

9/5 INTEGRATED DEVELOPMENT PLAN 2011/2012
DATE : 14/04/2011
AGENDA : COUNCIL MEETING: 12 MAY 2011

REPORT : MUNICIPAL MANAGER

PURPOSE

To table the IDP 2011/2012 for Council approval.

***** Attached please find the IDP 2011/2012 aligned to the Budget 2011/2012 and the sector departments for the 2011/2012 financial year as well as all Annexure as separate Annexures on CD.**

The Draft IDP was tabled to Council on 31 March 2011 whereafter public consultation took place.

FINANCIAL IMPLICATION

The implementation of the IDP and the Budget.

LEGAL IMPLICATION

Municipal Systems Act, 32 of 2000, Chapter 5.

STAFF IMPLICATIONS

Yes, the IDP and PMS unit

RECOMMENDED

1. That the council adopt IDP 2011/2012 which is aligned to the Budget 2011/2012 and sector department's programmes for the 2011/2012 financial year.
2. That the Annexures to the IDP be accepted.
3. That the approved IDP inform the SDBIP for implementation for the year.
4. That the attached performance agreement and performance plans be populated with the information contained in the approved IDP and SDBIP.
5. That the final SDBIP and completed performance agreement and performance plans be submitted to Exco after the Council has been constituted.
6. That the adopted draft IDP 2011/2012 be submitted to the MEC for notification.

(FOR RESOLUTION)

Minutes Exco Meeting: 03/05/2011

This matter was lengthily discussed and the following concerns were raised.

- The Annexures provided were not updated and some reflect old information.
- The SDF specifically was outdated and provided no information on how issues would be dealt with
- The LED Strategy was also outdated and did not even include Dairy Project and only provided for project for 2010.
- Water Summit was held and the updated WSDP was not included as part of the Annexures.
- The draft SDBIP was not provided as an annexure.
- Performance Agreements for the Vacant Position should also be developed for the incumbent to sign upon appointment.

The committee felt concerned about the quality of the Annexures and indicated that it should be updated and corrected before Council.

Cllr Zim proposed that the matter be recommended to Council as follows and was seconded by Cllr Lichakane.

RECOMMENDED

1. That the council adopt IDP 2011/2012 which is aligned to the Budget 2011/2012 and sector department's programmes for the 2011/2012 financial year.
2. That the approved IDP inform the SDBIP for implementation for the year.
3. That the attached performance agreement and performance plans be populated with the information contained in the approved IDP and SDBIP.
4. That a performance agreement for the vacant position of Director Technical Services also be compiled.
5. That the final SDBIP and completed performance agreement and performance plans be submitted to Exco after the Council has been constituted.
6. That the adopted draft IDP 2011/2012 be submitted to the MEC for notification.

The Committee noted the annexures but did not accept them and indicated that the updated versions should be provided to Council.

Minutes Council Meeting: 12/05/2011

Cllr Zim then proposed that the matter be resolved as follows and was seconded by Cllr Lithebe.

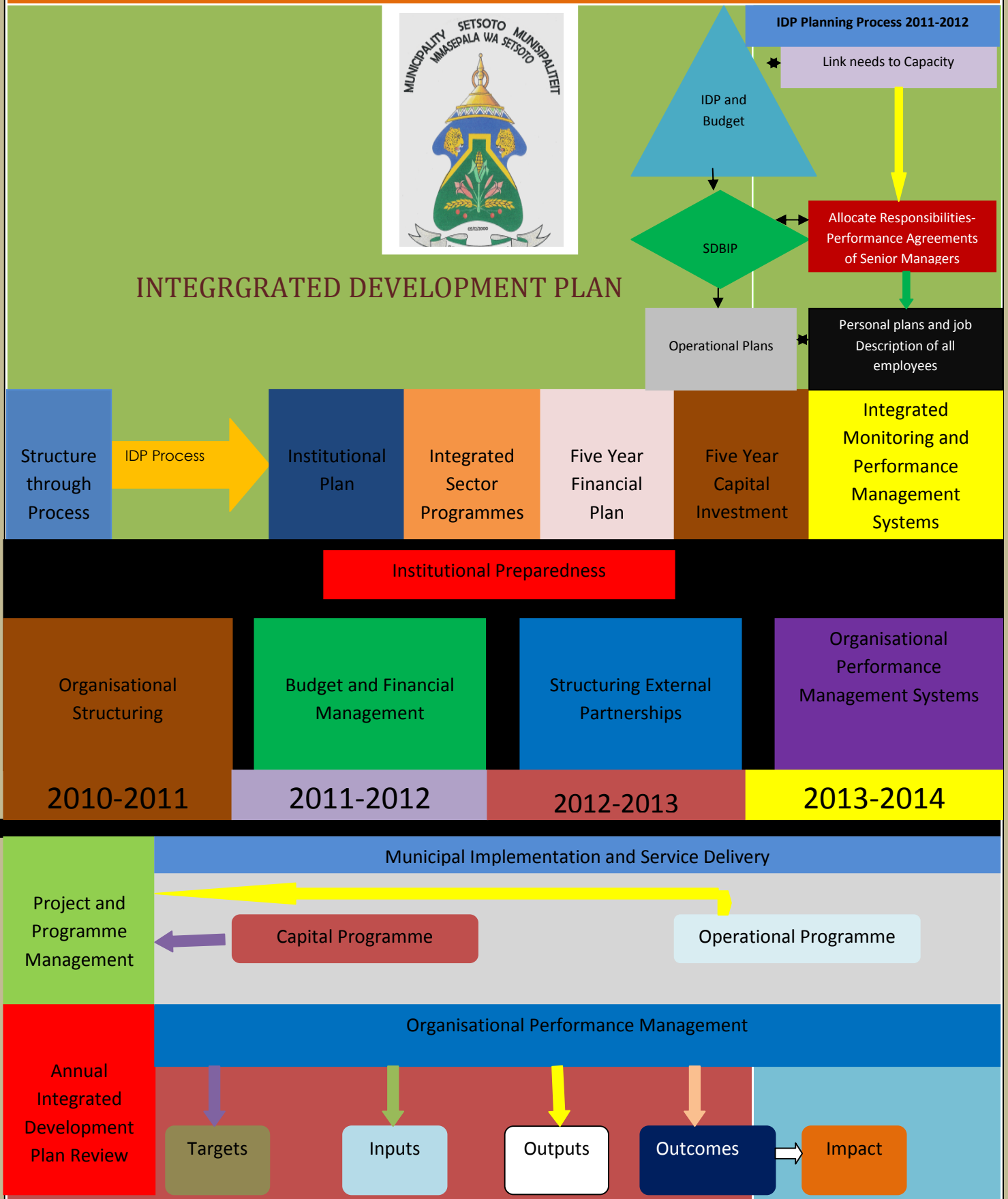
RESOLVED:

1. That the council adopt IDP 2011/2012 which is aligned to the Budget 2011/2012 and sector department's programmes for the 2011/2012 financial year.
 2. That the approved IDP inform the SDBIP for implementation for the year.
 3. That the attached performance agreement and performance plans be populated with the information contained in the approved IDP and SDBIP.
 4. That a performance agreement for the vacant position of Director Technical Services also be compiled.
 5. That the final SDBIP and completed performance agreement and performance plans be submitted to Exco after the Council has been constituted.
 6. That the adopted draft IDP 2011/2012 be submitted to the MEC for notification.
 7. That the Annexures/Sector Plans be amended and updated before 31 October 2011.
 8. That all Sector Plans which have not as yet been compiled, be compiled before 31 October 2011.
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SETSOTO LOCAL MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN



Abbreviations

Executive Summary

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Abbreviations

BI	Baseline Indicator
CBD	Central Business District
EPAS	Employee Performance Appraisal System
EXCO	Executive Committee
FSGS	Free State Growth and Development Strategies
IDP	Integrated Development Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LGMSA	Local Government Municipal Systems Act
MFMA	Municipal Finance Management Act
MTAS	Municipal Turn Around Strategy
MTREF	Medium Term Revenue and Expenditure Framework
NSDP	National Spatial Development Perspective
OPMS	Organisational Performance Management System
PGDS	Provincial Growth and Development Strategies
PMS	Performance Management Systems
RIDP	Reviewed Integrated Development Plan
SDBIP	Service Delivery and Budget implementation Plan
SDF	Spatial Development Framework
STSSA	Statistic South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threads

Executive Summary

Review Procedure and Planning Activities

The procedure for reviewing IDP included several planning activities combined into different steps and phases as detailed in the following paragraphs.

Analysis

The analysis phase of the IDP is regarded as the platform of existing trends and current realities within the municipal area where communities and stakeholders were given the opportunity to analyze their problems and determine their priorities. The main purpose of this phase was to form an understanding of the dynamics influencing development within the framework of people's priority needs and knowledge in respect of available resources.

During this phase, several planning steps were followed to analyze developmental problems/issues, major trends and causing factors as well as the availability and capacity of resources. In order to achieve the desired outputs, this phase comprised both a community analysis as well as a municipal analysis.

Prior to any community involvement, a current reality scan was done which included the compilation and documentation of all available quantitative (socio-economic indicators) and qualitative (previous visions, goals and strategies) information. This information assisted the community analysis process with regard to the identification of community needs and issues, existing structures, resources and capacities that would guide the identification of community priorities.

The municipal level analysis focused on the identification of prevailing trends, tendencies and dynamics which affect the core operational and management requirements of the institution and its area, as well as the available resources to address these problems. In order to ensure that the development strategies and projects consider all economic, environmental and institutional potentials and limitations, an investigation in respect of the strengths, weaknesses, opportunities and threats (SWOT) was conducted throughout the process.

Furthermore, in support of the Municipal and Community analysis, both a spatial and socio-economic analysis was conducted in order to highlight spatial constraints, opportunities and trends as well as to sufficiently consider the needs of disadvantaged population groups.

Based on the inputs from the different analysis as described above, several priority issues were identified aimed at giving direction to the remaining phases of the IDP. An in-depth analysis of the underlying causes for each priority was then conducted in order to ensure that the priorities were addressed effectively in the strategies and project phases.

The above process assisted the municipality in drawing an existing development profile of the area as well as arriving at strategic and implementation orientated decisions in respect of development priorities. These outputs formed the foundation of the IDP review process and served as input to the strategies phase. The priorities were used to give development direction during the review process. It was therefore necessary to evaluate the priority issues in terms of the broader development direction that the Free State Growth and Development Strategy is giving for the Free State. Priority issues were categorised within the development themes/pillars of the FSGDS as well as the Five Year Local Government Strategic Agenda.

Strategies

Given the development priorities identified in the previous phase, the strategies phase ensured ample opportunity for public debate on the appropriate ways and means of solving problems. The aim of this phase was to define what benefits the Municipality need to deliver, as well as what choices and solutions need to be made in order to achieve the benefits.

In attempting to address the priority areas identified in the analysis phase in an integrated manner, a need was identified to formulate a common vision in order to build a base for agreement and consensus, concentrating on the common aspirations of all concerned parties. In line with the development vision as well as the priority issues identified in Phase 1, a set of interrelated midterm objectives were identified for each priority issue reflecting the desired future and providing direction to the planning and implementation process.

Following the above, a set of localized strategy guidelines were formulated in conjunction with the District Municipality and other Local Municipalities in order to guide strategy formulation. The purpose of this exercise was to consider all national and provincial policy guidelines as well as to address issues of common interest throughout the district.

With the localized strategy guidelines and clear objectives in mind it was possible to take the process one step further by formulating alternative strategies aimed at achieving the relevant development objectives. The strategies were formulated against the background of a resource framework that considered internal and external financial resources as well as available natural and human resources. The alternative strategies were then debated during community feedback workshops held at each of the towns in order to gain insight into the functionality of each alternative and to determine acceptability regarding the implementation thereof.

Taking cognizance of the community input, the alternatives were then transformed into final strategies after which specific projects were identified for implementation together with a preliminary budget. With the FSGDS as the larger goal for development, it was necessary to constantly check that the objectives and strategies of the municipality will also lead to the achievement of the objectives set in the FSGDS and the 5YLGSA.

Projects

Derived from the strategies and identified projects it was necessary to take the process yet another step forward by ensuring the detailed design of concrete and sufficiently specified project proposals. The purpose of this phase was to create a smooth and effective planning – implementation link by identifying structures and appropriate roles for implementation as well as designing mechanisms for financing, implementing and monitoring of projects within available resources. More specifically, the following aspects were considered during the detailed project design:

Project objectives and performance indicators (quantities and qualities);
Project outputs, targets and locations;
Major activities, responsibilities and timing;
Internal and external budget estimates and sources of finance; and
A set of prioritization criteria to distinguish between the levels of importance.

The detailed design of the projects was done by special Task Teams related to the organizational structure of the municipality and included heads of departments, knowledgeable officials, councillors, professionals and other technical and financial experts. It is intended that these Project Task Teams continue to exist in order to oversee the implementation and monitoring of projects as well as to adjust project designs if necessary.

Integration

During Phase 4 of the IDP, the Municipality had to ensure that the project proposals from the previous phases were in line with the agreed vision, objectives and strategies, the resource frames as well as with legal requirements and government strategies. In order to arrive at a truly integrated reviewed plan for development, the purpose of this phase was to harmonize the contents of the former phases into consolidated and integrated programmes for the different departments of the Municipality as well as for the different sector agencies and/or service providers.

The integration phase can be seen as a comprehensive operational strategy for the municipality and consequently includes several consolidated and integrated programmes.

Approval

During the last phase of the IDP, communities and stakeholders were given the opportunity to comment on the draft IDP. Firstly, National and Provincial Government Departments and service providers were given the opportunity to comment on the draft IDP with the view to ensuring;

Vertical coordination and sector alignment; A smooth planning implementation link; Legal and policy compliance;
Feasibility and viability of projects, and A high quality-planning document.

Secondly, the District Municipality and neighbouring Local Municipalities were consulted to ensure that the IDPs are aligned and do not propose contradicting types of development in adjacent areas. Thirdly, all residents, interested and affected parties were given the opportunity to comment on the draft IDP. The said parties were informed through the local press that the draft IDP is available for inspection at pre-identified public places. The final IDP will finally be submitted to the MEC for Local Government and Housing as prescribed in terms of Section 32 (Chapter 5) of the Municipal Systems Act, (Act 32 of 2000).

Self Assessment of the Planning Process

The review of the IDP was conducted over a period of three months and included several different meetings and workshops as indicated on the actual implementation programme. As already indicated, the actual formulation and implementation procedure followed in completing the IDP, did not conform to the originally intended review process. The deviations are discussed briefly below:

Time deviations

Throughout the IDP process, time constraints was perhaps one of the most hampering factors causing the process to fall behind schedule. Extreme work pressure on officials and councillors to meet other deadlines prevented them from attending scheduled workshops. The change in senior manager's positions also impacted negatively on the planning schedule.

