



**2010/2011**

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## 2010/ 2011 DRAFT IDP

### 1. Overview of the IDP process

This document is known as the reviewed Integrated Development Plan (IDP) for the Dihlabeng Local Municipality. This review followed an institutional assessment of our performance measurements for 2009/10 financial year. This plan links, integrates and co-ordinates other institutional plans and takes into account proposals from various stakeholders and the community for the development of the municipality. This document, therefore, once adopted by council, serves as the principal strategic planning instrument which guides and informs all planning and development, budgeting, annual performance review, management and development, in the municipality.

As a result of continuous engagements between the municipality with other role-players and stakeholders, it was realised that it is important to re-consider the core components of the IDP as espoused in the IDP Framework Guide issued by the Department of Provincial and Local Government. One of the critical aims of the Integrated Development Plan Framework Guide is to provide clarification on the packaging and contents in preparation of the 2009/10 reviewed IDP and beyond. In our view, these guidelines are not meant to replace the contents of the IDP as contained in the Municipal Systems Act, 2000 and Performance Management Planning Regulations, 2001, but to intensify understanding and clarification of such contents accordingly. These core components are presented and briefly defined hereunder as follows:

**Section A: Process Plan;** this shows the process for planning, drafting, adopting and review of integrated development plan

**Section B: Situational Analysis;** this presents a detailed status quo analysis of the municipal area which is updated annually.

**Section C: Development Strategies;** Includes the vision, mission, strategic objectives and strategies structured into the 5 KPA's of the 5 year Local Government Strategic Agenda.

**Section D: Spatial Development Framework;** this presents a high level Spatial Development Framework which reflects the text and maps and is reviewed on a 5 yearly basis.

**Section E: Sector Involvement;** presents the extent of involvement of various sector departments as well as the private sector in general in term of developments in the locality and could be in the form of a Strategic Plan or Medium Term Expenditure Framework or Sector Plan information for that particular Integrated Development Plan period. This information should be current and as updated annually.

**Section F: Implementation Plan;** this is a schedule which envisages all projects over a period of 3 years and includes the responsible person and funding.

**Section G: Projects;** this section provides comprehensive details of projects to be executed during the IDP duration; this section basically gives effect to the Implementation Plan.

**Section H: Financial Plan ;** this presents the municipality's budget overview and 3 year Financial Plan, budget implementation plan setting out performance indicators and respective targets to be achieved, linked to identifiable IDP objectives.



**Section I: Organisational Performance Management System;** this section presents the municipality's KPI's for each set objective and Annual Performance Report of the previous year.

**Section J: Policies;** The policy need to be highlighted in the IDP and they should be listed in table format. On such table the municipality would indicate if it has or does not have the policy. The relevant authority could then enquire for a copy of the plan if required.

**Section K: Appendices;** a guideline of sector plans which are applicable to Dihlabeng Local Municipality. The sector plans need not be included as part of the IDP, however, they should be listed in table format. On such table the municipality would indicate if it has / does not have the sector plan. The relevant authority could then enquire for a copy of the plan if required.

## **SECTION A**

### **1. The IDP process Plan of the Municipality**

The process plan was tabled by the Mayor to Council for adoption during August 2009. This process plan outlined the planning process and indicates the timeframes and community participation process of Dihlabeng. This was done in line with the guidelines set out in the Municipal Systems Act, 32 of 2000. A copy of an approved process plan is available in the office of the IDP Manager for inspection. The following table hereunder presents a programme specifying timeframes for different steps followed during the planning process:

**Table 1: IDP Programme for planning process.**

<b>IDP PHASES</b>	<b>TIMEFRAMES</b>	<b>ACTIVITY AT LOCAL LEVEL</b>
<b>Preparation</b>	August 2009	1 <sup>st</sup> Process Plan Planning Session General notice 2 <sup>nd</sup> Plan Planning session: Steering committee approval of Process Plan Submission to Council General notice
<b>Analysis</b>	September 2009	Detail urban and regional analysis to provide on priority issues
<b>Strategies</b>	October 2009	Confirm and revise community needs based on proper Community and Stakeholders Level Analysis as per 19 Wards Analyze and agree on Priorities
<b>Projects</b>	November 2009	Formulation of Project proposal Screen, adjust, consolidate and agree on Project proposals Listing of projects, timeframes, budget and resources
<b>Integration</b>	December 2009 and January 2010	Alignment Session with District Municipality Alignment of projects with adjusted budget
	February and March 2010	Draft Revised IDP tabling to Council



<b>Approval</b>	April 2010	Advertisement for comment on Draft Revised IDP Submission of approved Revised IDP to Provincial Government
	May 2010	Final adoption of IDP by Municipal Council bases on final assessment by Government Departments

## 2. Role Players

In order to give effect to the implementation of the process plan, the following internal key role players as presented hereunder, were identified and were distributed various roles and responsibilities in order to ensure efficient and effective management of the IDP drafting process. This table formed part of the process plan that was tabled to council for adoption.

### Internal Role-Players

<b>ROLE-PLAYER</b>	<b>ROLES/RESPONSIBILITIES</b>
Municipal Council	<ul style="list-style-type: none"> <li>• Final Decision-making/ Approval of reviewed IDP</li> <li>• Monitoring</li> <li>• Implementation</li> </ul>
Councilors	<ul style="list-style-type: none"> <li>• Organizing public participation</li> <li>• Linking IDP process to their constituencies</li> </ul>
Executive Mayor and the Mayoral Committee	<ul style="list-style-type: none"> <li>• Decide on planning process: nominate persons in charge: monitor planning process</li> <li>• Overall management and co-ordination responsibility (to make sure that all relevant actors are involved)</li> </ul>
Finance and IDP Portfolio Committee	<ul style="list-style-type: none"> <li>✓ Responsible for assisting the Executive Mayor and the Mayoral Committee in their oversight role</li> <li>✓ Summarizing /and processing of inputs from the participation process</li> <li>✓ Commenting on inputs from other specialists</li> </ul>
IDP Manager	<ul style="list-style-type: none"> <li>• Day to day management of the drafting process on behalf of the Municipal Manager</li> <li>• To ensure a properly managed and organized review and planning process</li> </ul>
Chief Financial Officer	<ul style="list-style-type: none"> <li>✓ Ensure that the municipal budget is linked to the IDP</li> <li>✓ Co-ordinating budget implementation as per IDP</li> <li>✓ Development of the 5-year Municipal Integrated Financial Plan</li> </ul>
IDP Steering Committee	<ul style="list-style-type: none"> <li>• Elaboration/ discussion of contents of the reviewed IDP</li> <li>• Providing inputs related to the various planning steps</li> <li>• Summarizing / digesting /processing inputs from the participation process</li> <li>• Discussion / commenting on inputs from consultant or other specialist</li> </ul>
IDP Representative Forum	<ul style="list-style-type: none"> <li>✓ Forms the interface for community participation in the affairs of the Council</li> <li>✓ Participates in the annual IDP review process</li> </ul>



Municipal Officials	<ul style="list-style-type: none"> <li>• Provide technical / sector expertise and information</li> <li>• Preparing draft project proposal</li> </ul>

### 3. Ownership by the communities (Public Participation)

The Municipal Systems Act 2000 forms the pedestal for community participation at local government. This piece of legislation explicitly entail in Chapter Four, section 16, the notion of community participation and mechanisms for development. Moreover, this legislation requires that all municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the municipality. Central to this is the need for community members to be well informed about the governance issues of the municipality at all times and to take part in the decision-making processes of the council

As part of consultation process for the review of this IDP, the municipality embarked on an extensive community participation process in all its eighteen (19) wards between September and November 2009. The participation process was conducted on ward basis and in the form of public debate on what priority issues are and what appropriate ways and means are of dealing with these priority issues.

Ward Councilors and ward committee members played a crucial role in convening community meetings and communicating with the community about various municipal governance issues. In general, the public participation process in all nineteen wards within the municipality depended largely on the involvement of ward councilors.

The table hereunder, reflects a programme of action for public participation in all nineteen wards within the municipality. This schedule was also tables to council for adoption as part of the process plan.



**Table 3: Public Participation Schedule**

Wards	Date	Time	Venue	Ward Councillor(s)
15	22 September 2009	10:00	Fateng Community hall	Councilor Mkhwane
12,13	14 October 2009	10:00	Mashaeng Community hall	Councilor M Noosi, Councilor Mosia
14	22 October 2009	10:00	Mautse Community hall	Councilor L Wanzi
11	28 October 2009	10:00	Kgubetswana Commu hall	Councillor M Mashinini
1,2,3,4,5,6,7, 8,9,10,16,17, 18,19	10 November 2009	10:00	Bethlehem Town hall	All Councilors

#### **4. IDP Representative Forum**

The IDP Representative Forum is a structure that institutionalizes and ensures a representative participation in the IDP process. The representative forum represents the interest of its constituents in the IDP process, and is thus required to give feedback to its constituents. The Representative Forum of Dihlabeng was a fairly representative structure and consisted of representatives of the following structures:

- Community Based Organizations, Non-Governmental Organizations
- Business Community, Government Sector Departments
- Ward Councilors, Ward Committees and Community Development Workers



## SECTION B: Situational Analysis

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1. **Spatial description of Dihlabeng Local Municipality**
2. **Demographics: Statistical description as per Community Surveys 2007**
3. **Summary of Community Stakeholders Analysis ( Public Participation)**

### 1. **Spatial description of Dihlabeng Local Municipality**

The area of jurisdiction of the Dihlabeng Local Municipality is situated in the Thabo Mofutsanyana District Municipality region. The total estimated population in the urban areas, according to community survey 2007, is 108 449 with 31 836 households. The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector.

The Greater **Bethlehem** is situated approximately 240km north-east of Bloemfontein, 140km east of Kroonstad and 90km west of Harrismith. The town area forms part of the Highland Route and is subsequently located 80km from Qwa-Qwa, 60km from the Golden Gate National Park and 120km from Willem Pretorius Game Reserve. The town originally developed as a service centre. Growth was stimulated by the strategic location of the area that presently serves as a central regional centre. This is attributed to the fact that the area is situated adjacent to the N5 National Road between Bloemfontein and Durban. The Greater Bethlehem is also directly linked to other towns like Kroonstad, Reitz, Warden and Ficksburg. The accessibility of the town is further emphasised by the prominence of the railway station at the Kroonstad / Durban and Bloemfontein / Frankfort railway intersection in the urban area.

The scenic town of **Clarens**, often referred to as the “Switzerland of South Africa”, is situated in the eastern Free State, approximately 34 km south-east of Bethlehem, 250 km north-east of Bloemfontein and approximately 70 km from Harrismith. Clarens is a mere 20 km from the Golden Gate National Park. The community is situated 10 km from the Lesotho border and has a splendid view of the Maluti Mountains. The past few years saw a leap in the tourist industry. A number of holiday houses, mainly for inhabitants from the Gauteng Province, were recently erected. The town is subsequently known for its “arts and craft” route in the picturesque sandstone Rooiberge and the Maluti mountains. Regarding the population distribution in the Bethlehem District (including the Greater Bethlehem and Clarens town areas), 62,25% of the population resides in the urban areas and 37,75% in the rural areas. The area is thus marginally less urbanised than the average in the Free State.

The Greater **Paul Roux** is situated in the former District of Senekal. The area is approximately 225km north-east of Bloemfontein, 114km south-east of Kroonstad and 35km west of Bethlehem. The Greater Paul Roux is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity. Regarding the population distribution in the Senekal District, 45,65% of the population resides in the urban areas and 54,35% in the rural areas. The area is thus marginally less urbanised than the average in the Free State (66% urban & 34% rural). This is attributed to the fact that there are virtually no other economic sectors of significance other than agriculture with the coupled scarce work opportunities.





**Fouriesburg** is situated on the R26 route and in close proximity of Lesotho. The town's location in relation to other major centres is as follows: 49 km from Bethlehem, 46 km from Ficksburg and 253 km from Bloemfontein. Situated within the former Fouriesburg District, Fouriesburg has predominantly the function of a small service centre to the surrounding agricultural communities. This primary function is increasingly being supported by tourism as the latter industry is starting to gain momentum in the Eastern Free State. Regarding the population distribution in the Fouriesburg District, 67% of the population resides in the urban areas and 33% in the rural areas. The area is thus almost in the same ratio urbanized than the average in the Free State (66% urban & 34% rural).

The Greater **Rosendal** is situated in the former District of Ficksburg. The town area is approximately 60km south west of Bethlehem, 40km south east of Senekal and 40km north of Ficksburg and is situated adjacent the R 70 between Senekal and Ficksburg. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity. Regarding the population distribution in the Ficksburg District, 56% of the population resides in the urban areas and 44% in the rural areas. The area is thus marginally less urbanized than the average in the Free State (66% urban & 34% rural).

## 2. Demographics

Dihlabeng Estimated Population and Households in Census 2001 and Community Survey 2007. The figures reflect the changes that have occurred since 2001. The number of households in Municipality have been used to calculate the percentage.

Persons	Households		
	2001	2007	2001
128 929	108 449	33 027	31 836

Source: statssa2007

### Population estimates of group by race

Black	<b>91 343</b>
Coloured	<b>6 049</b>
Indian or Asian	<b>90</b>
White	<b>10 966</b>

Source: statssa2007

### Percentage distribution of house households by tenure status

Owned & Fully Paid	Owned but not yet paid off	Rented	Occupied Rent Free	Other	TOTAL
<b>52,2</b>	<b>9,2</b>	<b>26,4</b>	<b>12,2</b>	<b>0</b>	<b>100%</b>

Source: statssa2007

### Percentages distribution of households by types of energy/fuel used for lighting in Dihlabeng. (Community Survey 2007)

Electricity	Gas	Paraffin	Candles	Solar	Other	TOTAL
<b>85,5</b>	<b>0</b>	<b>2,1</b>	<b>10,9</b>	<b>0,4</b>	<b>1,1</b>	<b>100%</b>

### Percentages distribution of households by types of energy/fuel used for heating in Dihlabeng. (Community Survey 2007)

Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	TOTAL



51,0	4,7	14,4	15,2	11,9	0,2	0	2,6	100%
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Percentages distribution of households by types of energy/fuel used for cooking in Dihlabeng.( Community Survey 2007)

Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	TOTAL
70,1	4,1	10,8	11,2	3,4	0,2	0,1	0	100%

Percentages distribution of households by types of toilets in Dihlabeng.( Community Survey 2007)

Flush toilet(connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Chemical toilet	Pit latrine with ventilation	Pit latrine without ventilation	Bucket latrine	None	TOTAL
74,7	1,9	1,0	0,2	0,8	8,6	9,6	3,2	100%

#### Types of Water Source

Percentage distribution of households by type of water source in Dihlabeng.

Piped(Tap) Water to Community stand:>Distance 200m from dwelling	Spring	Dam/Pool	Rain water tank	Piped(Tap) Water from access point outside the yard	TOTAL
58,8	1,8	0,2	0,7	5,6	
Borehole	Water Vendor	River/Stream	Other		
0,2	0,2	0,1	0		100%

Source:statssa2007

#### Refuse disposal

Percentage distribution of households by types of refuse disposal in Dihlabeng

Removed by local authority/private company at least once a week	Less often	Communal refuse dump	Own refuse dump	No refuse disposal	Other	Total
81,1	0,8	0,9	12,4	4,6	0,2	100%

Source:statssa2007

Percentage distribution of households by types of main dwelling in Dihlabeng.

#### Community survey 2007

House or brick structure	Traditional dwelling/hut/structure made of	Flats in block of	Town/cluster/se mi-detached house(simplex:	House/Flat/room in back yard	Informal dwelling, shack in	Informal dwelling, shack not in back yard e.g.in an	Room /flatlet not in back	Caravan or tent	Private ship/boat	Workers hostel(bedroom)	Other	Total



on a separate stand or yard	traditional materials		duplex; triplex)		back yard	informal/squatter settlement	yard but on a shared property						
<b>57,3</b>	<b>12,0</b>	<b>1,5</b>	<b>1,2</b>	<b>2,3</b>	<b>7,7</b>	<b>16,8</b>	<b>1,0</b>	<b>0,2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100%</b>

The following table provides to the reader the **socio-economic profile** of the Dihlabeng Municipality as per current Community Survey 2007:

**Distribution income category in the municipality**

No income	24 749
R 1 - R 400	20478
R 401 - R 800	8 958
R 801 - R 1 600	16 042
R 1 601 - R 3 200	5 067
R 3201 - R 6 400	4 693
R 6 401 - R 12 800	2 840
R 12 801 - R 25 600	1 007
R 25 601 - R 51 200	252
R 51 201 - R 102 400	0
R 102 401 - R 204 800	105
R 204 801 or more	62
Response not given	2 398
NA/Institutions	3 796

**Distribution of marital status in the municipality**

Married civil/religious	19 639
Married traditional/customary	8 129
Polygamous marriage	122
Living together as married partners	4 184
Never married	62 077
Widower/widow	2 565
Separated	1 356
Divorced	3 796

**Distribution of employment - official definition and gender in the Municipality**

Category	Male	Female
Unemployed	5 459	10 124
Not economically active	8 457	13 031
Not applicable	1 889	2 232
Employed	16 625	12 599



**Distribution by level of education in the municipality**

Grade 0	1 020
Grade 1/sub A (completed or in process)	2 369
Grade 2/sub B	3 554
Grade 3/standard 1	4 488
Grade 4/standard 2	4 294
Grade 5/standard 3	4 722
Grade 6/standard 4	4 174
Grade 7/standard 5	6 454
Grade 8/standard 6/form 1	6 982
Grade 9/standard 7/form 2	5 961
Grade 10/standard 8/form 3/NTC I	9 927
Grade 11/standard 9/form 4/NTC II	7 598
Attained grade 12; out of class but not completed grade 12	4 052
Grade 12/Std 10/NTC III (without university exemption)	4 947
Grade 12/Std 10 (with university exemption)	1 350
Certificate with less than grade 12	2 046
Diploma with less than grade 12	978
Certificate with grade 12	5 605
Diploma with grade 12	1 948
Bachelor's degree	1 464
BTech	74
Post graduate diploma	682
Honour's degree	396

**Distribution by level of disability in the municipality**

	Male	Female
<i>Sight</i>	392	422
<i>Hearing</i>	288	163
<i>Communication</i>	200	295
<i>Physical</i>	2 420	2 057
<i>Intellectual</i>	108	122
<i>Emotional</i>	352	416
<i>Multiple disabilities</i>	169	417
<i>No disability</i>	46 214	50 616
<i>N/A: Institution</i>	1 704	2 092



## SUMMARY OF COMMUNITY AND STAKEHOLDERS ANALYSIS

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1. Summary of Current Housing Tendencies
  - 1.1 Community and Stakeholder Analysis: Housing
  - 1.2 Community and Stakeholders Analysis: Water
  - 1.3 Community and Stakeholders Analysis: Sanitation
  - 1.4 Community and Stakeholders Analysis: Electricity
  - 1.5 Community and Stakeholders Analysis: Roads and Storm water
  - 1.6 Community and Stakeholders Analysis: Refuse removal
  - 1.7 Community and Stakeholders Analysis: Cemeteries
2. Summary of Community and Stakeholder Bulk Infrastructure and Services Analysis
  - 2.1 Bulk Water Network
  - 2.2 Bulk Sewer Network
  - 2.3 Bulk Electricity Network
  - 2.4 Bulk Refuse Removal
  - 2.3 Cemeteries Provision



## SUMMARY OF CURRENT HOUSING TENDENCIES

RESIDENTIAL AREA	ERVEN			STRUCTURES			ERF & LAND REQUIREMENTS	REMARKS
	RESIDENTIAL ERVEN OCCUPIED	RESIDENTIAL ERVEN UNOCCUPIED	TOTAL RESIDENTIAL ERVEN	PERMANENT STRUCTURES	TEMPORARY STRUCTURE	TOTAL HOUSING NEED		
Bethlehem	4904	330	5234	4904				
Bohlokong	11700	800	12500	10300	2200	2 494	11056	
Vogelfontein Extension**		2 593	2 593				400	
Bakenpark	339		339	339				
<b>Sub Total</b>	<b>16943</b>	<b>4723</b>	<b>20227</b>	<b>15543</b>	<b>2200</b>	<b>2 494</b>	<b>11456</b>	
Former Clarens	1388	92	1480	1188	200	200	1116	
* The Ridge		36	36					
* Village Extension		58	58					
* Golf Estate		72	72					
Larola Development		20	20					
Mount Horeb (Private Development)		89	89					
Kgubetswana	1016	0	1 016	1000	287	287	400	
Paul Roux	210	228	438	210				
Fateng-tse-Ntsho	1 537	0	1 537	800	737	853	900	
<b>Sub Total</b>	<b>1 747</b>	<b>228</b>	<b>1 975</b>	<b>1010</b>	<b>737</b>	<b>853</b>	<b>900</b>	
Fouriesburg	2841	120	689	2026	355	329	4139	
Mashaeng	3 039	0	3 039	1365	1674	1 674	1674	
<b>Sub Total</b>	<b>0</b>	<b>0</b>	<b>3 819</b>	<b>1722</b>	<b>1674</b>	<b>1 674</b>	<b>2674</b>	
Rosendal	689	0	689	409	192	192	1000	
Mautse	728		728	357	511	407	700	
<b>TOTAL</b>	<b>829</b>	<b>428</b>	<b>1 257</b>	<b>458</b>	<b>511</b>	<b>407</b>	<b>800</b>	



## COMMUNITY AND STAKEHOLDERS ANALYSIS: HOUSING

Bethlehem Bohlakong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<ul style="list-style-type: none"> <li>▪ DP Houses only for the needy shacks to be eradicated</li> <li>▪ Fair system of allocation for RDP houses to avoid corruption</li> <li>▪ All RDP houses to be electrified after being built</li> <li>▪ Sites for medium-income housing to be provided as well</li> <li>▪ Development of site with school, clinics, churches, parks, business sites, crèches, hall and library</li> <li>▪ By laws to eradicate shacks</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDP houses to be built in Kgubetswana</li> <li>▪ Additional business sites</li> <li>▪ Fencing of municipal store room</li> <li>▪ New town ship development</li> <li>▪ Audit inspection for RDP houses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Township establishment</li> <li>▪ Audit of vacant sites</li> <li>▪ Allocate new site for cemetery</li> <li>▪ Formalization of Maseko section</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sites (Township establishment)</li> <li>▪ Inspection for housing be lawful</li> <li>▪ Fencing of municipal store room</li> </ul>	<ul style="list-style-type: none"> <li>▪ More stands be provided for people who are renting and those living in shacks</li> <li>▪ Conduct Land Audit</li> <li>▪ Improve housing inspection</li> <li>▪ Fast track Title Deeds</li> </ul>

## COMMUNITY AND STAKEHOLDERS ANALYSIS: WATER

Bethlehem Bohlakong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<ul style="list-style-type: none"> <li>▪ Bulk water services in farms at Ward 3,6,10,17 and 18</li> <li>▪ Installation of water meters and upgrading of old meters</li> <li>▪ Water at recycling center</li> </ul>	<ul style="list-style-type: none"> <li>▪ Water treatment to avoid brown water</li> <li>▪ Inform community before closing water</li> <li>▪ Upgrading of water net work</li> <li>▪ Upgrading of Meringskloof dam</li> <li>▪ Construction of Klein Caledon dam</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of water at farms</li> <li>▪ Water purification</li> <li>▪ Bulk pipeline</li> </ul>	<ul style="list-style-type: none"> <li>▪ 6hours water treatment works</li> <li>▪ Lack of communication</li> <li>▪ Drinking brown water with sand</li> <li>▪ Upgrading of water pipes</li> <li>▪ Upgrading of Meringskloof dam</li> <li>▪ Connection of pipe to Caledon</li> <li>▪ Construction of Klein Caledon</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pipeline from Paul Roux to start at 2010</li> </ul>



## COMMUNITY AND STAKEHOLDERS ANALYSIS : SANITATION

Bethlehem Bohlokong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<ul style="list-style-type: none"> <li>▪ Upgrading sewerage pipes all Wards</li> <li>▪ VIP toilets at farms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipal assistance for sewer blockage</li> <li>▪ Upgrading of pipes and increasing main hole</li> <li>▪ Treatment of sewerage in R26</li> <li>▪ Fencing of dams</li> <li>▪ Upgrading of pump station</li> <li>▪ Standby tap for pumpstation when taps are broken</li> <li>▪ Installation of pipe line at new location</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of sanitation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Upgrading of pipeline and mainholes</li> <li>▪ Leaking of pumpstation</li> <li>▪ Treatment for sewerages next to R26</li> <li>▪ Vandalising toilets of unoccupied houses</li> <li>▪ Fencing, cleaning of pond and chemicals</li> <li>▪ Connection of water be done when houses are occupied</li> <li>▪ Extra tap for standby when others are broken.</li> </ul>	<ul style="list-style-type: none"> <li>▪ More stands be provided for people who are renting and those living in shacks</li> <li>▪ Provide more houses for all people</li> <li>▪ Houses constructed to be investigated as they are not in a good condition</li> <li>▪ Title Deeds for individual households</li> </ul>

## COMMUNITY AND STAKEHOLDERS ANALYSIS: ELECTRICITY

Bethlehem Bohlokong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<ul style="list-style-type: none"> <li>▪ Installation of bulk electric in farms</li> <li>▪ Bulk electric in new housing development areas</li> <li>▪ High mast lights in all wards</li> <li>▪ Maintenance of street lights</li> <li>▪ Installation of electricity at recycling center</li> </ul>	<ul style="list-style-type: none"> <li>▪ Electricity at new sites</li> <li>▪ Upgrading of electric transformer</li> <li>▪ High mast lights</li> </ul>	<ul style="list-style-type: none"> <li>▪ High mast lights and street lights</li> <li>▪ Provision of electricity at farms</li> <li>▪ Upgrading of electricity network</li> </ul>	<ul style="list-style-type: none"> <li>▪ New street lights and maintance</li> <li>▪ Enough high must lights</li> <li>▪ Upgrading of electric transformer</li> </ul>	<ul style="list-style-type: none"> <li>▪ High mast lights</li> <li>▪ Audit Indigent list</li> </ul>





### COMMUNITY AND STAKEHOLDERS ANALYSIS: ROADS & STORM WATER

Bethlehem Bohlakong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<ul style="list-style-type: none"> <li>▪ Tyred road at Panorama East</li> <li>▪ Maintanace of gravel roads</li> <li>▪ Paving of streets all Wards</li> <li>▪ Storm water channel for all Wards</li> <li>▪ Side walks</li> <li>▪ Tyred road with storm water drainage in Jacketview, Morilig and Bergsig</li> <li>▪ Bridge in farms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintanance of gravel and tyred road</li> <li>▪ Paving of streets and main roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of paved roads at Takalatsa</li> <li>▪ Maintanance of gravel roads and tyred roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stormwater problems at Marantha, Tonosa, Dipelepeleng and stadium</li> <li>▪ Stormwater channels</li> <li>▪ Maintanance for gravel roads</li> <li>▪ Overhead bridge between location and town</li> <li>▪ Maintanance of tarred road</li> <li>▪ Paving of streets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintenance for gravel roads</li> <li>▪ Cleaning drainage system</li> <li>▪ Paving and stormwater channel</li> <li>▪ Road access to informal settlement</li> </ul>

### COMMUNITY AND STAKEHOLDERS ANALYSIS: WASTE MANAGEMENT

Bethlehem Bohlakong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
Enforcement of solid waste By-Laws <ul style="list-style-type: none"> <li>▪ Need for skip containers in all Wards</li> <li>▪ Fencing of recycling site at new waste disposal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fencing of dumping sites</li> <li>▪ Trailors for waste removal</li> <li>▪ Transfer station must start to operate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need for skip containers all wards</li> </ul>	<ul style="list-style-type: none"> <li>▪ New transfer station must start to be utilized</li> <li>▪ Fencing of dumping sites</li> <li>▪ Trailors for waste removal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Speed-up operation licence</li> </ul>

### COMMUNITY AND STAKEHOLDER LEVEL ANALYSIS: CEMETERIES

Bethlehem Bohlakong	Clarens Kgubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<ul style="list-style-type: none"> <li>▪ Identify places for a crematorium</li> <li>▪ All cemeteries to be fenced</li> <li>▪ Cleaning of cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of a new site</li> <li>▪ Cleaning and fencing of yards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land for cemetery</li> <li>▪ Attention for security</li> <li>▪ Park be removed next cemetery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fencing and cleaning</li> <li>▪ Access road be constructed</li> <li>▪ Extension of cemeteries</li> <li>▪ Toilets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fencing of old yard (Mautse and Rosendal)</li> <li>▪ Extension provision new cemeteries</li> </ul>



**SUMMARY OF BULK INFRASTRUCTURE AND SERVICES NEEDED**

Location	Bulk Water	Internal Water (Reticulation Network)	Bulk Sewerage	Internal Sewerage (Water Borne)	Bulk Electricity	Internal Electricity (Network)	Cemeteries	Refuse Dumping Sites
<b>Bethlehem</b>	Reservoir Vogelfontein		Upgrade sewer pump station		Upgrade of high tension cables	Wesselsheim ring, upgrading of network in Windy Ridge.	New site	New central waste disposal site to be privatize
<b>Bohlokong</b>		Internal network Vogelfontein		toilet facilities at cemeteries Sewerage at vogelfontein		Area lighting, 1400 erven Network at Vogelfontein	New site	
<b>Bakenpark</b>							New site	
<b>Clarens</b>	Upgrade Purification plant		Upgrade of sewer network	Toilet facilities at cemeteries				Transfer site to start Operate
<b>Kgubetswana</b>						Area lighting	New site	
<b>Paul Roux</b>	Upgrade Purification plant Pipeline from Bethlehem	Upgrade of old network	Sewerage disposal works		Purchase and installation of validator Upgrade of Substation by ESKOM.		Extension of the cemetery to utilize one cemetery	Transfer site to start Operate
<b>Fateng-Tse-Ntsho</b>		Upgrade of old network		toilet facilities at cemeteries		Area lighting		
<b>Fouriesburg</b>	Upgrade Purification plant	80 erven	Upgrade oxidation pond system, upgrade sewage treatment works	80 erven	High- and low tension cables and streetlights, purchase and installation of validator	80 erven		Transfer site to start Operate
<b>Mashaeng</b>		1148 erven 3000 water meters		additional manholes		600 erven, area lighting	New site	
<b>Rosendal</b>	Construction of dam Pipeline from Paul Roux		Upgrading of Rosendal internal network		Purchase and installation of Validator	Upgrading of network		Transfer site to start Operate



## BULK WATER COMMUNITY ANALYSIS

COMMUNITY NEEDS	CURRENT REALITY NEEDS
<ul style="list-style-type: none"> <li>▪ Provision of a water reticulation network with water meters to new erven in Vogelfontein</li> <li>▪ Maintenance of existing network</li> <li>▪ Access to water in rural areas</li> <li>▪ Bulk supply line from Bethlehem to Paul Roux</li> <li>▪ Need for internal water supply to the new high cost residential development</li> <li>▪ Upgrading of the existing water network in Clarens</li> <li>▪ Need for frequent maintenance of the existing water network</li> <li>▪ Increase bulk water storage capacity</li> <li>▪ Provide internal water network to all unserved erven</li> <li>▪ Upgrading of water purification works</li> <li>▪ Investigate additional bulk water supply</li> <li>▪ Water point at cemetery</li> </ul>	<u>BETHLEHEM</u>
	<p><u>Bulk Water:</u></p> <ul style="list-style-type: none"> <li>▪ Building of a pipeline from Bethlehem to Paul Roux and Rosendal</li> </ul>
	<p><u>Bohlokong Network:</u></p> <ul style="list-style-type: none"> <li>▪ The provision of a water network and metre connections to 1 780 erven in Bohlokong Extensions 8, 9, 10 and 11.</li> </ul>
	<u>CLARENS</u>
	<p><u>Bulk Water:</u></p> <ul style="list-style-type: none"> <li>▪ Upgrade purification plant..</li> </ul>
	<u>PAUL ROUX</u>
	<p><u>Bulk Water:</u></p> <ul style="list-style-type: none"> <li>▪ Upgrade purification plant</li> <li>▪ Replace of asbestos pipes with PVC pipes</li> </ul>
	<p><u>Fateng-Tse-Ntsho Network:</u></p> <ul style="list-style-type: none"> <li>▪ The provision of water connections at cemeteries in Paul Roux and Fateng-Tse-Ntsho.</li> <li>▪ Replace of pipes in old Town with PVC pipes</li> </ul>
	<u>FOURIESBURG</u>
	<p><u>Bulk Water:</u></p> <ul style="list-style-type: none"> <li>▪ Upgrading of the water treatment works in Fouriesburg.</li> </ul>
<p><u>Fouriesburg Network:</u></p> <ul style="list-style-type: none"> <li>▪ Provision of water to 80 erven in Fouriesburg.</li> </ul>	
<p><u>Mashaeng Network:</u></p> <ul style="list-style-type: none"> <li>▪ Upgrade of existing network</li> </ul>	
<u>ROSENDAL</u>	
<p><u>Bulk Water:</u></p> <ul style="list-style-type: none"> <li>▪ Upgrade of purification plant.</li> <li>▪ Building of a dam</li> </ul>	
<p><u>Mautse Network:</u></p> <ul style="list-style-type: none"> <li>▪ The provision of water connections at cemeteries in Rosendal and Mautse.</li> </ul>	



**BULK SEWER COMMUNITY ANALYSIS**

COMMUNITY ANALYSIS	CURRENT REALITY NEEDS
<ul style="list-style-type: none"> <li>▪ Provision of a waterborne sewerage network to 2873 erven in Bohlokong</li> <li>▪ Upgrading of the existing sewerage network of certain old extensions within Bohlokong and Bakenpark</li> <li>▪ Maintenance of existing network</li> <li>▪ Upgrading of main sewerage lines in Clarens &amp; Kgubetswana</li> <li>▪ Construction of a sewer treatment plant</li> <li>▪ Extension and upgrading of the oxidation pond systems</li> <li>▪ Replacement of suction tanks with waterborne sewerage network</li> </ul>	<u>BETHLEHEM</u>
	<u>Bulk Sewer Infrastructure:</u> <ul style="list-style-type: none"> <li>▪ Upgrading of the sewer pump station in Bethlehem.</li> </ul>
	<u>Bohlokong Network:</u> <ul style="list-style-type: none"> <li>▪ Provision of a waterborne sewer network with connections to 1 780 erven in Bohlokong Extensions 8, 9, 10 and 11.</li> <li>▪ The provision of toilet facilities at cemeteries in Bohlokong</li> </ul>
	<u>CLARENS</u>
	<u>Bulk Sewer Infrastructure:</u>
	<u>Kgubetswana Network:</u> <ul style="list-style-type: none"> <li>▪ The provision of toilet facilities at cemeteries in Clarens and Kgubetswana (2 toilets each).</li> <li>▪ Upgrading of the sewer system at the stadium in Clarens/Kgubetswana</li> <li>▪ Buckets eradication</li> </ul>
	<u>PAUL ROUX</u>
	<u>Bulk Sewer Infrastructure:</u>
	<u>Fateng-Tse-Ntsho Network:</u> <ul style="list-style-type: none"> <li>▪ The provision of toilet facilities at cemeteries in Paul Roux and Fateng-Tse-Ntsho (4 toilets each).</li> </ul>
	<u>FOURIESBURG</u>
<u>Bulk Sewer Infrastructure:</u> <ul style="list-style-type: none"> <li>▪ Upgrading of the existing oxidation pond system.</li> <li>▪ Upgrading of the Fouriesburg sewage treatment works.</li> </ul>	
<u>Fouriesburg Network:</u> <ul style="list-style-type: none"> <li>▪ Provision of waterborne sewerage network to 80 erven in Fouriesburg.</li> </ul>	
<u>Mashaeng Network:</u> <ul style="list-style-type: none"> <li>▪ Phased provision of additional manholes in existing sewer networks.</li> </ul>	
<u>ROSENDAL</u>	
<u>Bulk Sewer Infrastructure:</u> <ul style="list-style-type: none"> <li>▪ Upgrading of the Rosendal sewerage system</li> </ul>	
<u>Mautse Network:</u> <ul style="list-style-type: none"> <li>▪ The provision of toilet facilities at cemeteries in Rosendal and Mautse (2 toilets each).</li> </ul>	



## BULK ELECTRICITY COMMUNITY ANALYSIS

COMMUNITY NEEDS	CURRENT REALITY NEEDS
<ul style="list-style-type: none"> <li>▪ Provide additional bulk supply point</li> <li>▪ Maintenance of existing network</li> <li>▪ Provision of an electricity network to 2873 erven in Bohlokong</li> <li>▪ Upgrade existing electricity supply in Bakenpark</li> <li>▪ Need for high mast lights especially in Thabang Primary School and Java area – near hospital area</li> <li>▪ Quality of electricity supply – frequent disruptions</li> <li>▪ Area/lighting in especially open spaces</li> <li>▪ Provision of free basic electricity</li> <li>▪ Policy in terms of electricity tariffs</li> <li>▪ Upgrade electrical substation in Kgubetswana</li> <li>▪ Establish a coupon sales centre in Kgubetswana</li> <li>▪ Improve the street lighting in Kgubetswana (especially in Kanana to minimize crime)</li> <li>▪ Electrify all residential erven in Fateng-Tse-Ntsho</li> <li>▪ Electricity rendering points to be open after hours</li> <li>▪ Upgrade existing network at Mashaeng/Fouriesburg</li> <li>▪ Provision of an electricity network to all residential erven in Mashaeng without electricity</li> <li>▪ Council to create new place for selling of electricity coupons</li> <li>▪ Provide network to all stands with electricity – Eskom</li> <li>▪ Upgrading of existing old network</li> <li>▪ Repair high mast lighting</li> </ul>	<b><u>BETHLEHEM</u></b>
	<p><u>Bulk Electricity:</u></p> <ul style="list-style-type: none"> <li>▪ Upgrading of high tension cable between Old Hospital M/Sub and new hospital substation and between Witteberg M/Sub and Jordania substation.</li> <li>▪ New Eskom supply point and various upgrading of existing bulk network</li> </ul>
	<p><u>Bethlehem Network:</u></p> <ul style="list-style-type: none"> <li>▪ Electricity supply to Wesselsheim.(ring feed)</li> <li>▪ High- and low tension cables and streetlights for erven in Panorama and upgrading of network in Windy Ridge.</li> </ul>
	<p><u>Bohlokong Network:</u></p> <ul style="list-style-type: none"> <li>▪ Area lighting in identified areas.</li> <li>▪ Provision of electricity network to 1400 newly planned erven in Bohlokong</li> <li>▪ Provision of electric to Vogelfontein development</li> </ul>
	<b><u>CLARENS</u></b>
	<p><u>Kgubetswana Network:</u></p> <ul style="list-style-type: none"> <li>▪ Area lighting.</li> </ul>
	<b><u>PAUL ROUX</u></b>
	<p><u>Bulk Electricity:</u></p> <ul style="list-style-type: none"> <li>▪ Purchase and installation of validate</li> <li>▪ Upgrade of substation on bulk supply</li> </ul>
	<p><u>Fateng-Tse-Ntsho Network:</u></p> <p>Area lighting.</p>
	<b><u>FOURIESBURG</u></b>
<p><u>Bulk Electricity:</u></p> <ul style="list-style-type: none"> <li>▪ High- and low tension cables and streetlights for 80 erven.</li> <li>▪ Purchase and installation of validator.</li> </ul>	
<p><u>Fouriesburg Network:</u></p> <ul style="list-style-type: none"> <li>▪ Provision of electricity to 80 erven in Fouriesburg.</li> </ul>	
<p><u>Mashaeng Network:</u></p> <ul style="list-style-type: none"> <li>▪ Area lighting.</li> <li>▪ Upgrade of network (including new extension).</li> <li>▪ Provision of an electricity network in Mashaeng (newly planned erven)</li> </ul>	



	<ul style="list-style-type: none"> <li>Validator.</li> </ul>
	<b><u>ROSENDAL</u></b>
	<u>Bulk Electricity:</u> <ul style="list-style-type: none"> <li>Purchase and installation of validator.</li> </ul>
	<u>Mautse / Rosendal</u> <ul style="list-style-type: none"> <li>Area lighting.</li> <li>Upgrading of network.</li> <li>Provision of electric to newly planned erven</li> </ul>

**BULK REFUSE REMOVAL COMMUNITY ANALYSIS**

Where new Landfill sites are identified as a priority, it evidently implies that rehabilitation of the previous sites needs to be addressed.	
<ul style="list-style-type: none"> <li>More regular refuse removal for business premises</li> <li>Purchase more roll on roll off containers for transfer stations and landfill site</li> <li>Establishment of an effective refuse removal service – at least once a week</li> <li>Regular cleaning of open spaces</li> <li>Regular awareness campaigns</li> <li>Transfer sites to be operational</li> <li>Council to provide garbage bins</li> <li>Establishment of environmental clubs</li> <li>Rehabilitation of all dumping sites in Dihlabeng Local Municipality</li> <li>Operation of the landfill site(SLA with TMDM)</li> <li>Development an Integrated Waste Management Plan</li> <li>To support and promote recycling and sorting at source</li> <li>Fencing of the recycling centre at landfill site</li> </ul>	<u>Bethlehem / Bakenpark / Bohlokong:</u> <ul style="list-style-type: none"> <li>Contract appointment for the operation of the Regional Bethlehem Landfill site</li> <li>The refurbishment of vehicles, machinery and equipment</li> </ul>
	<u>Clarens / Kgubetswana:</u> <ul style="list-style-type: none"> <li>Transfer station to start to operate</li> </ul>
	<u>Paul Roux / Fateng-Tse-Ntsho:</u> <ul style="list-style-type: none"> <li>Transfer station to start to operate</li> <li>The refurbishment of vehicles, machinery and equipment\</li> </ul>
	<u>Fouriesburg / Mashaeng:</u> <ul style="list-style-type: none"> <li>Transfer station to start to operate</li> <li>The refurbishment of vehicles, machinery and equipment</li> <li>Provision of garbage bins</li> </ul>
	<u>Rosendal / Mautse:</u> <ul style="list-style-type: none"> <li>Transfer station to start to operate</li> <li>The refurbishment of vehicles, machinery and equipment</li> </ul>



## CEMETRIES COMMUNITY ANALYSIS

COMMUNITY NEEDS	CURRENT REALITY NEEDS
<ul style="list-style-type: none"> <li>▪ Identify place for a crematorium</li> <li>▪ Identification of new cemetery site to cater for Bethlehem-Bohlokong-Bakenpark area based on geotechnical investigations</li> <li>▪ All cemeteries to be fenced</li> <li>▪ Cleansing of cemeteries</li> <li>▪ Proper development of the identified cemetery site and tree planting</li> <li>▪ Provide development of the identified cemetery site and tree planting</li> <li>▪ Provide back actor for grave digging</li> <li>▪ The cemetery charges for burials to be reduced</li> <li>▪ Upgrade the existing site and provide security fencing</li> <li>▪ Graves numbers to be made on steel material so that they could be visible</li> </ul>	<u>Bethlehem / Bakenpark / Bohlokong:</u> <ul style="list-style-type: none"> <li>▪ The identification and provision of a new cemetery site for Bethlehem/Bakenpark/Bohlokong</li> <li>▪ Maintain fencing of all cemeteries in Bethlehem/Bakenpark/ Bohlokong</li> </ul>
	<u>Clarens / Kgubetswana:</u> <ul style="list-style-type: none"> <li>▪ The provision of a new cemetery for Kgubetswana.</li> </ul>
	<u>Paul Roux / Fateng-Tse-Ntsho:</u> <ul style="list-style-type: none"> <li>▪ Upgrading, fencing and cleaning of cemeteries in Paul Roux / Fateng-Tse-Ntsho.</li> <li>▪ The extension of the existing cemetery at Paul Roux and identification of a new cemetery in the proximity of Fateng-Tse-Ntsho</li> </ul>
	<u>Fouriesburg / Mashaeng:</u> <ul style="list-style-type: none"> <li>▪ The provision of a new cemetery for Mashaeng.</li> <li>▪ Upgrading, fencing and cleaning of cemeteries in Fouriesburg / Mashaeng.</li> </ul>
	<u>Rosendal / Mautse:</u> <ul style="list-style-type: none"> <li>▪ The fencing of cemeteries in Rosendal/Mautse</li> </ul>

### SECTION C: Development Strategies

1. Municipal Vision and Mission
2. Summary of Priority Issues
3. Alignment Procedures
4. Objectives and Strategies: Local Government Core Competency
5. Objectives and Strategies: Local Government Non-Core Competency



### **VISION**

To be a municipality committed to provide effective services to its community.

### **MISSION**

To provide effective and efficient people centered governance that will facilitates the developmental role of local government.

### **STRATEGIC OBJECTIVE**

To deliver sustainable services.

To provide quality, accessible and affordable services to all Dihlabeng community.

To promote social and economic development.

To create a safe and healthy environment.

To encourage communication and community participation.





SUMMARY OF PRIORITY ISSUES

IDP IDENTIFIED PRIORITY ISSUES		Priority Scored
<b>Local Government Core Competencies</b>		
1	Infrastructure	100
2	Local Economic Development	67
3	Safety and Security	67
4	Environmental Care & Urban Greening	50
5	Community Involvement and Communication	33
6	Tourism Growth	33
7	Financial Viability	17
8	Institutional Development	17
9	Community Facilities	17
10	Sport and Recreation	
11	Cemeteries	
<b>Non Core Competency</b>		
12	Housing	83
13	Education	67
14	Health and Social Welfare	50
15	Youth Development	
16	Land Reform	17
17	Sport and Recreation – Libraries	
18	Cross Cutting Issues: Elderly / Disabled / Gender Equity	
<b>Sectoral Related</b>		
19	Disaster Management	
20	Poverty Alleviation and Job Creation	
21	HIV / AIDS	



## 2. ALIGNMENT PROCEDURES

### 3.1 Alignment of Priorities with Free State Development Plan

The Free State Growth and Development Strategy for 2005/2014 was prepared during 2006 and specific development priorities were identified for the next 5-year development cycle in the province. These priorities were set as guidelines for the Local Municipalities to identify their respective IDP priorities. In order to achieve alignment it was necessary to measure IDP identified priorities against the priorities of the Free State Development Plan and the achieved alignment is represented as follows:

#### **PRIORITY 1: Enhancing Economic Development and Job Creation** **Related Municipal Priorities**

1. Local Economic Development
2. Tourism Growth
3. Land Reform

#### **Sectoral Related Programmes**

1. Poverty Alleviation and Job Creation

#### **PRIORITY 2:**

#### **Providing and Facilitating Sustainable Infrastructure** **Related Municipal Priorities**

1. Infrastructure
2. Housing
3. Sport and Recreation
4. Cemeteries
5. Community Facilities

#### **PRIORITY 3: Investing in the Development of People** **Related Municipal Priorities**

1. Education
2. Health and Social Welfare
3. Youth Development
4. Cross Cutting Issues: Elderly / Disabled / Gender Equity

#### **Sectoral Related Programmes**

1. HIV/AIDS

#### **PRIORITY 4:**

#### **Ensure a Safe and Secure Environment**

#### **Related Municipal Priorities**

1. Safety and Security

#### **Sectoral Related Programmes**

1. Disaster Management

#### **PRIORITY 5: Good/Co-operative Governance with Sustainable use of Resources and the Environment**



### 3.2 Alignment of Priorities with Municipal Systems Act Key Performance Indicators

The Municipal Systems Act provides in Section 38 for the preparation of a Municipal Performance Management System. Section 43 subsequently provides for regulations to determine general key performance indicators. These regulations were recently promulgated (Local Government: Municipal Planning and Performance Regulations, 2001, R.796 GN. 22605). The identified IDP Priorities were measured against the general key performance indicators and are represented as follows:

#### **Key Performance Indicator 1:**

##### **Infrastructure and Service Delivery**

###### **Related Municipal Priorities**

1. Infrastructure
2. Housing

#### **Key Performance Indicator 3:**

##### **Institutional Transformation**

###### **Related Municipal Priorities**

1. Institutional Development

#### **Key Performance Indicator 4:**

##### **Democracy and Governance**

###### **Related Municipal Priorities**

1. Community Involvement and Communication

#### **Key Performance Indicator 2:**

##### **Social and Economic Development**

###### **Related Municipal Priorities**

1. Local Economic Development
2. Tourism Growth
3. Sport and Recreation
4. Education
5. Health and Social Welfare
6. Youth Development
7. Cross Cutting Issues: Elderly / Disabled / Gender Equity
8. Environmental Care & Urban Greening
9. Safety and Security
10. Land Reform

###### **Sectoral Related Programmes**

1. HIV/AIDS
2. Poverty Alleviation and Job Creation
3. Disaster Management

#### **Key Performance Indicator 5:**

##### **Financial Management**

###### **Related Municipal Priorities**

1. Financial Viability



### **3.3 Alignment with Provincial Government Sector Department Strategic Objectives**

All the various Sector Departments compiled Strategic Plans. Where applicable, the specialised plans and programmes as part of the Integration Phase of the revised IDP have been comprehensively aligned with these Strategic Plans. The following general Strategic Objectives of the different Departments have been identified to be relevant and have been considered in the revision of the Strategies Phase of the IDP:

#### **Department of Agriculture**

- Agro-Processing and production, job creation and poverty alleviation.
- Agricultural Economic and Market Development.
- Optimization of plant and livestock health, production and product safety.
- Natural resource and infrastructure utilization and management.
- Research and experimental facilities.
- Information Management, including IT and related technology utilization.
- Formal and Non-Formal Training Programs.
- Good corporate and co-operative governance.
- Identify high potential Agricultural land
- To control invader weeds and plants with a detail program
- Control of over stocking of cattle and to minimize overgrazing
- Control measures against veld fire must be in place
- Restore and reclamation of eroded and denuded land

#### **Department of Education**

- To make our provincial systems work by making co-operative government work.
- To make schools centres of community life.
- To end conditions of physical degradation in South African schools.
- To develop the professional quality of our teaching force.
- To ensure the success of active learning through outcomes-based education.
- To create a vibrant further education and training system to equip youth and adults to meet the social and economic needs of the 21st century.
- To deal urgently and purposefully with the HIV/AIDS emergency in and through the education and training system.

#### **Department of Health**

- Reduced burden of HIV/AIDS and TB.
- