

DRAFT INTERGRATED DEVELOPMENT PLAN (2012-2016)



2014-2015- Review





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BUDGET

Executive Summary

Thabo Mofutsanyana District Municipality (DC19) was established in terms of the Municipal Structures Act (Act 117 of 1998) and proclaimed in the Provincial Gazette, Notice No 184, on 28 September 2000. During the May, 2011 local government municipality boundaries were altered.

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

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

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

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

Urban centres located within Thabo Mofutsanyana District

Mantsopa	Setsoto	Dihlabeng	Nketoana	Maluti A Phofung	Phumelela
Hobhouse	Clocolan	Rosendal	Lindley	Kestel	Vrede
Ladybrand	Ficksburg	Paul Roux	Arlington	Harismith	Warden
Excelsior	Marquard	Fouriesburg	Petrus styn	Qwa-Qwa	Memel
Thaba Patchoa	Senekal	Clarens	Reitz	Tshame	

Bethlehem, Ficksburg, Harrismith, Vrede, Memel, Phuthaditjhaba, Senekal, Reitz and Ladybrand constitute the main economic centres within the district.

The above identified urban centres also serve the surrounding rural areas.

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

and harbours.

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

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

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

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

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

Fouriesburg: Surrender Hill Marathon in February and the Rose Show in October.

Qwaqwa: Basotho Cultural Village traditional workshop and Family Day celebration in March

Ficksburg: Easter Festival at Rustlers valley in April and the Cherry Festival in November.

Bethlehem: Air show in May and the Hot Air Balloon competition in June.

Harrismith: Free State Polo championships in May and the Berg Bohai in October.

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

Vision

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

Mission

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

Strategic Objectives

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

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

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

Situational Analysis



Introduction

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

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

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

negotiation and decision-making and ensures communication between different stakeholders within the municipality.

Demographic Profile

A huge problem exists with the demographic and socio-economic information that are available and have been used as baseline information in planning over the last few years. Although in many instances statistics from the census of 2011, and the Community Survey are used, additional information was cited from relevant reports.. Baseline information is

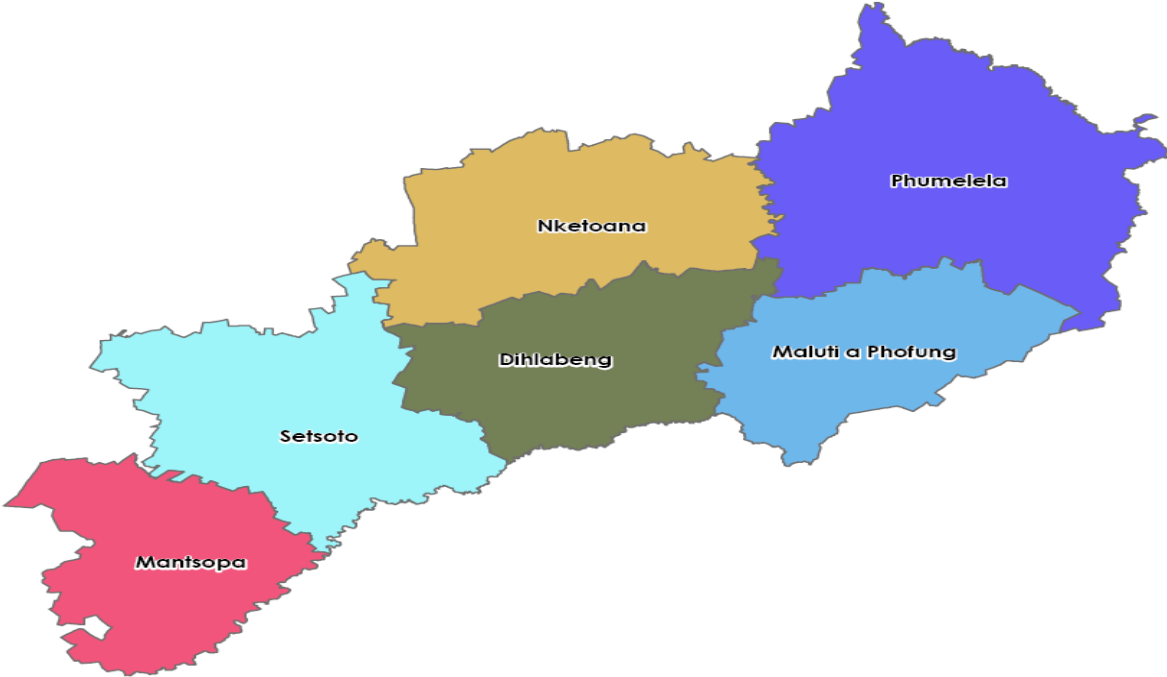
General Population Statistics

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

Thabo Mofutsanyana in the Provincial Context

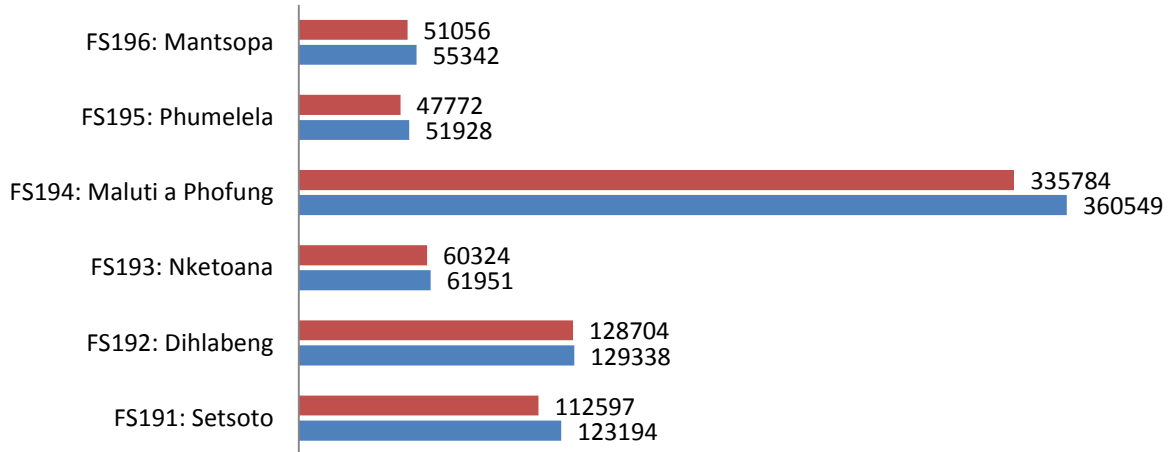


**ThaboMofutsanyana
Local Municipality Boundaries**



DC 19: Thabo Mofutsanyana Municipalities

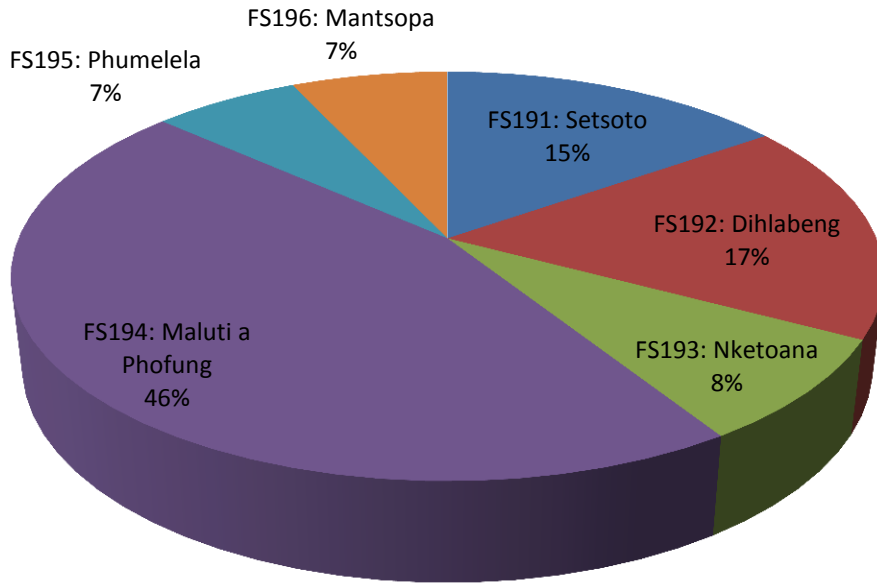
■ Population 2011 ■ Population 2001



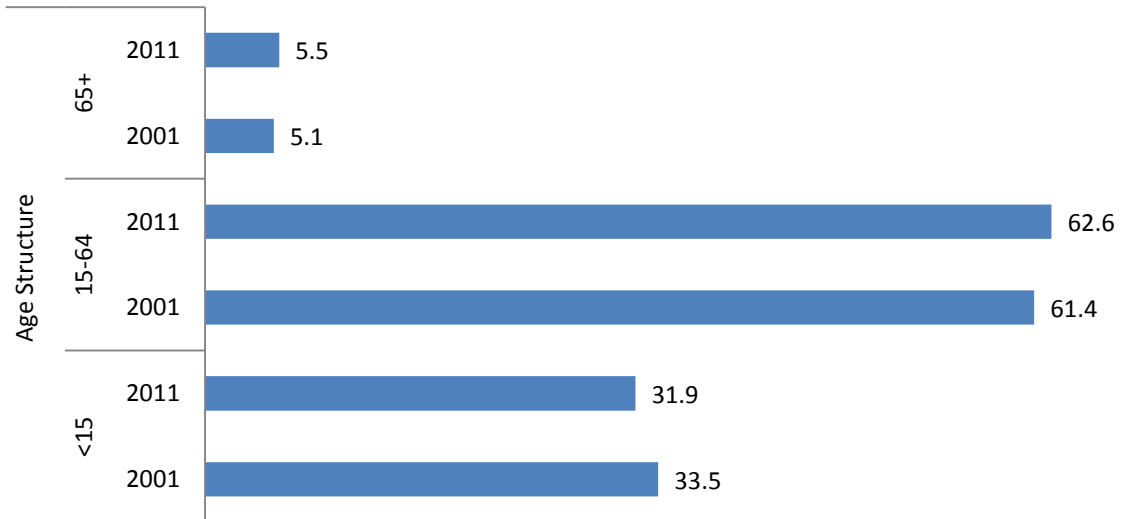
THE SOUTH AFRICA I KNOW,
THE HOME I UNDERSTAND



DC 19: Thabo Mofutsanyana Population: 2011



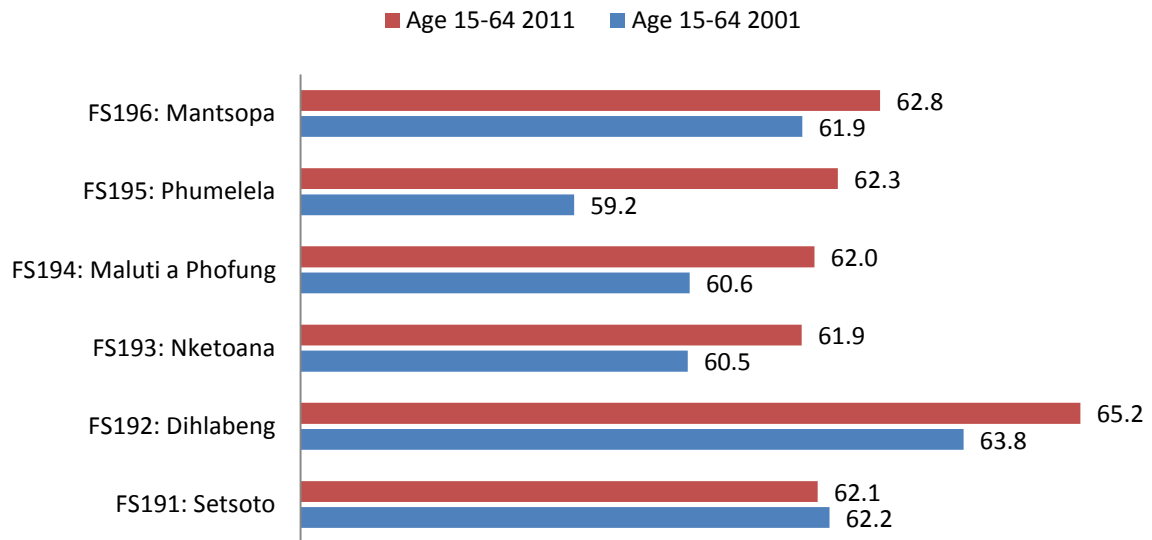
DC19: Thabo Mofutsanyana (Age Structure)



DC 19: Thabo Mofutsanyana Municipalities (Age Structure)



DC 19: Thabo Mofutsanyana Municipalities (Age Structure)

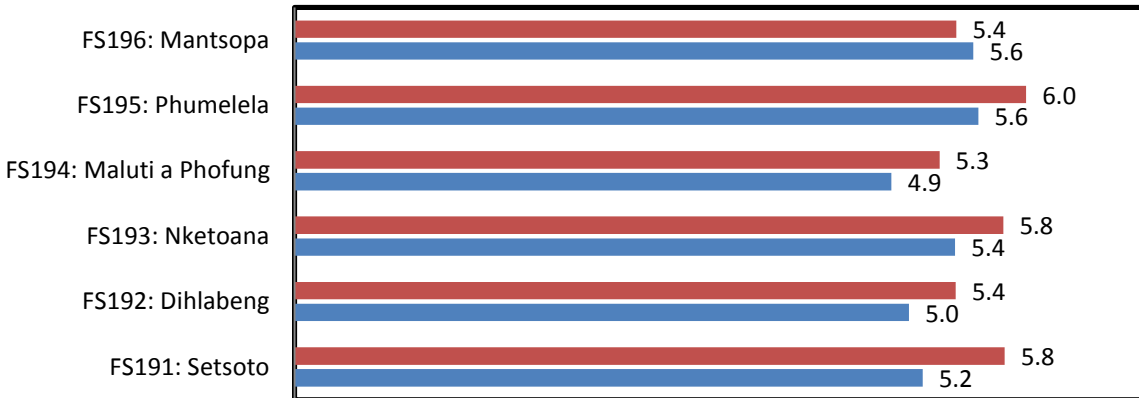


THE SOUTH AFRICA I KNOW,
THE HOME I UNDERSTAND

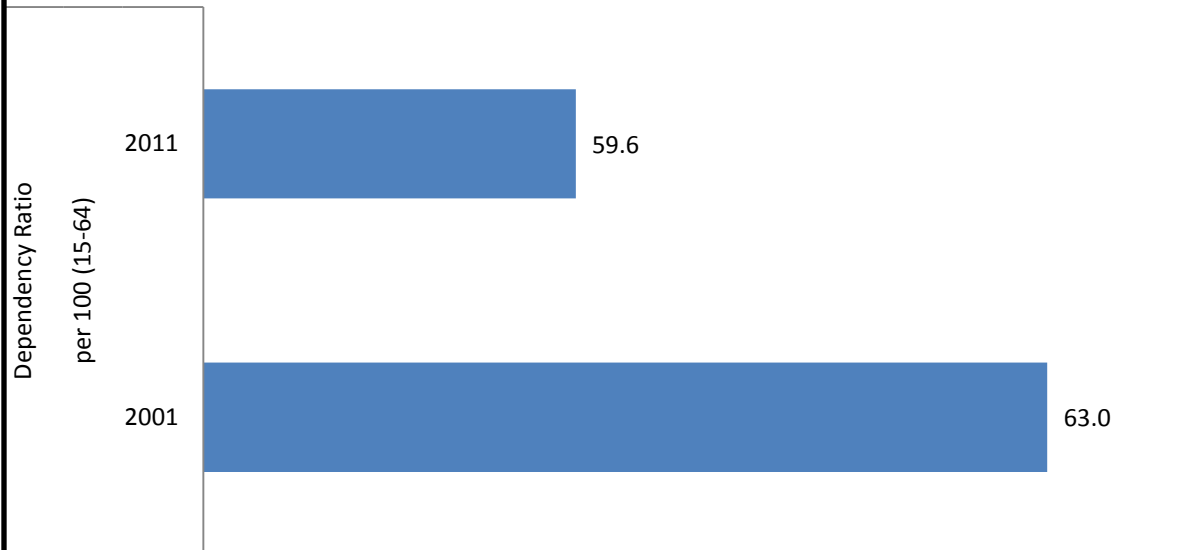


DC 19: Thabo Mofutsanyana Municipalities (Age Structure)

■ Age 65+ 2011 ■ Age 65+ 2001

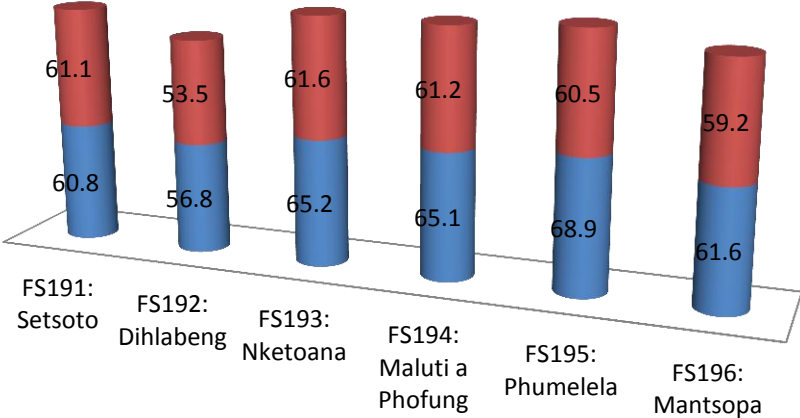


DC19: Thabo Mofutsanyana Dependency Ratio per 100(15 – 64)

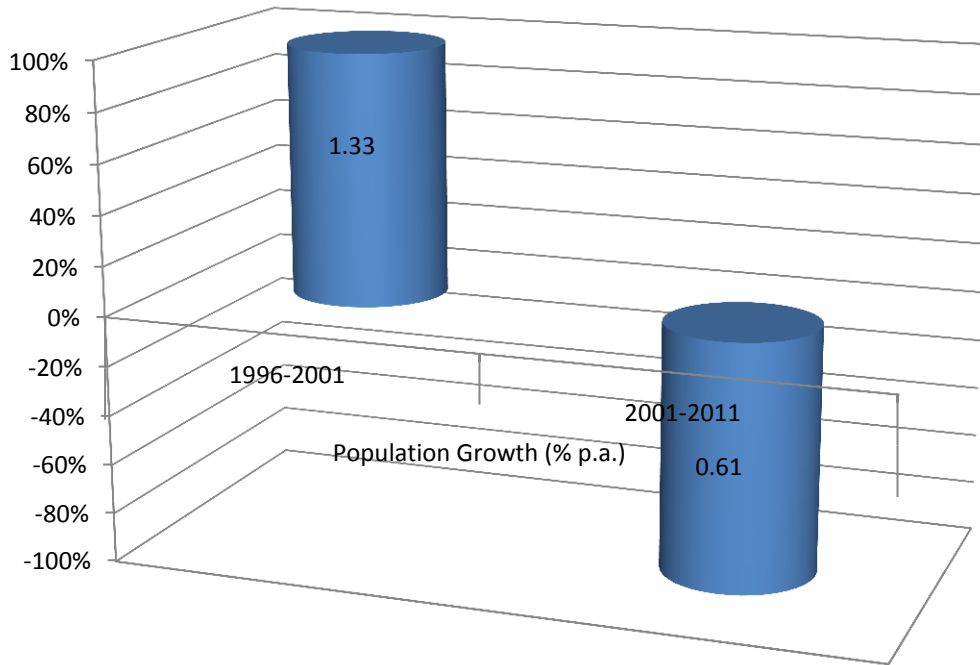


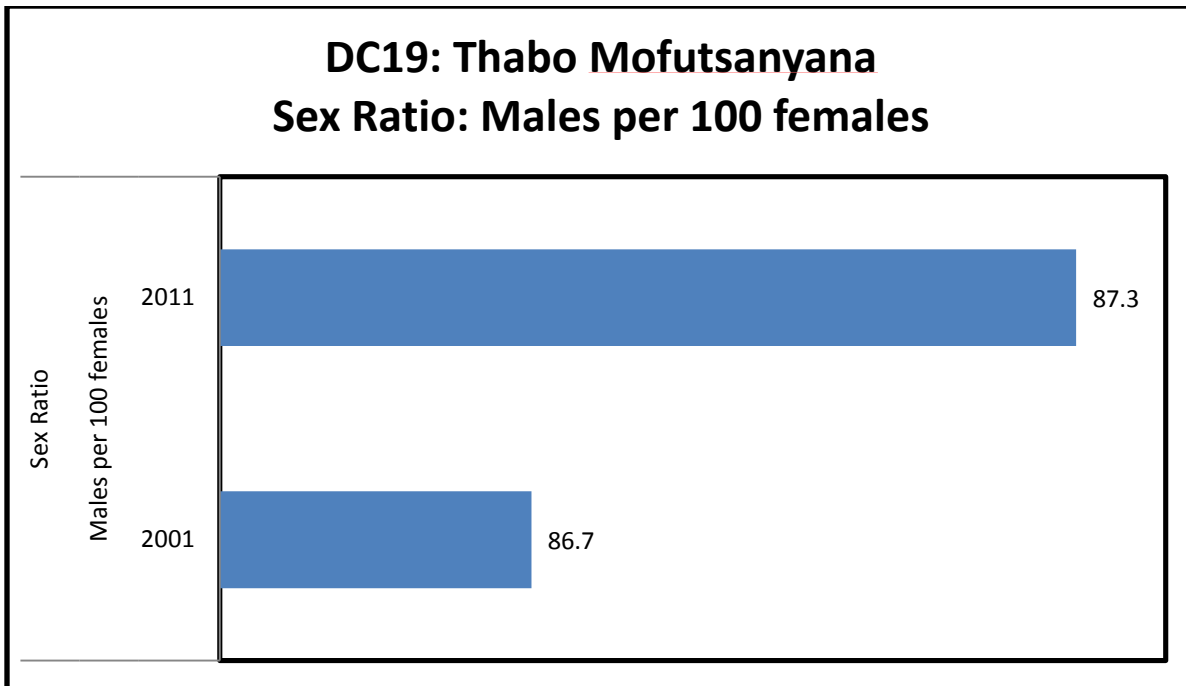
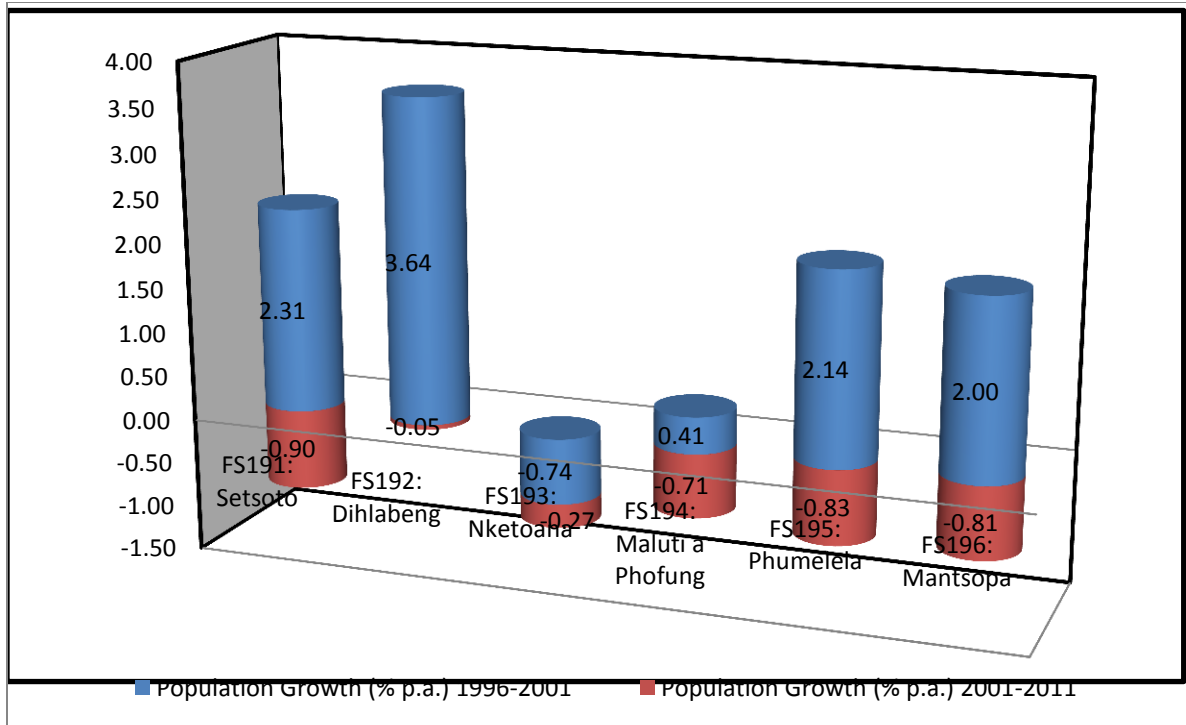
DC 19: Thabo Mofutsanyana Municipalities

■ Dependency Ratio per 100 (15-64) 2001 ■ Dependency Ratio per 100 (15-64) 2011

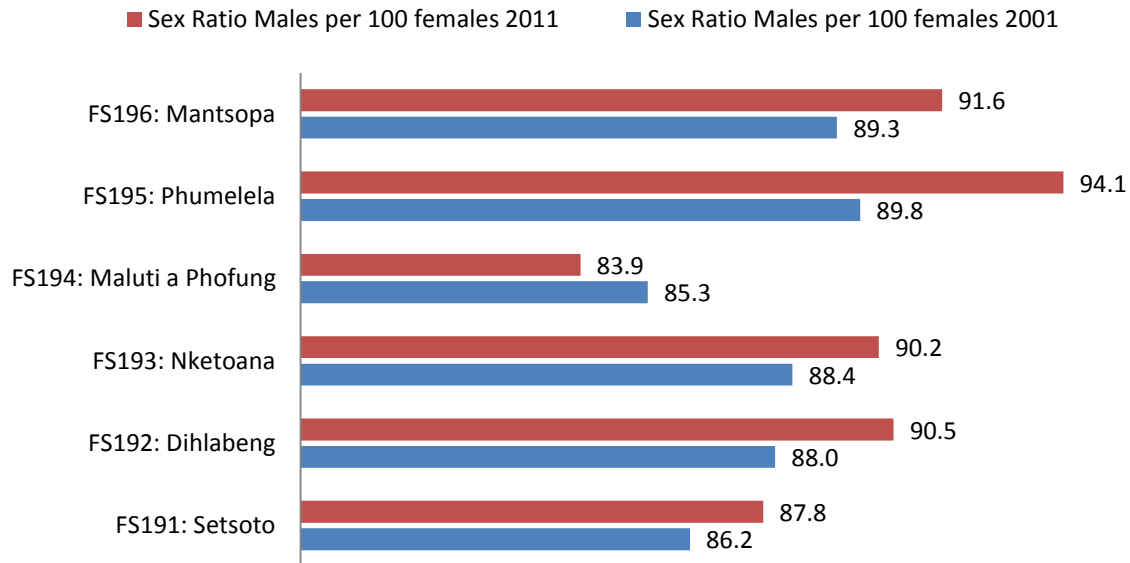


DC19: Thabo Mofutsanyana Population Growth

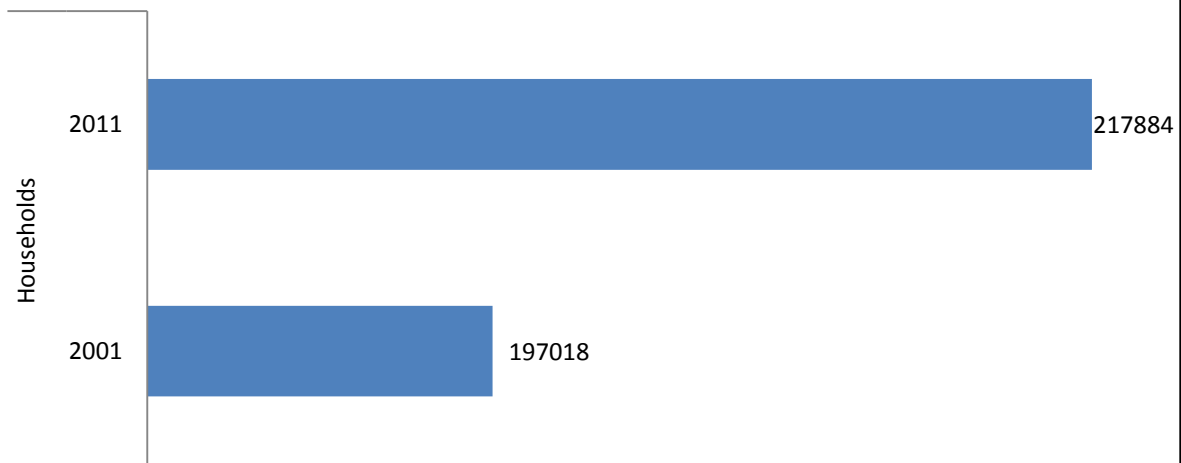




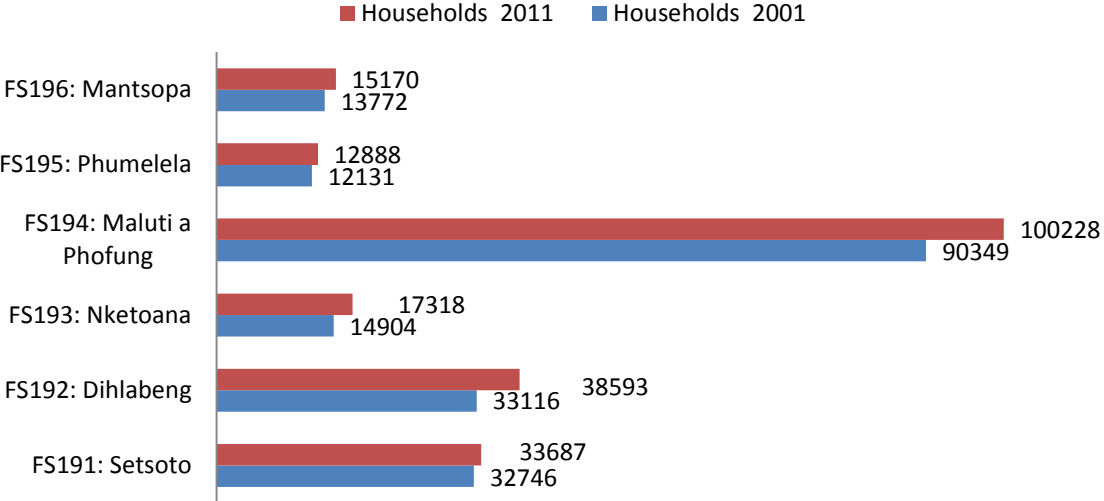
DC19: Thabo Mofutsanyana Municipalities

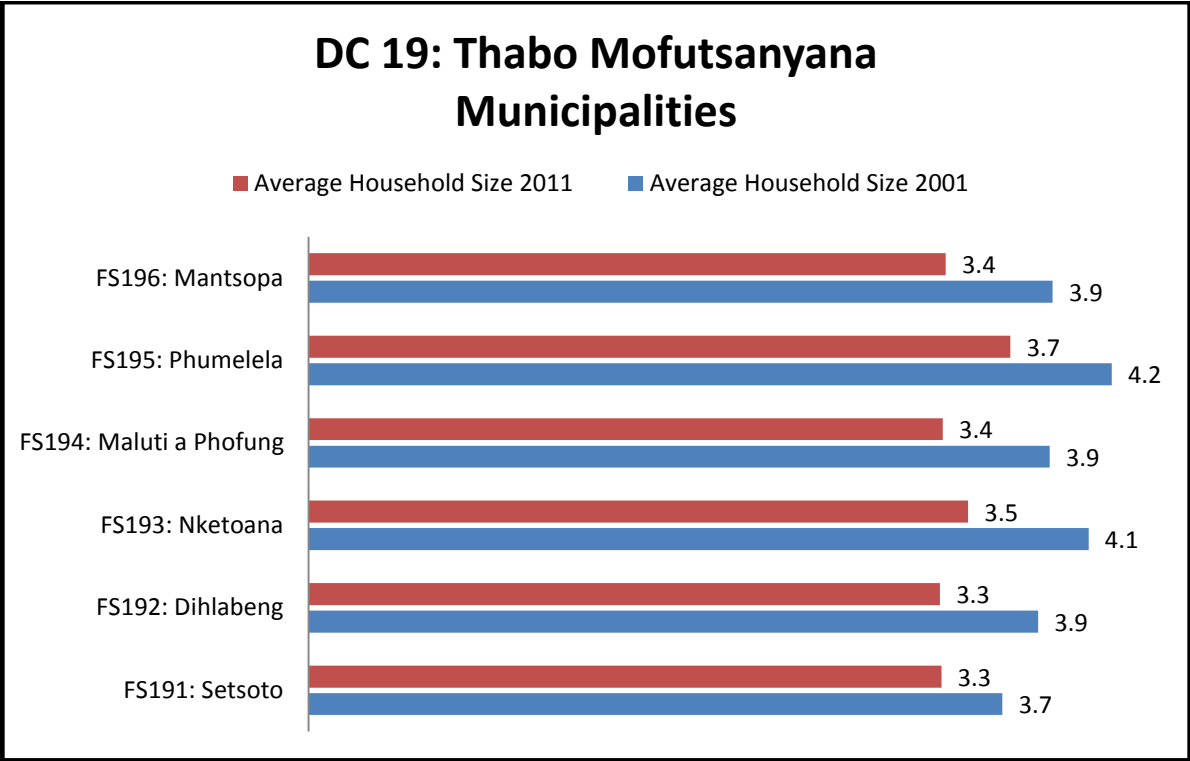
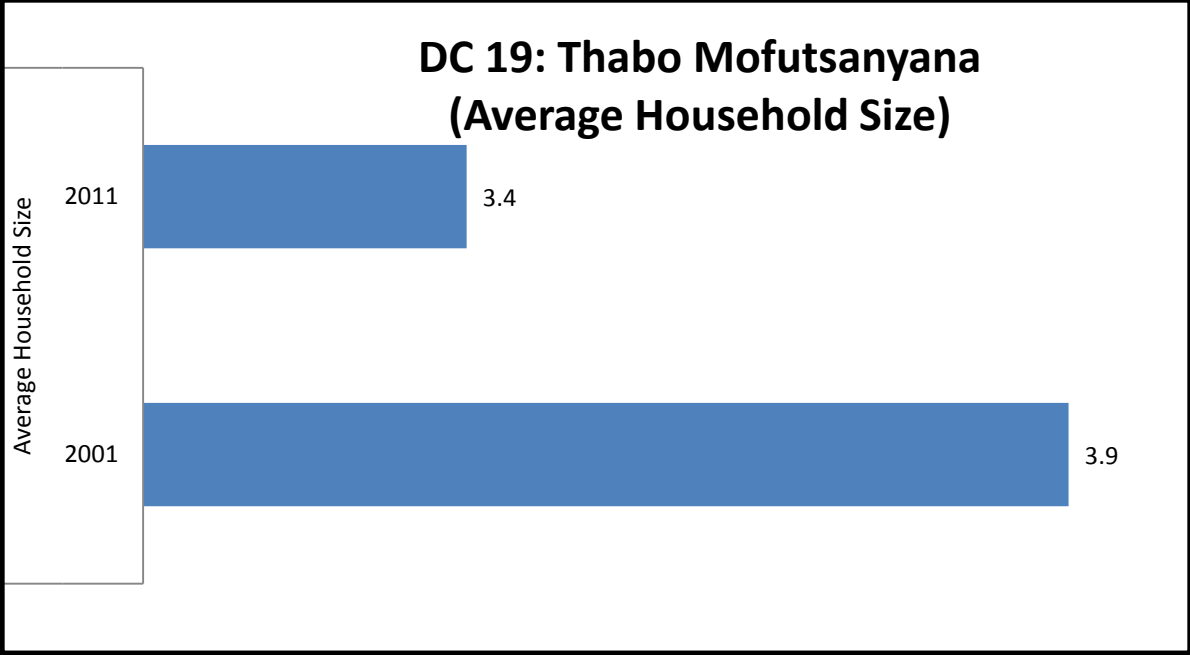


DC 19: Thabo Mofutsanyana Number of Households



DC 19: Thabo Mofutsanyana Municipalities





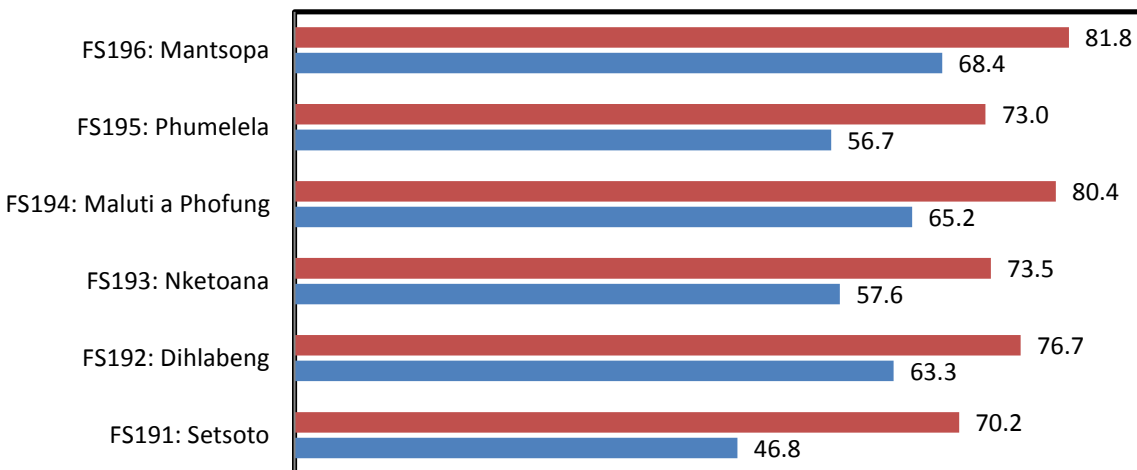
DC 19: Thabo Mofutsanyana (Formal Dwelling %)

■ Household Dynamics

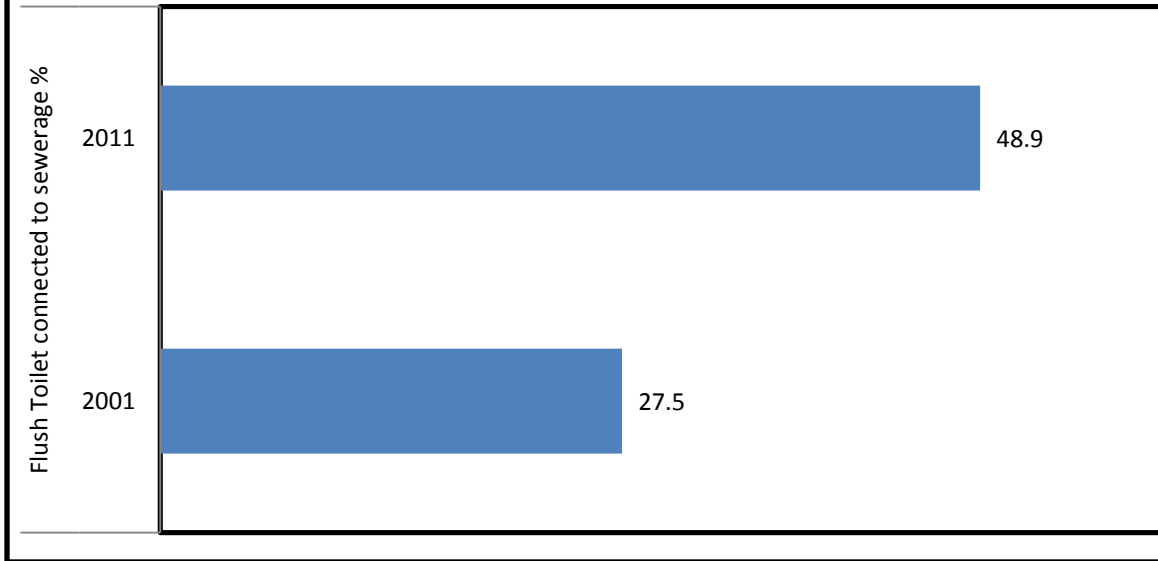


DC 19: Thabo Mofutsanyana Municipalities

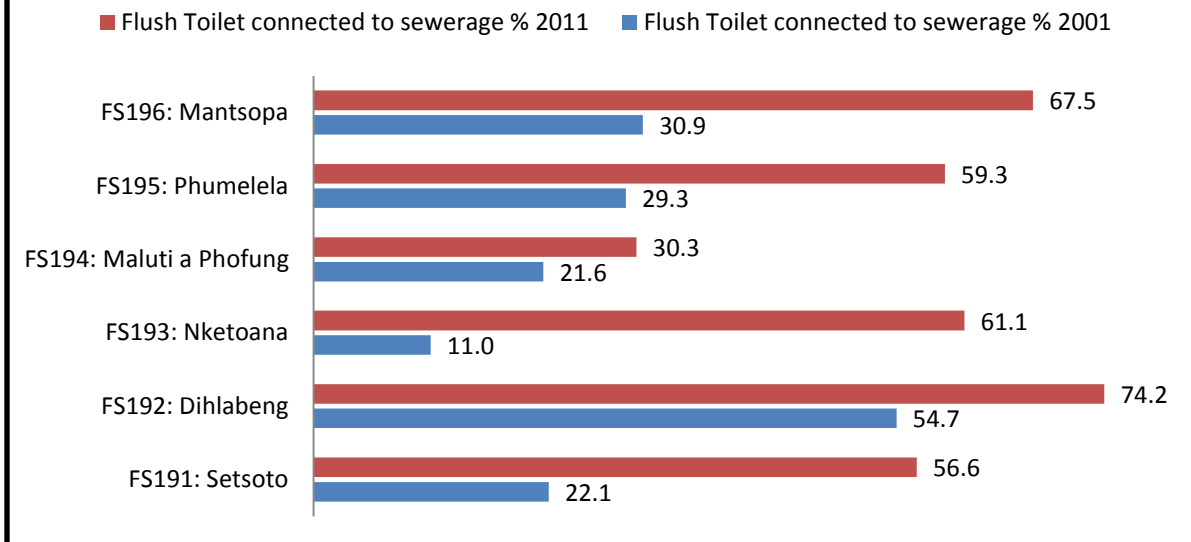
■ Formal Dwellings % 2011 ■ Formal Dwellings % 2001



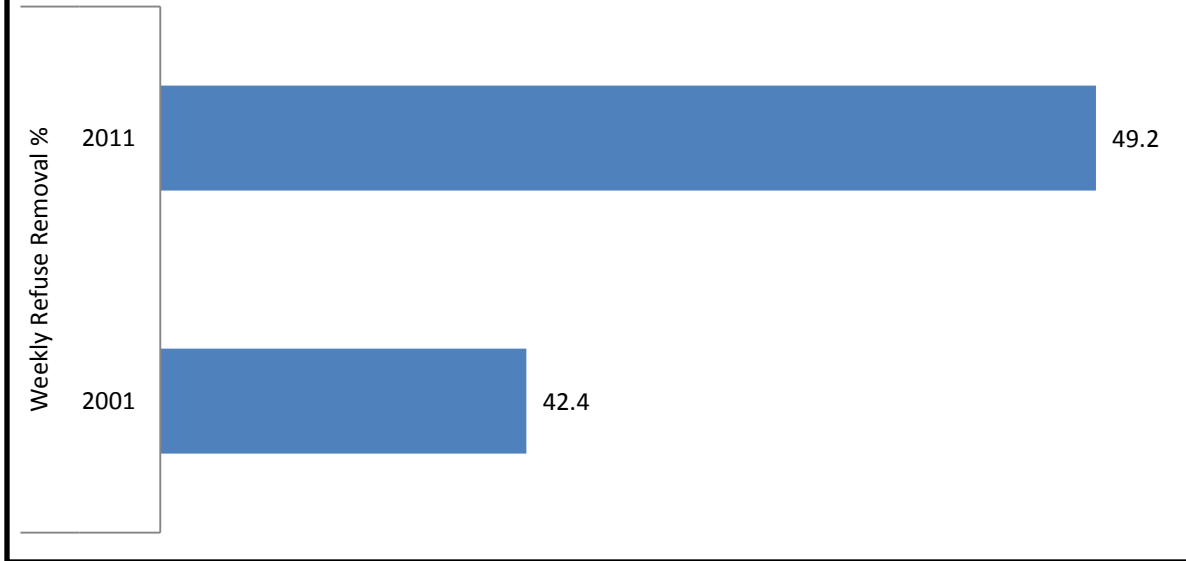
DC19: Thabo Mofutsanyana (Flush Toilet Connected to Sewage)



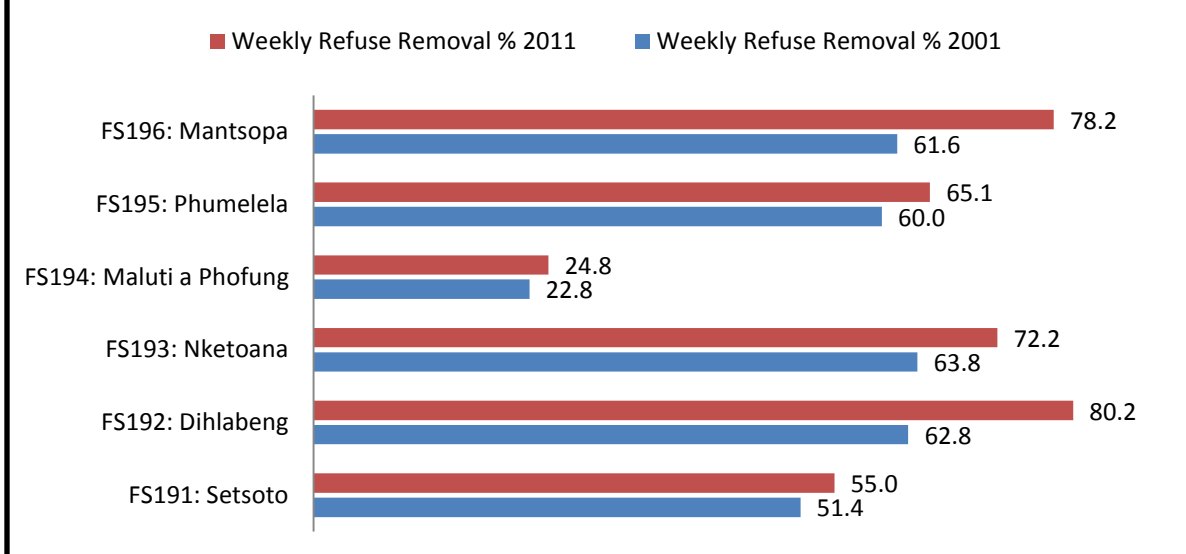
DC 19: Thabo Mofutsanyana Municipalities



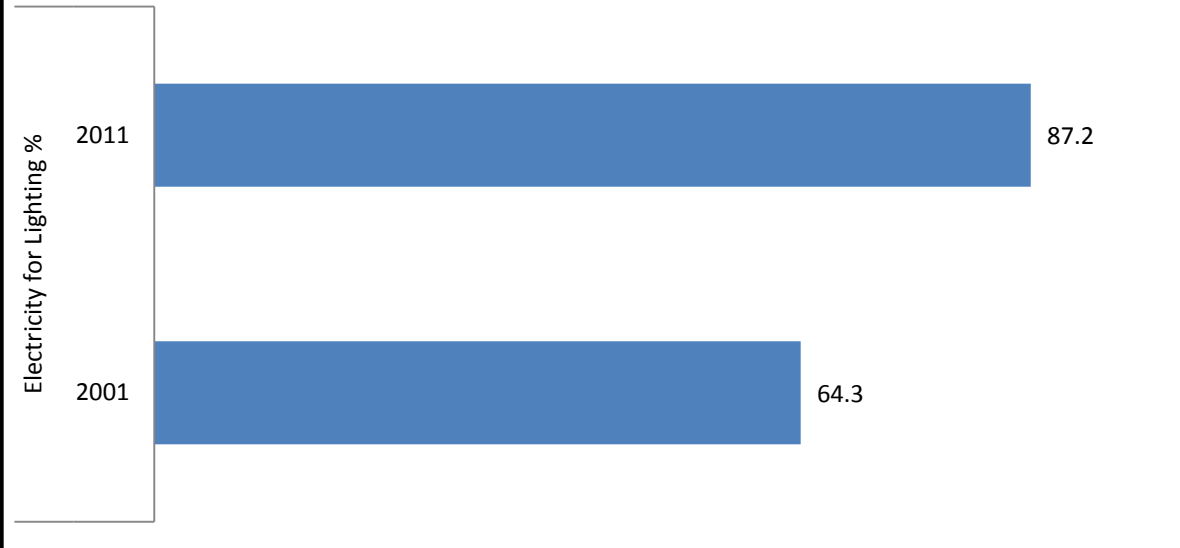
DC19: Thabo Mofutsanyana (Weekly Refuse Removal)



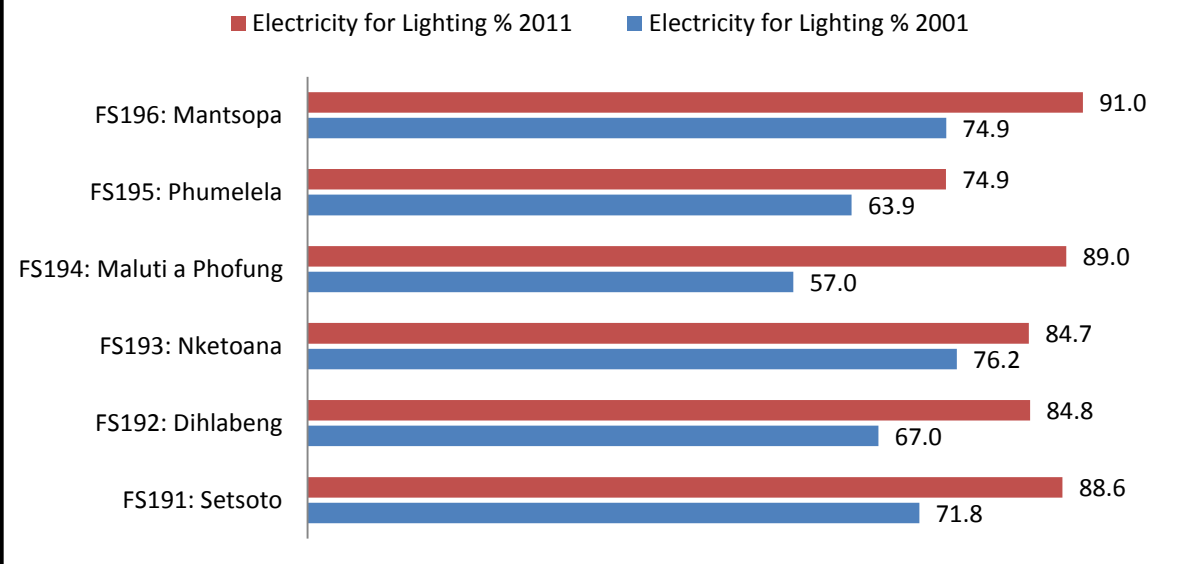
DC 19: Thabo Mofutsanyana Municipalities



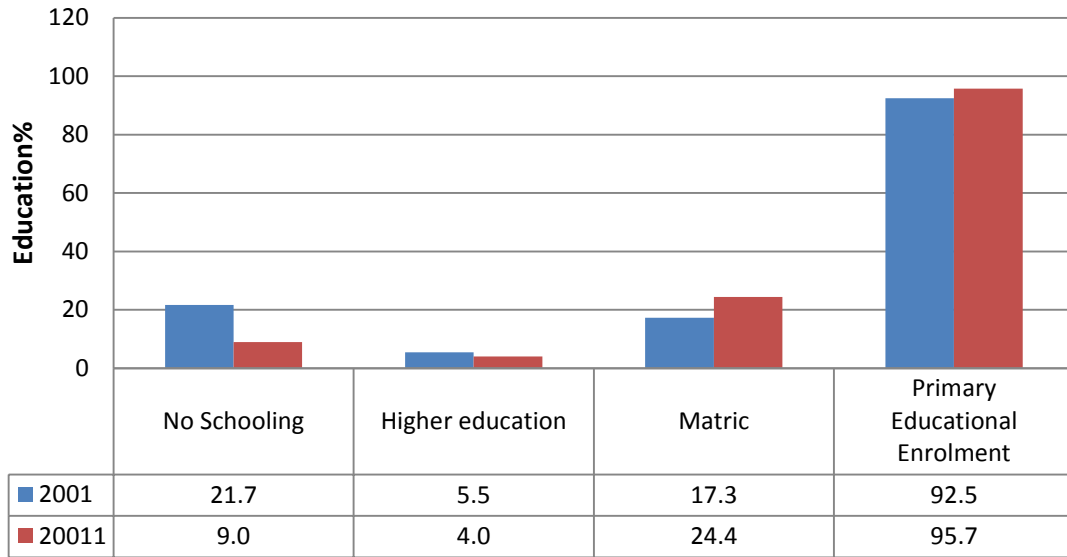
DC19: Thabo Mofutsanyana (Electricity for Lighting)

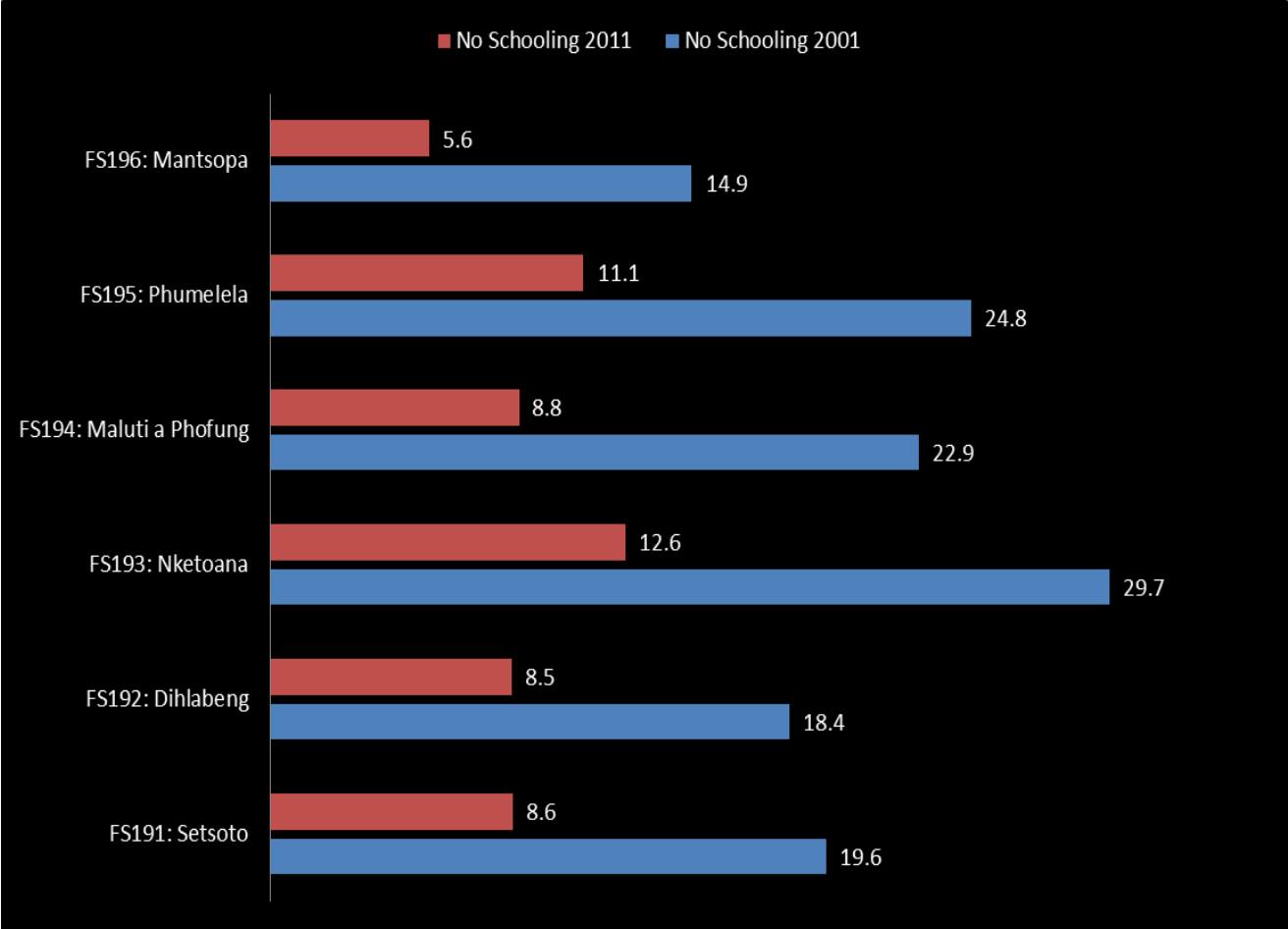


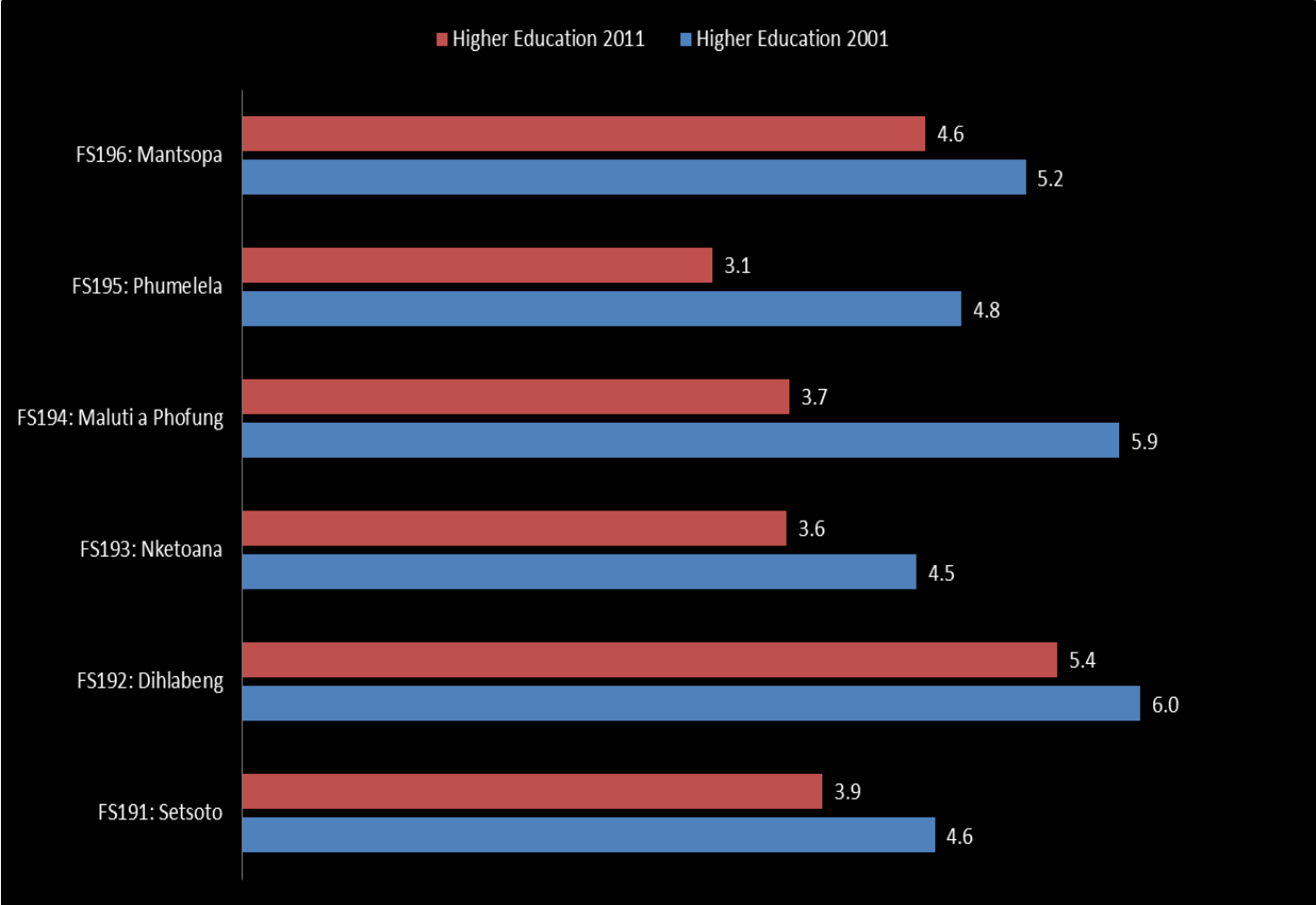
DC19: Thabo Mofutsanyana Municipalities

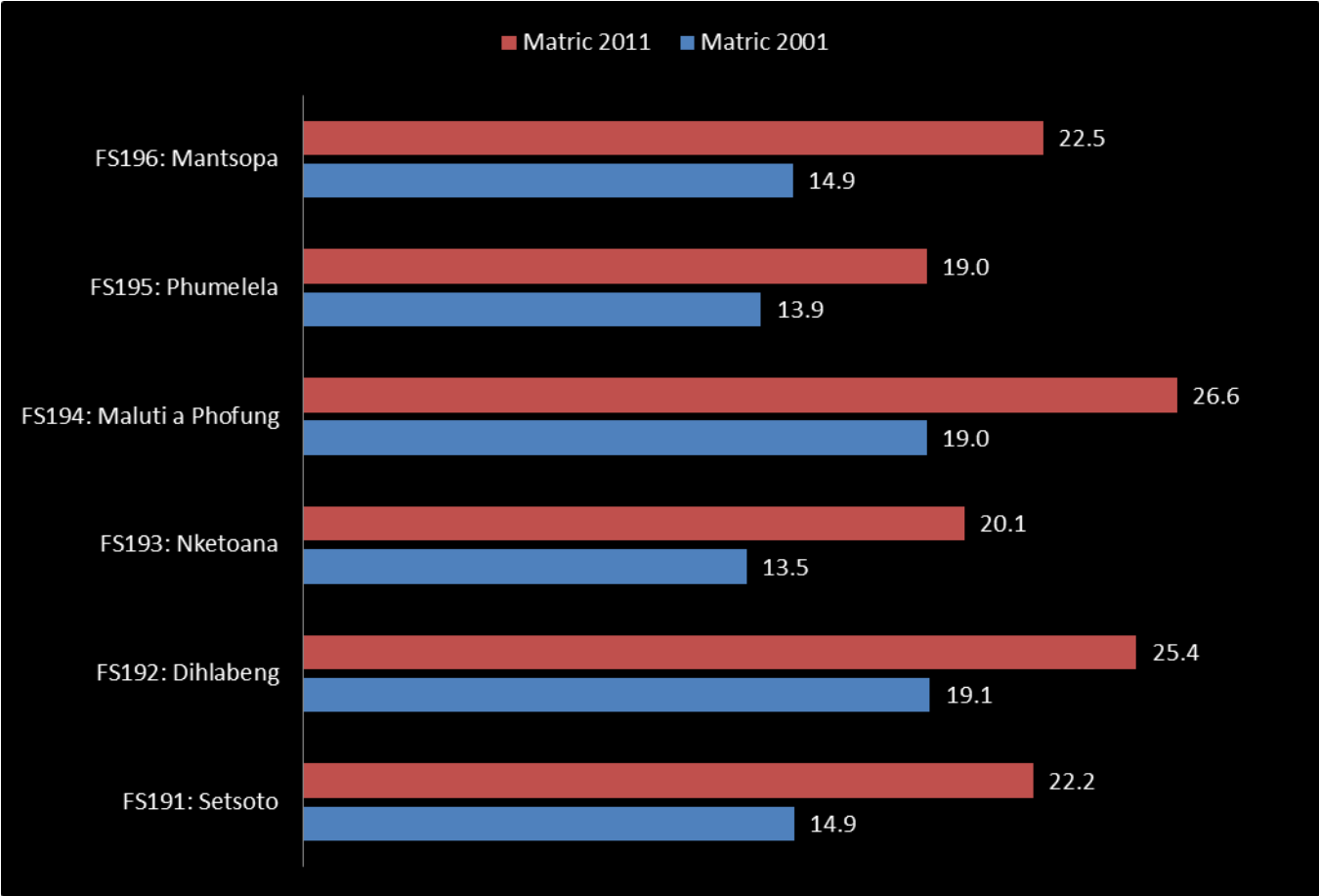


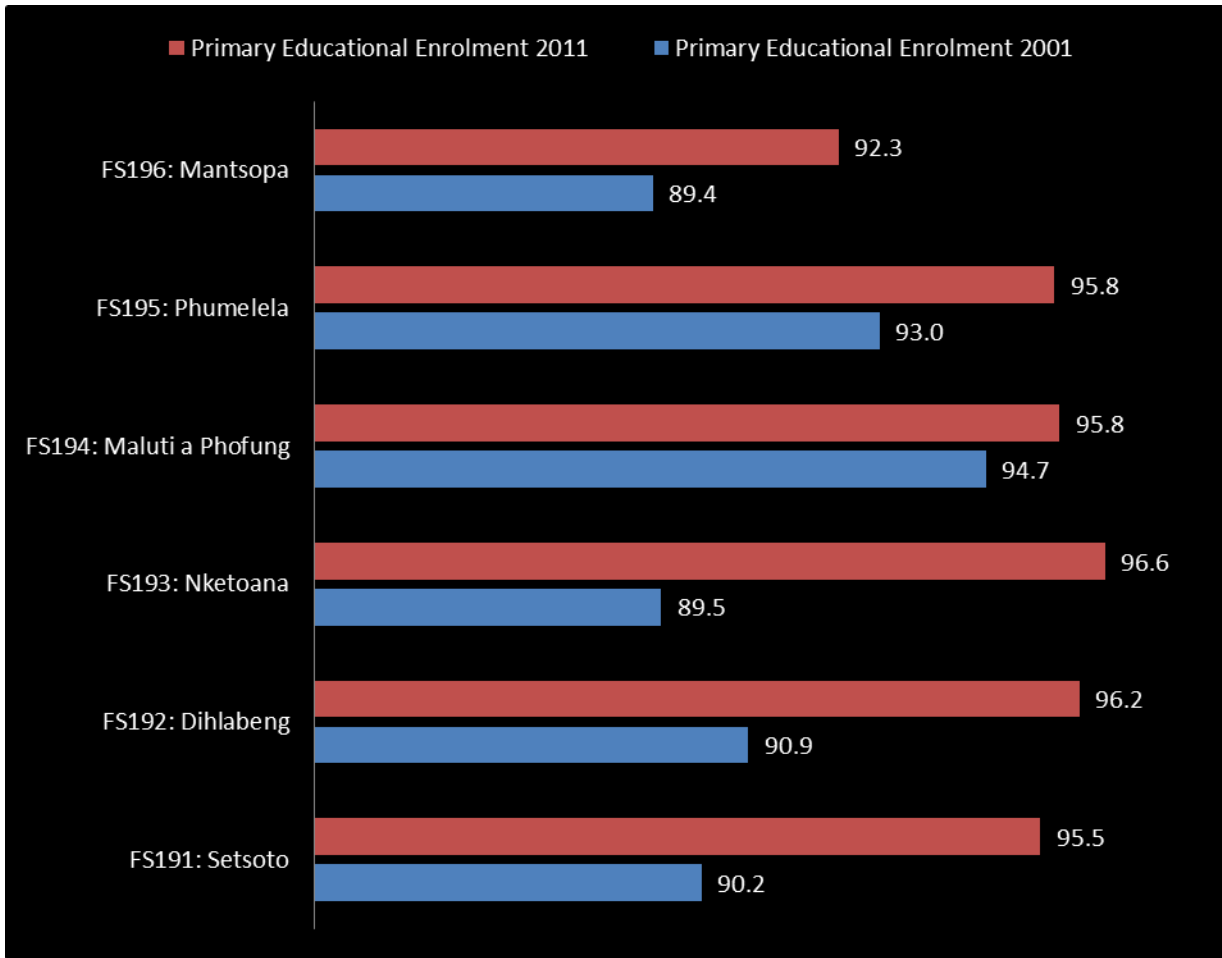
DC19: Thabo Mofutsanyana (Education)









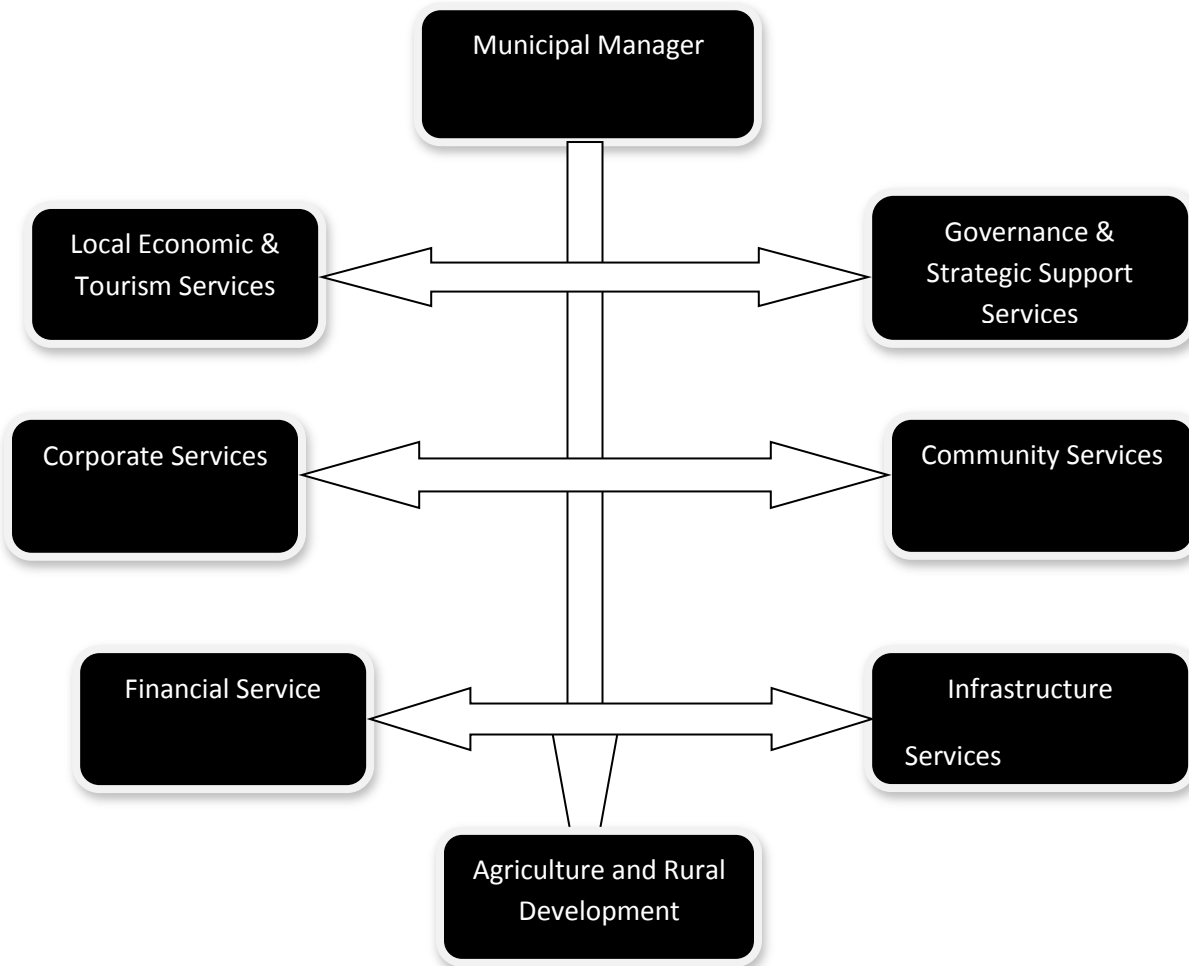


Allocated Powers and Functions

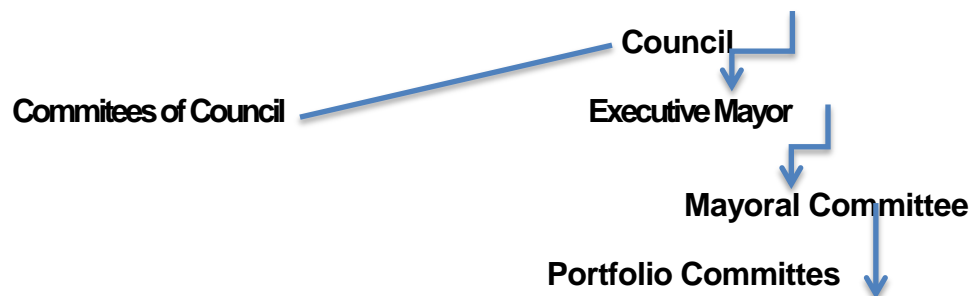
The allocated powers and functions to Thabo Mofutsanyana District Municipality in terms of the Local Government Municipal Structures Act No. 117 of 1998 are as follows:

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

Administrative Structure



The political structure of the district is as follows:



Priority Issues

Thabo-Mofutsanyana District Municipality has designed its priority issues to be in line with the National Development Plan, and the Free State Growth and Development Strategy.

INFRASTRUCTURE AND SERVICES	ECONOMIC DEVELOPMENT AND JOB CREATION
<p>Water</p> <p>Sanitation</p> <p>Electricity</p> <p>Waste management</p> <p>Roads, streets, stormwater</p> <p>Land development</p> <p>Transport, Safety and security</p>	<p>SMME development</p> <p>Tourism development</p> <p>Industrial Development</p> <div data-bbox="651 711 1305 831" style="border: 1px solid black; padding: 5px;"> <p>AGRICULTURE and LAND DEVELOPMENT</p> </div> <p>Agricultural Development</p> <p>Land Use Management</p> <p>Land reform and restitution</p>
COMMUNITY SERVICES	INSTITUTIONAL DEVELOPMENT
<p>Municipal Health</p> <p>Environmental management</p> <p>Disaster management</p> <p>Education</p> <p>Arts and Culture</p> <p>Sport</p>	<p>Institutional development</p> <p>Corporate governance</p> <div data-bbox="699 1339 1295 1373" style="background-color: #e0e0e0; padding: 2px;"> <p>GOOD GOVERNANCE AND COMMUNITY</p> </div> <div data-bbox="699 1415 927 1449" style="background-color: #e0e0e0; padding: 2px;"> <p>PARTICIPATION</p> </div> <p>Development Planning</p> <p>Community Participation</p>
	<p>FINANCIAL VIABILITY</p>

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



Current Realities

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

Infrastructure and Services

WATER

Core issues

The District Municipality is not a water authority despite its rural nature and topography. It does not receive Municipal Infrastructure Grant (MIG) and thus it is disabled to assist with bulk provision of water.

- Availability of funds from the MIG and RBG.
- Service payment levels at locals to maintain infrastructure is low.
- Service maintenance
- Available capacities both human and capital at locals
- Supply rivers polluted by waste and alien grass and trees..

Trends, problems and causes

Majority of urban areas have individual erf connections. Rural areas are poorly serviced in terms of water and many farm workers have to walk long distances to a water source.

Bulk water in the district is in most areas sufficient except Phumelela, Nketoana, Maluti-a-Phofung and Setsoto. Supply systems are not always adequate. Water treatment facilities are very rudimentary in some areas where quality is not guaranteed to meet standards. Water quality has drastically improved in Maluti-a-Phofung, while declining in Nketoana Municipality. Small municipalities lack personnel, resources & finances to operate and maintain bulk & internal water supply systems effectively.

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

SANITATION

Core issues:

- Disparities in provision of sanitation due to topography
- Lack of sustainable and affordable systems

- Environmental risk
- Services maintenance

Trends, problems and causes

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

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

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

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

ELECTRICITY DISTRIBUTION

- Service delivery in terms of municipal networks
- Farms owned by Black farmers not serviced well
- Maintenance of networks owned by local municipalities.

Trends, problems and causes

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

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

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

There is no electricity generating facilities operating at the moment, but Dihlabeng has completed its small scale water driven facility. A project to generate hydro-electricity is currently operational in the Axle River in Dihlabeng and will provide some electricity to Bethlehem. The District has resolved to provide solar energy, and solar projects where possible.

WASTE MANAGEMENT

Core issues:

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

Trends, problems and causes

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

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

Recycling of waste is not done widely or on a large scale. In future it will be necessary to investigate and implement cost effective ways to recycle waste. Community projects

have been established in each municipality with the assistance of the Department of Environmental Affairs.

ROADS, STREETS, STORMWATER

Core issues:

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

Trends, problems and causes

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

The primary road network (provincial primary, secondary & tertiary) is sufficient, but it is not well maintained. The condition of roads currently affects several services (i.e. education, health, safety as well as tourism). Especially rural areas and farm workers and farmers are suffering as a result of this. The road between Kestell and Reitz is in bad shape because of non maintenance.

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

The provision of streets and stormwater in urban areas and the maintenance thereof have been widely neglected due to the declining budgets of municipalities and the low priority it was given over the past 5 to 6 years. The condition of streets is worsened by a lack of proper stormwater and sidewalks planning, especially in townships. Streets in townships were not designed for cars and it creates a problem due to the fact that more

and more people own cars. The general feeling is that road construction methods should be used that will require lower maintenance costs, such as paving.

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

HOUSING

Core issues:

- Influx and rural housing conditions
- Land and ownership
- Services infrastructure provision
- Role of the Local and District Municipalities in human settlement
- Criteria for housing provision
- Incomplete housing structures

Trends, problems and causes

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

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

The housing situation of rural farm workers is cause for serious concern and is often the reason for influx to urban areas. The housing needs of farm workers are directly linked to ownership. There is still not a uniform solution to the problem and continuous

negotiations and talks should be held between local authorities, farmers and farm workers.

CEMETERIES

Core issues:

- Provision of more cemeteries and lack of land
- Proper care of cemeteries
- Paupers burials
- Increased death numbers

Trends, problems and causes

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

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

Paupers' burials are increasing and placing a financial burden on municipalities. The District has been shown to be the area where the greatest number of death occurs, but not due Aids.

TELECOMMUNICATION

Core issues:

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

Trends, problems and causes

Telephone services are available to most people in some form (Telkom or cellular). Most new residential areas have not yet been serviced with telephone lines from Telkom. In general it is not such a high priority as many people have access to telephones in the form of cellular. The District has resolved to use wifi services for its benefit and communities around its headquarters.

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

AGRICULTURE AND RURAL DEVELOPMENT

LAND DEVELOPMENT

Core issues:

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

Trends, problems and causes

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

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

Most municipalities do not have new policies on land development yet

AGRICULTURAL DEVELOPMENT

Core issues:

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

Trends, problems and causes

Thabo Mofutsanyana District (Eastern Free State) is regarded as one of the most fertile areas in the Free State and consequently one of the most productive agricultural areas. The agricultural sector does, however, experience serious financial strain with high production costs. Natural and other disasters contribute to the poor state of the sector. Another detrimental factor is the poor state of roads and transportation with trains is limited.

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

Recent commonage and small scale farming developments proved not to be successful due to lack of commitment, management and other skills. Commonages are in many instances too big for effective management and the management structures for commonages are not functioning properly due to a number of reasons.

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

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

LAND REFORM

Core issues:

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

Trends, problems and causes

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

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

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

JOB CREATION AND TOURISM Development

TOURISM DEVELOPMENT

Core issues:

- Marketing
- Training
- Financial assistance

Trends, problems and causes

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

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

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

The overall feeling is that a good marketing campaign that focuses on cultural tourism should be undertaken, but first structures on ground level should be organized. The marketing strategy should involve local people. Free State Tourism has rebranded the tourism routes in the province, and the District falls under the Eagles Route and part of the Cheetar Route, The Eagles Route is described as 'Every bit as majestic as the eagles that glide over the Northern Drakensburg peaks, the Eagle Route is a little piece of heaven for tourists. Whether you're in the mood for a quiet retreat in the countryside or an invigorating taste of local life and culture, you'll find the Eagle Route in the Thabo Mofutsanyane district a true feast for the senses. Spanning the Free State's southern border with Lesotho, the route runs from Ficksburg to Harrismith through some of the most picturesque landscape in the country - including the famous 'Cherry Region'. Along the way it takes in majestic mountain views, interesting historical monuments, pristine nature reserves and fascinating towns. Whether you're an outdoor enthusiast or a culture vulture, there's plenty to see and do: from dinosaur fossils, rock paintings and arts & crafts to ski slopes, horse trails, hot air ballooning and 4X4 trips.

The towns to explore on the Eagle route are:

- Ficksburg
- Fouriesburg
- Clarens
- Phutaditjhaba
- Bethlehem

The Cheetah route begins at Ladybrand –Mantsopa Local Municipality and it described thus' **LADYBRAND**, your last stop on the Cheetah Route, is a fascinating agricultural town with a colourful history. Step back into the past with a visit to The Stables, a great rock shelter used by the Boers to stable horses during the Basotho War of 1858. Another natural landmark is the Cave Church (also known as the Rose Chapel), a hollow sandstone outcrop that was Anglican missionaries' first place of worship in the area. It is also an important pilgrimage site for Africanist

churches who bring offerings to the ancestors here. The nearby Modderpoort (Lekhalong la Mantsopa) and the grave of the legendary BaSotho prophetess Anna Mantsopa Makhetha are another must. The township of Manyatseng, situated on Ladybrand's northern outskirts, was where a number of Basotho nationals from Lesotho took refuge a few years ago when violence erupted in neighbouring Lesotho. If you fish, try the well-stocked 2ha Amohela Ho Spitskop dam and adjacent deep water quarry for rainbow trout, black bass and carp. If you're lucky, you'll be able to catch the unforgettable Vintage Tractor Fair at nearby Clocolan. Clocolan is also where you'll find the prestigious Prynnsberg Heritage Home, Highlands Essential Oils, the Angora Rabbit Farm and the Ben Nevis Cherry Wine Farm – the only cherry wine-producing farm in the eastern Free State.

INDUSTRIAL DEVELOPMENT

Core issues:

- Marketing
- Incentives
- Financial assistance
- Local development projects

Trends, problems and causes

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

Another problem is that the area is not marketed as a potential industrial core. Again it is because of a lack of incentives and limited investigations in what the need of industries and the potential of the area are.

The establishment of the Harrismith Logistics Hub will inject the required growth of industries and marketing of the area,

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

SMME DEVELOPMENT

Core issues:

- Marketing
- Training
- Financial assistance and markets
- Spatially based business development
- Local development projects

Trends, problems and causes

The region has a strong SMME base and excellent potential and infrastructure to improve its economic base. The reasons why there are a multitude of SMMEs is that they are being registered for the sole purpose of being business. No training takes place in those instances, and most are sole traders. The co-operatives movement will be encouraged and trained. Business will be directed to these form of entities. Mining will also be supported by this District as it will create a number of jobs. The EPWP will be encouraged in infrastructure projects as this has been shown to create jobs.

The establishment of the Thabo-Mofutsanyana DM development Agency funded by the IDC as a driver of economic development in the region will assist in the problem areas identified. The services Seta together with other SETAs has already embarked on training SMMEs in the region.

Social and Community Development

HEALTH CARE, AND MUNICIPAL HEALTH SERVICES

Core issues:

- Financial constraints

- Accessibility of health services
- Pilot area for National Health Insurance
- Proper coordination
- Uninformed communities
- Community campaigns

Trends, problems and causes

The existing regional facilities (level 2 hospitals) are situated in Bethlehem and Phuthaditjhaba respectively. The third one in Mantsopa(Ladybrand) is under construction. The Manapo hospital in Qwa-Qwa has been nominated as a pilot site for the National Health Insurance. This will greatly assist in setting standards for other hospitals. Urban areas are mostly serviced by clinics and health care centers, whilst rural areas are serviced by mobile clinics. There are 69 Primary Health Care Clinics in the district. In most small towns a 24-hour service is not available. Altogether, there are 18 functioning mobile clinics providing basic primary health care services at weekly to monthly intervals at more than 1000 points throughout the district. The mobile clinic service is still not adequate, as it does not cover all areas, e.g. Marquard.

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

Serious illnesses such as HIV/AIDS affect the lives of many people. Not all towns have ARV centres. In many instances people are still reluctant to talk about the disease and its effects.

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

DISASTER MANAGEMENT

Core issues:

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

Trends, problems and causes

Very few municipalities have plans in place and some have proper disaster management plans. Municipalities do not receive funds for disaster management any more from the provincial government and do not have the funds in their own budget to make provision for it. Furthermore it is difficult for municipalities to plan in isolation. An integrated approach headed by the district municipalities where all role players can get involved should be followed. The Disaster Management Plan prescribed by legislation will have to be formulated as soon as possible as the District framework already exists.

EDUCATION AND TRAINING

Core issues:

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

Trends, problems and causes

Although there are many high level skilled people in the district, but lack formal employment. The lack of a relevant career guidance path leads to limited practical experience and relevance for school leavers. The quality of education in the district varies from school to school, but the majority of schools achieve low pass rates yearly

Existing tertiary facilities are situated in Bethlehem, Harrismith and Phuthaditjhaba. The Maluti FET College anticipates to open a satellite in Ficksburg. Most courses are practically orientated and students struggle to practice what they have learned since employers have not fully played their role in practical provision. The Office of the Premier, the District Executive Mayor and some SETAS notably the Services SETA are assisting in this regard.

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

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

The lack of cooperation between tertiary institutions and the private sector for practical experience for students (internship) should be addressed. It should be compulsory to institute a proper workplace skills development plan.

Municipalities through the office of the Executive Mayors/Mayors offer limited bursaries to deserving students. This is supplemented by the Office of the Premier. Business in the District should contribute.

There is a need for a database of skills that are available in the district and for information centres where people can access information on job opportunities.

ENVIRONMENTAL MANAGEMENT AND CARE

Core issues:

- Health conscious community
- Increased levels and concentration of waste and pollution
- Rapid urbanization and migration patterns
- Conversion of natural habitats and degradation of the ecosystem
- Conservation areas
- Environmental capacity building, training, awareness and empowerment.
- Waste removal

Trends, problems and causes

Eastern Free State area is rich in natural resources and is seen as one of the most beautiful parts of the country. A large number of environmentally sensitive areas (i.e. dams, rivers etc.) exist which should be protected at all costs. Unfortunately there is currently very little coordination between different government departments involved with environmental management. Municipalities have not yet taken any responsibility to make people aware of their own responsibility to combat environmental threats.

A number of environmental risks exist. They include:

- High levels of air pollution around towns caused by wood and coal fires.
- Cutting down of trees also decrease natural air filters.
- Uncontrolled dumping of refuse and littering further contributes towards pollution.
- The poor management of sanitation systems poses a serious health and environmental risk.
- Overgrazing causes erosion, especially commonages cause a great problem
- Veldt fires damages biodiversity and leads to erosion and air pollution.
- Damage to habitat and biodiversity
- Protection of heritage sites
- Climate and air quality
- Overuse of normal electricity, and slow conversion to solar/natural energy use
- Role of women, and youth in environmental management and development.

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

SAFETY AND SECURITY

Core issues:

- Traffic management
- Traffic control

- Centralised control room

Trends, problems and causes

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

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

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

SPORTS AND RECREATION

Core issue

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

trends, problems principles

Not all communities have access to sport and recreation facilities. In many cases the facilities are dilapidated and not well maintained. A variety of sports activities should be catered for.

WOMEN, CHILDREN, YOUTH, AND THE CHALLENGED

Core issue

- Proper care facilities
- Access to government services
- Violence against women, children and the vulnerable
- Drugs and alcohol abuse by youth
- Teen pregnancy
- Database of all needing social services

trends, problems principles

Not all communities have access to government facilities that provide social services.. In many cases the facilities are dilapidated and not well maintained. Budgetary constraints have negatively affected care facilities for the aged and challenged. Youth have turned to alcohol and drugs, and there has been an increase in violence against women and children. Aids is no more a big problem as in past years. ARVs are now freely available, and the number to be taken has been reduced from 3 to 1. Youth unemployment in the district is addressed by the provision of education at the FGET colleges, and in service being provided by the municipalities and sector departments. A database of all services should be updated.

ARTS AND CULTURE

Core issues:

- Proper planning
- Database of performers
- Community awareness programmes
- Initiation schools which are illegal

Trends, problems and causes

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

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

The death of inmates at initiation schools schools is a problem, however the District is involved in ensuring that all schools are compliant with legislation.

TRANSPORT

Core issues

- Public Transport Facilities
- Co-ordination of transport services
- National road traffic through towns
- Integrated Transport Plan
- Rail Transport where it was discontinued.

Trends, problems and causes

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

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

A comprehensive transport plan should be formulated as prescribed by the National Transport Act for each district municipality.

Good Governance and Community Participation

INSTITUTIONAL CAPACITY AND MANAGEMENT

Core issues:

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

Trends, problems and causes

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

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

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

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

The view (image) communities have of municipalities are not always positive. A culture of participative governance is slowly being established, but it will take time to establish community participation structures in such a way that it is representative of and informative for communities. Community Development Workers have been employed in all local municipalities, and these have been strengthened by the establishment of ward

committees in all wards. The incentive provided to ward committees assists in this regard.

A delegation system has been approved to avoid blurred roles and responsibilities. The challenge is to find the responsibilities and role that the district municipality can play without duplicating provincial government functions within the local government structure and to build capacity in the district municipality to fulfil this new role. SALGA and other state departments especially the AG, and treasury assist the District in matters of good governance.

In terms of oversight, all municipalities have functional oversight committees. The District provides a shared service for Nketoana and Phumelela local municipalities. The District has already established the Municipal Public Accounts Committee. The District provides shared audit committee services for Phumelela, Nketoana and Setsoto municipalities.

Intergovernmental relations are important to the District. The IGR Forum has been established, and District based Mayors Forum, Municipal Managers, and IDP and PMS managers forum meet. The District participates in the M&E, IGR, and both MECLOGA and TECHNICAL MECLOGA.

The Performance Management System Framework has been adopted by Council, and an electronic PMS is to be procured.

CLEAN AUDITS AND IMPROVED REVENUE BASE

Core issues:

- Internal capacities of Local and District Municipalities to raise own funding
- Operation Clean Audit 2014
- Internal control systems
- IT related issues

Trends, problems and causes

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

The District has attained an unqualified audit with matters of emphasis in the past two years. This positive trend has to be replicated to all locals especially Phumelela and Maluti-a-Phofung.

Internal control system and lack of IT security have been found to be lacking by the Auditor General.

SECTION C: VISION

VISION

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

SECTION D: MISSION

MISSION

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

SECTION E: STRATEGIC OBJECTIVES

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

Introduction

Preparing the IDP is a legal requirement in terms of the Municipal Systems Act (MSA), however that is not the only reason why municipalities must prepare the plans. Under the new constitution, municipalities have been awarded major developmental responsibilities to ensure that the quality of

life of its citizens is improved. The new role for local government includes provision of basic services, economic development, promoting democracy and accountability and eradication of poverty. To be able to perform this new role extensive planning is necessary in the form of the IDP.

In order to ensure that the integrated development planning process complies with certain minimum quality standards and that proper co-ordination between and with spheres of government is established, the preparation of the Process plan is regulated by the Municipal System Act, 2000. The Process Plan will guide the planning, drafting, review and adoption of the IDP. The Process Plan includes the following:

- A programme specifying timeframes for the different planning processes
- Appropriate mechanism, procedures and processes for consulting with and participation of local communities, organs of states, traditional authorities and other stakeholders in the IDP process
- The identification of all plans and planning requirements binding on municipalities in terms of the provincial and national legislation.

The process of compiling the Process Plan was done by the Steering Committee and the IDP manager in consultation with the other municipalities under Thabo Mofutsanyana District Municipality.

Institutional arrangements, Role and Responsibilities of Municipal Council

As the ultimate political decision making body of the municipalities, the municipal council has to:

- * Consider and adopt a Process Plan
- * Appoint Steering Committee
- * Consider, adopt and approve the IDP
- * Establish IDP Rep. Forum

- * Provide human and capital resources

The mayoral committee has to:

- Decide on the Process Plan
- Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP, or delegate this function to the Municipal Manager
- Approve nominated person to be in charge of different roles, activities and responsibilities of the process and drafting
- Forms part of the IDP Steering Committee

Municipal Manager/IDP Manager

The Municipal Manager being charged with the function of an IDP Manager has to manage and coordinate the IDP process. This includes to:

- Prepare the Process Plan
- Undertake the overall management and co-ordination of the planning process
- Ensure that all relevant role players are appropriately involved
- Nominate person in charge of different roles and responsibilities
- Ensure the planning process is participatory, strategic and implementation oriented and is aligned with sector planning requirements
- Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council
- Ensure proper documentation of the results of the planning of the IDP documents
- Adjust the IDP in accordance with the MEC for Local Government's proposals

Strategic Managers

- Responsible for the implementation of the IDP

- Provide relevant technical, sector and financial information for analysis for determining priority issues
- Contribute technical expertise in the consideration and finalization of strategies and identification of projects
- Provide departmental operational and capital budgetary information
- Be responsible for the preparation of project proposals, the integration of projects and sector programmes
- Be responsible for preparing amendments to the draft IDP for submission to the municipality council for approval and the MEC for Local Government Alignment
- Form part of the IDP Steering Committee and members of the Re. Forum

Consultant/Facilitator

- Providing methodological guidance to the process
- Facilitation of planning workshops
- Documentation of outcomes of planning activities

IDP unit

- Give support in any area within IDP that is needed
- Provide information that will assist in doing the IDP
- Create links between different stakeholders in IDP
- Write terms of reference for the different stakeholders
- Monitor progress with IDP in each municipality
- Management support of implementation of IDP
- Monitor implementation of IDP

Organizational Structures

IDP Steering Committee

Composition:

- Chaired by Mayor
- Secretariat IDP section
- IDP Manager
- Strategic Managers

- Mayoral Committee
- Youth Commissioner
- Internal Auditor

Responsibilities (terms of reference)

- Provides terms of reference for various planning activities
- Commissions research studies
- Considers and comments on inputs from committees/sector departments
- Process, summarizes and document outputs
- Makes content recommendations
- Prepares, facilitates and documents workshop

Representative Forum

Composition:

- Chaired by Mayor
- Steering committee is secretariat
- 15 elected councilors from the district municipality
- 2 representatives of local municipalities (1 councilor, 1 official)
- 2 officials per administration unit of the district municipality
- 1 representative from the different NGOs, trade unions, farmers unions, business association that focus on the regional area
- Professional people when needed

Responsibilities (terms of reference)

- Represent interests of constituencies
- Provide organizational mechanism for discussion, negotiation and decision-making
- Ensure communication between the stakeholders representatives

- Monitor performance of the planning and implementation process

Mechanism and Procedure for Participation

Certain principles with regard to participation of different stakeholders within the IDP process includes the following:

- The elected council is the ultimate decision-making forum on IDPs. The role of participatory democracy is to inform, negotiate and comment on those decisions.
- Public participation has to be institutionalized in order to ensure that all residents of the area have an equal right to participate
- Participation should be structured so that there are clear rules and procedures specifying who is to participate, on behalf of whom, on which issue, through which organizational mechanism, with what effect.

The purpose of participation can be summarized under four major functions:

1. Needs orientation: ensuring that people's needs and problems are taken into account
2. Appropriateness of solutions: using the knowledge and experience of local residents and communities in order to arrive at appropriate and sustainable problem solutions and measures.
3. Community ownership, mobilizing local residents and community partnerships between municipal government and residents for implementation and maintenance.
4. Empowerment: Making integrated development planning a public event and a forum for negotiating conflicting interests, finding compromise and common ground, and thereby,

creating a basis for increased transparency and accountability of local government towards residents

The Representative Forum will provide the means for participation for the stakeholders that are identified. The representatives will discuss issues pertaining to the Thabo Mofutsanyana District Municipality.

The mechanism for other spheres of government to participate will be the district level events that are mentioned below. The identified government departments, together with the municipalities and the service providers will discuss issues relating to the district as a whole.

Issues, Mechanism and Procedure for alignment

Alignment between the different spheres of government will be regulated by the procedures stipulated in the district framework for IDP. It includes the following:

Role-players

National Government

- Department of Provincial and Local government
- Land affairs
- Department of Water affairs and forestry
- Environment and Tourism
- Department of Trade and Industry
- Social Welfare
- Public works
- Agriculture
- Health

Provincial Government

- Sam departments as National government

Local Municipalities

- Local Municipalities of Thabo Mofutsanya
- Tourism partners (Kwa Zulu Natal, Free State and Mpumalanga)
- All district municipalities in the Free State

Service Providers

- ESKOM
- TELKOM
- Rand Water
- Sedibeng Water
- NGO's, COB's and FBO's
- Educational Institutions
- Union's
- Organized Business
- Others

Communication Mechanism

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

- Fax and/or e-mail
- Telephones
- Meeting and workshops

Events and Timeframes

The first important event in the IDP review is the Rep. Forum meeting, whereat all role players were briefed about the IDP review process and the development of the Process Plan. The forum has also agreed to meet three times before the end of March 2014.

The first meeting of the Steering Committee was held on the 15 January 2014 whereat the steering committee developed the Process Plan and attached timeframes for the future IDP steering committee meetings.

The steering Committee agreed to meet five times before end of March 2014 to finalize the review process.

Processes followed to Develop the IDP

The dates are as follows:

- 20 January 2014 – Adoption of the Process Plan
- 11 February 2014 – The Three phases will be consolidated and discussed in one meeting
- 19 February 2014 – The steering committee will discuss and develop Performance Management Plan
- 11 March 2014 – Linking projects with budget and align Sectoral Plan
- 20 March 2014 – Adoption of the IDP review document
- 10 April 2014 – Linking project with budget and align Sectoral Plans
- 24 April 2014– Adoption of IDP Review by Steering Committee
- 30 May 2014 – Council Adoption

Binding Legislation and Planning Requirement

Constitution of Republic of South Africa 1996

Local government

Municipal System Act, 2000

Municipal Structure Act, 1998

Consumer Affairs (unfair Business Practices) Act, 1996

Local Government Municipal Demarcation Act, 1998

Municipal Electoral Act, 2000

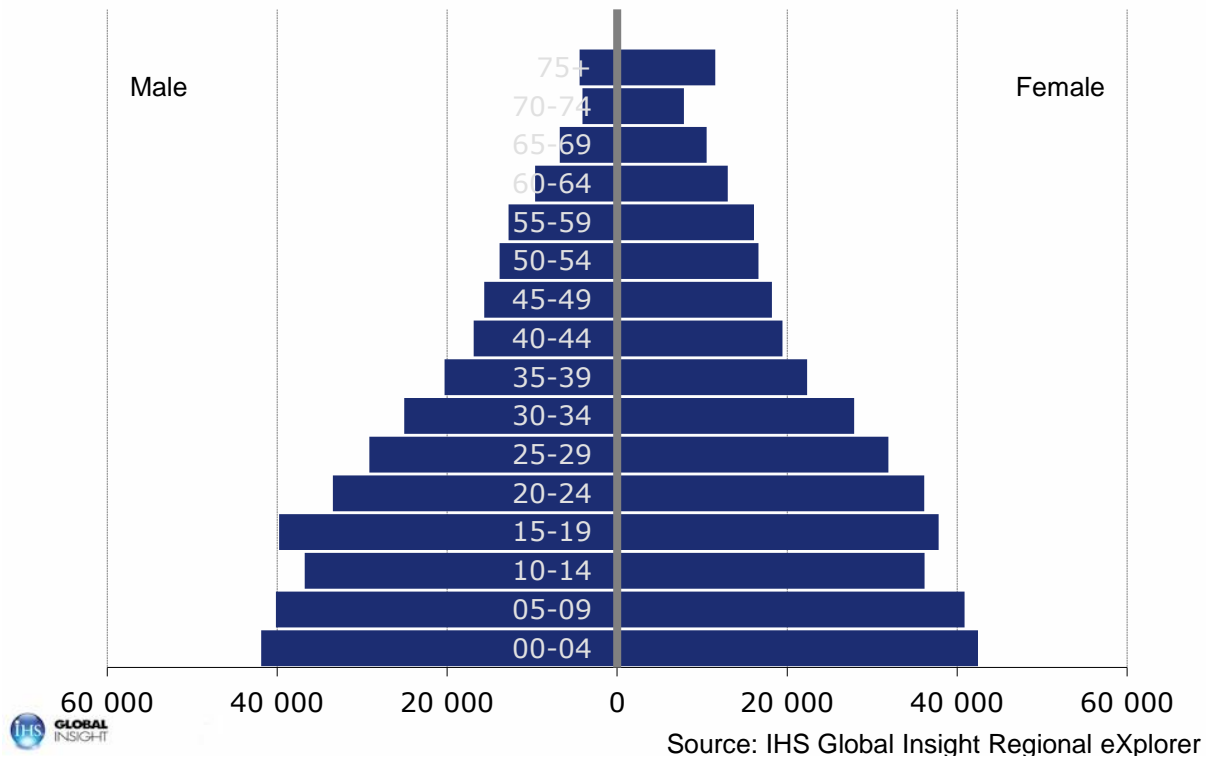
Organised Local Government Act, 1997
Promotion of Local Government Act, 1983
Occupation Health and Safety, 1993
Promotion of Access to information Act, 2000
Promotion of Fair Administrative Justice Act, 2000
Promotion of Equity and Prevention of unfair Discrimination Act, 2000
Appropriation of Revenue Act, 2000
Business Act, 1991
Debt Collectors Act, 1998
Income Tax Act, 1962
Insolvency Act, 1936
Local Authorities Capital Development Fund Ordinance, 1978 READ WITH
Local Government
Amendment Act, 1993
Municipal Finance Management Bill, 2000
Pension benefits for Councilors of Local Authorities Act, 1987
Public Finance Management Act, 1999
Prescribed rates of Interest Act, 1975
Reporting by public Entities Act, 1992
Value Added Tax Act, 1991
Local Government Transition Act, 1993

REPEALED EXECTP FINANCIAL PROVISIONS

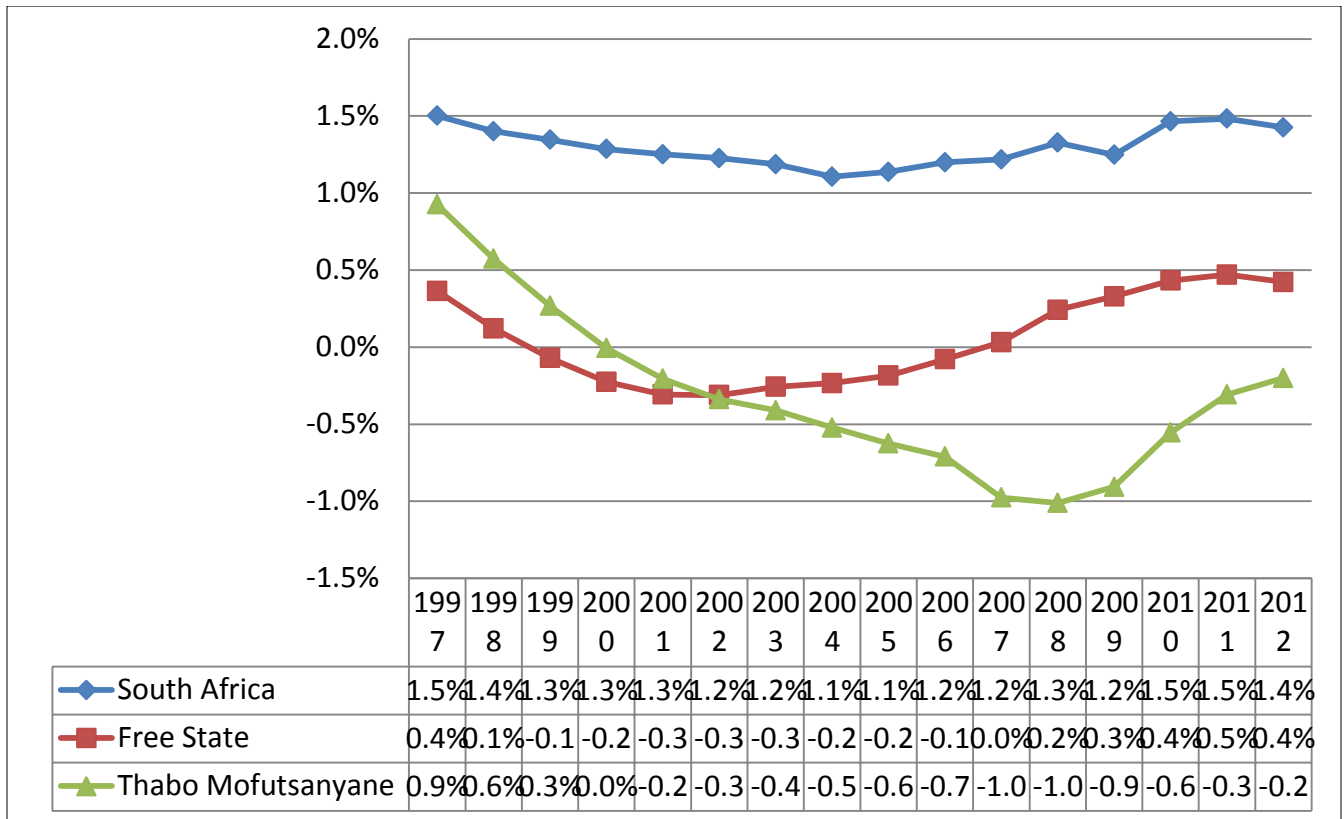
Local Government Property Rates Bill 2000
Electoral Act, 1998
Expropriation Act, 1975
Housing Arrangement Act, 1993

SOCIAL ECONOMIC PROFILE OF THE DISTRICT

Population Pyramid, 2012



Population Growth Rates

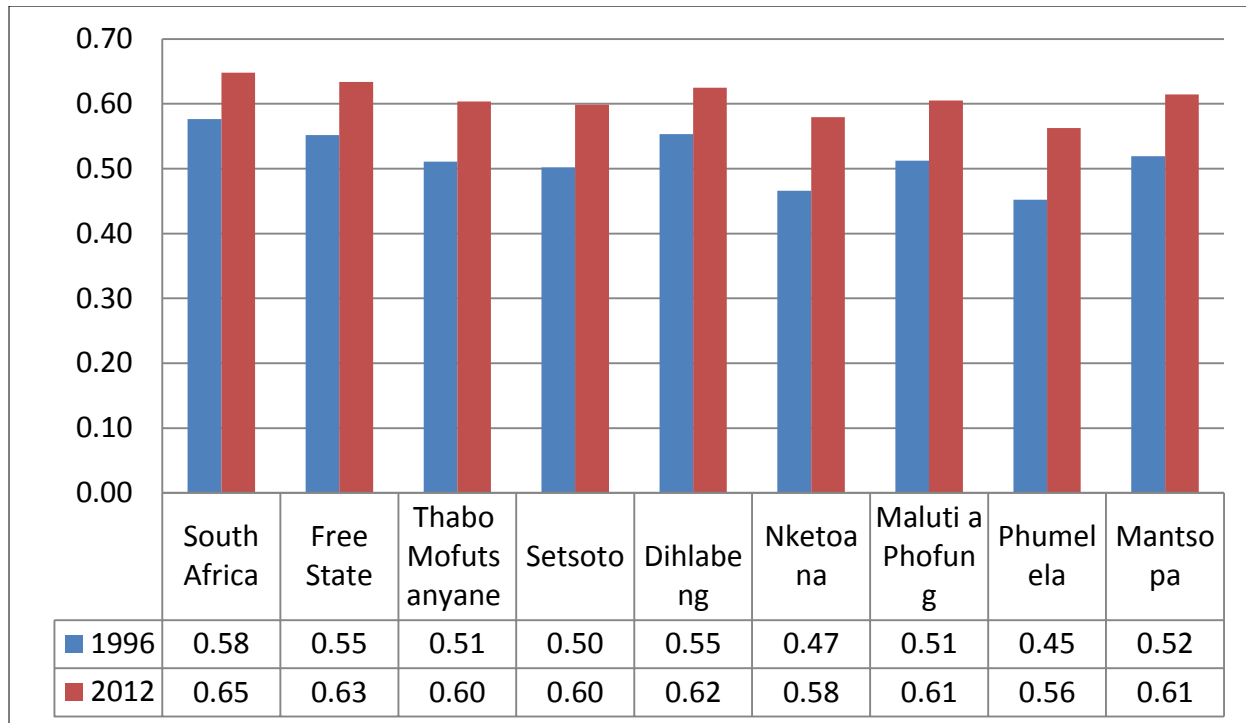


Source: Global insight, Regional eXplorer, 2013

Population Growth Rates

- The FS population growth rate is slower than the national rate, although the gap has been narrowing in the past 10 years.
- Since the year 2000, the population of Thabo Mofutsanyane has been on a decline.
- The population growth rate for Thabo Mofutsanyane has decreased dramatically between 1996 and 2008; from 0.9% to -1.0%.
- However, since 2009 the rate of decline has been on a decrease.

Human Development Index

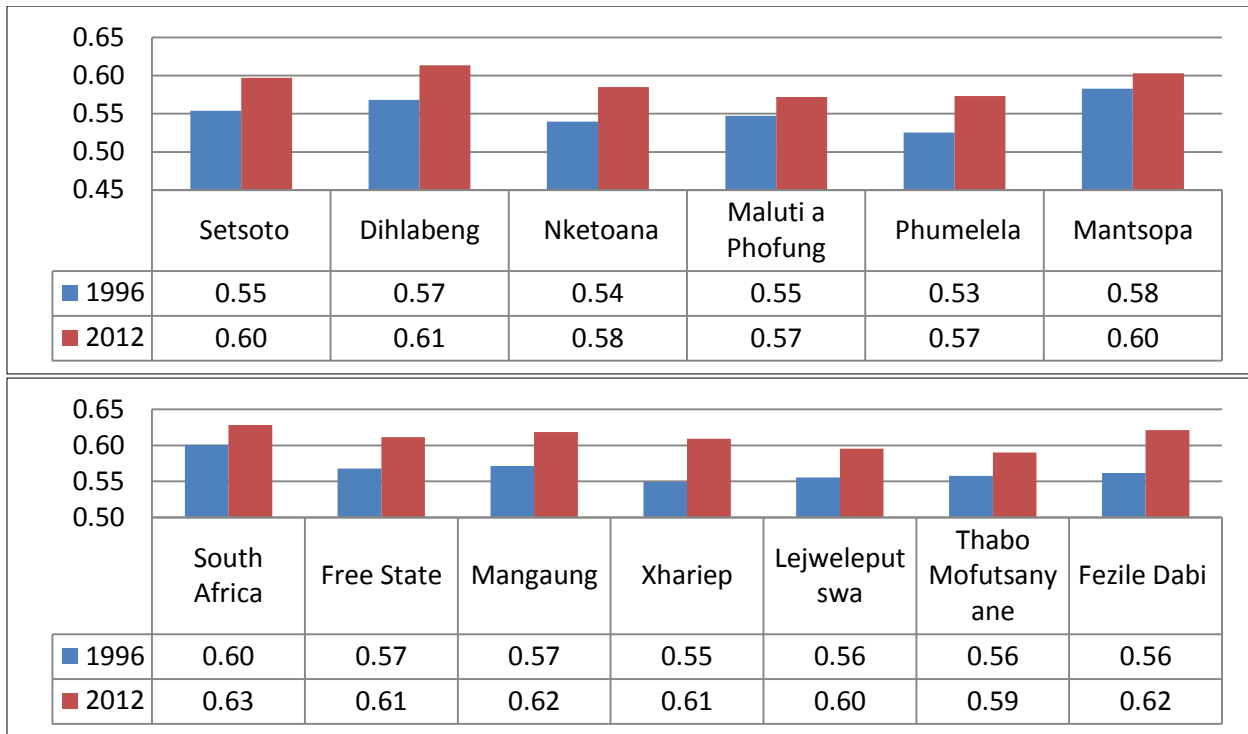


Source: Global insight, Regional eXplorer, 2013

Human Development Index

- The level of development in the country, measured by HDI, has improved significantly from a lowly 0.58 in 1996 to 0.65 in 2012.
- The Free State Province has also improved from 0.55 to 0.63 during the same period, though it remains below the national average
- The region of Thabo Mofutsanyane's HDI increased from 0.51 in 1996 to 0.60 in 2012, lower than the provincial average.
- The municipality with the highest HDI in Thabo Mofutsanyane District is Dihlabeng (0.62), while Phumelela (0.56) has the lowest development level

Gini-coefficient (Inequality)

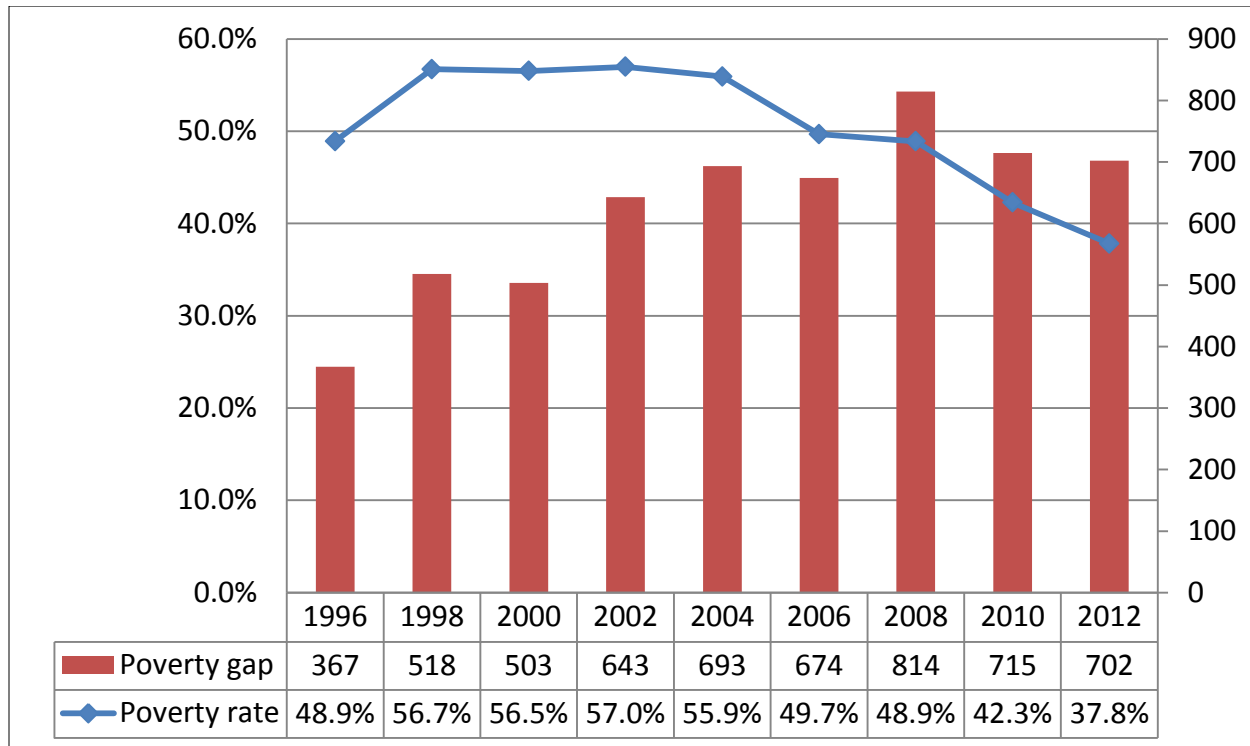


Source: Global insight, Regional eXplorer, 2013

Gini-coefficient (Inequality)

- The level of inequality has increased in the country and in the province compared to 1996.
- Inequality in Thabo Mofutsanyane has also increased; from 0.56 in 1996 to 0.59 in 2012.
- However, Thabo Mofutsanyane has the lowest index when compared to other districts in the Free State.
- There has also been an increase in inequality in all the local municipalities with the Thabo Mofutsanyane District.

Poverty Indicators

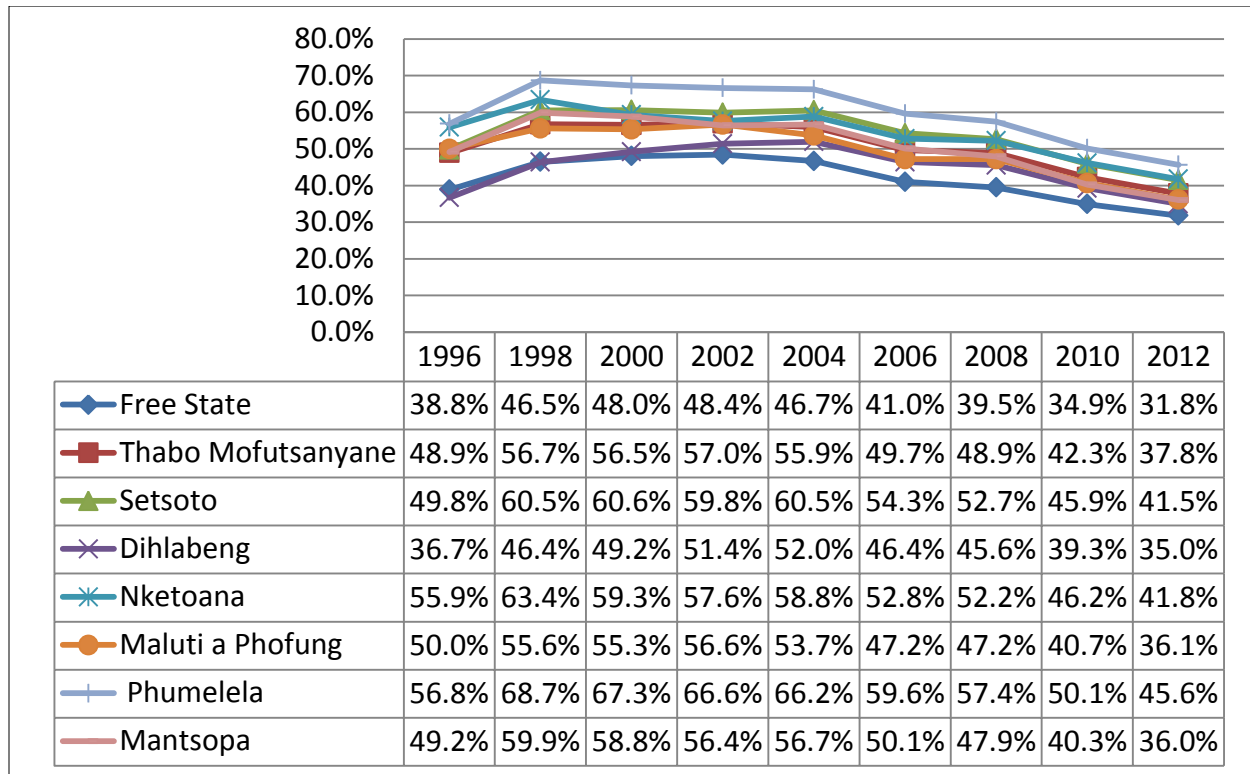


Source: Global insight, Regional eXplorer, 2013

Poverty Indicators

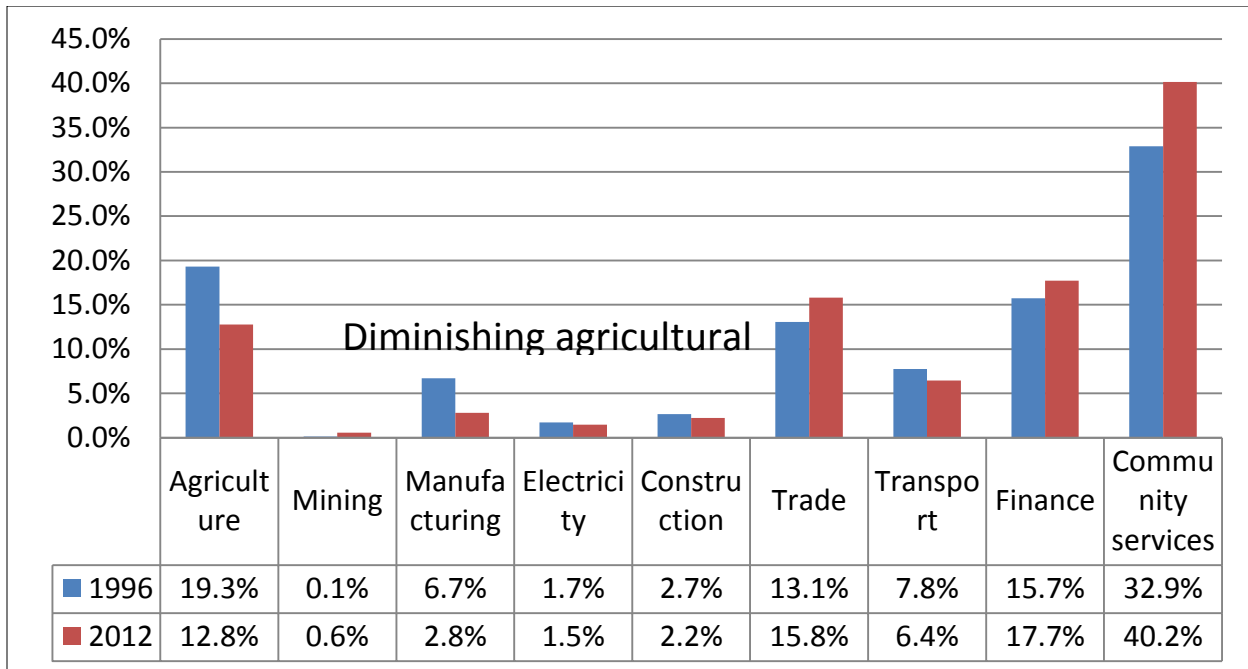
- The percentage of people living in poverty has been on a decline in Thabo Mofutsanyane; from 48.9% in 1996 to 37.8%, representing a decrease of 11.10 percentage points.
- The poverty gap, on the other hand, has however increased from around 367 in 1996 to 702 in 2012

Poverty Rates by Local Municipalities



Source: Global insight, Regional eXplorer, 2013

GDP Contributions by Industry



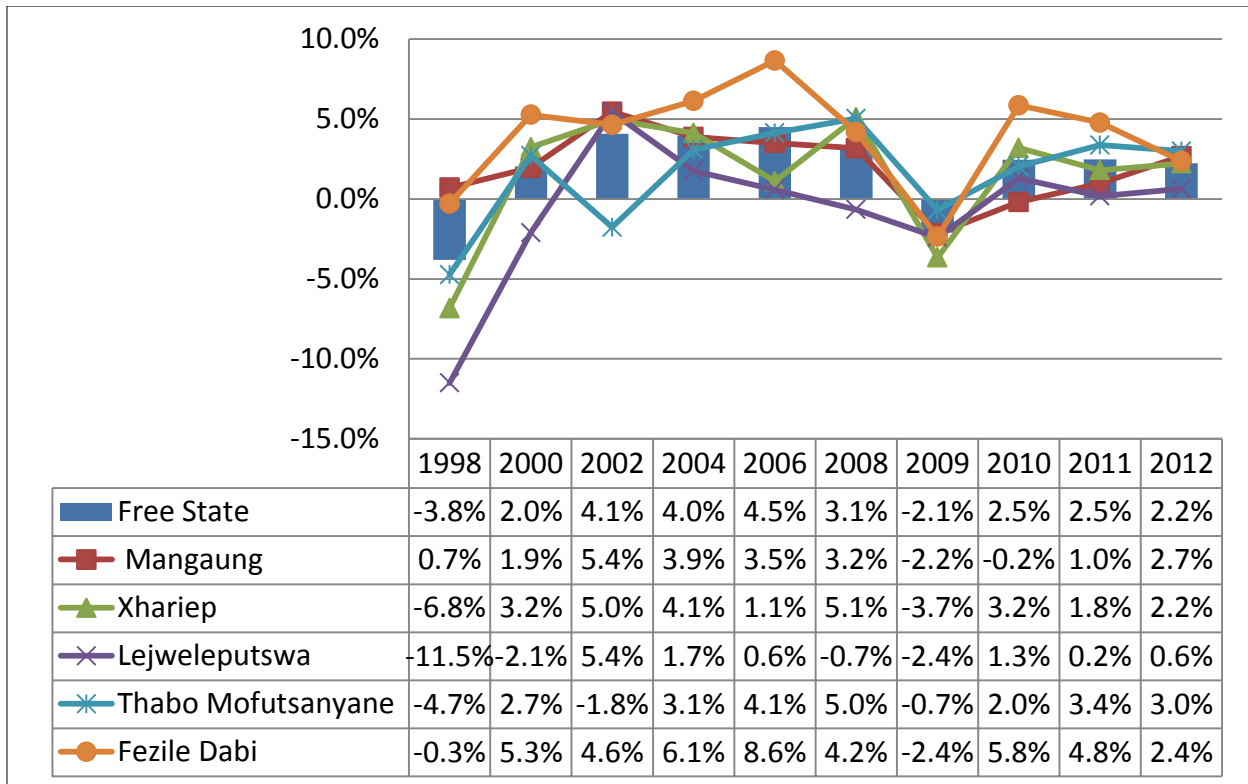
Source: Global insight, Regional eXplorer, 2013

GDP Contributions by Industry

- The biggest sectors in the district in 2012 were:
 - *Community services (40.2%)*
 - *Finance (17.7%)*
 - *Trade (15.8%)*

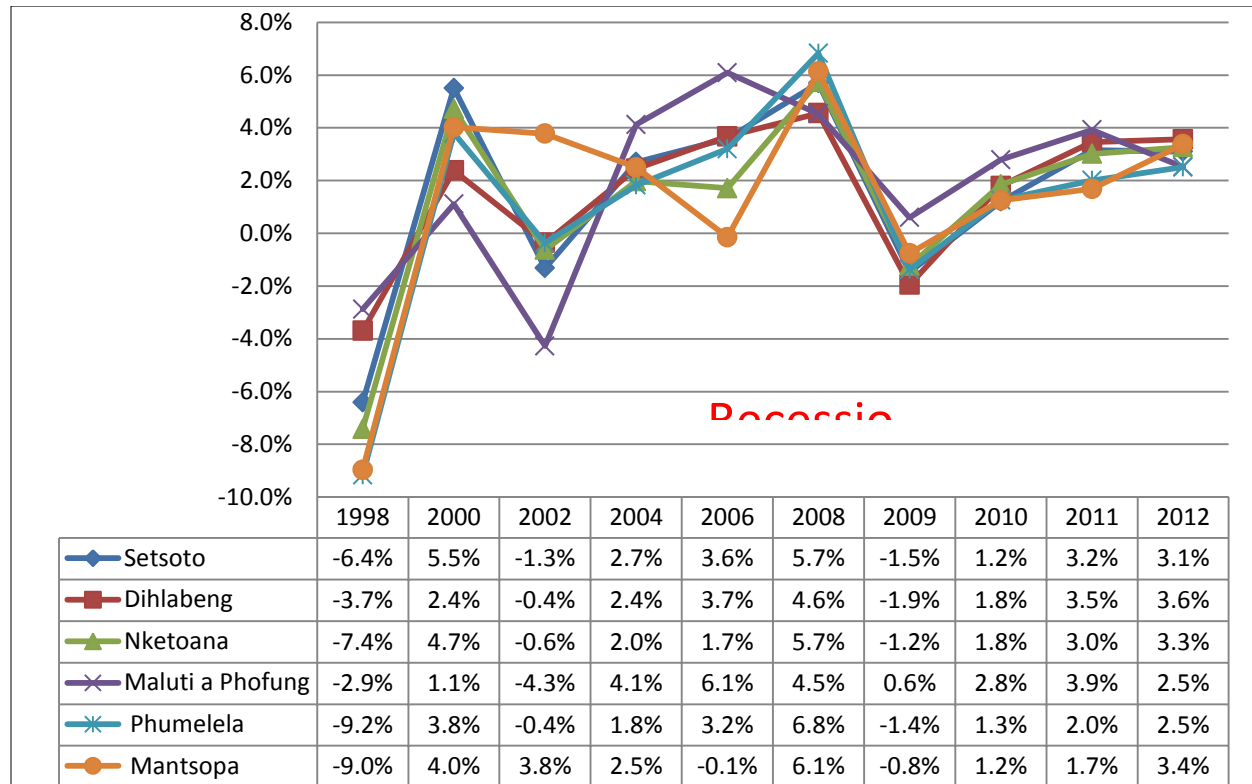
- The smallest sectors were:
 - *Mining (0.6%)*
 - *Electricity (1.5%)*
 - *Construction (2.2%)*

GDP Growth Rates



Source: Global insight, Regional eXplorer, 2013

GDP Growth Rates

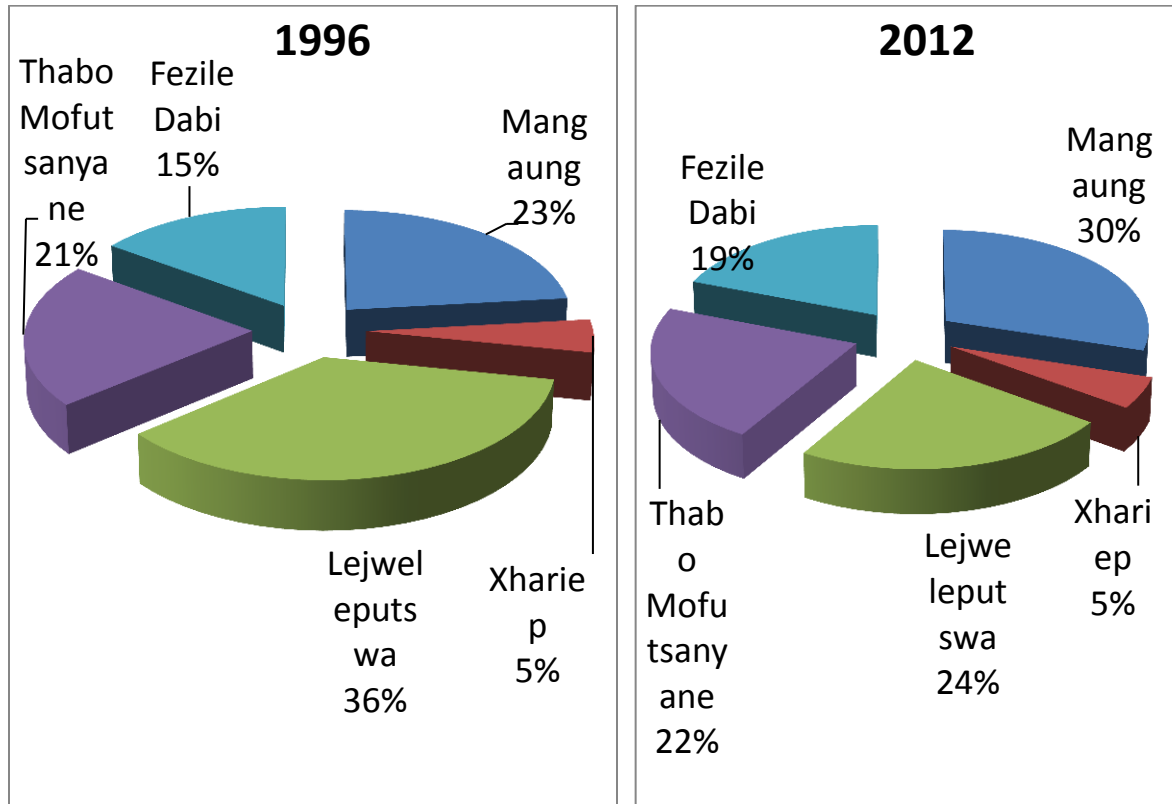


Source: Global insight, Regional eXplorer, 2013

GDP Growth Rates

- Fastest growing municipalities since 1996:
 - Mantsopa (1.7% average)
 - Dihlabeng (1.5% average)
- Slowest growing:
 - Phumelela (0.7% average)
 - Nketoana (1.2% average)
- However, in the past 5 years, Maluti a Phofung has been leading the pack with an average growth of 3.2%, whilst Dihlabeng has been the slowest growing region with 2.2% average growth rate

Employment Share by District



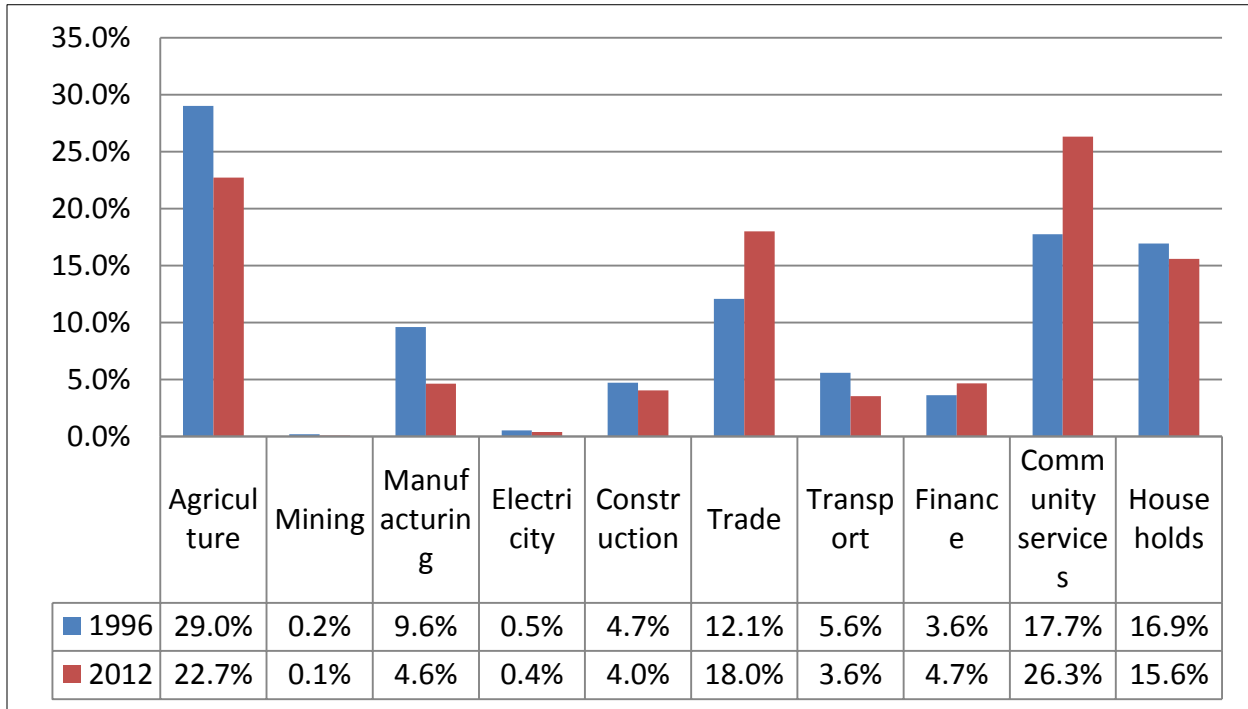
Source: Global insight, Regional eXplorer, 2013

Employment Share by District

- The region of Mangaung is the biggest employer in the province, employing 30% of the people employed in the province; this is in line with its 31% contribution to provincial GDP.
- The biggest regional economy, with a GDP share of around 35% (Fezile Dabi), only employs 19% of the employed in the province, although its share has increased from only 16% in 2002.
- As is the case with the ranking in terms of GDP, Lejweleputswa (24%) and Thabo Mofutsanyane (22%)

hold the third and fourth positions respectively in terms of employment share.

Employment Share by industry

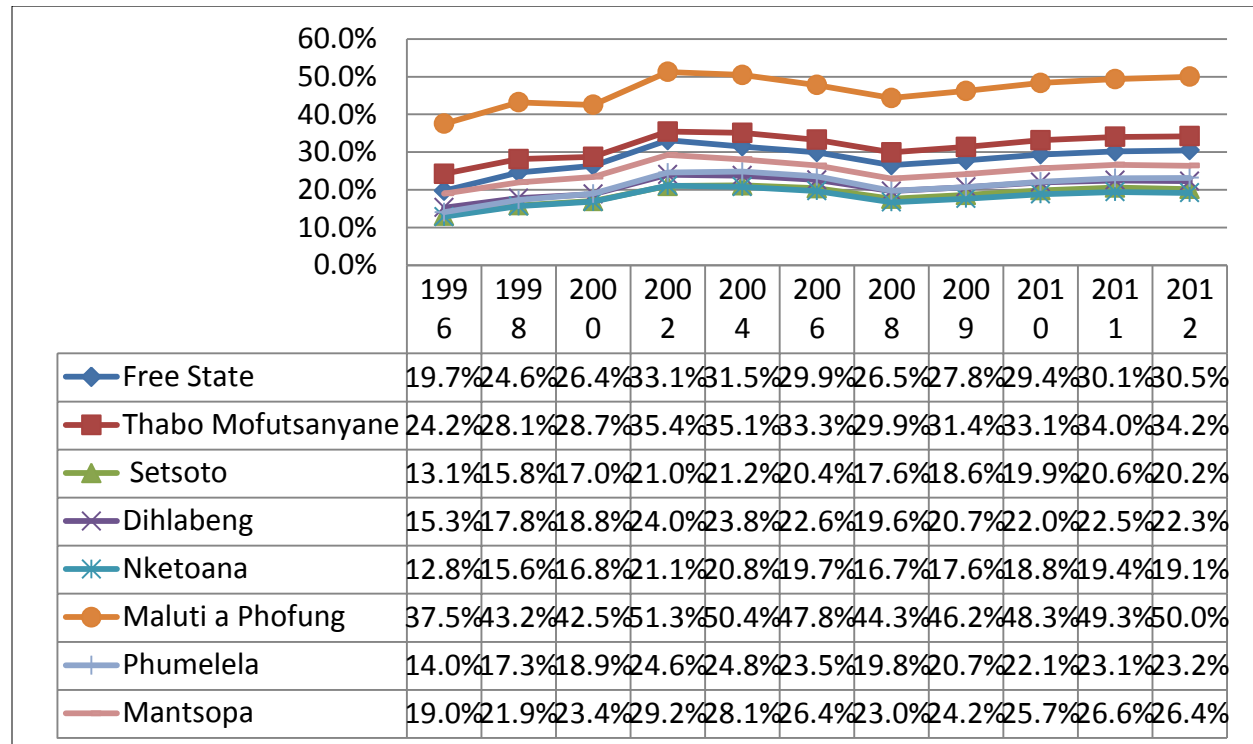


Source: Global insight, Regional eXplorer, 2013

Employment Share by industry

- The biggest employers in the Thabo Mofutsanyane District are the *community services* (26.4%), *agriculture* (22.7%), *trade* (18.0%), and *private households* (15.6%).
- *Mining* is the smallest employer in the region with a share of 0.1%, followed by *electricity* (0.4%).

Unemployment Rates



Source: Global insight, Regional eXplorer, 2013

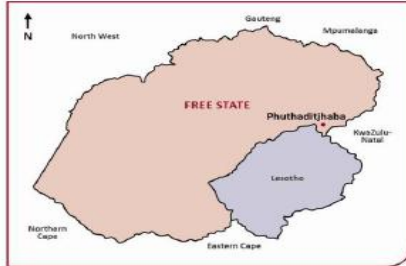
Unemployment Rates

- The Free State province had the highest unemployment rate in the country at 30.5% in 2012.
- The Thabo Mofutsanyane unemployment rate was above the provincial average at 34.2% in 2012.
- Since 1996, the unemployment rate in Thabo Mofutsanyane has been consistently above the provincial rate.
- Maluti a Phofung has the worst unemployment rate within the Thabo Mofutsanyane District at 50.0%.
- The rest of the local municipalities have unemployment rates that are below the district and provincial unemployment rates



PHUTADITJHABA

District Municipality: Thabo Mofutsanyana | Local Municipality: Maluti-a-Phofung



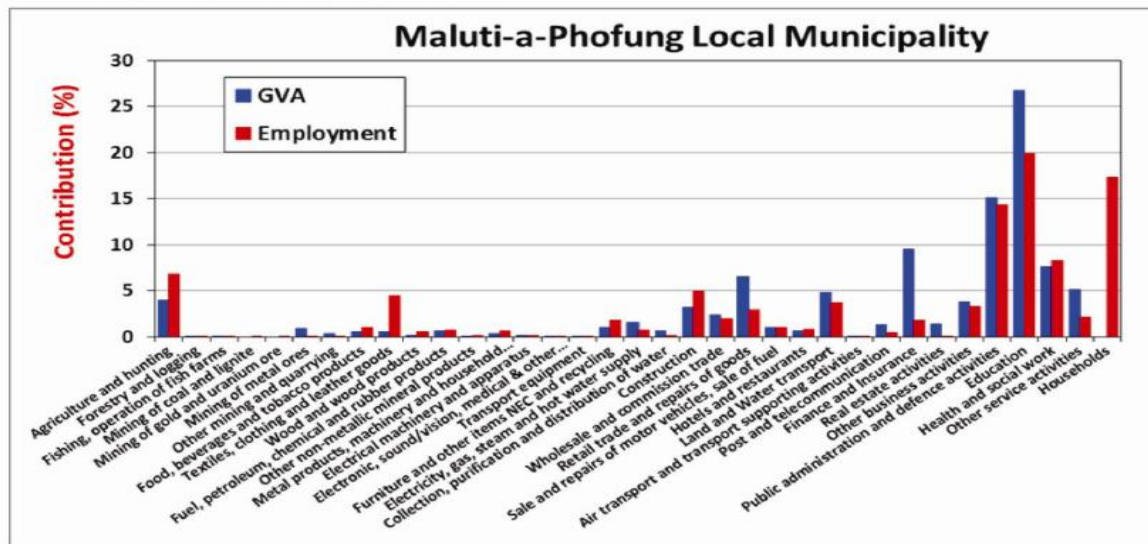
Phuthaditjhaba, formerly known as Witsieshoek, is located in the mountainous area of the former homeland of Qwa-Qwa in North-Eastern Free State.

Population in 2011: **80 565** (3.5% of the Free State population)
 Enterprise dependency: **208.2** persons per enterprise.
 Enterprises in 2008/09: **387**.
 Special entrepreneurial enterprises **4.4%** Run of the mill **95.6%**.
 Agricultural products and services **0%** - Tourism & hospitality enterprises **3.1%** -
 Traders **29.5%** - Health services **8.5%**.
 Business sectors lacking in Phuthaditjhaba: **3**.
 Phuthaditjhaba has a reasonably balanced enterprise architecture dominated by the trade sector.

Towns with similar enterprise structures: Harrismith, Bethlehem, Ficksburg, Ladybrand, Parys, Welkom, Hertzogville, Jagersfontein, **Phuthaditjhaba**, Botshabelo, Lindley, Hennenman, Kestell, Koffiefontein. The enterprise architectures of this group, mostly but not always large towns, are well balanced and not very dependent on the agricultural sector.

Social Issues
 Maluti-a-Phofung LM: Gini coefficient: 0.60, Human Development Index: 0.49

Where is money earned (Gross Value Added) and are jobs created?



The education sector adds the most economic value (27%) in this municipality followed by the public administration (15%) and the financial services (10%) sectors. The trade sector (wholesale and retail) adds about 10%.

Jobs are created mainly in the education (20%), household (17%) and public administration (15%) sectors. The health and social work and agriculture sectors add about 7-8% each of jobs and construction, transport and textile manufacturing about 5% each.

Maluti-a-Phofung municipality is located in the North Eastern Free State. Mining plays no role in economic value addition and job creation. Education, public administration and financial services add the most value to the local economy. There is a heavy dependence on public money (for education and public administration) and households for job creation (about 42%). A range of other sectors provide lower levels of jobs. Agriculture is not particularly important in adding economic value but does provide about 7% of employment. Textile manufacturing and trade are important in job creation. The vulnerability of the textile sector where factories in Phuthaditjhaba compete with mass production rather than with differentiated products, is a major threat. As a former homeland town the economy of Phuthaditjhaba still appears to be skewed towards a dependence on public money.

STATUS QUO ASSESSMENT

Water

District Water Sector Forum

Thabo Mofutsanyana is not a water services authority at the moment but we are still striving to be one. We are currently participating In the water sector forum which is comprised of representatives from the following departments :

- Water Affairs
- Cooperative Governance
- Traditional Affairs
- Health
- Education,
- SALGA
- Representatives from local municipality in the District ,
- Water boards operational in the district and other relevant stakeholders whose operations or mandate have impact or impacted upon by the business.

Waste

In our district we have established the Thabo Mofustanyana Waste and Air Quality management forum. This has been acquired through the assistance of Environmental Health Officer from the department of environmental Affairs.

Goal stoves



Biomass burning





Aerial pesticide spraying

Environmental Management

COMMUNITY SERVICES		
	KEY PERFORMANCE AREAS	DETAILED ACTIVITIES/ PROGRESS
1	Environment Planning & Management	<p>A. Atmospheric Emission License (AEL)</p> <p>B. REDISA Waste Plan</p> <p>C. Free State Air Quality Emission Inventory</p> <p>D. Environmental Impact Assessment (EIA)</p>

	KEY PERFORMANCE AREAS	DETAILED ACTIVITIES/ PROGRESS
2	Facilitate and coordinate environmental capacity building initiatives	Environmental Calendar Days Awareness Basic Environmental Management Course
3	Facilitate and support environmental governance processes and forums/structures	District Environmental Forum Provincial Environmental Forum
4	Support the implementation of Environment EPWP projects for DEA-Social Responsibility Program and municipalities	1. Youth Jobs in Waste 2. Youth Environmental Service (YES) 3. Upgrading Seekoie-Vlei Nature Reserve Project 4. Sterkfontein Nature Reserve Project

At the District we are currently relying on the EHP as a warmbody executing issues of air quality management. We are also participation in the free state Greenhouse Gas emission inventory waste management. We also enjoy support from DEA. All our EHPs have undergone a training offered by CUT training institution and still awaiting grading by the Province.

- We have an integrated waste Management Plan.
- Environmental Waste Impact Assessment
- We are busy with the following :

- Decomposing of mahen motors service station
- Merapi Photovoltaic Solar energy
- Basutu Fuels

**INVENTORY FOR BOILERS/ SCHEDULED PROCESSES/ LISTED
ACTIVITIES**

FICKSBURG HIGH SCHOOL HOSTEL (House Van der Walt)	c/o McCABE & LANG STREET, FICKSBURG, 9730	051 933 2264	B. VAN ZYL	OPERATING OR NOT BOILER NOT IN USE
KING'S SCHOOL	c/o KLOOF & KORT STREET, FICKSBURG, 9730	051 933 2731	C. HARVEY	BOILER IN USE
HENRY FOODS FACTORY	VAN SOELEN STREET, FICKSBURG, 9730	824457943	F SCHOONHOVEN	BUSINESS CLOSED BOILER NOT IN USE
HIGHLANDS HOTEL	37 VOORTREKKER STREET, FICKSBURG, 9730	051 933 2214	N. VIKEREY	BOILER IN USE

FICKSBURG PRIMARY SCHOOL HOSTEL (Huis Fouche)	7 HILL STREET, FICKSBURG, 9730	051 933 2261	MR VENTER	BOILER NOT IN USE
PHUTHOLHOA HOSPITAL	VAN DER MERWE STREET, FICKSBURG, 9730	051 933 2284	I. DU TOIT	INCINERATOR NOT IN USE
JOHN NEWBERRY HOSPITAL	CLOCOLAN	051 943 0434	O. KOPANE	INCINERATOR NOT IN USE
CLOCOLAN PRIMARY	CLOETE STR 5 CLOCOLAN	519430403	F BRANDT	BOILER NOT IN USE
SETSOTO MUNICIPALITY	INDUSTRIAL ROAD FXB	051 933 9300	S RAMAKARANE	BOILER NOT IN USE(FXB ABATTOIR)

Name of company	Address
Clover SA	2 High Street
Ciglers Butchery	18 High Street

Protea Chemicals	Robertson Street(INCOMPLETE
Mac O Meats	Archbell Street(incomplete
Provincial Hospital	Hospital Street
MEDICLINIC	DE LEEUW STREET
PHEKOLONG HOSPITAL	RIEMLAND ROAD
VOORTREKKER HIGH SCHOOL	WEST STREET
MALUTI SCHOOL	CHURCH STREET
TRUIDA KESTELL PRIMARY SCHOOL	WESSEL STREET
WITTEBERG HIGH SCHOOL	PLEIN STREET
AFGRI CO- OP (HEAT BLOWERS)	PRETORIUS STREET
WG WEARNE, (CRUSHERS)	FOURIESBURG RD
	CAMBRIDGE STREET

ASPHALT PLANT	
OMNIA FERTILIZERS	

Roads

The National Land Transport Act (NLTA) of 2000 establishes guidelines for the development of an Integrated Land Transport Plan which should form part of the integrated planning processes of the municipality, specifies a number of statutory plans that should guide land transport planning. The core purpose of ITP preparation processes is to comprehensively and strategically address all aspects of the transport system in a planning area in terms of status quo situation as well as to formulate a framework for a sustainable development of the transport system aligned with other development components. The Integrated Transport Plan was prepared for the five-year period 2005 and 2010, it was envisaged that the plan will be updated yearly.

The roads projects were executed through labour intensive methods, as it has created jobs and other developmental opportunities. Through these roads projects the following basic needs of the communities has improved.

- Better transport facilities as a result of better access roads
- Safety of road users, pedestrians and the general public

- Improvement in the standard of living through job creation for the local people
- Maximization of local resources e.g. labour and material usage
- Economic empowerment through training of local people.

EPWP Implementation

Most of the projects were implemented through the EPWP on the projects. The design and implementation of the projects was done in terms of the guidelines and policies of the new Expanded Public Works Programmes (EPWP). The EPWP policy was endorsed and approved by council in December in 2012 and must be reviewed annually. The council approves that EPWP and IDP's must align to ensure it is mainstreamed within the institution.

Governance Structures

Council Committees

Internal Audit function

- Audit committee

We have an audit unit that is fully staffed and functional.

- Oversight Committee

We have an MPAC committee (section 79 committee) established in terms of section 79 of the Municipal Structures Act. This committee plays an oversight role in Thabo Mofutsanyana. This is a work plan in place serving as a guide for this committee.

- Ward committee

Ward committees have been established working hand in hand with our local municipalities. They have also enjoyed induction spearheaded by the CoGTA and District office of the Speaker. At the moment they relish out of pocket incentive or stipend. This is monitored by both district and CoGTA.

Supply Chain committees

We have all committees that are well functional.

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

Institutional Development and Transformation

ITEM	Availability	Status
Information Technology	Partly Available	In progress
Availability of skilled staff	Partly Available	Needs assessment
Organizational Structure	Available	To be Reviewed
Vacancy Rate	Critical Post Advertised	To be filled
Skills Development Plan	Available	Approved
Human Resource Management Strategy or Plan	HR Policy Available	To be Reviewed
Individual Performance and organisal and systems	In Progress	Implementation in 2014/15
Management , Evaluation and Reporting Processes and Systems	In Progress	Implementation in 2014/15

Financial Viability

Supply Chain Management Policy – Staffing

We have supply chain management policy in place and it has been approved by council. Supply chain personnel align themselves with what is enshrined in the policy. We have advertised the Supply chain manager position and closing date has passed. Due processes will follow in due course.

Staffing of the finance and Supply Chain Management Units

Payment of creditors – creditors are paid within 30 days

Attach the report of Auditor General Findings and Financial Management systems

Local Economic Development

Local Economic Development Strategy

We have the LED strategy and at the present juncture the strategy is under review by the DTI. To date the progress made is that they have already completed the following Phases which for the integral parts of the review.

1. Situational Analysis which include the Socio Economic Analysis
2. Opportunity Analysis (Where all sectors that have a competitive advantage in the District are analysed)
3. They are currently working on the strategic alignment and institutional arrangements session

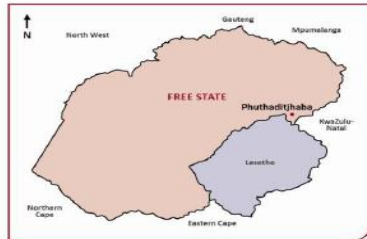
The Outstanding sections are :

- a) Policy alignment
- b) Projects identification
- c) Implementation



PHUTADITJHABA

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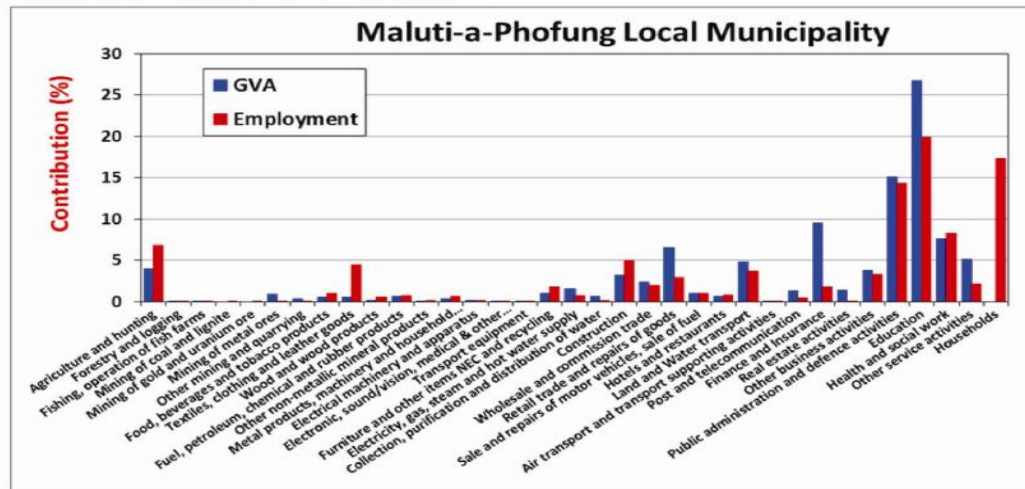
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Job Creation initiatives by Municipality

Thabo Mofutsanyana has signed a grant agreement with IDC to the tune of R800 000. As a working capital to cater for women co-operatives within its ambit. We are also working hand in glove with the DTI to also access various grants available for our smme's and municipality itself e.g Infrastructure grant e.t.c. We relished the support of the DTI in our IDP representative forum where all resources necessary and available to be exhausted by the municipality to create jobs and sustain projects were unpacked. Internal processes are currently ensuing for our second session with the DTI. DE TEA is also deploying its support to us and currently with regard to development of exit strategy which is an augment to cementing of sustainability. We have also signed a memorandum of understating with Seta to ensure that our community as patrons of development are fed with various skills. This will enable them to create jobs on their own subsequently their own bosses not job hunters. During procurement of services by our supply chain we consider our emerging smme's as our first priority. To hint one example, our EPWP overalls are procured strictly from our own incubated cooperative. This trend will be cascaded to other categories of cooperatives depending on our need as the district. We are currently busy with the drafting of local procurement policy. We have a EPWP Policy in place. We envisage to execute at least one project from each unit of Thabo Mofutsanyana thus community services, rural and land reform and LED in a labour intensive and cbp way . This exclude what we have to execute through our EPWP.

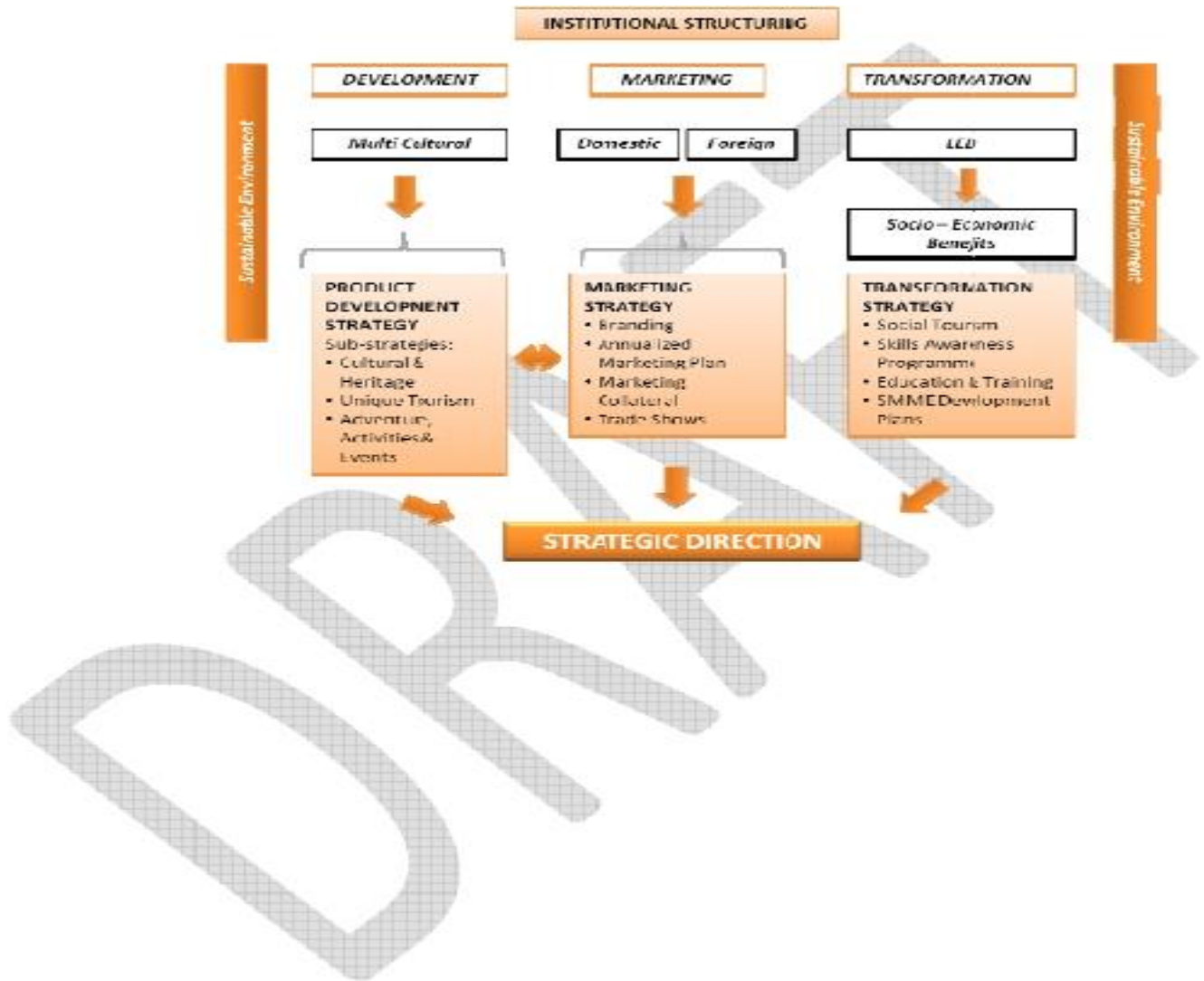
Our smme's specifically those operating from FDC factories doing sawing ,are not maturing and flourishing because there is middle man who buy their brands and take them into SABS approved standard. After that sell them to stores like PEP stores . We sought assistance from seda as our intervener to break the brick wall they are facing. Due processes are in progress. We also are busy attempting to extend their market taking samples to various institutions e.g. Hopices , Hospitals Childcare centers , Government subsidized Schools. The aims is to strive for their sustainability even though they still thrive.

LED Forums

We also have LED forum established in some municipalities within the ambit of Thabo Mofutsanyana. Currently they are not functional. A panacea to that plight is that we are going reestablish the forum. That process will firstly be rolled out at

local municipalities. The District LED forum will be comprised of two members nominated from LED forum of each local municipality.

Tourism as part of improving municipality economic viability



National Department of tourism planning to revive Qwa Qwa Quest house and thabo mofutsanyana tourism unit is also part of the planning team. We are in the process of understanding of signing the memorandum of understanding as this project is going to improve our economy and create jobs for our cohorts. We are also going to establish the so called visitor information center in Clarens. This will

done in collaboration with our local municipality called. Through our joint planning with DETEA with have made a tremendous progress on this project thus:

- a) We have already identified a site
- b) Plans approved
- c) Mock-up business plan and costing

We are also going to roll out the project called dinosaur interpretation center with SANParks: which emerged after an egg of a dinosaur was found on golden gate. This is a community beneficiation project and it will definitely have a positive impact on the growth of our economy as it will attract more tourists. This is going to be the structure of its own kind because its geographical position will be underground. This also mean more jobs for our communities which is alignment to the National Development Plan: Creating more jobs : Vision 2030. We are participating in various tourism forums established for the betterment and uplifting of tourism in Thabo Mofutsanyana.

Objectives

Introduction

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

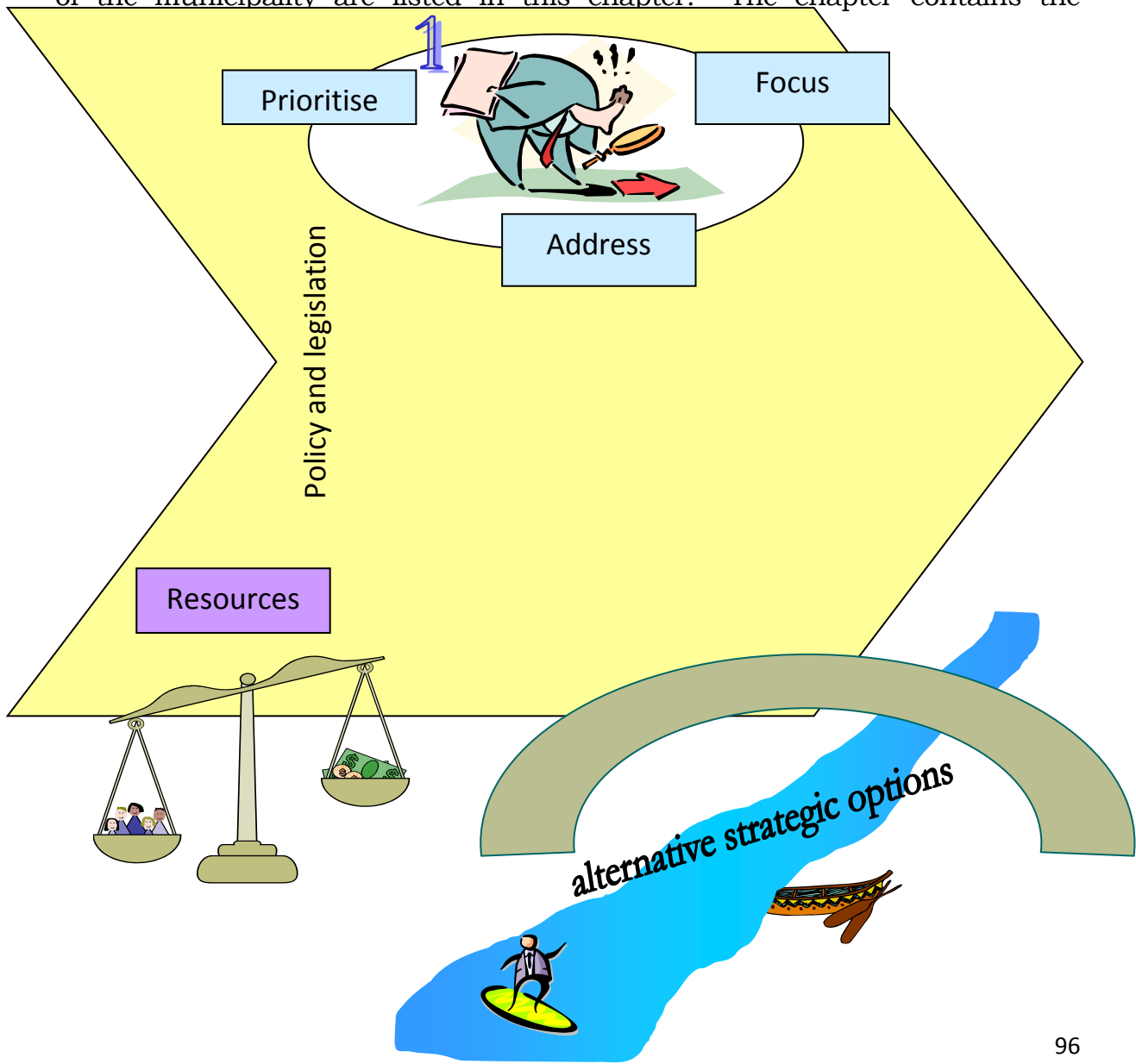
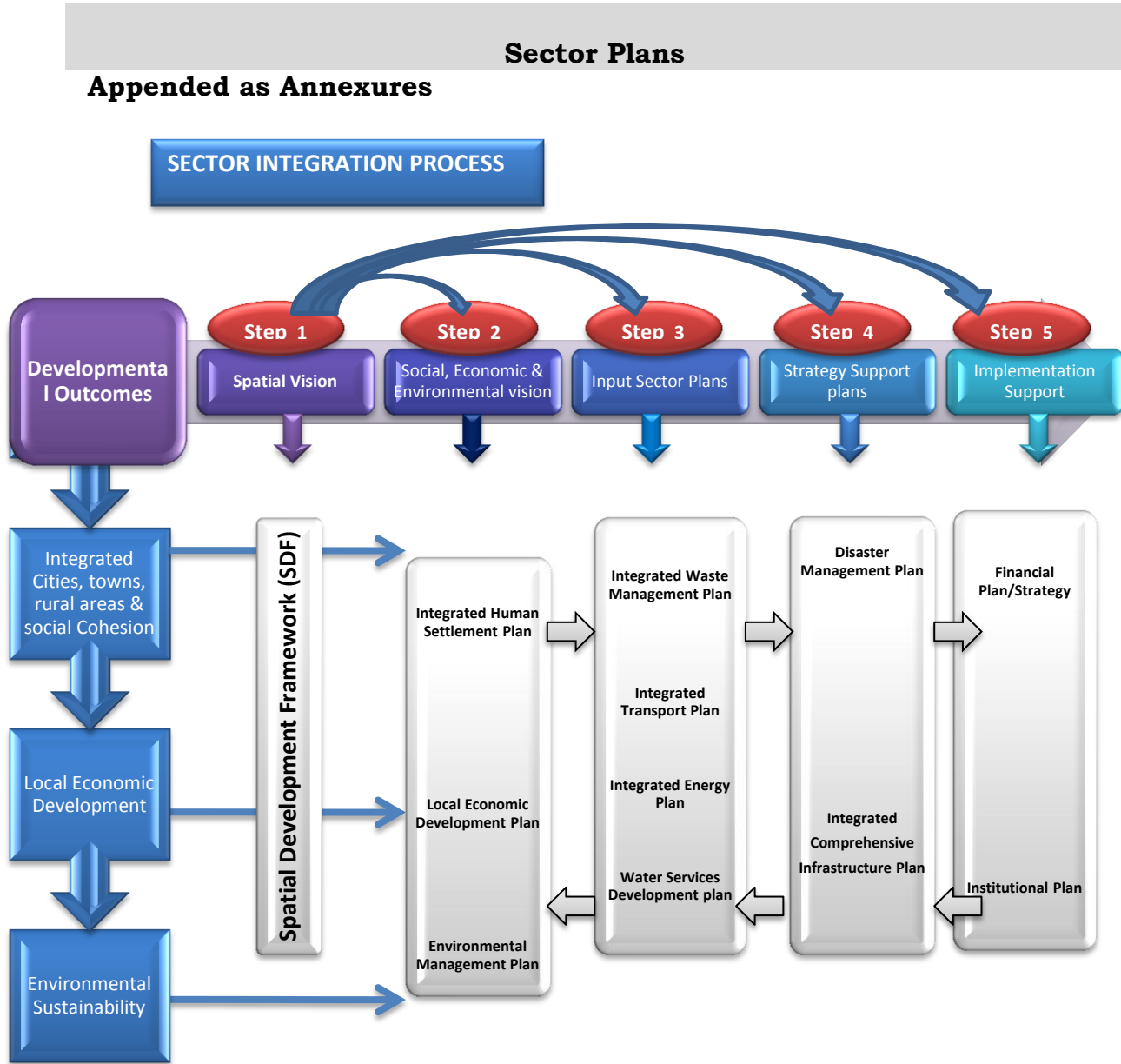
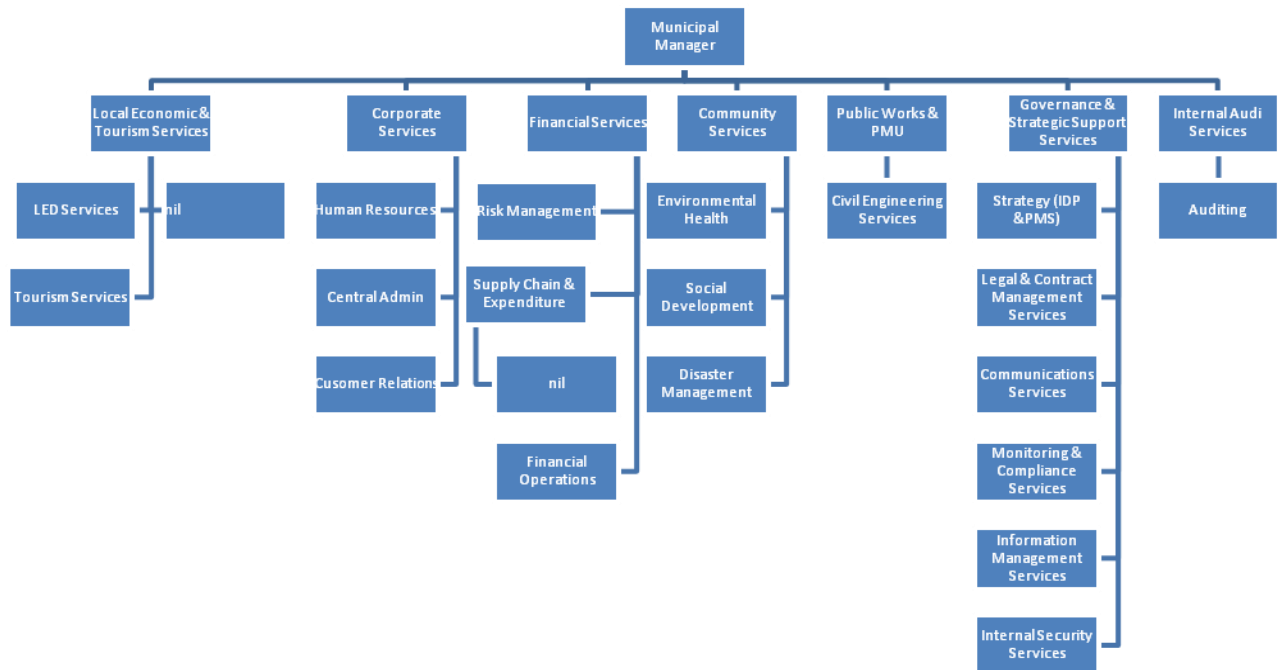


Diagram: Strategic Planning Process:





Objectives and Strategies

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

IDP Objectives and Strategies

IDP OBJECTIVES AND STRATEGIES

Priority Issue	Objective	Outcomes	Strategy
Water	To ensure that adequate water is available in order that all rural and urban communities have access to potable water, which is provided on at least RDP standards and at affordable rates.	Increase the percentage of access to potable water on at least RDP standards	Build capacity at the district municipality to fulfill its role as a bulk services provider
			Assist local municipalities to provide an effective and affordable service to their community (urban and rural)
			Apply to funding agencies for funds and grants.
Sanitation	To provide an acceptable and affordable sanitation system for the entire region (VIP or waterborne)	Healthy living conditions for all; Increase access to basic sanitation	To ensure that the sanitation infrastructure of the entire region has sufficient capacity and functions properly.
			Apply to funding agencies for funds and grants.
Electricity	To have a reliable electricity distribution system throughout the region for both rural and urban areas.	Equal access to electricity by all	Lead municipalities to adopt a uniform approach to deal with electricity through the energy forum
			Encourage municipalities to make use of different sources of energy that is cost effective and environmentally friendly
			Encourage service providers to get involved in the integrated planning of the district

Priority Issue	Objective	Outcomes	Strategy
			Encourage local municipalities to address the needs of farming communities, especially farm workers, farmers, and provide funding thereof
Waste Management	To ensure that waste management services at all local municipalities meet the legal and environmental requirements and are managed to appropriate standards	All legal requirements in terms of waste management are met.	Advise local municipalities on appropriate measures to control health risks at solid waste dumping sites.
			Assist local municipalities to control health and environmental risks in the management of solid waste
Roads, Streets, Stormwater	To provide overall planning and provision of streets and stormwater systems for all municipalities within the region in phases over the next 5 years.	Well maintained and safe roads throughout the district	See to it that a proper stormwater, and roads plan for all towns and townships are developed. Provide paving and tar in major streets.
			Build the capacity of the district municipality in infrastructure development.
			Use community based public works programme methods for procurement, planning, construction and maintenance
	To have an effective national, primary and secondary road system that is well maintained.	Safe and maintained road networks	Share resources of provincial department - money, equipment
Facilitate the establishment of public private partnerships to maintain roads			

Priority Issue	Objective	Outcomes	Strategy
			Apply for funding from different sources (National, Provincial – grants, MIG, District Municipality/ Farmers, License fees/Local municipalities)
			Establish a forum for the 4 spheres of government for planning of roads and Stormwater and sorting out responsibilities
			Maintain priority roads
			The construction and upgrading of roads should take into consideration the cost of maintenance – paving of roads
Housing	Co-ordinate and facilitate all housing requirements and funding allocations properly	All people have access to safe formal housing	Develop a database on housing and update it continuously
			Apply for accreditation from the Department of Housing
			Establish a of Housing Forum at District level
			Assist local municipalities to establish housing support centers within communities
			Assist to speed up the process of securing land tenure and addressing the land restitution problem.

Priority Issue	Objective	Outcomes	Strategy
Cemeteries	Cemeteries in all municipalities are adequate for future needs and are well maintained	Sufficient and suitable land have been provided for cemeteries	Facilitate and advise local municipalities on the provision and maintenance of cemeteries through the Spatial Development Framework
Rural Development	Land is developed on the basis of integrated planning and participation by all relevant role players	Effective and sustainable development and use of land	Ensure that the principles of the DFA are adhered to when planning decisions are taken
			Ensure proper communication between community, national and provincial departments and the municipality
			Ensure that all areas and communities are represented in planning activities
Telecommunication	Improve access to communication	Enhanced communication	Facilitate the provision of community telecommunication infrastructure and upgrade infrastructure where necessary.
Municipal Health Services including Environmental Management and care	To provide a comprehensive Municipal Health and Environmental Management Service to the community of TMDM.	Comprehensive Municipal Health and Environmental management services rendered to the community of TMDM.	To ensure microbiological and chemical food security in the informal and formal sector.
			To ensure that drinking water as well as water for used for recreational purposes are safe with special emphasis on rural and under-serviced areas
			To ensure atmospheric safety by minimizing exposure of the community to harmful radiation, air and noise pollution

Priority Issue	Objective	Outcomes	Strategy
			To promote improvement of sheltering (housing) to improve living conditions regarding ventilation etc.
			To ensure biological security with regard to vector control, poisonous vegetation and infectious diseases
			To facilitate the improvement of sanitation conditions in the community
			To prevent unintentional intoxication or pollution of soil, water and food resources by pesticides, household and any other chemicals
			To ensure that one Environmental Health Practitioner is available per 15 000 of the population of Thabo Mofutsanyana District Municipality
Education and training			
	Improve the level of education and skills of the community	Communities are able to compete in the global market	Facilitate the use of SETAs in all areas
			Improve the level of service of existing FETs, learning institutions and schools
			Create public awareness on adult basic education programmes

Priority Issue	Objective	Outcomes	Strategy
	Schools achieve high pass rates in all grades throughout the district		Facilitate the establishment of a district level forum consisting of local government, the Department of Education and school bodies that can look at all education issues
			Establish the District Bursary fund for the needy children that perform well in the school
			Encourage the implementation of a skills development strategy with all SETAs, FET, and the University
Environmental Management and Care	Thabo Mofutsanyana district area has a clean and healthy environment	Clean and healthy environment	Reduce the use of wood and coal as an energy source and encourage people to make use of alternative sources of energy
			Promote the implementation of alternative sanitation systems that are cost effective, use less water, are not detrimental to the environment
			Encourage ecologically viable commonages.
			Encourage municipalities to ensure that all communities are educated in terms of the prevention of all forms of pollution and preservation of natural resources.
Safety and Security	Thabo Mofutsanyana is crime free area	Investor friendly area	Encourage local municipalities to participate in drawing safety plans

Priority Issue	Objective	Outcomes	Strategy
	The SAPS is involved in all municipal planning activities		Encourage the involvement of the SAPS in municipal planning activities.
	Improve the relationship between farmers and farm workers		Make people aware through Farmers unions, public meetings, mass media to be tolerate– educate farmers and farm workers on better human relations
	Reduce the number women and children abused and raped.	Safe communities	Mobilise communities and resources to fight against women and child abuse and rape
	Improve traffic policing and safety conditions on all roads	Safe Roads	Organize Road Safety Awareness Programmes
			Coordinate planning for emergency services
Transport	A properly coordinated public transport system exist in the district	Public transport are accessible and properly coordinated	Engage with the provincial department to clarify roles and responsibilities with regard to public transport
			Develop a Integrated Transport Plan for the district
			Regulation of taxi industry
			Proper taxi ranks are provided in all areas
Sports and	Proper sport and recreation facilities	Improved quality of life;	Improve existing sports facilities

Priority Issue	Objective	Outcomes	Strategy	
Recreation	are available to all communities	Culture of sportsmanship	Provide a variety of sport and recreation facilities for staff and communities	
			Encourage private institutions to organize sports and recreation events in Thabo Mofutsanyana	
Disaster Management	Proper contingency plans for disasters at local municipal level as well as at district level are in place.	Disasters have a minimum impact on the community	Coordinate disaster management planning	
			Make provision for disasters within the municipal budget	
			Ensure training of communities in terms of assistance during disaster	
			Create awareness of the dangers of firefighting and other disasters and procure firefighting equipment.	
			Capacitate the municipalities to cope with fire fighting	
			Create a culture of pride about our veldt and grass.	
Rural Development	All adult residents should have access to ownership of land.	The number of informal settlements decrease	Assist in speeding up the land claim processes	
			Security of tenure for all	Facilitate the process of transferring state owned land to relevant communities/authorities.
				Inform communities on different programmes of the Department of Rural Development

Priority Issue	Objective	Outcomes	Strategy
	Farm workers have security of tenure		Engagement of farmer's union and farm workers to comply with relevant legislation
			Facilitate a process whereby farm workers have access to housing, electricity and land ownership.
Agricultural Development	Stimulate the agricultural development of the region through the production of unique and value adding products and to ensure the development of small-scale and emerging farmers.	Enhance economic growth; Sustainable livelihoods; Decrease unemployment	Encourage local municipalities to make municipal land available at affordable rates for small-scale and emerging farmers.
			Identify groups, and co-operatives for agriculture projects
			Establish private public partnership for marketing of produce
			Encourage establishment of value-adding business, industries
			Promote permaculture and organic production to produce unique products for the area
			Co-ordinate meetings between agriculture extension officers, emerging farmers and commercial farmers to share knowledge and experience and to build ties
			Facilitate resolve of conflicts between emerging and commercial farmers and/or beneficiaries of projects.
	A significant number of small-scale and emerging farmers (of		Co-ordinate training of emerging farmers by the Department of Agriculture

Priority Issue	Objective	Outcomes	Strategy	
	which at least 30% must be women and 5% disabled people) received training and have become effective commercial farmers.		Assist farm workers to have access to training from the department	
			Facilitate establishment of mentorship programmes for emerging farmers	
			Coordinate the monitoring and facilitating of agriculture projects and make sure that assistance is rendered with the sustainable of the projects with the help of the provincial department.	
	Sustainable community gardens exist throughout Thabo Mofutsanyana		Encourage the establishment and maintenance of community gardens	
Tourism Development	Tourist attractions and facilities meet and maintain industry standards tourism is promoted on a regional level.	Enhance economic growth; Sustainable livelihoods; Decrease unemployment	Identify a set of standards for tourist attractions and facilities and monitor it	
			Capacitate the department of tourism in TMDM to enforce the standards and policies set by the tourism body	
	Tourist routes are established		Establish tourist attraction routes	
	Ensure the effective marketing of the region for tourism supported by all role-players.			Create and awareness (culture) for tourism in the region with local people
				Make maximum use of technology to market the area
				Focus on the areas cultural heritage when marketing the area
				Develop a comprehensive marketing strategy through the tourism body

Priority Issue	Objective	Outcomes	Strategy
			Encourage local municipalities to establish tourism offices
			Strengthen tourism networks with other regions
	Ensure the strengthening and further growth of current festivals in the region		The district should support local festivals by attending festivals and making use of them to market the area
			Strengthen the efforts of previously disadvantaged people in tourism development by creating opportunities for them especially within cultural tourism.
			Sell products produced locally by disadvantaged people at various shows and exhibitions around the country
			Train people in producing good quality arts and crafts and in business skills so that they will be able to market their products
See strategy 3.1			
Industrial Development	To broaden the industrial base/capacity of the district	Enhance economic growth; Sustainable livelihoods; Decrease unemployment	Coordinate industrial development efforts of local municipalities
			Distribute information on training courses available and financial institutions that can fund upcoming industries
			Investigate the possibility of developing a regional cargo airport
			Improve access to entrepreneurship training facilities by 10%

Priority Issue	Objective	Outcomes	Strategy
Corporate Governance, Good Governance, and Community Participation	Maintain the institutional capacity to implement the IDP and accompanying programmes effectively and efficiently	Integration of all departments and spheres of government; Coherent and cooperative public service	Create a corporate culture, identity and vision
			Streamline the organogram in terms of the IDP
			Place and appoint personnel
			Develop an employment policy for employment equity, placement policy, basic conditions of employment and skills development plan.
	Create a responsive and accountable administration	Team work	Build team spirit
	Knowledgeable staff	Orientate staff on all legislation governing the activities of the district	
	The IDP to guide all planning	Make the IDP a working document for all staff	
	Clean Audit reports, or opinions	Engender strict financial discipline to root out corruption practices that may occur in the absence of discipline	
		Measurable KPIs are attained	Install a PMS tool for the entire District
		Transparent Government	Encourage and Promote Community involvement through ward committees, and CDWs
Financial Viability	Effectively manage the finances of the District and	Increased income	To increase the revenue base of the District by meeting all criteria for grant funding.

Priority Issue	Objective	Outcomes	Strategy
	development necessary measures for full accountability and reporting.		To supplement the existing revenue base of the District Council by exploiting new potential source of income.
		To meet the requirements of clean audit	To ensure that the District Council in conjunction with all municipalities applies an effective debt collection , income collection, and effective reporting systems.
Safe IT Environment	Safe IT systems are in place	Foolproof IT systems, and good policies	To install own protected servers, and develop policies

DEVELOPMENTAL STRATEGIES

The policy framework for the development objectives and strategies

Introduction

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

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

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

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

Spatial Strategic Guidelines

National Policy Documents

Development Facilitation Act, Chapter 1

The Housing Act

The Housing White Paper

Green paper on Development and Planning

National Environmental Management Act

National Spatial Development Perspective

Localised Guidelines

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

Formalize informal areas for urban development.

Rural development should be classified in 2 groups (tribal land users and farm workers) and the active participation by tribal and farm communities should be encouraged.

Discourage illegal occupation of land, without compromising development of new settlements.

Focus should be on implementation of plans (IDP) and not only on planning.

Before building houses or allocating housing subsidies, serviced land should be made available. This will lead to more effective and sustainable housing development.

The estimated population density on erven should be taken into consideration when services are provided.

Protect jobs on farms by providing incentives for rural development to discourage urbanization.

Commonages must be managed well with support and guidance by municipalities. Clear guidelines must be set out for the use of the commonage and the users should receive training before they can make use of the commonage.

Maintenance of the existing road network should be priority.

Maintain and protect the natural environment and develop it effectively and in sustainable manner.

HIV/AIDS impacts on land development in various ways and should be taken into account in all strategies. Cemeteries should be carefully planned. The district municipality can take leading role with regard to burials.

Identify suitable land for waste management on a regional basis.

Strategic Guidelines for Poverty Alleviation and Gender Equity

National and Provincial Policy Documents

Constitution, sections regarding basic needs and gender equity

Reconstruction and Development Programme

White Paper on Local Government

SALGA Handbook on “Gender and Development”

Poverty Eradication Strategy of the Free State

Localized Guidelines

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

Specific Population Groups to be targeted

Historically disadvantaged people

Farm workers

Youth and Women (also boys and men)

Disabled people

Child headed households

Single parent headed households

Strategic Guidelines

Involve disadvantaged groups at the planning stage to ensure full ownership of projects/development/transformation.

Community profile: establish a directory of organizations and vulnerable people at ward level.

When disadvantaged people receive ownership of land a conscious effort must be made to ensure access to sustainable methods of production.

Engage with farmers’ unions/merging associates to enable involvement of all role players in agriculture development.

Involve tribal authorities in planning and projects.

Cluster similar organisations/projects to use resources better.

Consciously develop skills (overcome illiteracy by using art form as communication).

Provide support to disadvantaged people with tender applications and simplify the process to promote access to tenders.

Community mobilization e.g. street committee, networking.

Illegal immigrants should be dealt with and planned for together with other areas and SADEC.

Implementation of free basic water.

Focused targeting.

Intervention based on well-researched information.

Allocate funds over longer periods (upfront funding).

Appropriate support and monitoring and capacity programs.

Integrated approach (multi sectoral).

Strengthen local partnerships.

Contextualise intervention (local context).

Strategic Environmental Guidelines

National Policy Documents

National Environmental Management Act, Chapter 1 principles

Local Agenda 21

National and Provincial Environmental Management Plans

Strategic Guidelines

Endangered or Degraded Resources in the District

Air quality are threatened by

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

Water quality are threatened by

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

Biodiversity are threatened by

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

Locations That Requires Sensitive Management

Clarence – tourism potential

Golden Gate – national park

Platberg – wetland conservation

Fika Patso, Metsi Matso, Sterkfontein and Saulspoort dams

Cultural heritage sites

Archeological sites

Land for settlement below flood line

Economic Activities Which Need Special Attention with Regard to
Environmental Impact

Quarrying (sand stone)

Township development

Agricultural development

Industries (tannery)

Trout dam (front fishing)

Waste Management (illegal dumping)

Unsafe working conditions

Risks of Environmental Disasters

Floods (settlement in flood line)

Veldt fires

Drought

HIV/AIDS

Alien species (e.g. eucalyptus trees)

Additional Principles

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

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

Strategic Guidelines for Local Economic Development

National Policy Documents

Local Government: LED Policy guidelines

NSDP

Local Economic Development Policy Paper

Strategic Guidelines

Focal Economic Sectors and Geographical Areas for Promotion

Tourism (eco-tourism) – Clarens, Qwa-Qwa, Bethlehem, Ficksburg, Fouriesburg, Harrismith, Kestell, Reitz and Memel

Agriculture (agricultural products and agri-businesses)

Whole area of Thabo Mofutsanyana

Fruit production: Ficksburg

Horticulture: Reitz, Bethlehem, Clarens

Agro-packaging: Reitz

Industries – Qwa-Qwa, Tsiamé, Harrismith, Bethlehem

Land reform – major economic sectors to address ownership (land tenure) with focus on poverty alleviation and gender sensitivity

Basic Principles for promotion

Labour intensive techniques

Use of SMME's in projects such as repairing roads

Create a database of SMMEs in each municipality

Create district markets

Promote involvement of women

Good marketing strategies

Improve knowledge: empowerment through training

Maintenance of infrastructure (roads, water, sanitation)

Manage the spread of HIV

Major Promotion Instruments

Funds

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

Accessible infrastructure

Institutions and policies (local government and other government departments)

Stability, security and safety

Major Target Groups/Beneficiaries

SMMEs

Women

Farm workers

Emerging Farmers

Commonage users

Established / existing business

Investors locally and from overseas

Additional Principles

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

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

Institutional and Performance Management Strategic Guidelines

National Policy Principles

Municipal Finance Management Act

Municipal Structures Act

Municipal Systems Act

Strategic Guidelines

Appointments should be in line with Skills Development and Systems Act

Clear communication and sustainable monetary system.

Co-ordination on all levels with the national and provincial departments and district and local municipalities.

Strategies must make provision for alignment, co-ordination and integration mechanism.

Sustainable and consistent structures at all levels of departments.

All projects and strategies should make provision for adequate participation, advice and decision making at all levels.

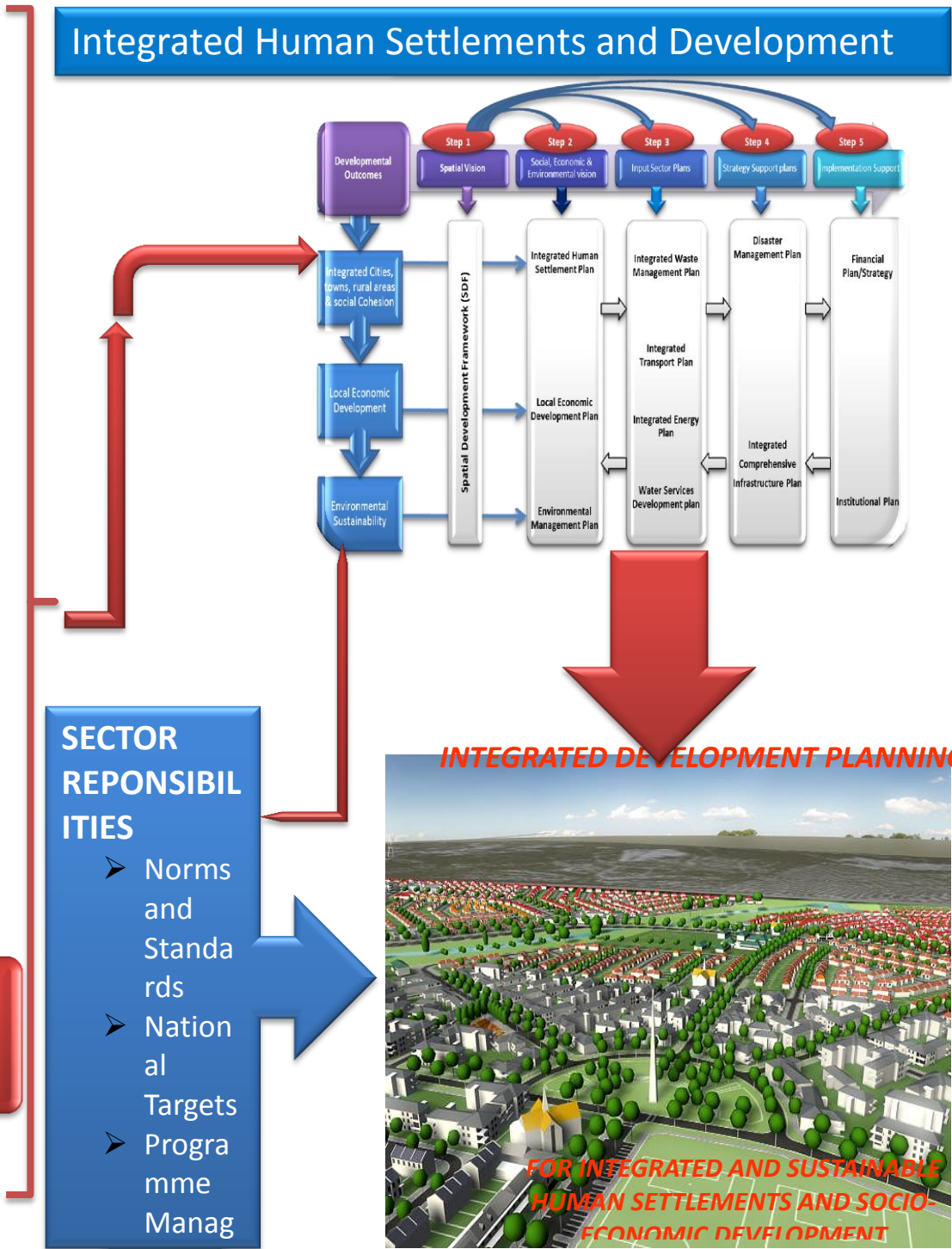
Initiating managerial reform

Performance to be in line with the SBDIP

Alignment with National and Provincial Objectives and Programmes

Integrated Human Settlements and Development

- INTERNATIONAL PLANNING CONTEXT**
(UN MDG, LOCAL AGENDA 21, COP 17 INCLUDING CLIMATE RESPONSE)
- CONTINENTAL PLANNING CONTEXT**
(NEPAD, REGIONAL TREATIES & AFRICAN PEER REVIEW)
- NATIONAL PLANNING CONTEXT**
(NSDP, MTSF, MTEF, NEW GROWTH PATH, NATIONAL DEVELOPMENT STRATEGY)
- PROVINCIAL PLANNING CONTEXT**
(PSDF, LEDGP, PGDS ETC.)



Projects and Programmes of other Spheres

Projects	Implications to the municipality
Police , Roads and transport	Improved access road and job creation
Maintenance and repairs	Improved access road and job creation
S902 Petrus Steyn – Reitz	Improved access road and job creation
Re- gravelling – Thabo Mofutsanyana	Improved access road and job creation
P64/2 Reitz –Kestel	Improved access road and job creation
Qwa-Qwa – Route 4	Improved access road and job creation
Monontsha Border post road	Improved access road and job creation
P16/2 Vrede – Memel P16/2	Improved access road and job creation
New and replacement assets	Improved access road and job creation
Harrismith logistic hub	Improved access road and job creation
Projects Specific for job creation	Improved access road and job creation
Route 4 in Qwa-Qwa Monontsha access route	Improved access road and job creation
Warden Public Transport Route	Improved access road and job creation
CDP contractor programme (all district)	Improved access road and job creation
Hlasela roads (maintenance of local municipality roads in all districts)	Improved access road and job creation
Grass Cutting (Districts)	Improved access road and job creation
Roads marking at intersections (all districts)	Improved access road and job creation

	Anticipated number for job creation is 3178 in Thabo Mofutsanyana district municipality
Rural development and Land reform	
Nketoana LM SDF	
Setsoto LUS	
Human Settlement	
1.Rectified RDP Stock Project name Phuthaditjaba 500 PHOFUNG Phuthaditjaba 500	MALUTI-A-
2.Social & Economic facilities a)Warden/ Ezenzeleni Multi-Purpose b) Schoonplaat/road & bridge(Wilge river)	PHUMELELA MALUTI-A- PHOFUNG
Blocked Projects a)Paul Roux 52 b)Rosendal 15(Tshwara thebe) Senekal 150 (Tokollo)	DIHLABENG DIHLABENG SETSOTO
IRDP. Phase 4 (Informal Settlements) Lindley 100 (Abuja) Petrussteyn 350 (Raloto) Reitz 150 (Ntoloana) Rosendal 50 (Retlaphela) Ficksburg 100 Marquard 200 (S FANS) Senekal 100 (SXB Civil)	NKETOANA DIHLABENG SETSOTO SETSOTO SETSOTO
Harrismith 200 (Molefe) Qwa Qwa 400 (Molefe) Qwa Qwa 400(Harakisha) Qwa Qwa 300 (Robs) Kestel 100 (Robs) Qwa Qwa 400(Group 2) Harrismith 100 (Group 2) Paul Roux 50 (Itumeleng) Clocolan100 (Tshenolo) Ficksburg 100(Sabele)	MALAUTI-A-PHOFUNG DIHLABENG SETSOTO

Ficksburg 300 (Kambila)	
<p>5. Emergency Housing Assistance</p> <p>Project name</p> <p>a) Qwa Qwa 100 (Mamosa) MALUTI-A-PHOFUNG</p> <p>b) Qwa Qwa 100 (Subcobiz)</p> <p>c) Qwa Qwa 50 (Cedo)</p> <p>d) Memel 200 (Safika) PHUMELELA</p> <p>e) Marquard 50 (Tshwara) SETSOTO</p> <p>f) Marquard 300 (Tshwara) SETSOTO</p>	
<p>Provincial Specific Programme</p> <p>Project name</p> <p>a) Ladybrand/Hobhouse (Makana) SETSOTO</p> <p>b) Ladybrand 200 (Makana) (2010/11) SETSOTO</p> <p>c) Ladybrand 100 SETSOTO</p> <p>d) Indumo MALUTI-A-PHOFUNG</p> <p>e) Bethelhem 271 (Buhle bethu) MALUTI-A-PHOFUNG</p> <p>f) Warden 94 (Koena) NKETOANA</p> <p>g) Lindley 9 (C Max) NKETOANA</p> <p>h) Warden 336 (Allitori) NKETOANA</p> <p>Ficksburg 70 (Big T) SETSOTO</p> <p>j) Qwa Qwa 750 (Group Pro) MALUTI-A-PHOFUNG</p> <p>k) Clarence 2 (Tshwara) DIHLABENG</p>	

Energy 2014/15 Electrification Projects	
Mantsopa Phumelela Nketoana and Maluti A Phofung	
Education	
Memel: Umcebo P/S DBE Thabo Mofutsanyana	
Bethlehem: Rehopotswe: (Bohlokong P/S) DBE Thabo Mofutsanyana	
Warden: Silindokuhle DBE Thabo Mofutsanyana	
Vrede: Thembalihle DBE Thabo Mofutsanyana	
Social Development	
Halala Basadi Primary Co-operative Limited	Manufacturing
Mamello Support Group	(Shoe Making)
Eyethu Farming Primary	Mixed Farming
Co-operative Limited	Poultry
Zamani Brick Making	Brick Making
Dibonangwe Multipurpose Primary Co-operative Limited.	Sewing
MCDA Sewing Project (Women)	Sewing
Let us Shine Co-operative Primary Co-operative	Poultry
Maluti Catering Project	Catering
Woodwork and Steel Making	Woodwork and Steel making