Participatory structures

Although it was never intended to take any shortcuts, the activities did not always include the role-players and identified structures as indicated in the review process plan. This was evident, especially towards the end of the process, where the Steering Committee was accustomed to doing most of the work instead of the Project Task Team, mainly due to time constraints.

Secondly, the involvement of national and provincial departments did also not realize as originally anticipated. Although several meetings and workshops were attended by some provincial departments, from time to time, the involvement and input is not regarded as satisfactory.

Other deviations

Apart from the main deviation, which was the availability of councillors to attending meetings, as the local government was to take place within a few months, there were several small deviations which mostly relate to formulation procedure and tools which were used to obtain the desired end result. These deviations are, however, not regarded as serious problems as the IDP allows for plenty of opportunities to align the deliverables with the review process plan as well as the required processes.

Notwithstanding the above deviations, the Municipal Council is confident that the procedures followed comply with the relevant legal requirements and more importantly it adequately considered and addressed the needs of the community.

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. Alignment with the district municipality and other local municipalities within Thabo Mofutsanyana was difficult as regular contact and information sharing did not occur.

Important alignment that needed to take place through out the IDP process was the alignment of the IDP with the National Spatial Development Perspective (NSDP), Free State Growth and Development Strategy (FGSDS) and the Five Year Local Government Strategic Agenda (5YLGSA). The NSDP, FSGDS and 5YLGSA were always viewed as the broader framework for development within which the IDP should operate. During each phase of the IDP common ground was found with the NSDP, FSGDS and 5YLGSA in order to reach the objectives of the NSDP, FSGDS and 5YLGSA.

The Department of the Office of the Municipal Manager will ensure that the municipality's plans and programmes of action are centered on the 2011 Local Government Election Manifesto as well as the 2009 National and Provincial Electoral Manifesto, and these are:

2011 Local Government Election Manifesto

<p>Together we can build better communities</p>	<ul style="list-style-type: none"> • Creating conditions for an inclusive economy that will reduce unemployment, poverty and inequality and produce decent jobs and sustainable livelihoods. • Access for more and more of our people, especially the youth, to adequate education and training to enable them to participate productively in the economy and society. • Better quality health care in a system that is accessible to more South Africans, including the introduction of national health insurance. • More and more rural communities benefiting from investments in basic services (water, electricity, sanitation and roads) and empowered to end hunger by productively using the available or redistributed land. Through rural development we seek to modernise the countryside and bring dignity to rural dwellers. • Safer communities as serious and priority crimes are reduced, corruption defeated, and our criminal justice system is radically changed.
<p>Local government has a critical role in the implementation of the 2009 Election Manifesto priorities. It is the closest sphere of government to the people, and the first point of contact of government with communities. In localising priorities of the 2009 Manifesto and in meeting key challenges facing our communities, we will:</p>	
<ul style="list-style-type: none"> • Build local economies to create more employment, decent work and sustainable livelihoods; • Improve local public services and broaden access to them • Build more united, non-racial, integrated and safer communities; • Promote more active community participation in local government; and • Ensure more effective, accountable and clean local government that works together with national and provincial government. 	
<p>Building local economies to create more employment and sustainable livelihoods</p>	<ul style="list-style-type: none"> • Expand the public works and youth development programmes: • Provide support for rural communities: • Create work opportunities and support domestic manufacture of components in the green economy through further installation of solar-heater geysers in new low cost houses.
<p>Improving local public services and broadening access to them</p>	<ul style="list-style-type: none"> • Speed up the provision of municipal access roads, water infrastructure, sanitation and electricity, especially in the rural areas. • Expand Free Basic Services presently covering water and electricity - to include refuse removal to all poor households. • Invest in maintenance and refurbishment of municipal infrastructure-bulk water and electricity distribution, waste-management and roads. • Establish primary health care teams in municipalities to work in programmes addressing social abuse, HIV and AIDS, and broaden the scope of reproductive rights through provision of contraception and sanitary towels to the indigent in municipalities. • Build child-friendly facilities in municipalities over the next five years. • Increase access to information and the arts
<p>Building more united, non-racial, integrated and safer communities</p>	<ul style="list-style-type: none"> • Create 400,000 housing units in the next five years, on well-located and with services and within a 30-45 minute journey to work that uses less than 8% of disposable income for transport. • Upgrade informal settlements in 45 municipalities in the next five years and ensure they have security of tenure and access to basic services. • Empower metros and large cities to play a direct role in the provision of housing, developing and managing the built environment and improving and expanding public transport networks. • Promote alignment of the planning processes in the different spheres of government. • Create 80,000-mixed income social and rental

	<p>housing units in the next five years, so that low-income earners can live in proximity to where they work.</p> <ul style="list-style-type: none">• Drive a national clean communities campaign, working together with relevant departments at all levels and our communities.• Strengthen the fight against crime by:<ul style="list-style-type: none">▪ Increasing the visibility of SAPS personnel members at police station level, including focused patrolling in cities and highways.▪ Mobilising communities against crime by promoting the formation of street committees and village committees as part of community efforts to combat crime, and through partnership with the private sector, community groups and municipalities.▪ Extending the distribution of police stations.
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CHAPTER ONE: INTRODUCTION

1.1 Introduction

The Integrated Development Plan is the municipality's principle strategic planning document. Importantly, it ensures close co-ordination and integration between project, programmes and activities, both internally and externally. The Integrated Development Plan therefore ultimately enhances integrated service delivery and development and promotes sustainable, integrated communities, providing a full basket of services, as communities cannot be developed in a fragmented manner.

As a key strategic plan for the municipality, the priorities identified in the Integrated Development Plan inform all financial planning and budgeting undertaken by the municipality. The attainment of the Integrated Development Plan and Budget targets and deliverables is monitored and evaluated on an ongoing basis. However, this requires that targets and deliverables be credible and realistic. Consequently, the financial plan as well as the performance management system of the municipality is also outlined in the Integrated Development Plan document.

1.1.1 The need for the Integrated Development Plans

An Integrated Development Plan is a constitutional and legal process required of South African municipalities; however, apart from the legal compliance, there are many advantages and benefits to undertaking the integrated development planning.

These include the following:

- (a) Prioritisation and allocation of scarce resources to areas of greatest need aligned to spatial budgeting.
- (b) Achieving sustainable development and economic growth.
- (c) Democratizing local government by ensuring full public participation in its planning, implementation, monitoring and evaluation processes.
- (d) Providing access to development funding through the Medium Term Revenue and Expenditure Framework.
- (e) Encouraging both local and outside investment by developing local economic strategies.
- (f) Using the available capacity effectively, efficiently and economically.

1.1.2 Why an Integrated Development Planning Review

Local government operates in an over-changing environment. The dynamic nature of local, district, provincial, national and global environments constantly presents local government with new challenges and new demands. Similarly, the needs of communities of Setsoto Local Municipality continuously change. The five-year Integrated Development Plan of Setsoto Local Municipality is reviewed annually so that the municipality can always be confident that it addresses the real and relevant needs and concerns of local communities. This is the last review in the present review cycle from 2006-2011.

This annual review is not a good corporate governance requirement only; it is also a legislative requirement in terms of the Local Government: Municipal Systems Act, 32 of 2000. The focus of this year's Integrated Development Plan review has therefore been on aligning municipal programmes, projects and strategies with:

- (a) Community needs and priorities identified in the past five years and present challenges.
- (b) Update statistical information
- (c) Adjustment of targets to keep them realistic within the scarce resources.
- (d) Revised Spatial Development Framework and other related sector plans.

1.1.3 Integrated Development Plan and Budget Process

The Setsoto Local Municipality annually formulates an IDP/Budget Schedule to guide its development and review processes. This process enhances integration and alignment between the Integrated Development Plan and Budget, thereby ensuring the development of an Integrated Development Plan-based Budget. The IDP/Budget Schedule has been amended to be in line with MFMA Circular 54.

IDP/Budget Schedule	Timeframe	Responsible Official/Office
Submit process and timetable for the 2011/2012 to 2013/2014 Budget and IDP to Financial Standing Committee	15 Jun 2010	Chief Financial Officer IDP Manager
Identify factors affecting the medium term budget forecast	29 June 2010	Chief Financial Officer
Review the 2010/2011 Budget		Chief Financial Officer
Approval by Council of the IDP/Budget Schedule	06 Jul 2010	Chief Financial Officer IDP Manager
Annual Performance Agreements (sec 57(1)(b) of Municipal Systems Act completed	14 Jul 2010	Municipal Manager
Adoption of the IDP Review Process Plan and commencement	14 Jul 2010	IDP Manager
Distribute Budget Circular and present Budget training sessions for departments and issuing of budget forms	26 Jul 2010 to 03 Aug 2010	Chief Financial Officer
Public Participation Programme for IDP and Budget presented to Financial Standing Committee	10 Aug 2010	IDP Manager
Submission of 2011/2012 Budget Strategy and Assumptions to Financial Standing Committee	10 Aug 2010	Chief Financial Officer
Departments to be provided with base 2011/2012 to 2013/2014 Operating and Capital Budgets which have been adjusted to reflect the Budget Assumptions and Strategies approved by Council	15 -19 Aug 2010	Chief Financial Officer
Draft three year Budget forecast on Human Resource costs of departments presented to departments	30 Aug 2010	Chief Financial Officer
Approval by Council of the 2011/2012 to 213/2014 Budget Strategy and Assumptions	02 Sep 2010	Council
Commence Annual Review of tariffs, fees and charges	06 Sep 2010	Chief Financial Officer Directors
Liaise with National and Provincial Governments regarding any adjustments to projected allocations for the next three years in terms of the Medium Term Expenditure Framework	08 Sep 2010	Chief Financial Officer IDP Manager
Ward Based Planning	10-23 Sep 2010	IDP Manager
Final date for the submission of the Operating and Capital Budget by departments	24 Sep 2010	Directors
Consolidation of public inputs on Ward Based Planning		IDP Manager
Compilation of Ward Based Planning for inclusion in IDP	27-30 Sep 2010	IDPM Manager
Commence review of Budget Related Policies	04 Oct 2010	IA Manager IDP Manager

IDP/Budget Schedule	Timeframe	Responsible Official/Office
IDP Community Representative Fora	05-06 Jct 2010	IDP Manager
Consolidation of all public inputs and comments for IDP and Budgets	07-08 Oct 2010	IDP Manager
1 st Draft of the IDP available for public comment	11-12 Oct 2010	IDP Manager
Commence review of Budget Related Policies	14 Oct 2010	
Commence review of Service Delivery and Budget Implementation Plans, including updating for 2011/2012 to 2013/214	19 Oct 2010	IDP Manager
Complete review of tariffs, fees and charges	19 Oct 2010	Chief Financial Officer Directors
2 nd Draft of IDP available for public comments	04 Nov 2010	IDP Manager
Consolidation of all inputs and comments from the public	09-10 Nov 2010	IDP Manager
2010/2011 Adjustment Budget and Annual report 2009/2010 for submission to the Executive Committee	21 Dec 2010	Chief Financial Officer
Update five year financial plan for IDP	25 Jan 2011	Chief Financial Officer IDP Manager
2010/2011 Adjustment Budget adopted by Council	25 Jan 2011	Council
2011/2012 Draft Operating and Capital Budgets, Draft IDP and Draft Service Delivery and Budget Implementation Plan for submission to the Executive Committee	03 Feb 2011	Chief Financial Officer IDP Manager
2011/2012 Draft Budget Operating and Capital Budgets and IDP adoption by Council for consultation with the community	08 Feb 2011	Chief Financial Officer IDP Manager
Present Draft Service Delivery and Budget Implementation Plan to the Executive Committee	15 Feb 2011	Municipal Manager
Advertise for public comments and public meetings	17 Mar 2011	IDP Manager
2011/2012 Operating and Capital Budgets forwarded to National and Provincial Treasuries and any prescribed national and provincial organ of state and the entire website	17 Mar 2011	Chief Financial Officer IT Specialist
Briefing of Councillors and presentation for public consultation and advertise, including website 211/2012 IDP and Budget for public comments	22 Mar 2011	Municipal Manager
Public meetings/consultations-Final Draft IDP and Budget	24-29 Mar 2011	Councillors Municipal Manager Directors
Liaise with National and Provincial Government regarding any adjustments to projected allocations for the next three years	27 Mar 2011	Chief Financial Officer IDP Manager

IDP/Budget Schedule	Timeframe	Responsible Official/Office
Consolidate all inputs and comments from the public	30-31 March 2011	Chief Financial Officer IDP Manager
Report and consider feedback received from community	01 Apr 2011	Chief Financial Officer IDP Manager
Submission of the 2011/2012 to 2013/2014 IDP and Budget to the Executive Committee	05 Apr 2011	Chief Financial Officer IDP Manager
IDP, Annual and Adjustment Budget, Budget related policies, annual report, performance agreements, service delivery agreements, Long Term Borrowing contracts published on Council website	08 Apr 2011	Chief Financial Officer IDP Manager
Arrange printing of IDP, Budget and Tariff documents	12 Apr 2011	Chief Financial Officer IDP Manager
Forward IDP, Budget and SDBIP Reports to National and Provincial Treasuries	13 Apr 2011	Chief Financial Officer IDP Manager
Service Delivery and Budget Implementation Plan to be approved by the Executive Committee	28 Apr 2011	Municipal Manager
Annual Performance Agreements submitted to the Mayor	28 Apr 2011	Municipal Manager
Approval by the Mayor of the Annual Performance Agreements	28 Apr 2011	Mayor

1.1.4 Strategic Agenda of the municipality

The people driven IDP and Budget of the municipality reflect community priorities. In addition, the IDP is also informed by National and Provincial perspectives. The IDP is therefore a government-wide expression of developmental commitments.

1.1.4.1 Local Perspective

All strategic agendas, whether of national, provincial or local government, are underpinned and guided by and designed to satisfy the needs of all local communities. Citizenry of Setsoto Local Municipality take the lead in defining and shaping their priorities through a variety of public participation processes and programmes, such as ward-based planning, EXCO meets the people, Community Development Workers and Ward Committees.

The following are the key priority that have been identified from the consultation processes and that have shaped this IDP:

1. Infrastructure and Services
2. Economic Development
3. Social Welfare
4. Institutional Development

1.1.4.2 National Perspective

National Government develops strategies, policies and legislation that have to be implemented by all sphere of government. Among the key strategies that pertain to local government sphere are the following:

(a) Vision 2014

Vision 2014 targets inform some programmes of this IDP. These targets cut across a broad spectrum of issues and are reflected in this IDP according to the four key performance of the municipality.

(b) National Spatial Development Perspective

The National Spatial Development perspective's objective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government.

1.1.4.3 Provincial Perspective

(a) Provincial Growth and Development Strategy

The PGDS also plays an important in shaping the municipality's IDP. The PGDS of the Free State Government is reflected as follows in the municipality's four key performance areas:

- a) Stimulate economic development.
- b) Develop and enhance infrastructure for economic growth and social development.
- c) Reduce poverty through human and social development.
- d) Ensure a safe and secure environment for all people of the province.
- e) Promote effective and efficient governance and administration.

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

1.1.5 Setsoto Local Municipality IDP Roleplayers and Stakeholders

The following roleplayers and stakeholders have guided the IDP and Budget review processes of the municipality:

- (a) Ward-based planning and community meetings
- (b) Political organisations
- (c) Business Organisations
- (d) Non-governmental Organisations
- (e) Councillors
- (f) Council structures
- (g) Municipal administration
- (h) IDP Steering Committee
- (i) IDP Community Representative Forum
- (j) District Municipality
- (k) Sector Departments
- (l) Provincial Planning and Development Forum

1.1.6 Legislative Framework

(a) Constitution of the Republic of South Africa Act 108 of 1996

It stipulates that a municipality must give priority to the basic needs of its community and promote their social and economic development to achieve a democratic, safe and healthy environment.

(b) Local Municipal Systems Act 32 of 2000

Stipulates the need for each and every municipality to develop and adopt an IDP, which should be reviewed annually. In addition, it outlines the IDP process and components.

(c) Municipal Finance Management Act 56 of 2003

Makes provision for alignment between the IDP and the municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and Budget are aligned.

(d) Local Government: Municipal Planning and Performance Management Regulations of 2001

Makes provision for the inclusion of in the IDP of the following:

- (i) Institutional framework for the implementation of the IDP;
- (ii) Investment and development initiatives;
- (iii) Key performance indicators and other important statistical information ;

- (iv) A financial plan; and
- (v) A spatial development framework

1.1.7 Core values of the municipality

The municipality is committed to deliver services within the framework of Batho Pele principles as outlined below:

(a) Courtesy and 'People First'

Residents should be treated with courtesy and consideration at all times.

(b) Consultation

Residents should be consulted about service levels and quality, whenever possible.

(c) Service standards

Residents must be made aware of what to expect in terms of level of quality service.

(d) Access

Residents should have equal access to services to which they are entitled.

(e) Information

Residents must receive full and accurate information about their services.

(f) Openness and transparency

Residents should be informed about government departments, operations, budgets and management structures.

(g) Redress

Residents are entitled to apology, explanation and remedial action if the promised standard of service is not delivered.

(h) Value for money

Public services should be provided economically and efficiently.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Who are we?

2.1.1 Location, composition and size

Setsotho is situated in the eastern Free State within the district boundaries of the Thabo Mofutsanyana District Municipality. The local municipality area measures 5 948.35 km² in extent and comprises four urban areas namely Ficksburg, Senekal, Marquard and Clocolan, as well as their surrounding rural areas.

Table 1: Composition and size of the municipal Area

Area	No of Erven/Farms	Size (Km ²)	% of Area
Ficksburg	1 679		
Meqheleng	9 996		
Caledon Park	500		
Ficksburg	12 175	73.18	1.23%
Clocolan	1 014		
Hlohlolwane	4 746		
Clocolan	5 760	21.39	0.36%
Marquard	574		
Moemaneng	4 943		
Marquard	5 517	19.73	0.33%
Senekal	1054		
Matwabeng	7 137		
Senekal	8 189	37.07	0.62
Rural	2 913	5 796.98	97.46
Total	34 554	5 948.35	100.00

Source: Human Settlement Division

2.1.2 Level of government

The Setsotho Local Municipality was established in terms of Section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998 and was published in Provincial Gazette No 184 dated 28 September 2000. The new Local Municipality is a category B Municipality with a collective executive system combined with a ward participatory system as contemplated in Section 3(b) of the Determination of Types of Municipality Act, 2000 (Act No 1 of 2000).

2.1.3 Powers and functions

The powers and functions assigned to the new Municipality are stipulated in sections 156 and 229 of the Constitution and Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998, as amended. More specifically, the powers and functions of the Municipality relating to Section 84 of the said Act were promulgated in Provincial Notice No 126 dated 30 June 2005 and are as follows:

- Section 84 (1)(e) Solid waste
- Section 84 (1)(f) Roads
- Section 84 (1)(g) Fire fighting services
- Section 84 (1)(h) Cemeteries
- Section 84 (1)(n) relating to any of the above functions

2.1.4 Levels of administration and existing human resources

The administrative structure comprises of 4 administrative units with a Municipal Manager as head of the administration situated in the head centre in Ficksburg. The organizational structure and levels of administration and existing human resources are indicated in Appendix D of this document.

2.1.5 How will our progress be measured?

The implementation of this IDP will be measured by applying the Performance management Systems Framework of the municipality and the implementation of the approved service delivery and budget implementation plan for 2011/2012.

The performance of the Municipal Manager and section 57 employees will be measured against the signed performance agreements for the period July 2011 to June 2012.

The Performance Management Audit Committee will review the performance of the municipality quarterly in accordance with the Municipal Systems Act as well as the Planning and Performance Management Regulations.

2.1.6 How was our IDP developed?

The procedure for reviewing IDP is regarded as an event -centered approach and comprises a systematic sequence of planning activities as outlined in the IDP Guide Packs, revised approach and framework for IDP 2008/2009 and beyond, and detailed in the approved Review Process Plan 2010/2011. These activities are carefully organized in certain planning events or steps carried out in different phases

2.1.7 The Review Process Plan

In order to ensure the effective and productive formulation and implementation of the IDP review process, the IDP Steering Committee compiled a Review Process Plan 2010/2011 which functions as a business plan and management tool to assist with the day-to-day management of the review process. The Review Process Plan deals with several aspects aimed at streamlining the IDP review process, as detailed below.

Firstly, the institutional arrangements are outlined which provides a clear understanding of the organizational structure, the different role-players (internal and external), as well as the distribution of their roles and responsibilities. Since the active involvement of the community and stakeholder organizations is a key feature in the IDP, the Review Process Plan also makes provision for mechanisms and procedures for public participation. A public participation strategy has been prepared which contains several tools and principles for participation, roles and responsibilities, means of encouraging participation and logistical arrangements.

To ensure parallel processes and effective co-ordination between the local municipality and other spheres of government the review process plan also includes different procedures for alignment. It makes provision for alignment with the IDP framework of the District Municipality which is a mutually aligned review process highlighting agreement principles, communication mechanisms, joint events and time frames as well as organizational structures and mechanisms for solving disputes. Finally, the review process plan provides a detailed action programme with timeframes and cost estimates for implementation of all the planning activities as well as a summary of all external planning requirements to ensure a truly integrated review process.

2.1.8 How often is the IDP going to be reviewed?

In terms of Chapter V of the Local Government: Municipal Systems Act, 2000 (No 32 of 2000), local government bodies are required to annually review and implement Integrated Development Plans for their respective areas of jurisdiction. These IDPs are meant to deal with all developmental and planning related issues for a period of five years, and reviewed annually to adapt to the changing environment. This is the final review of the current term of the councillors

2.1.9 Situational Analysis

Detailed status quo of the analysis of the municipal area, with inputs from the community, organisations, business, non state actors, state owned enterprises, spatial analysis and SWOT analysis.

The first step in the IDP review process needs to look at the existing situation of the municipality. During the Analysis phase the review process focused only on the relevant aspects of issues influencing the development of the municipality. The purpose of this phase was also then to ensure that decisions on strategies and projects would be based on;

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

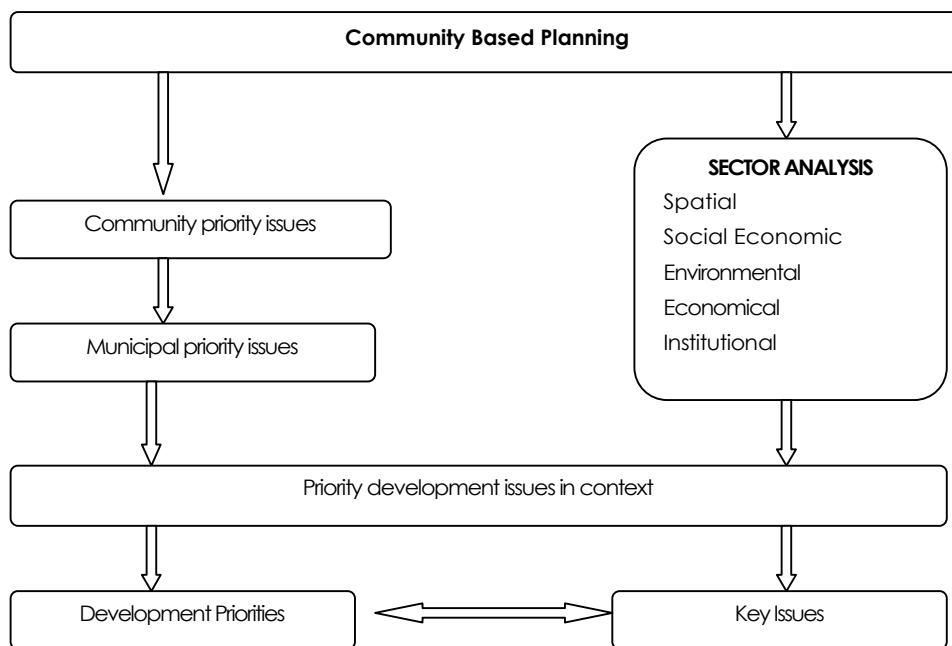
Relevant statistical information gathered during the formulation IDP process was presented to community members during community meetings. This served as basis for discussing the needs and priorities of residents within the various functional areas of the municipality. The findings were then analyzed and discussed further during Representative Forum meetings to identify the causes determining each priority issue and to formulate certain development principles against the knowledge of such causes.

The findings were then presented under a number of integrated sectors, which coincide with the various analyses proposed within the IDP guide-packs and include institutional, social, infrastructure, economic, environmental and spatial analyses. Deriving from the current realities and cross-cutting analysis, a list of priority development issues were identified which served as a basis for a more detailed, in-depth analysis.

Finally, the results from the in-depth analysis enabled the representative forum to identify a set of development priorities to be focused on within the next five years. The key issues applicable to each of the development priorities were also taken from the in-depth analysis and form the foundation for the next phase, namely the formulation of the vision and development objectives.

The figure below indicates the format in which the deliverables from this chapter will be discussed ;

Diagram 1: Format of deliverables to be discussed



2.2 Population Profile

The size of the population within the area of Setsoto is estimated at approximately 123 194 people, as indicated in the table below. The figure is calculated on the basis of census 1996 incorporating annual growth based on the average annual growth rate for the

Table 2: Setsoto Population Group

Persons	2001	1996	Community Survey 2007
African	114 974	99 013	
Coloured	1 103	990	
Indian	646	361	
White	6 471	9 111	
Total Population	123 194	109 795	
Urban	Rural	Total	Density per square kilometers
74 188	49 006	123 194	21.14

Source: Statistic South Africa - | community Survey 2007

From the above 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.

2.3 Priority issues from the community and stakeholders

Following a process of intensive community and stakeholder workshops held with representatives from each of the four units within the local municipal area, a whole range of needs, issues and aspirations were identified. These needs were then tabled to the representative committee who were asked to indicate the relevance in respect thereof for each of the units.

2.4 Priority issues from the Municipality

Following a similar process as with the community and stakeholders, officials and councillors were requested to identify their priority needs in relation to the operational systems together with their relevance in each of the municipal units. These issues were also discussed during a representative forum workshop in order to create context and a common understanding of issues

2.5 Combined priority issues and scoring

Subsequent to analyzing the different priority needs and issues as discussed above, all the different issues were combined under central appropriate themes after which the representative forum had the opportunity of adding to the existing list. Representatives were then asked to score the different issues according to a point system. The results from the prioritization process were used to determine specific focus areas for an in-depth analysis.

2.6 Social Analysis

The outputs of the IDP process are aimed at improving the lives of the local community and it is therefore important to ensure that the municipality's strategies and projects sufficiently consider the social realities and needs of all residents. Consideration should especially be given to the disadvantaged and/or marginalized population groups, as this will guide poverty reduction efforts effectively. The Representative Forum created an overview of social strengths and weaknesses within the municipal area. This enabled the identification of social needs and constraints that need to be considered and addressed during the process.

2.6.1 Health

Setsotho has 3 hospitals, one in each town except Marquard, and twelve clinics. The rural areas are specifically in need of more mobile clinics, as some people have to travel more than 5km to reach a clinic. The poor conditions of the roads also contribute to this situation. There is a shortage of staff at clinics, which hampers the extension of operating hours. Doctors are also not available full time at clinics as they only visit them on certain days.

More people are infected with HIV/AIDS and this puts a lot of strain on the existing health resources and facilities. There are only two ARV assessment and treatment sites in Marquard and Ficksburg. Ambulances are under the control of the Free State Provincial Government. The perception of the community is that emergency services are under-capacitated in terms of human resources and equipment. The following table gives an overview of the current situation with regard to health facilities.

Table 3: Health Facilities

Area	Hospitals	Clinics	Mobile Clinics	Community Care Centers
Ficksburg	1	1	2	2
Caledon Park	0	0	0	0
Megqheleng	0	3	0	0
Ficksburg	1	4	2	0
Senekal	1	1	2	0
Matwabeng	0	2	0	0
Senekal	1	3	2	0
Clocolan	1	1	1	0
Hlohlowane	0	1	0	0
Clocolan	1	2	1	0
Marquard	0	0	0	1
Moemaneng	0	2	0	0
Marquard	0	3	0	0
Rural	0	0	5	0
Total	3	12	5	3

Source RIDP 2009/2010

2.6.2 Welfare Services and Facilities

There are a number of NGOs and CBOs providing welfare services in the municipality. These organisations are strengthened by the Department of Social Development either financially or with complementary programmes. Old age homes are located in Clocolan, Senekal and Ficksburg and Marquard has a community-based care centre for older people.

The provision of higher order social services within rural environments does not exist. Rural residents must more often be satisfied with mobile social services, lower educational facilities, informal recreational facilities and unstructured cemetery sites. The provision of public facilities such as health and education is determined by specific standards specified by government departments, which is often linked to population thresholds. Should one apply the quantitative criteria for service provision in the rural areas, it is understandable that higher order facilities can't be provided throughout.

However, in view of the number and existing fragmented nature of lower order social facilities, which warrants some higher order facilities, limited higher order facilities are provided, for example, one will find a number of primary schools in an area without the provision of a secondary school.

With the identification of rural service centres, the rural areas will be more defined in terms of potential development areas, which will create the opportunity for higher social services to be provided in a focused manner. The following social facilities are envisaged at the rural service centres, namely:

2.6.2.1 Clinic

In addition to the quantitative standards, other demand drivers, which have an impact on the provision of clinics, include the Department of Health's regulations, the medical expenditure of households and existing clinics in the area. The facility at the rural service centre should be a Primary Health Care Centre. A mobile health service could be operated from this clinic to outlying areas.

2.6.2.2 Pension and Child support payment point

Pension payment points are typically provided within Post Offices. They operate at normal working hours from eight to four on a daily basis. A variety of pension funds and other associated welfare grants exist and each fund has certain dates set for collection.

There are a variety of factors that determine the development of a welfare payment point. A process is followed to determine if the payment point can be provided. In this process several factors are taken into account, including: Welfare payment points must be located at accessible points within rural areas;

- Security must be provided at these points. The type of payment point influences the size of the facility. The larger the payment points the higher the security required.
- Surveys are undertaken to determine whether there is a demand among the population for a welfare payment point. Based on the results of the surveys the Department of Welfare decides if such a payment point will be effective within an area.

It is generally accepted that eight officials are allocated to a welfare point, where three of them work in the field. Although, in areas where there are a limited number of welfare recipients, the post office clerk pays out the funds.

2.6.2.3 Secondary school

Notwithstanding the large number of primary schools in the rural environment very few secondary schools exist in rural areas. The implication of this is that scholars are forced to attend schools in urban areas, sometimes to the disadvantage of the scholar (cost- and time implication and unreliable scholar transport). The aforementioned, together with some unlawful employment practices on farms force the student to leave the school at an early age. This statement correlates with the level of education in rural areas.

Based on the above, it will be imperative to provide a Secondary School at each of the identified rural service centres. The facilities must also be flexible to provide ABET training, skills transfer courses and launching of awareness programmes. The following facilities are found in the urban centres of Setsoto

Table 4: Educational Facilities

Area	Pre-primary	Primary	Secondary	Tertiary	Special
Ficksburg	3	2	2	0	1
Caledonpark	2	2	0	0	0
Megheleng	15	5	4	0	0
Total	20	9	6	0	0
Senekal	2	2	1	0	0
Matwabeng	5	5	3	0	0
Total	7	7	4	0	0
Clocolan	2	1	1	0	0
Hlohlowane	7	2	1	0	0
Total	9	3	2	0	0
Marquard	1	2	1	0	0
Moemaneng	1	2	2	0	0
Total	2	4	3	0	0
Rural	0	132	1	0	0
Total	38	155	16	0	1

Source: Setsoto RIDP, 2009/2010

According to statistics from the Demarcation Board 18, 2% of people over the age of 15 and 17, 5% of children under the age of 15 are illiterate. Transport for rural children to schools is a major problem. Many children have to walk great distances to attend school even though there is school transport system in place. This has a negative impact on performance at school and also leads to children leaving school at an early age.

2.6.3. Public Safety and Security

There are 6 police stations and 1 mobile police station in Setsoto servicing the entire area.

In rural areas the cross-border, District Liaison Committee and other community structures support the SAPS in fighting crime.

2.6.3.1 Satellite police station

With the extensive nature of rural areas, the reaction time of the SA Police Service to attend to crime scenes is often very long. Based on the population thresholds and the extensive nature of the rural areas, the establishment of satellite police stations needs to be promoted in rural service centres. The advantage of the satellite police stations within the rural service centre will be to:

- Increase police visibility within the area;
- Reach crime scenes sooner; and
- Attend to even minor cases.

Table 5: Number of police stations

Area	Police station	Mobile police
Clocolan	1	0
Hlohlolwane	0	0
Ficksburg	2	1
Caledon Park	0	0
Megheleng	0	0
Senekal	1	0
Matwabeng	1	0
Marquard	1	0
Moemaneng	0	0
Total	6	1

Source: Setsoto RIDP: 2009/2010

2.6.4 Public Open Space System

Formalised recreational facilities do not exist in rural areas. With the development of rural service centres, provision will be made for formalised sport areas, which could include as a point of departure, soccer fields and netball courts. Provision may also be made for the establishment of multi-purpose community centres that could be used for community meetings, church services and smaller indoor sport facilities. The following sports facilities are situated in Ficksburg:

- An 18-hole golf course.
- Hennie de Wet Park Sports Centre incorporating rugby, cricket and hockey fields, 4 tennis courts and a swimming pool,

Megheleng has the following facilities, namely:

- ✓ Manie Fourie Stadium,
- ✓ Mapenyadira sports hall,

The Meulspruit Dam complements these facilities where a variety of water sports can be practiced.

In Clocolan/Hlohlolwane sites are available, but most of the available facilities have to be upgraded or developed. There are no facilities in Hlohlolwane while Clocolan has one rugby stadium, which needs to be upgraded. The golf course is privately owned. Recreation facilities for both the youth and older people are limited to a golf course (privately owned), a caravan park which is currently under consideration for funding and a business plan has been submitted, a rugby stadium, tennis courts, and bowling club in Clocolan.

There are 10 recreational sites in Moemaneng while there are 6 in Marquard. Most of the sites in Moemaneng have been developed with informal soccer fields while Marquard have good recreational facilities adjacent to the show grounds. These facilities include a municipal unused swimming pool, tennis courts and squash facilities. However, most of them need to be renovated and maintained to extend their life span. Marquard also has a 9-hole golf course that forms the north-eastern boundary of the town.

These existing facilities should be maintained and alternative events need to be hosted in the show grounds to utilise it to its full potential. There is a privately owned stadium and municipal caravan park that is not operational. Local parks in Senekal are in a fairly good condition but in Matwabeng areas as planned are poorly developed. Main sports facilities in the Senekal area are:

- The sports stadium in Senekal
- The sports facilities and golf course in Senekal.
- Matwabeng Boerbok Park and new facilities to the north of zone 3. Squash, bowling and tennis

Planned sites for sports and recreation are found in all areas within the urban centres of Setsoto. The trend is that the facilities in the former town areas are better developed although not adequately maintained and the facilities in the former township areas are poorly developed.

2.6.5 Youth Development

2.6.5.1 Boxing

This sport used to be very popular in towns of Ficksburg, Senekal and Clocolan, each having one boxing club and ten professional boxers. However, lack of sponsorship and development led to decline in the interest in this sport.

What need to be done is to revive the love and interest for the sport in our community by budgeting for boxing gyms in all the towns of Setsoto, starting with Ficksburg and Senekal where already there are boxing clubs actively operational.

There shall also be a need for monthly tournament which should keep amateur athlete actively engaged and fit. The Department of Economic and Community Services should be charged with developing and arrangement to accommodate the development in this regard.

2.6.5.2 Tennis

This is also one sport which used to be played by young and old within our communities and has died due to lack of development. There used to be tennis courts which are now non-existent and some badly managed in the townships, but such facilities in towns are still in fine conditions and must also be utilised in the program to re-utilise this sporting code.

Budget must accommodate both development and half-yearly provincial tournaments through the support of Tennis South Africa and Department of Sport, Arts and Culture in the province. The Department of Economic and Community Services be charged with the development of a road map toward the achievement of this goal.

2.6.5.3 Soccer

Undisputedly the most loved game in the province, country and our communities in the municipality. There must be a vision to finally have at least on or two teams from this area representing us in the Vodacom League and Mvela in the next five years. This shall have to be supported by encouraging the introduction of the Setsoto Soccer League in the next two years. Relevant stakeholders shall have to be involved in the meantime to look at the realisation of this programme.

2.7 Arts and Culture

There is no doubt about the talent in this regard in our municipality, but been unable to unearth and take to greater heights and negatively affecting our tourism potential. There is a need to annually budget for and find sponsorships for the National Heritage Day celebrations within our municipality to create a platform for the exhibition of talents in arts and crafts, beginning from this financial year.

There is also a need for forging relationship with the Department of Safety and Security in the province for the training and development of our young people in the performance of Brass Band. From each town a group of people will be trained and equipment will be donated for this training. In the financial year 2009/2010 emphases is placed on unitary team.

2.7.1 Open areas and conservation areas:

a) Ficksburg

The open space system in Ficksburg/Meqheleng comprises mainly of isolated parks and recreational areas within the urban area. The urban area is however surrounded by a passive open space system which includes the area surrounding the Caledon River, the nature conservation area around the Meulspruit Dam and Mpharane Hill to the west of the town.

b) Clocolan

The existing open space system of the Clocolan area, which consists of both dams and the river, is well defined, but must be managed properly. It is an area that is worthwhile protecting and if properly developed it can be a great attribute to the town. The major ecological sensitive areas will be covered in this area.

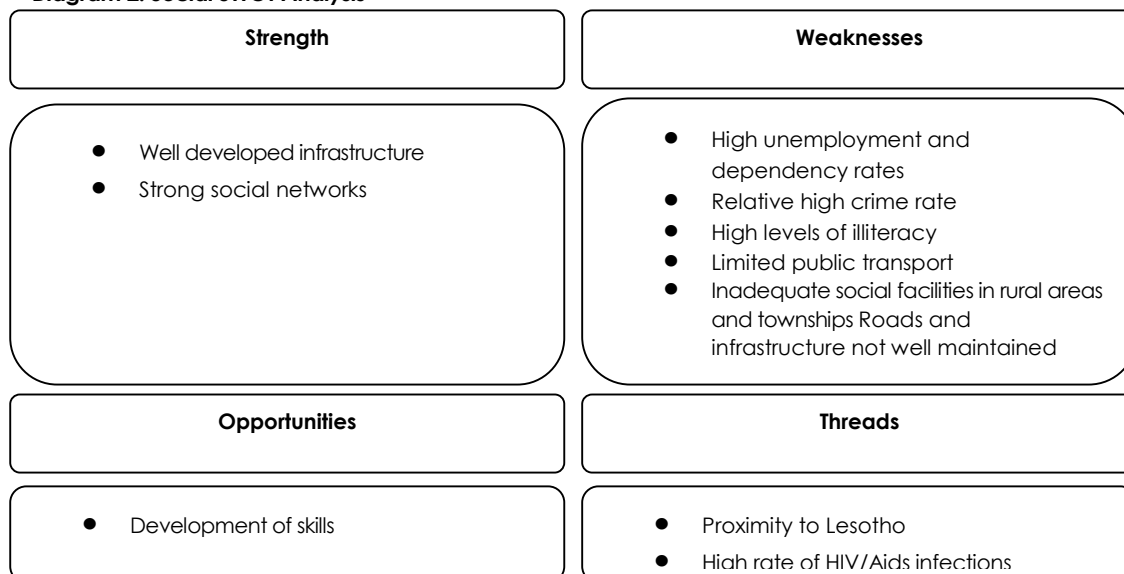
c) Marquard

The area on the banks of Laaispruit ought to be used mainly for recreational and conservation purposes. Although some of the bulk infrastructure has been provided in this area, development should be limited and the necessary precautions should be taken to ensure that the water is not polluted by the activities presently developed there.

d) Senekal

Local parks in Senekal are in a fairly good condition but in Matwabeng areas as planned are poorly developed.

Diagram 2: Social SWOT Analysis



Identification of priority issues in relation to demographic, economic, social infrastructure and environmental issues

Table 6: Employment Levels

Persons	2001	1996
Employed	26 737	31 201
Unemployed	18 679	9 015
Not Economically Active	31 688	-
Total Labour Force	45 416	40 216

Source Statistics SA - Census 2001

2.8 Spatial Analysis

2.8.1 Transportation infrastructure

2.8.1.1 Roads

The main roads passing through the municipality and carrying the highest volumes of traffic through and within the municipality are the N5, R26, R707 and R70. These roads are very important for economic purposes to the municipality. The R26 between Clocolan and Ficksburg and the N5 between Senekal and Bethlehem has been rehabilitated. All the other roads are in urgent need of maintenance. The R26 links the municipality with Gauteng and Eastern Cape and these provinces with Lesotho. It passes to the west of Ficksburg and Meqheleng. Access from Ficksburg/Meqheleng to the R26 is gained at two intersections. Access to the Ficksburg border post is provided through Bloem Street and De Villiers in Ficksburg.

The Winburg-Clocolan road divides the town into Marquard on the Eastern side and Moemaneng to the West. These roads have a major impact on the economy of the town as the town serves the surrounding rural areas with basic amenities. At present the condition of these roads are in a fairly good state but maintenance work is needed to ensure future accessibility. Marquard has one access road on the Winburg-Clocolan Road and one on the Senekal-Marquard Road.

Moemaneng has only one access road on the Winburg-Clocolan. This access road will become more important in future and will act as the integration axis between Marquard and Moemaneng. All the streets in Ficksburg and Senekal, the majority of the streets in Clocolan and some streets in Marquard, Meqheleng and Matwabeng are tarred roads. The majority of streets in Hlohlowane, Matwabeng, Moemaneng and Marquard are graveled or graded. In the rural areas only the main roads are tarred. Due to the fact that the largest portion of the community utilise public transport, the timely upgrading of main and collector streets is imperative.

Most of the street networks in Setsoto have inadequate stormwater drainage. This is mainly attributed to the fact that the majority of the streets are either graveled or graded and no provision was made for storm-water channels. A number of gravel roads are currently under construction in the four units which will be tar surfaced. 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 towns and with surrounding areas. The proposed roads to be upgraded and maintained are listed below.

a) Roads of national importance

The N5 road between Winburg and Paul Roux has been upgraded.

b) Roads of provincial importance

The following roads play a very important role inter-provincially as they link Lesotho with various destinations such as the Districts and Provinces. Consequently these roads need to be properly maintained.

1. Road R708 between Winburg, Marquard and Clocolan; Road R707 between Senekal and Marquard;
2. Road R70 between Senekal and Rosendal;
3. Parts of Road S67 between Senekal and Ficksburg. Road R703 between Clocolan and Excelsior;
4. Road between Ficksburg and Clocolan;
5. R26 between Ficksburg and Fouriesburg and the bridge between Clocolan and Ficksburg, approximately seven Kilometers from Ficksburg, has been damaged by the rain and it needs to be repaired as soon as possible.

b) Roads to be tarred

Due to the increasing traffic volumes experienced by these roads it is suggested that they be tarred:

Portion of road S7 from Clocolan linking with road S39;

Road S366 between Clocolan and Peka Bridge border post at Lesotho;

Part of road S67, a 20 km stretch approximately halfway between Senekal and Ficksburg.

Gravel roads leading to the areas of economic importance should be tarred. Priorities to be determined by the Technical Department.

c) Roads to be graded

Some smaller roads form important links to transport agricultural produce between farming areas and concentration points such as the grain silos at Libertas and Monte Video. These roads have to be graded and maintained on a regular basis.

d) Rail

All four towns in Setsoto are linked with the railway network passing through the Free State.

The secondary railway line between Bloemfontein and Durban passes to the west of Ficksburg. The Ficksburg station is situated North-West of the CBD. Road linkage between the town and the railway station is excellent. A railway line between the farming area between Ficksburg and Fouriesburg (Sandstone Estates) is developed privately for commercial farming and leisure purposes. Plans are at an advanced stage to link the golf and polo development to those of the Sandstone Estate so as to enhance Eco-Tourism opportunities.

The existing railway line serves Marquard and the industrial area effectively. It enhances the development potential of Marquard and greater emphasis should be placed on its potential to stimulate growth in the area. There are two railway lines that pass through in Senekal, one railway links the industrial area in Senekal and Marquard.

e) Air

The Maluti airport is situated approximately 5km from Ficksburg on the R26 to Fouriesburg. The airport has a 1.4km tarred runway and air traffic ranges between 25 – 80 flights monthly. The landing strip in Senekal is being maintained whilst in Marquard has deteriorated to such an extent that it is not used anymore. The need for such a facility is also limited. A privately owned airport is available at Sparta in Marquard.

f) Land uses and settlement patterns

Only the main land uses will be discussed. More focus will be given to additional land uses and patterns in the Spatial Development Framework, contained in this document as Annexure F.

Table 7: Residential Even

Area	Number
Ficksburg	1 438
Caledon Park	214
Meqheleng	11 578
Sub-total	13 230
Senekal	1 090
Matwabeng	6 615
Sub-total	7 705
Marquard	584
Moemaneng	3 557
Sub-total	4 141
Clocolan	763
Hlohlowane	999
Sub-total	4 762
Grand-Total	29 838

Source: Human Settlement Division

2.8.1.2 Business

a) Ficksburg

Ficksburg is classified as a regional town by Krige (1996) which provides services to the surrounding agricultural community, the Maluti Route tourism industry and supports the existing trade relations with Lesotho. The following land uses occur within the CBD, namely:

- Retail and wholesale businesses.
- Professional and financial services
- Accommodation and entertainment
- Administrative offices
- Informal trade

Apart from the CBD a secondary business node has developed at the Border Post. Businesses that occur in this node include petrol filling stations, light industries and wholesale stores.

b) Clocolan

Due to the historical placement of non-white residential areas, the Clocolan CBD, which is the major business node, is generally not within walking distance for the community of Hlohlolwane. Some business activities exist in Hlohlolwane, but most of them are informal businesses. Future business development must focus in a more central location to Hlohlolwane and Clocolan, to be able to address the issue of providing residential and employment opportunities in close proximity to each other. Land is available for this purpose and the necessary planning and rezoning should be done to accommodate this proposal.

c) Marquard

Marquard has a well-defined CBD along the major access streets serving Marquard and Moemaneng, as no formal CBD has developed in Moemaneng. There are 103 business sites in Marquard and 38 in Moemaneng. Moemaneng is only serviced by these businesses that have developed along the major collector streets. The truck stop on the Winburg – Clocolan Road has major potential for business agglomeration in future, while the access street that link Marquard with Moemaneng caters for business development along side it.

d) Senekal

The central business district (CBD) of Senekal can be broadly defined between Hoog -, Water-, Kort and Van der Wall Streets. The industrial area is located between Senekal and Matwabeng and quite central towards both areas. The business component of Matwabeng is poorly developed and consists of local order businesses (corner shops) that are distributed throughout the residential area.

2.8.1.3 Industries

a) Ficksburg

The industrial area is situated adjacent to and north east of the CBD. It is clear that the Ficksburg railway station and railway sidings formed the backbone of the industrial area. Prominent land uses within the industrial area include grain silos, food processing plants, a clothing factory, wholesale warehouses, panel beaters, etc. A secondary light industrial area is situated at the Van Soelen Street (Terror Lekota Drive) entrance to Meqheleng. Some industries also occur in the centre CBD of Ficksburg and Caledon Park.

b) Clocolan

Only one industrial area exists in Clocolan. Situated on the eastern side of town the location was determined to a large extent by the railway line, which can still be a large benefit to this area. Only 45 % of the existing sites are occupied. For future establishment of industries no spatial impact is predicted. The area is very accessible with vehicle and rail and only about 2km from the Hlohlolwane area.

c) Marquard

The greater Marquard area does not have an industrial area like other towns. The area towards the silos and railway line has been developed with land uses that can be associated with industrial activities, like the auction kraal and silo. However, smaller light industries have developed along the major access road to Marquard as part of the business corridor. This trend will continue and should be encouraged, especially along the connector road with Moemaneng. Moemaneng has 2 light industries that have been developed.

d) Senekal

The industrial area is located between Senekal and Matwabeng and is quite central towards both areas. The industrial area could be extended towards Matwabeng and along Johan Du Plessis Street towards the Senekal/Bethlehem road but note should be taken of the restrictions of the refuse dump

It is also important to note at Matwabeng that light industrial erven could be established between zone 4 and the proposed provincial road as planned. This was a proposal in the 1989 Matwabeng Structure Plan. It was also found during the planning session with the Steering Committee that planning should be done to create the entities as needed for light industrial purposes.

2.8.1.4 Cemeteries:

In view of the lack of formalised cemeteries in rural areas, the deceased's family members are often dependent on the 'mercy' of landowners to allow burials on farms. In addition to the aforementioned, the burial costs within formal cemeteries can more often not be afforded by rural families. For this reason we believe that cemetery sites should be provided within close proximity to rural service centres. Depending on the proximity of the proposed rural service centres centralised cemeteries in order to serve more than one rural service centre could also be investigated.

A new cemetery has recently been planned and surveyed in the Southern most part of Meqheleng, adjacent to the existing cemetery and dumping site. The existing Ficksburg cemetery is utilised for all people to promote integrated sub-cemeteries. There are 2 cemeteries in Ficksburg of which one is full and the second has sufficient capacity for the medium term. Caledon Park has 2 cemeteries of which one is full. Meqheleng has 2 cemeteries of which only one is full and one has sufficient capacity for

approximately five years. Separate cemeteries are also provided for the Jewish and Muslim communities in Ficksburg.

2.8.1.5 Natural Resources

Natural resources in the area are limited to the vast sandstone formations that hold significant mining potential and abundant water for the Caledon River and Meulspruit, Laaispruit and Willem Pretorius dams. Setsoto is relative mountainous especially along the eastern parts closer to Lesotho. Other natural resources include the fertile agricultural land, grass that can be used for thatching, natural herbs and a good climate. There are fossils found in Senekal during the excavation of the solid waste site which needed to be explored further, there is also a diamond mining potential in Marquard.

2.8.1.6 Environmentally Sensitive Areas

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, as well as the very scenic mountainous areas in the southern parts of Setsoto. Refer to Annexure H for environmental guidelines.

2.8.1.7 Agriculture

Setsoto forms part of perhaps one of the most fertile agricultural areas in the Free State due to the soil quality and wonderful climate. 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. 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.

Apart from the normal agricultural practices, which continue, the following processes need to be promoted. 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. 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.

2.8.1.8 Tourism development

The tourism potential of Setsoto has yet to be explored to its fullest. Many locations can be identified. For the most part it is focused on eco-tourism and tourism corridors can be identified as the industry has developed. 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. 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. 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:

- Accommodating various unique country sporting facilities, such as a Polo field, Cricket field and Real Tennis court.
- Developing the original manor on the property into a hotel.
- Providing a small number of sandstone cabins as accommodation on the farm.
- 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.

The above actions will be subject to required investigations and the legal procedures prior to implementations. 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". As the Local Municipality cannot operate in isolation from the adjacent areas, the following primary and secondary tourism corridors were identified:

Primary corridor – Clarens, Ficksburg, Clocolan, Marquard and Winburg.

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 (Allemanskraal Dam). As the Municipal area is extensive of nature, the respective towns, in addition to the identified corridors need to fulfill a strong tourism function by providing higher order activities.

2.8.1.9 Farming

In Ficksburg commonage is developed to the west of Meqheleng. The commonage at Clocolan is used for grazing by emerging farmers. More land is needed for grazing on a rotational basis to add on to the 155 hectares used at present. An area east of the road to Excelsior has been identified for this purpose.

In Marquard some of the townlands (commonages) have been developed with cultivated lands. These are mainly the areas around the show ground while the south-eastern commonages have been rented out for grazing purposes. However, no formal small scale farming development has taken place although some planning has been done for intensive horticulture. A need for small scale farming opportunities exists within the Moemaneng community and opportunities need to be created to assist this community with skills and training.

2.8.1.9.1 Commercial Farming

The rural area of Setsoto is mainly used for commercial farming practices. Different farming types are found throughout the municipality, namely:

- Crop farming
- Stock farming

There is obviously an increasing need to create an environment to commercialised farming even by people owning livestock which is overgrazing and causing land degradation in our township. This can be addressed by recognising the hidden value of this livestock when livestock owners can be organised to jointly convert their stock into equity so that they can access finance to start commercial farming projects with their livestock.

There is also a necessity for the convention of livestock into dairy cows which shall be placed on a zero grazing to be able to utilise the overgrazed land for the plantation of cow feed or fodder. This shall not only provide fodder but also will create jobs and sustain the environment. The partnership with Pro Tec Germany, Futter Kamp and Quela, based in Germany for the exploration of possibilities of investment in our municipality. To strengthen this idea, a memorandum of understanding should be entered into through the relevant IGR protocols.

The revival of the Dairy Processing Factory which used to employ hundreds of people in Senekal and neighbouring towns should be done through our partnership with Pro Tec lead German connection. All opportunities to generate bio-fuel and electricity be exploited from cow feed and cow manure respectively in the implementation of the Dairy Project. The project implementation processes are at an advanced stage. A high powered German delegation made up of CEO's of DEULA and Pro -Tec visited Setsoto from the 21st March to the 25th March 2011, to familiarize themselves with the new developments on the projects as well as make inputs for future developments.

CHAPTER THREE: DEVELOPMENT STRATEGIES

3.1 Long term growth and development goals

The development priorities as identified in the previous section served as the primary input to the strategies phase that provided general direction to guide strategy formulation and decision making over the medium term (3 years). Prior to proceeding with the ways and means of solving development - related problems, it was firstly necessary to establish common ground in respect of the desired future, resulting in a clear and shared vision statement for the local Municipality over the next twenty-five years.

With the shared vision firmly in place as foundation for development, it was possible to proceed with a more detailed step focusing on key issues which are the critical factors (internal and external) that may have an impact on a specific development issue and also specifies the causes for the current state of the development priorities. With the stated concerns in mind, the key issues were transformed into specific medium term objectives which are statements of the desired outcome or benefits to be delivered within the next five years, aimed at realizing the vision.

The next step was to create an understanding of the applicable national and provincial legislation and policies influencing development and local decision making. Consequently, a set of localized strategy guidelines was formulated for addressing issues with common interest in a coordinated manner throughout the entire district. The localized strategy guidelines provided the general direction in ensuring that the development objectives could then be transformed into purposeful, action -orientated statements of intent or strategies.

These strategies are the means of solving problems by considering available resources, suggesting alternative solutions and choices as well as maximizing opportunities. Two types of strategies are distinguished namely financial strategies and development related strategies. Finally, after reaching consensus on all development strategies, several intended projects were identified for implementation.






3.2 Municipal Vision

Focusing on the identified needs, development issues and priorities, the common aspirations and local identity of all concerned parties is reflected in the following shared vision statement:

"To develop Setsoto into a unified, viable and progressive municipality that serves the needs of all its people in a responsible, economic and sustainable manner."

3.3 Objectives and Localised Strategy Guidelines

In preparing for the strategy formulation process, it became important to ensure that general policy guidelines related to crosscutting dimensions are adequately considered when strategies are designed and projects are planned. To facilitate these requirements, a set of localized strategy guidelines were formulated regarding following aspects:

-  Spatial dimension;
-  Poverty alleviation and gender equity;
-  Environmental sustainability;
-  Local Economic development; and
-  Institutional dimension.

These localized strategy guidelines were formulated in conjunction with the District Municipality, other local municipalities, key government departments and service providers. These were used throughout the process to guide the strategy formulation of the Local Municipality and to ensure alignment at the end.

3.4 Resource Frames and Financial Strategies

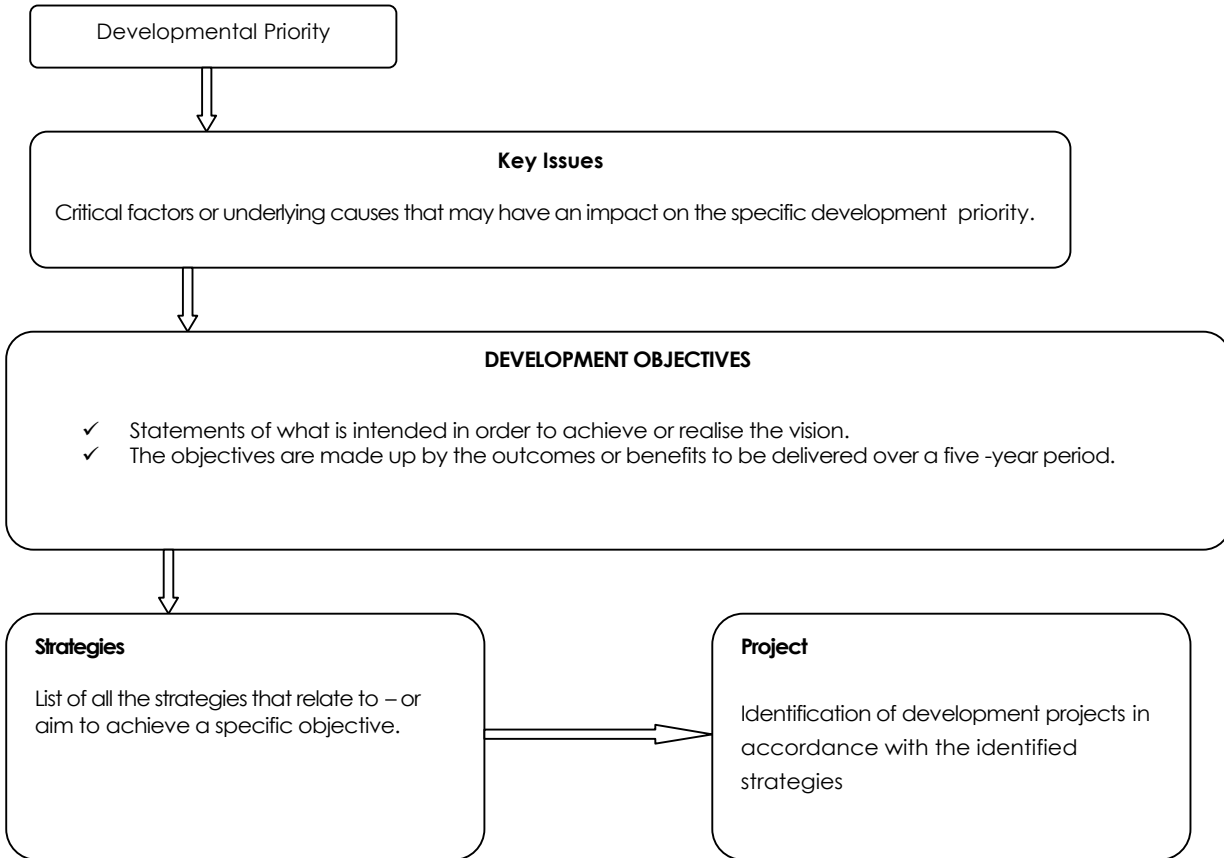
Prior to the formulation of specific development related strategies, it becomes important to first investigate the amount of financial, human/institutional and natural resources which can be made available for implementing activities in order to achieve the objectives. Since the implementation of strategies will put tremendous pressure on the financial resources of the Municipality, it becomes evenly important to identify creative and innovative solutions for coping with financial resource constraints

The Five Year Financial Plan sets out the resource framework as well as the financial strategies for the Municipality and aims to provide guidance in the formulation of development related strategies in a realistic way. These strategies primarily relate to increasing revenue, managing assets and improving cost effectiveness within the Municipality.

3.5 Development Strategies and Project Identification

The formulation of development related strategies and identification of projects in this section of the report are also discussed under the headings of the different development priorities in relation to each development objective. The development objectives linked to this section of the report in order to create continuity in relation to the strategies and projects. Each development objective is preceded with a set of key issues as identified during the analysis phase.

Diagram 2: Report Structure of Developmental Strategies and Projects



As can be seen from the above diagram, each project has a unique number that relates to a specific strategy preceding the project number. The following pages reflect the key issues, development objectives, strategies and identified projects for each development priority.

3.6 Key Performance Areas, Objectives, Strategies and Projects

Key Priority Development Area: Infrastructure				
KPA	Project Number	Project	Objective	Strategy
Water	1	1.1 Upgrading of Bulk water supply in Meqheleng	To ensure that good quality and affordable infrastructure and services are available and accessible to all inhabitants and to ensure the continuous maintenance thereof to a high standard.	To ensure that adequate bulk supply of all services (water, electricity, sanitation) is available and of sufficient capacity to meet the needs of residents in urban areas;
	2.	2.1 Upgrading sanitation treatment works - Hlohlolwane & Moemaneng		To ensure that 80 % of all farm workers are provided with basic services in order to maintain an acceptable living standard;
	3	3.1 Water purification works - Clocolan		To ensure that all municipal infrastructure and equipment are properly maintained and replaced from time to time.
	4	4.1 Sparta Regional Water Project		To ensure that all infrastructure and services development complies with sustainable environmental practices.
	5	5.1 Metered Water connections 5.2 Water reticulation in Matwabeng/Senekal	To ensure adequate clean water to all residents at an affordable rate.	<ul style="list-style-type: none"> • That every erf within the urban area is provided with a metered water connection; • To gradually replace all conventional water meters with pre-paid meters; and • To ensure that all residents in the rural area have access to clean and purified water in accordance with RDP standards.
Sanitation	6	6.1 Full water-borne system	To ensure access to an acceptable sanitation system by each household that is affordable and complies with minimum standards.	To provide each household with an acceptable sanitation system in accordance with minimum RDP standards;
	7	7.1 Provision and maintenance of sewer networks		To continuously provide and maintain sewer networks and the bucket system in areas where poor sanitation conditions are evident.
Electricity	8	8.1 Electricity Networks 8.2 Area lighting in Meqheleng, Hlohlolwane, Matwabeng and Moemaneng	To ensure that electricity is made available to improve the lives of all residents.	To provide adequate metered electricity connections to all residents in conjunction with ESKOM (where applicable) as well as to install proper area lighting for security
	9.	9.1 Metered Electricity Connections 9.2 Sweeping of meter boxes		To improve the metering of electricity through the installation of pre-paid systems, gradually over time.

KPA	Project Number	Project	Objective	Strategy
Roads, Streets and Stormwater	10	10.1 Upgrading of Tarr road in the municipal area 10.2 Repair and maintenance of Streets 10.3 Provision for Stormwater 10.4 Upgrading of linkage road between Lesotho and Ficksburg	To ensure a proper road and street network throughout the entire municipal area to the benefit of all residents.	<ul style="list-style-type: none"> all bus and taxi routes in urban areas are properly surfaced (tarred or paved); all secondary roads in urban and rural areas are properly graveled and maintained, and sufficient stormwater systems are installed and maintained to prevent the deterioration of roads; and To ensure that the national N5 road is upgraded and maintained on a constant basis.
Waste Disposal	11	11.1 Waste disposal sites in Ficksburg and Senekal 11.2 Waste disposal transfer sites in Clocolan and Marquard 11.3 Waste Removal	To have an efficient waste disposal system, which is safe and cost effective?	<ul style="list-style-type: none"> To provide sufficient waste disposal sites that will neither negatively affect the environment nor any residential areas; To continue to provide a regular, healthy and effective refuse removal service in all urban areas; To investigate and introduce effective waste recycling methods.
Public Transport	12	12.1 Taxi ranks 12.2 School bicycles	To have an improved public transport system to the benefit of all residents.	<ul style="list-style-type: none"> To make land available and develop accessible public transport facilities (taxi ranks) in close proximity of the residents; and To provide school children in rural areas with bicycles and facilitate training programs in road safety.
Cemeteries	13	13.1 Cemetery Development and Fencing	To have sufficient space for burial of the deceased.	To make adequate provision for cemeteries in all urban areas and to ensure the maintenance thereof.
Housing and Land	14	14.1 Township development 14.2 Subsidy housing 14.3 Security of tenure 14.4 Quality control 14.5 Town planning scheme	To have adequate serviced land available through which people can develop quality formal housing and receive security of tenure.	<ul style="list-style-type: none"> To continuously make land available for formal housing development projects and to ensure that such land is properly serviced; To facilitate a process to obtain sufficient subsidies and additional funds for housing construction; To assist all relevant government departments in giving farm workers access to permanent and affordable housing solutions and security of tenure; To implement an effective quality control system pertaining to the construction of houses; and To implement an effective land use control system.

Key Priority Development Area: Institutional Development and Financial Viability and Management				
KPA	Project Number	Project	Objective	Strategy
Rates and Payments of Services	15	15.1 Financial Management System 15.2 IT System 15.3 Educational programs and awareness campaigns 15.4 Pre-paid metering 15.5 Services payment reward system	To increase the level of services payment in Setsoto to an acceptable norm in five years.	<ul style="list-style-type: none"> To deliver basic services to all communities and households in accordance with RDP standards and adequately sustain present infrastructure; To educate and motivate consumers on the importance of accepting responsibility for the payment of services, so that the municipality has financial means to provide sustainable services; To gradually replace conventional metering systems with prepaid systems; and Introduce incentive / reward scheme regarding arrears payment of services.
Communication	16	16.1 Digital telephone 16.2 Ward meetings and information sessions	<ul style="list-style-type: none"> To have an adequate communication system in place throughout the region To have a cooperative and involved community that communicates well with the local municipality. 	<ul style="list-style-type: none"> To facilitate installation of a digital telephone system; and To give primary attention to rural areas in providing them with advanced communication technology including radios and telephones. To encourage and support ward council meetings to be held by ward councillors; To facilitate regular information sessions to share and disseminate information to community members.
	17	17.1 Information desk 17.2 Training programmes 17.3 Performance Management System 17.4 Accounting and payment system 17.5 Institutionalisation of structures	To be an effective, transparent and progressive local government providing a quality, client friendly and efficient service to all residents.	<ul style="list-style-type: none"> Continue to provide sustainable and affordable municipal services based on RDP principles and which is properly maintained; To provide an information centre/desk at accessible points throughout the urban and rural areas; To ensure that information concerning municipal planning and management is readily available to the community at these accessible points; To employ and train enough personnel to ensure proper service delivery; To establish good communication channels between the community, officials and councillors as well as to disseminate information to the communities via electronic media To formulate an effective Performance

				<ul style="list-style-type: none"> Management System; and To implement an uniform accounting and payment system for the entire Setsoto Municipality.
Institutional Development	18	18.1 Audit Software	To have an accredited Audit software	<ul style="list-style-type: none"> To install a relevant software programme
Communication		18.2 Hotline	To develop a reporting mechanisms and problems solving	<ul style="list-style-type: none"> To have a well structured communication channels in place
Tourism Development	19	19.1 Marketing Strategy 19.2 Imperani Tourism Training Centre 19.3 Cultural Tourism Development 19.4 Clocolan Caravan Park 19.5 Tourism Centres 19.6 Eco-Educational Programmes	To create sustainable economic growth and alleviate poverty by maximizing local agricultural, tourism and industrial opportunities and exploitation of international export markets	<ul style="list-style-type: none"> Compiling and implementing a comprehensive marketing strategy; Establishment of tourism forums; Encourage and support the development of cultural tourism; and Mobilizing local talented people to become involved in tourism activities and art festivals; Facilitate the establishment of local information tourism centres throughout the region; and To ensure a cleaner natural environment through stimulating and conducting of eco-educational programmes to sensitize residents in terms of environmental conservation
Agricultural Development	20	20.1 Agricultural development and Emerging farmers 20.2 Emerging farmer skills training 20.3 Megheleng Peach Project 20.4 Agricultural Nursery 20.4 Integrated Dairy Project	To have sufficient land available for use by emerging farmers and to ensure self-sustainability of emerging farmers through education and skills training.	<ul style="list-style-type: none"> To make municipal land and services available that is affordable to the residents with a low tax base to inspire farming activities; and To ensure that, in conjunction with relevant departments, guidance and skills training are given to emerging farmers which can lead to the creation of jobs.
Local Industrial and Business	21	21.1 Resource audit and investigation 21.2 Incentive policy 21.3 Product development and marketing 21.4 Business Forum	To ensure that the agricultural sector makes a larger contribution to the economy through value adding agri-processing enterprises.	<ul style="list-style-type: none"> To conduct a proper resource audit and systematic analysis so as to identify key agricultural products that can be processed locally; To encourage the development of agri-processing industries through an incentive policy in respect of land and services; and To further assist potential entrepreneurs in product development and marketing.

KPA	Project Number	Project	Objective	Strategy
Local Industrial and Business		21.5 Business forums 21.6 Beehive centres 21.7 SMME Development 21.8 Senekal Textile 21.9 Recycling Project 20.10 Women Empowerment Projects	To have a well-balanced and established light industrial and small business sector as a stable contributor towards creating employment opportunities.	<ul style="list-style-type: none"> • To facilitate the establishment or re-activation of business forums in all the urban areas; • To make land and services available and assist in the establishment of small business (beehive) centres; • To identify and encourage potential entrepreneurs to become involved in SMME development and other business initiatives within the framework of available resources; • Develop and implement training and mentorship programmes amongst previously disadvantaged people with the assistance of voluntary organizations.
	22	22.1 Awareness campaigns and skills development programs	To have an educated and cooperative society which understands and participates in the creation of economic conditions which are conducive to attracting investors and creating employment opportunities	<ul style="list-style-type: none"> • To identify available skills within the community; • To encourage local spending by residents and prevent the outflow of money to other towns; • To further develop skills within the community; • To encourage households to become self-sustainable; • Contribute toward a clean and healthy environment; and • The negative impact of crime. • To formulate and implement an overall local economic development strategy for the entire municipal area; and • Support anchor businesses with functional infrastructure and effective municipal administration.

Key Priority Development Area: Social Development

KPA	Project Number	Project	Objective	Strategy
Health	23	23.1 Permanent clinics 23.2 Mobile clinics	To ensure adequate health facilities that are accessible to all inhabitants of the community in urban and rural areas.	<ul style="list-style-type: none"> To facilitate the provision of more permanent clinics at strategic places which are well equipped, staffed and managed; To assist the Department of Health in ensuring that the mobile clinic service to rural areas is reinstated, well equipped and maintained;
	24	24.1 Health care personnel 24.2 Ambulance and Medical equipment 24.3 Child Care Forum	To ensure the rendering of good quality health and emergency services that are sustainable.	<ul style="list-style-type: none"> To facilitate the employment of more health care personnel to provide an improved health care service; To ensure that sufficient medical equipment is available to serve the needs of the communities; To mobilize volunteers from the community to act as health care workers; To facilitate the provision of more ambulances to serve the municipal area and to ensure the operation of a 24 hour emergency service; and To ensure the continuous training of health care personnel as well as to improve the communication channels between such personnel and the community.
	25	25.1 Develop an HIV/AIDS policy 25.2 Removal of livestock 25.3 Veterinary services	To ensure improved health conditions with good hygiene standards amongst community members.	<ul style="list-style-type: none"> The establishment of health care information centres where information concerning health issues can be distributed; Conducting awareness campaigns and training programmes in respect of general health conditions To facilitate the establishment of an accountable central health body that can take responsibility for the proper functioning of smaller health / HIV forums; and To provide sufficient grazing land on the outskirts of residential areas at affordable rates to cater for the removal of livestock from residential areas and to assist in providing veterinary services to livestock farmers

KPA	Project Number	Project	Objective	Strategy
Education	26	26.1 Upgrading And Development 26.2 School Transport System	To ensure that adequate education facilities with a high standard of education are provided for all learners.	<ul style="list-style-type: none"> • To facilitate the upgrading, development and maintenance of schools at pre-primary/ primary/ secondary levels to fulfill the current needs in conjunction with the Dept of Education • To establish an Education Forum to address imbalances and problems with education facilities and resources as a whole. • To provide an economic efficient transport system to make schools more accessible to school children; • To ensure an improved quality of learning by means of a proper consultative process with the relevant authorities; and • To ensure that secondary schools incorporate agricultural and technical training in its curriculum.
	27	27.1 Adult educational and skills training programmes	To ensure efficient adult based training in order to improve the productivity and literacy levels of the entire municipal area.	<ul style="list-style-type: none"> • To stimulate job creation amongst adults through a process of empowerment, skills training and entrepreneurship development; • To empower/capacitate people to acquire and develop one or more skills to become self-supportive and self employed; and • To improve the overall literacy of the community.
Sport and Recreation	28	28.1 Multi sport centre	To have fully integrated and adequate community sport and recreational facilities that will serve the community as a whole.	<ul style="list-style-type: none"> • To establish a well represented sports council in Setsoto; • To establish a sport center that can cater for National and International events; and • To facilitate the proper upgrading, management and maintenance of existing facilities and to ensure those facilities also cater for disabled people in the community.

KPA	Project Number	Project	Objective	Strategy
Disaster Management	29	29.1 Fire Fighting Equipment 29.2 Disaster Management Plan 29.3 Awareness Campaigns 29.4 Emergency Response Centres	To ensure that all members of the community are well prepared for disasters at all times.	<ul style="list-style-type: none"> To provide sufficient firefighting equipment for the effective prevention and fighting of fires; To formulate a disaster management plan; To launch awareness campaigns to sensitize the communities in respect of disasters and to become more preventative; and To establish an equipped fire station or emergency centre in each town.
Safety and Security	30	30.1 Establishment of more satellite police station throughout Setsoto	To have a safe environment with reduced crime rates where the lives and property of residents are protected by an effective policing service and community involvement.	<ul style="list-style-type: none"> To significantly reduce illegal border crossings by assisting in intensifying operations and control at border crossings; To provide effective communication channels and an efficient communication network which is accessible and can be used by all residents; To facilitate the installation of more public telephones to improve communication; ensuring the proper functioning of the community policing forums which should take responsibility for effective crime prevention; facilitating the involvement of the community in sector community policing; assisting the police service in motivating and training of personnel to combat corruption as well as to introduce some form of incentive scheme for police officials; To ensure the continuous training of police officials and to improve visible policing; and To encourage personal preparedness amongst all farm dwellers through which individuals can take responsibility for their own safety.

KPA	Project Number	Project	Objective	Strategy
Administration and Support	31	31.1 Executive Committee Meetings	To provide an efficient and Administration and Committee Service	Ensuring functional Admin & Committee Services
	32	32.1 Council Meetings		
	33	33.1 Progress reports on the implementation of Executive Committee resolutions		
	34	34.1 Progress reports on the implementation of Executive Committee resolutions		
	35	35.1 Delegated Reports submitted from Executive Committee to Council		
Rationalisation of Bylaws	36	36.1 No of Bylaws	To develop Bylaws for effective control over municipal activities	Implementing by-laws to enforce good business practices
Cost Effective usage of resources	37	37.1 Print monthly telephone bills and submit to treasury for deduction	To ensure cost effective usage of municipal resources	Deduction Lists for personal calls submitted to salaries for deductions
Replacement of Vehicles	38	38.1 Development of fleet management policy	To ensure an operational fleet is available	Implementation of the fleet management policy by purchasing vehicle
Provision of Equipment	39	39.1 Purchasing of Laptops	To provide a functional environment for Council Committees to operate	To ensure that council has up to date technological edge
	40	40.1 Put a boardroom and chairs in the boardroom in the Boardroom	To ensure that offices are fully equipped	Upgrading of Board Room in Clocolan Unit

CHAPTER FOUR: PROJECTS

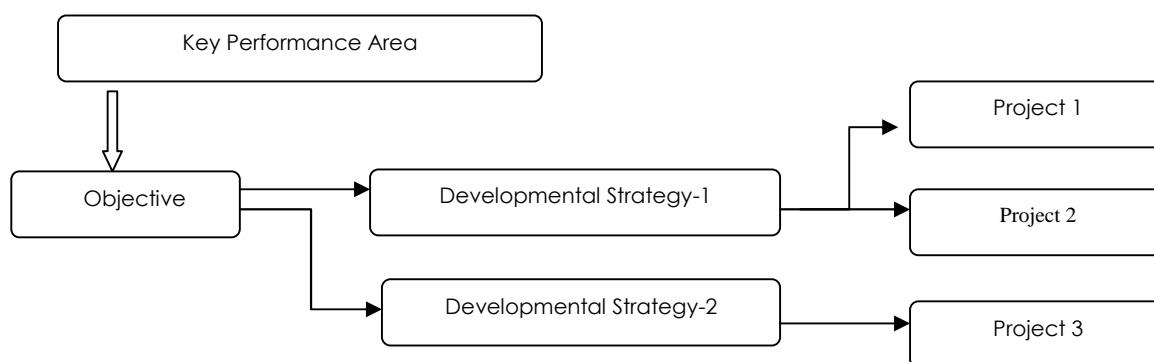
4.1 Project identification, prioritization and costing

Derived from the identified development strategies and projects in the previous chapter, it was necessary to formulate sufficiently detailed project proposals in order to ensure an executive direction for the implementation of the projects. This phase therefore focused on the technical and financial decisions and formed the detailed project designs needed to ensure the link between planning and physical delivery of projects.

4.2 Detailed Project Design

In order to ensure the smooth implementation of a project proposal, it is imperative to first check that such a project complies with the principles, objectives and strategies set earlier in the review process. In order to accomplish this each project was numbered in a unique way so as to indicate which strategies and/or objectives it aims to achieve. The different projects are therefore listed under the heading of its related development priority and numbered in accordance with the preferred objectives and strategies, as indicated below.

Project design sheet



During the project design phase, it is important to design each project in accordance with a standard format to ensure uniformity and that everyone understands the output. In order to assist in the further implementation of the projects, a logical framework was created, detailing several target and activity indicators. These target and activity indicators are explained below and depicted on a one page document per project.

Project objective(s)	Describing the expected positive impact of the proposed project and providing focus and orientation to the project.	
Indicators	Measurement units, which indicates a certain anticipated outcome of the project and useful criterion to measure the progress in the achievement of the objectives too.	
Outputs	Also described as the deliverables, it acts as a tool for implementation management and accountability. Other than Indicators, the outputs relate to the physical and tangible outcome of the project.	
Target groups	Targets/target groups and merely quantification of outputs, which indicates how much will be delivered within a certain period of time and to whom.	
Locations	Indication of the physical size and exact location of the proposed project. The priority status of different locations is also indicated.	
Activities	Simultaneous and chronological steps to be taken to make sure that the output can be provided. Activities' descriptions are limited to major activities or phases to be detailed further during implementation	
Timeframes	Emphasis is put on milestones that need to be accomplished by a specific time to implement the project. This information will enable the compilation of a GANTT chart during implementation of the project.	
Cost and budgets	Ensuring a close planning-budgeting link to adjust outputs and objectives to existing financial sources	
Project prioritization	In order to optimize the expenditure of resources within a local government area, it is necessary to prioritize the listed projects in order of importance according to a set of criteria.	
	Living quality	Projects are assessed in terms of their impact on the living standards of the community to determine if the desired outcome will address a life threatening situation (more important), address basic needs, improve living standards or simply be convenient to the community (less important)
	Relevance to core issues	Since all the projects are derived from a set of underlying causes (core issues), they are evaluated against the number of core issues that will be addressed when implemented
	Economic value	The impact that projects will have on the economy is a key determining factor in ensuring sustainable growth and the improvement of the

		quality of lives of residents. It is therefore important to determine if a specific project will generate an income, create jobs or pave the way to secure future investments. Projects are prioritized in terms of the number of economic benefits they will address.
	Dependency ratio	Due to the integrated approach, most of the projects relate to specific sectors (i.e. the economy) and are therefore interrelated in some way or another. Some projects will therefore have the ability to unlock a series of other projects, when implemented (enabling projects), whilst others will be strongly dependent on a predecessor.
	Probability of achievement	Due to the limited financial resources available for projects, it is important to ensure that projects are realistic and achievable. Projects are therefore subjectively evaluated against two sets of criteria, namely project viability and the availability of financial resources.

As already indicated, each project has been designed in accordance with the above criteria and is depicted on a separate page per project, on the following pages

4.3 Projects

Project Description	Priority	KPA	KPI	BI	Target	2010/2011	2011/2012	2012/2013
Setsoto: Raising of Meulspruit Dam	1	Storage	Dam Wall	2m	2m	15,606,739.00	15,606,739.00	0.00
Marquard: Upgrading/Augmentation of raw water supply	1	Storage	Pipeline construction	28km		1,514,729.00	1,514,729.00	0.00
Marquard Upgrading of water treatment works	1	Bulk	Increase capacity of wtw	2.2ml/d	4.1 ml/d	5,089,800.00	5,089,800.00	0.00
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	0.00
Marquard/Moemane ng: 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	0.00
Bucket Eradication (Repayment loan)	Loan repayment		0	18,000,000.00		4,500,000.00	5,000,000.00	0.00
Ficksburg: Upgrading of bulk water supply	1	Increase storage capacity	Construction of additional reservoirs	15,6ml/d	10,8ml/d	26,315,789.00	26,315,789.00	0.00
Ficksburg: Upgrading of Roads							5,263,158.00	0.00
Clocolan: Upgrading of Roads	Tar streets	3.2km	80km	3.2km			5,263,158.00	0.00
Marquard: Upgrading of Roads	Tar streets	3.2km	19km	3.2km			5,263,158.00	0.00
Senekal: Upgrading of Roads	Tar streets	3.2km	12km	3.2km			5,263,158.00	0.00

Project Identification and Prioritisation									
Public Participation and Good Governance									
Project Description	Priority	KPA	KPI	BI	Target	2011/2012	2012/2013	2013/2014	
Audit Software	1	Compliance	1 Audit software	0	1	75 000.00	0.00	0.00	
IDP	1	Compliance	Reviewed IDP	1	1	200 000.00	220 000.00	242 000.00	
PMS	1	Annual PMS Report	Appraisal Report	0	1	200 000.00	220 000.00	242 000.00	
PMS	1	Annual Report	Appraisal	1	1	200 000.00	220 000.00	242 000.00	
Hotline	1	Communication	Management Software	0	1	100 000.00			
Ensuring functional Admin & Committee Services	5	To provide an efficient and Administration and Committee Service	No of Exco Meeting	12	12	12	12	12	
			No of Council Meetings	4	4	4	4	4	
	No of Progress Reports on Implementation of Resolutions		Exco	12	12	12	12	12	
				Council	4	4	4	4	4
					5	4	4	4	4
No of Delegated Reports submitted from Exco to Council	4	4	4	4	4	4			
Rationalisation of Bylaws	3	To develop Bylaws for effective control over municipal activities	No of Bylaws	14	2	2	2	2	
Cost Effective usage of resources	5	To ensure cost effective usage of municipal resources	Deduction Lists for personal calls submitted to salaries for deductions	12	12	12	12	12	
Replacement of Vehicles	4	To ensure a operational fleet is available	Purchasing of Vehicles	4	4 Sedans 1 LDV	None	None	2 Sedans	

Project Description	Priority	KPA	KPI	BI	Target	2011/2012	2012/2013	2013/2014	
Provision of Equipment	4	To provide a functional environment for Council Committees to operate	Purchasing of Laptops		35	None	None	None	
Upgrading of Board Room in Clocolan Unit	3		Board Room Table	2 (Old)	1	None	None	None	
			Chairs	5 (Old)	20				
Organisational Development and Transformation									
To provide effective Personnel Management Administration in line with applicable legislations.		Effective Personnel Management.	Data Bank	3	3	3	3	3	
			Pension/ Provident Fund membership	587	19	19	0	0	
			Pension/ Provident Fund withdrawal claims Number of termination due to Resignation, Retirement, Disability, Ill-health, Deceased and Dismissal	16	Total number of termination due to Resignation, Retirement, Disability, Ill-health, Deceased and Dismissal	8	Total number of terminations due to Resignation, Retirement, Disability, Ill-health, and Dismissal (Submission of death claims are in line with Section 37C of the Pension Fund Act, and also payment of death	8	0

To provide effective Personnel Management Administration in line with applicable legislations.					claims are determined by resolution taken from the Board of Trustees)			
			Pension/ Provident Fund withdrawal claims Number of paid claims	24	12	0	0	0
			Medical Aid Scheme membership.	413	193 Total number of employees not belonging to medical aid scheme	64	64	65
			Medical Aid Scheme window period		1 Medical Aid Scheme period takes once a year (Oct-Nov)	1 Target achieved during October 2010.		
			Number of reports submitted to the Management	12	12	12	12	12
		Skills Development	Conduct Workplace Skills Audit	1	1	1	1	1

To provide effective Personnel Management Administration in line with applicable legislations.			Training Committee	3	12	12	12	12
			Number of monthly training reports submitted to LGSETA	12	12	12	12	12
			No. of training interventions attended by employees.	43	50	50	50	50
			No. of training interventions attended by councilors.	4	5	6	6	6
			Internships.	5	5	5	8	10
			Learnership	100	76	78	80	85
			Skills Programmes	5	7	7	7	7
			Grant Recoupment.	292 687.00	300 000.00	300 000.00	310 000.00	315 000.00
		Employment Equity	Employment Equity Forum (EEF)	1	4	1	4	4
			Awareness Campaign.	4	4	4	4	4
			EEA 1 Forms	1	1	1	1	1
			EEA 2 & EEA 4 Forms	1	1	1	1	1
		Occupational Health and Safety	Inspection of Sites	1	12	12	12	12
			Health and Safety Committee	0	4	4	4	4
		Labour/ Discipline	Local Labour Forum	1	12	12	12	12
		Collective Agreements						
		Number of awareness campaigns conducted across all the units	1	2	2	2	2	
Local Economic Development								
Tourism Development	3	To create sustainable economic growth and alleviate poverty by maximizing local agricultural, tourism and industrial opportunities and exploitation of international export markets	Functional Imperani Tourism Centre	0	1	0.00	20 000 000.00	0.00

Agricultural Farming	1	To have sufficient land available for use by emerging farmers and to ensure self-sustainability of emerging farmers through education and skills training.	Integrated Dairy Project	0	1	10 000 000.00	9 500 000.00	6 000 000.00
Marquard: Augmentation of Raw Water Supply: Construction of Pipeline & Reservoir	1	Infrastructure -Water	No of km completed	27.8	0.2	5,286,490.87	5,688,211.13	
Senekal: Upgrading of Waste Water Treatment Works	1	Infrastructure - Sanitation	No of waste water treatment plants upgraded	0	1	9,163,635.41	1,308,485.85	
Marquard/Moemaneng : Upgrading of Oxidation Ponds	1	Infrastructure - Sanitation	No of waste water treatment plants upgraded	0	1	3,245,373.79	14,178,733.31	
Marquard: Upgrading of Water Treatment Works	1	Infrastructure -Water	No of waste water treatment plants upgraded	0	1	4,136,367.50	3,239,862.50	388,170.00
Meqheleng/Ficksburg: Upgrading of Bulk Water Supply	1	Infrastructure -Water	No of water treatment plants upgraded	0	1	14,472,255.65	17,395,000.00	8,132,744.35
Installation of 4815 Water Meters in Marquard/Moemaneng	1	Infrastructure -Water	No. of water meters installed	1396	3419	4,429,800.00		
Installation of 5684 Water Meters in Clocolan/Hlohlolwane	1	Infrastructure -Water	No. of water meters installed	1308	4376	5,229,280.00		
Installation of 11521 Water Meters in Ficksburg/Meqheleng	1	Infrastructure -Water	No. of water meters installed	9563	1958	10,493,327.00		
Senekal/Matwabeng: Installation of 7576 Water Meters	1	Infrastructure -Water	No. of water meters installed	0	7576	4,250,000.00	2,694,448.78	

Clocolan/Hlohlolwane: Construction of 2.1 km Paved Road and Storm Water Drainage	1	Infrastructure- Roads	No. of km upgraded	0	2.1	4,223,119.31	1,327,297.49	292,127.20
Marquard/Moemaneng : Construction of 2.0 km Paved Road and Storm Water Drainage	1	Infrastructure- Roads	No. of km upgraded	0	2	4,225,029.85	999,970.15	275,000.00
Matwabeng/Senekal: Construction of 2.2 km Paved Road and Storm Water Drainage	1	Infrastructure- Roads	No. of km upgraded	0	2.2	4,551,342.27	1,196,157.73	302,500.00
Ficksburg/Meqheleng: Construction of 2,3 km Paved Road and Storm Water Drainage	1	Infrastructure- Roads	No. of km upgraded	0	2.3	4,222,137.51	1,786,612.49	316,250.00
Matwabeng/Senekal: The Development of Boreholes	1	Infrastructure- Water	No of boreholes drilled	30	26	6,642,476.22	10,000,220.50	4,919,228.28
Clocolan/Hlohlolwane: Installation of 2 Highmast Lights	1	Infrastructure- Electricity	No of high mast lights installed	0	2	635,999.16		
Meqheleng: Installation of 7 High Mast Lights	1	Infrastructure- Electricity	No of high mast lights installed	0	7	2,043,184.20		
Matwabeng: Installation of 5 High Mast Lights	1	Infrastructure- Electricity	No of high mast lights installed	0	5	1,468,122.62		
Moemaneng: Installation of 2 High Mast Lights	1	Infrastructure- Electricity	No of high mast lights installed	0	2	635,999.16		

Project Description	Priority	KPA	KPI	BI	Target	2010/2011	2011/2012	2012/2013
EIA: Closing of Existing Landfill Sites and Development of New Sites: Ficksburg and Senekal, Transfer Stations: Clocolan and Marquard	1	Infrastructure-Waste Management	No of EIA studies implemented	0	1			2,158,071.00
Ficksburg: Development of New Solid Waste Disposal Site	1	Infrastructure-Waste Management	No of new Landfill sites developed	0	1			5,190,952.00
Senekal: Development of New Solid Waste Disposal Site	1	Infrastructure-Waste Management	No of new Landfill sites developed	0	1			5,190,952.00
Marquard: Solid Waste Disposal Transfer Station	1	Infrastructure-Waste Management	No of transfer stations developed	0	1			3,469,823.00
Clocolan: Solid Waste Disposal Transfer Station	1	Infrastructure-Waste Management	No of transfer stations developed	0	1			3,469,823.00
Ficksburg/Meqheleng :Upgrading of Recreational and Sports Facilities	1	Infrastructure-Recreational & Sport	No of sport facilities upgraded	0	1			9,662,839.80
Senekal/Matwabeng :Upgrading of Recreational and Sports Facilities	1	Infrastructure-Recreational & Sport	No of sport facilities upgraded	0	1			9,662,839.80
Marquard/Moemaneng: Upgrading of Recreational and Sports Facilities	1	Infrastructure-Recreational & Sport	No of sport facilities upgraded	0	1			9,662,839.80
Clocolan/Hlohlolwane : Upgrading of Recreational and Sports Facilities	1	Infrastructure-Recreational & Sport	No of sport facilities upgraded	0	1			9,662,839.80
PMU Budget	1	Operations	Maintenance an salaries	5	5	996,903.60	109 656 593.96	120 622 253.40

CHAPTER FIVE: HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

Overview of the spatial development framework, text and maps to be reviewed on five yearly basis. SDF for 2011/2012 included in the IDP as Annexure F.

5.1 Introduction

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. The Setsoto Local Municipality Spatial Development Framework review for 2011/12 is a continuous process where the 2008/9 SDF was used as the point of departure. The amendments which was done in the 2008/2009 SDF, was informed by the following inputs:

- Comments from the Department of Local Government and Housing on the 2007/8 SDF;
- Inputs from the Officials and Politicians from Setsoto Local Municipality on a during a workshop which was held March 2008; and
- Technical information which was obtained since the submission of the 2008/2009 SDF (Comparison between Geotechnical information and Proposed Housing areas).

The Setsoto Local Municipality SDF is part of the IDP process and as such will become integral during the approval of the IDP. During this process a number of Representative Forum's meetings were held where the SDF was presented and approved.

5.2 Legal Framework applicable to Spatial Development Framework

In order to guide spatial development, attention should, amongst others, also be given to national guidelines, as contained in the National Spatial Development Perspective, as well as issue addressed in other legislation applicable to spatial development, including the Development Facilitation Act. The following has been derived in this regard:

5.3 National Spatial Development Perspective (NSDP)

In the NSDP the government's national spatial development vision is formulated as:

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

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- By supporting restructuring where feasible to ensure greater competitiveness;
- By fostering development on the basis of local potential; and
- By ensuring that development institutions are able to provide basic needs throughout the country." (NSDP, pp35-36).

In the NSDP attention is also given to intergovernmental planning principles. In this regard it is mentioned that the relationship between the NSDP, provincial plans and IDPs should be determined in the context of a set of intergovernmental planning principles, such as:

- National development guidelines and principles should inform planning for development in all spheres;
- Each sphere has its own distinct development tasks and related planning tasks corresponding to the scale of operations and the area of jurisdiction;
- Integrated development planning by municipalities is a tool to integrate and co-ordinate implementation in terms of geographical space and time in that locality. They have to inform, and be informed by the planning of other spheres of government, including sectoral / departmental planning of line agencies; and
- The necessary mutual alignment between national principles / guidelines, sectoral planning requirements and local needs, conditions and resources must be conducted in the spirit of co-operative governance whereby the plans of one sphere should support those in another.

5.4 Legal Framework

A Spatial Development Framework is a legally required component of the Integrated Development Plan, which every municipality in South Africa has to produce. Spatial planning should thus form an integral part of strategic planning processes at local government level. Producing a spatial development framework is but one of the challenges that Municipalities face and many municipalities are attempting to meet these challenges with limited spatial and strategic planning capacity within their organizations. Legal requirements for spatial planning emanate from different national and provincial departments and are not always coordinated or aligned.

The Local Government: Municipal Systems Act (2000) requires that a spatial development framework (SDF) be reflected as part of a municipality's Integrated Development Plan (Section 26(e)). In Section 35(2), the Act states that the SDF prevails over plans as defined in section 1 of the Physical Planning Act, 1991 (Act 125 of 1991).

The White Paper on Spatial Planning and Land Use Management (July 2001) spells out the minimum elements that must be included in a spatial development framework. It also proposes that the spatial development framework operate as an indicative plan, whereas the detailed administration of land development and land use changes is dealt with by a land use management scheme. It thus provides a direct legal link between the SDF (with its forward planning focus) and the land use management scheme (which serves development control functions). This link, it is argued in the White Paper, is the key to successful local spatial planning, land use management and land development (Section 2.6.1).

The Local Government: Municipal Planning and Performance Management Regulations (August 2001) provide further detail on what the SDF must achieve and what it must contain. It, however, focuses on detail that is different from that covered in the White Paper on Spatial Planning and Land Use Management. The Regulations highlight that the SDF must give effect to DFA principles. They draw attention to the need for strategies and policies; guidelines for Land Use Management Systems (LUMS); a capital investment framework; strategic assessment of environmental impacts; programmes and projects; a visual representation of the desired spatial form. The maps must, according to the Regulations, show:

- Where private and public land development and infrastructure investment should take place;
- Desired or undesired utilisation of space;
- Delineate an urban edge;
- Identify areas for strategic intervention; and
- Indicate areas of priority spending.

The Land Use Management Bill, 23 June 2003 sets basic principles to guide spatial planning, land use management and land development. It provides for national, regional, provincial and municipal spatial development frameworks. Section 17(1) says that the SDF of a municipality published in terms of the Bill and included in the municipality's IDP in terms of section 26(e) of the Municipal Systems Act, must:

- Give effect to the directive principles;
- Be consistent with the national spatial development framework;
- Be consistent with the provincial spatial development framework of the province within which the municipality is located;
- Be consistent with any applicable national or provincial legislation on environmental management; and
- Give effect to any national and provincial plans and planning legislation.

The municipal SDF must at least reflect:

- The current state of affairs report on land use in the municipality, including any spatial dysfunctional that exists;
- A conceptual framework of the desired spatial growth patterns in the municipality;
- A multi-sector based spatial plan, at an appropriate scale, sufficiently formulated to achieve the desired spatial development goals, including:
- The correction of past spatial imbalances and the integration of disadvantaged persons;
- Linkage between settlement development and appropriate transport infrastructure and systems;
- Vacant land analysis of strategically located land comprising:
 - Location and size;
 - Ownership;
 - Current zoning;
 - Value;

- Surrounding land use;
- Geotechnical conditions; and
- Most suitable use (suitability index);
- A multi-sector driven resource plan for implementation of the spatial development framework.

The Bill refers to the need for the District and Local Municipality's SDFs to align with the framework for IDP referred to in section 27 of the Municipal Systems Act, 2002. The issue of spatial frameworks in relation to other spheres is dealt with in Chapter 3. Chapter 4 deals with land use schemes, Chapter 5 with Land Use Regulation and Chapter 6 specifically with Municipal Land Use Regulation.

In the IDP Guide Packs it is stated that a SDF must provide general direction to guide decision-making and action over a multi-year period aiming at the creation of integrated cities, towns and residential areas. Creating a strategic framework for the formulation of an appropriate land- use management system, thereby:

Informing the decisions of development tribunals, housing departments and relevant development committees; and creating a framework of investment confidence that facilitates both private and public sector investment.

Minimum requirements for the SDF are set out in Guide III which points to the need for a summary chapter outlining spatial development trends; localised spatial development principles; the location of projects; and a summary of land reform issues and related projects.

It also points to the need for maps that indicate the spatial objectives and strategies and are sufficiently specific to inform land management and investment decisions. The IDP Guide pack ends off by stating that the SDF is supposed to form a legally binding component of the IDP. That means it needs to be quite specific and precise in cases where it wants to enforce or to prevent certain types of land use. This however, does not imply that it has to be prescriptive with regard to the way each and every piece of land shall be used. There is no need for an area-covering determination of land use zones.

CHAPTER SIX: INTEGRATION

6.1 Sector Involvement

During this phase of the RIDP, true meaning is given to the process of integrated development planning. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the RIDP and secondly with certain legal requirements.

More specifically, the projects have to be aligned with the agreed objectives and strategies to ensure transparency as well as with the available financial and institutional resources to ensure implementation. Furthermore, the projects also need to be aligned with national and provincial legal requirements to ensure uniformity and compatibility with government strategies and programmes. The National and Provincial Planning and Development Fora played a crucial role in aligning the IDP's and the Provincial and National development plans and strategies.

Instead of arriving at a simplified "to do" list for the next five years, the aim is to formulate a set of consolidated and integrated programmes for implementation, specifically focusing on contents, location, timing and responsibilities of key activities. The integration requirements are divided into three broad categories namely:

- ✓ Integrated sector programmes;
- ✓ Internal planning programmes; and
- ✓ External policy guideline requirements

Integrated sector programmes form the basis for preparing budgets and future sectoral business plans. There are currently three sectors that require special sector plans, as indicated below, the outputs of which are not applicable to the Local Municipality at present. From the project planning and design sheets it was possible to compile a list of sector specific projects from the multi-sectoral IDP projects. The sectoral programmes to projects representing both sector components as well as the following departments within the Municipality:

- a) Department of the Office of the Municipal Manager
- b) Department of Technical Services
- c) Department of Corporate Services
- d) Department of Financial Services
- e) Department of Economic and Community Services

It is important to note that these programmes do not only make provision for IDP related projects but also other project costs and activities in order to create a comprehensive picture for budgeting purposes.

6.2 Internal Planning Programmes

In order to set up close links between planning and budgeting as well as between planning and implementation, a number of internal planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the groundwork for regular management information in respect of monitoring progress and performance. Finally, it also demonstrates compliance of the IDP with spatial principles and strategies and which serves as a basis for spatial coordination of activities and for land use management decisions. The status and annexure numbers of the relevant internal planning programmes is indicated in the table below.

6.3 Current status of internal planning programmes

Plans	Current Status	Revision Date	Included in IDP as
3 year Financial Plan	Complete	April 2010	Annexure C1
3 year Capital Investment Programme	Complete	April 2010	Annexure C2
3 year Action Programme	Complete	April 2010	Annexure C3
3 year Institutional Programme	Complete	April 2010	Annexure D
Monitoring & Performance Management System ("PMS")	Complete	April 2010	Annexure E
Spatial Development Framework	Draft	April 2010	Annexure F
Disaster Management Plan	Complete	April 2010	Annexure G

6.4 External Policy Guideline Requirements

In order to complete the integration phase of the IDP, it is necessary to check consistency with policy guidelines of certain cross-cutting dimensions. This requires the formulation of several programmes which assess the effect or impact of project proposals in relation to poverty reduction and gender equity, environmental practices, economic development and employment generation as well as the prevention and spreading of HIV / AIDS. The status and annexure numbers of the relevant external policy and guideline programmes is indicated in the table below.

Current status of external policy guideline programmes

External Policy Guideline Requirements	Current Status	Completion / Revision Date	Included in IDP as
IDP Review Process Plan	Complete	February 2009	Annexure A
Localised Strategy Guidelines	Complete	April 2010	Annexure B
Poverty Reduction / Gender Equity programme	Complete	April 2009	Annexure H
Integrated LED Programme	Complete	April 2009	Annexure I
Environmental Programme	Complete	April 2009	Annexure J
HIV / AIDS Programme	Complete	April 2009	Annexure K
Water Services Development Plan	Complete	April 2009	Annexure L
Workplace Skills Plan	Complete	April 2009	Annexure M

CHAPTER SEVEN

7.1 Approval

This document contains the final draft Integrated Development Plan 2010/2011 of the Municipality and was formulated over a period of six months, taking into consideration the views and aspirations of the entire community. The IDP provides the foundation for development for the next financial year and will be reviewed regularly to ensure compliance with changing needs and external requirements.

7.2 Invitation for Comments

In order to ensure transparency of the IDP process everybody is given the chance to raise concerns regarding the contents of the IDP. All national and provincial departments are firstly given a chance to assess the viability and feasibility of project proposals from a technical perspective. More specifically, the spheres of government are responsible for checking the compliance of the IDP in relation to legal and policy requirements, as well as to ensure vertical coordination and sector

Since the operational activities of the Local Municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of IDPs. Finally, all residents and stakeholders are also given the opportunity to comment on the contents of the IDP, should they be directly affected. The draft IDP was advertised in local newspapers on 16 March 2010 and all concerned parties were given a period of 21 days until 21 April 2010 to forward comments to the Municipal Manager.

7.3 Adoption

After all the comments are incorporated in the IDP document, the Council adopted and approved the document. The approved document will be submitted to the MEC: Local Government and Housing, as required by the Municipal Systems Act, 2000 (32 of 2000). The final draft IDP 2009/2010, together with all the appendices, annexures and the Budget as required by legislation were approved by Council on the 28 April 2010, the date which was aligned to the MFMA Circular 54.

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