities.

Maluti a Phofung was the local municipality in the district in 2010 with (155 056) the highest number of people living in poverty, followed by Setsoto with 77 799, Dihlabeng with 76 867, Phumelela with 34 731, Nketoana with 28 202 and Mantsopa with 27 471 people.

## 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	
Water	SMME development	
Sanitation	Tourism development	
Electricity	Industrial Development	
Waste management	<div style="border: 1px solid black; padding: 5px; text-align: center;">           AGRICULTURE and LAND DEVELOPMENT         </div>	
Roads, streets, stormwater		
Land development		
Transport, Safety and security		
		Agricultural Development
		Land Use Management
	Land reform and restitution	
COMMUNITY SERVICES	INSTITUTIONAL DEVELOPMENT	
Municipal Health	Institutional development	
Environmental management	Corporate governance	
Disaster management	<div style="border: 1px solid black; padding: 5px; text-align: center;">           GOOD GOVERNANCE AND COMMUNITY PARTICIPATION         </div>	
Education		
Arts and Culture		
Sport		
	FINANCIAL VIABILITY	

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**

### **1.1.1 Water**

#### **CORE ISSUES**

- Regional service provision and responsible authorities
- Available funds
- Service payment levels
- Service maintenance
- Available capacities

#### **TRENDS, PROBLEMS AND CAUSES**

Majority of urban areas have individual erf connections. 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 except Phumelela, Nketoana, and Setsoto. 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 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.

### **1.1.2 Sanitation**

#### **CORE ISSUES:**

- Disparities in provision of sanitation
- Lack of sustainable and affordable systems
- Environmental risk
- Services maintenance

#### **TRENDS, PROBLEMS AND CAUSES**

Huge imbalance existed between previously advantaged and disadvantaged areas. 58% of all residents in Thabo Mofutsanyana District Municipality did not have an acceptable sanitation system (above VIP). The predominant system in the area was VIP and buckets, but in many instances VIPs cannot be provided due communities' rejection of same. The MIG injection for bucket eradication completely changed the situation since 2005. All municipalities except Mantsopa, and Nketoana reported that they have eradicated buckets.

A waterborne system is mostly acceptable and required although it is least feasible and affordable to provide. Low or zero 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 favor of farm owners and that farm workers do not benefit that much.

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 distribution**

- Service delivery
- Rural areas not serviced well
- Maintenance

### **TRENDS, PROBLEMS AND CAUSES**

Electricity is seen not as essential for survival, but it is regarded as an important service to alleviate poverty.

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.

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, but Dihlabeng has completed its small scale water driven facility. A project to generate hydro-electricity is currently operational in the Axle River in Dihlabeng and will provide some electricity to Bethlehem.

### **1.1.3 Waste Management**

#### **CORE ISSUES:**

- Management of dumping sites
- Management of waste
- Regional facility
- Unlicensed landfill sites

### **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 Act requires from a District Municipality to become responsible for regional waste management, but it is still uncertain what it entails. 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. Community projects have been established in each municipality with the assistance of the Department of Environmental Affairs.<sup>a</sup>

#### **1.1.4 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). Especially rural areas and farm workers and farmers are suffering as a result of this.

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.

### **1.1.5 Housing**

#### **CORE ISSUES:**

- Influx and rural housing conditions
- Land and ownership
- Services infrastructure provision
- Areas experiencing the greatest need
- Role of the District Municipality
- Criteria for housing provision
- Incomplete housing structures

#### **TRENDS, PROBLEMS AND CAUSES**

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 are 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.

### **1.1.6 Cemeteries**

#### **CORE ISSUES:**

- Provision of more cemeteries and lack of land
- 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.

### **1.1.7 Telecommunication**

#### **CORE ISSUES:**

- Provision of service in less developed areas
- Non functioning of mobile handsets in some 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.

### **1.1.8** 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

### **1.1.9** 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 (Eastern Free State) 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.

#### **1.1.10** Tourism Development

##### CORE ISSUES:

- Marketing
- Training
- Financial assistance

##### TRENDS, PROBLEMS AND CAUSES

The Eastern Free State very well known for several tourist attractions and destinations and are 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.

### **1.1.11** 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 and Rural Development 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.



### **1.1.12 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 establishment of the Thabo-Mofutsanyana DM development Agency funded by the IDC as a driver of economic development in the region will assist in the problem areas identified.

## **Social and Community Development**

### **1.1.13 Health Care, and Municipal Health Services**

#### CORE ISSUES:

- Financial constraints
- Accessibility of health services
- Proper coordination
- Uninformed communities
- Community campaigns

## TRENDS, PROBLEMS AND CAUSES

The existing regional facilities (level 2 hospitals) are situated in Bethlehem and Phuthaditjhaba respectively. The third one in Mantsopa(Ladybrand) is under construction. 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.

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. Not all towns have ARV centres. 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 (GIS) that can be used to track down accidents

### **1.1.14** Disaster Management

#### CORE ISSUES:

- No proper planning done
- Lack of sufficient funds
- No functional District Disaster Management Centre.

## TRENDS, PROBLEMS AND CAUSES

Very few municipalities have plans in place and none 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 possible as the framework already exists.

### **1.1.15** Education and Training

#### CORE ISSUES:

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

#### TRENDS, PROBLEMS AND CAUSES

Although there are many high level skilled people in the district, but lack formal employment. The lack of a relevant career guidance path leads to 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

Existing tertiary facilities are situated in Bethlehem, Harrismith and Phuthaditjhaba. The Maluti FET College anticipates to open a satellite in Ficksburg. 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.

### **1.1.16 Environmental Management and Care**

#### CORE ISSUES:

- Health conscious community
- Increased levels and concentration of waste and pollution
- Rapid urbanization and migration patterns
- Conversion of natural habitats and degradation of the ecosystem
- Conservation areas
- Environmental capacity building, training, awareness and empowerment.
- 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. Unfortunately there is currently very little coordination between different government departments involved with environmental management. Municipalities have not yet taken any responsibility to make people aware of their own responsibility to combat environmental threats.

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.
- Damage to habitat and biodiversity

- Protection of heritage sites
- Climate and air quality
- Overuse of normal electricity, and slow conversion to solar/natural energy use
- Role of women, and youth in environmental management and development.

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.

### **1.1.17 Safety and Security**

#### **CORE ISSUES:**

- Traffic management
- Insufficient funds community policing forums
- Traffic control
- Centralise control room

#### **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 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.

### **1.1.18 Sports and Recreation**

#### CORE ISSUE

- Proper facilities
- Access to facilities
- Community Games
- Database of sport codes

#### 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.

### **1.1.19 Arts and Culture**

#### CORE ISSUES:

- Proper planning
- Database of performers
- Community awareness programmes

#### TRENDS, PROBLEMS AND CAUSES

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

The District Municipality is involved in organising cultural events. They can play an important role in coordinating arts and culture and the proper management of resources.

## **1.1.20** Transport

### CORE ISSUES

- Public Transport Facilities
- Co-ordination of transport services
- National road traffic through towns
- Integrated Transport Plan
- Rail Transport

### 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.

# **Good Governance and Community Participation**

## **1.1.21 Institutional Capacity and Management**

### **CORE ISSUES:**

- Training in new laws, policies
- Legal Compliance
- HR development programmes
- Communication with communities and their participation in municipal issues.
- Inter-municipal relationships and shared services

### **TRENDS, PROBLEMS AND CAUSES**

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

Programmes 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 relationship between officials and councilors is 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. A delegation system has been approved to avoid this. 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 fulfil this new role.

### **1.1.22 Improved Revenue Base**

#### **CORE ISSUES:**

- Internal capacities of Local and District Municipalities
- Operation Clean Audit 2014
- Credit control systems

#### **TRENDS, PROBLEMS AND CAUSES**

The revenue base of Thabo Mofutsanyana amounts was approximately R34-36 million per year. The levy system has been abolished, thus the erosion of the revenue base. Levy replacement grant is not enough to cover the District needs. The Municipal Infrastructure Grant is not allocated to the District anymore.

The District has attained an unqualified audit in the past two years.

## **SECTION C: VISION**

### **Vision**

To create integrated, self-reliant and sustainable communities throughout the Thabo Mofutsanyana highlands, with financially viable, participative and developmental local municipalities.

## **SECTION D: MISSION**

### **Mission**

Continuously improving and developing living conditions of our communities by providing efficient and effective bulk services and create a conducive environment for business opportunities and job creation.

## SECTION E: STRATEGIC OBJECTIVES

*The development direction that the municipality will follow over the next five 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:

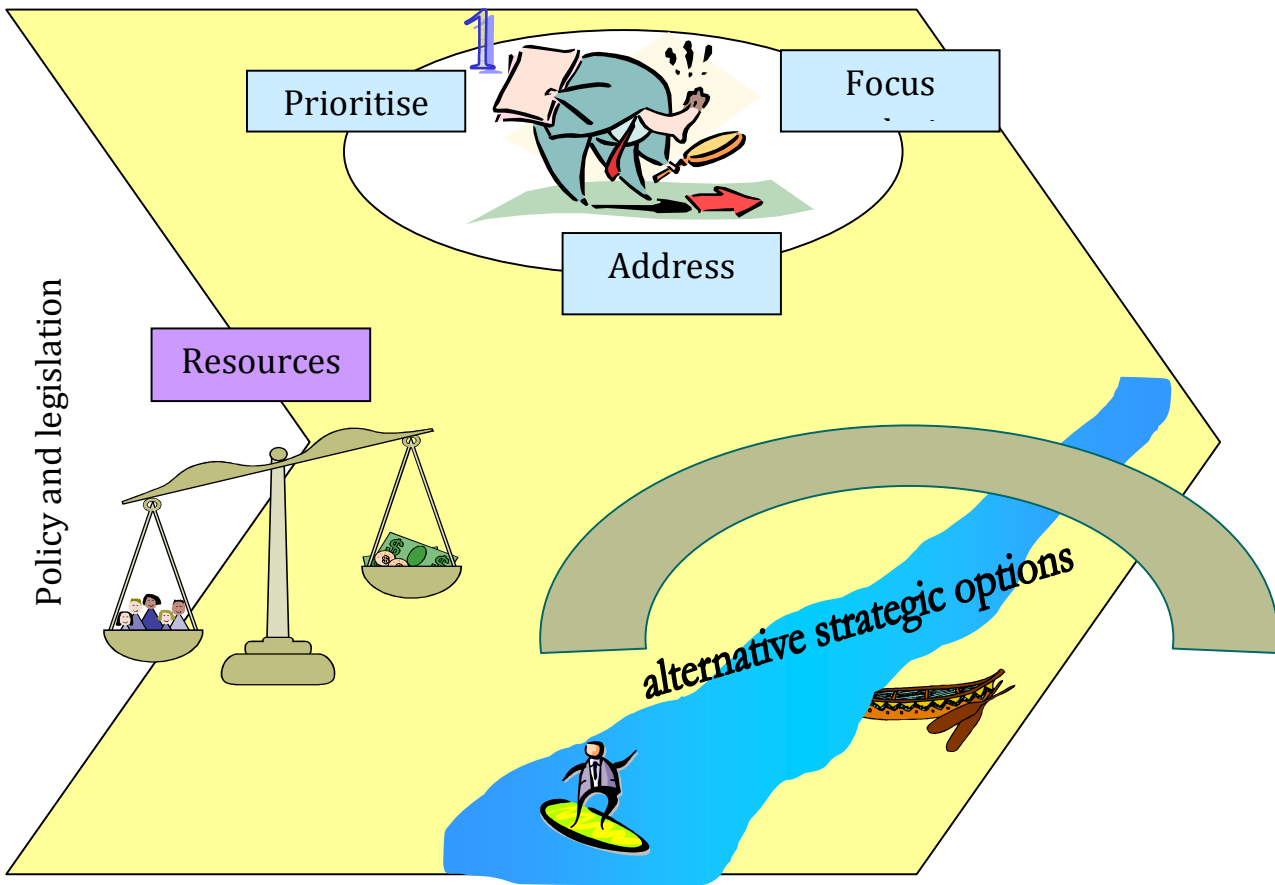


Diagram #: Strategic Planning Process

## **Vision**

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

To create integrated, self-reliant and sustainable communities throughout the Thabo Mofutsanyana highlands, with financially viable, participative and developmental local municipalities

## **Mission**

Continuously improving and developing living conditions of our communities by providing efficient and effective bulk services and create a conducive environment for business opportunities 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.

## IDP OBJECTIVES AND STRATEGIES

Priority Issue	Nr.	Objective	Outcome	Output.	Strategy	Project	Budget 2012/13 000	Budget 2013/14 000	Budget 2014/15 000
Water		Provision of bulk water	6 Local Municipalities have bulk water programmes	6 Business Plans	To have an Integrated Infrastructure Plan	Bulk Water			
Sanitation						Oxidation Ponds			
						Sewer Network			
Electricity						Solar Street Lights(Mantsopa and Phumelela)			

Priority Issue	Nr.	Objectives	Outcome	Output.	Strategy	Project	Budget 2012/13 000	Budget 2013/14 000	Budget 2014/15 000
Roads, Streets, Storm water						Road Paving in all LMs			
Transport						Integrated Transport Plan			
Social Development						Health Council			
						District Aids Council			
						World Aids Day			
						Moral Regeneration			
						Health and Hygiene Education Programmes			

Priority Issue	Nr.	Objectives	Outcome	Output.	Strategy	Project	Budget 2012/13 000	Budget 2013/14 000	Budget 2014/15 000
						Food and Water Safety Project			
						Air Quality Management Plan			
						Greening and Arbor Day Projects			
						OR Tambo Games			
						Mayoral Cup			
						SAMSA Games			
						Arts and Culture Council			
						TMDM Heritage Documentary			

Priority Issue	N r.	O b j e c t i v e	Outcome	Output.	Strategy	Project	Budg et 2012/ 13 000	Budg et 2013/ 14 000	Budget 2014/1 5 000
						Artist Database			
						Diasability Plan			
						Youth Council			
						Womens Day Celebratio ns			
						16 Days of Activism			
						Youth Month Celebratio ns			
						LED Strategy			
						Co-operatives Start Up Projects			
						Informal Trading Support			



Priority Issue	N r.	O b j e c t i v e	Outcome	Output.	Strategy	Project	Budg et 2012/ 13 000	Budg et 2013/ 14 000	Budget 2014/1 5 000
						District LED SUMMIT			
						Tourism Marketing			
						Tourism Promotion			
						District Tourism Expo			
						Agicultural Sector Plan			
						Team-Mate Management System			
						Credible IDP			
						E-PMS Management System			

Priority Issue	N r.	O b j e c t i v e	Outcome	Output.	Strategy	Project	Budg et 2012/ 13 000	Budg et 2013/ 14 000	Budget 2014/1 5 000
						ICT Management and Programming			
						Telephone System			
				q		Employee Wellness Programme			
						Time Management System			
						Protective Clothing			
						Legal Services			
						Communication and Marketing			
						Poverty Alleviations and Campaigns			

Priority Issue	Nr.	Objectives	Outcome	Output.	Strategy	Project	Budget 2012/13 000	Budget 2013/14 000	Budget 2014/15 000
						Bursaries			
						Social Intervention Programmes			
						Councillor Capacity Building			
						Public Participation			

## SECTION F: DEVELOPMENTAL STRATEGIES

*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**

### **1.1.23 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**

### **1.1.24 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

### **1.1.25** 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.

### **1.1.26** 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

### **1.1.27** 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**

### **1.1.28 National Policy Documents**

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

## **Strategic Guidelines**

### **1.1.29 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

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

### **1.1.30** 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

### **1.1.31** 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



### **1.1.32** Risks of Environmental Disasters

Floods (settlement in flood line)

Veldt fires

Drought

HIV/AIDS

Alien species (e.g. eucalyptus trees)

### **1.1.33** Additional Principles

Municipalities should control subdivision of farmland so that it will not impact negatively on natural resources.

District Municipality should be environmentally sensitive by helping to raise environmental awareness among communities and guide them in adhering to the National Environmental Management Act Principles.

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

### **1.1.34** National Policy Documents

- Local Government: LED Policy guidelines
- NSDP
- Local Economic Development Policy Paper

## **Strategic Guidelines**

### **1.1.35** 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

### **1.1.36** 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

### **1.1.37** Major Target Groups/Beneficiaries

SMME's

Women

Farm workers

Emerging Farmers

Commonage users

Established / existing business

Investors locally and from overseas

### **1.1.38** 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.

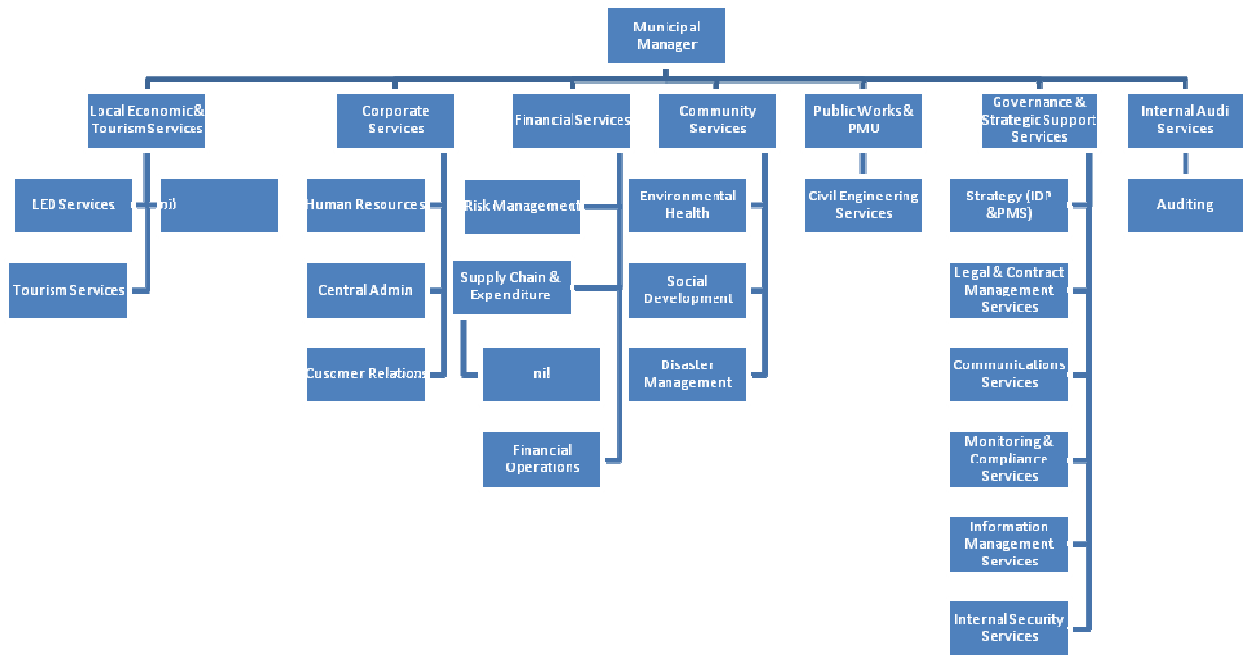
## **Institutional and Performance Management Strategic Guidelines**

### **1.1.39** 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



## PROJECTS

Department	Project Description
Infrastructure Safety and Security	Bulk Water
	Oxidation Ponds
	Sewer Network
	Solar Street Lights(Mantsopa and Phumelela)
	Road Paving in all LMs
	Intergrated Transport Plan
Social Development	Health Council
	District Aids Council
	District Aids Council
	World Aids Day
	Moral Regeneration
	Health and Hygiene Education Programmes
	Food and Water Safety Project
	Greening and Arbor Day Projects
	Air Quality Management Plan
Sports, Arts And Culture	OR Tambo Games
	Mayoral Cup
	SAMSA Games
	Arts and Culture Council
	TMDM Heritage Documentary

	Artist Database
Children, Youth, Women and Disability	Disability Plan
	Youth Council
	Women Day Celebrations
	16 Days of Activism
	Youth Month Celebrations
Disaster Management	Disaster Management Plan
	Disaster Risk Management Plan
	Disaster (veld, structural, chemical and fire floods) campaigns
Financial Viability	Support to Local Municipality -GRAP
	Preparation of Financial Statement
	Revenue enhancement
SMME's and Cooperatives Support	Co-operatives Start Up Projects
	Informal Trading Support
	District LED SUMMIT
	LED Strategy
Tourism Support	Tourism Marketing
	Tourism Promotion
	District Tourism Expo
Agriculture and Rural development	Agricultural Sector Plan
	Support to Rural Communities
	Poverty Alleviations
	Support to Emerging Farmers
Municipal	Team-Mate Management System
	Credible IDP

Manager	E-PMS Management System
	ICT Management and Programming
Corporate Services	Telephone System
	Employee Wellness Programme
	Time Management System
	Protective Clothing
	Legal Services
Mayoral Social Intervention	Communication and Marketing
	Poverty Alleviations and Campaigns
	Mayoral Bursaries
Speakers office Programmes	Councillor Capacity Building
	Public Participation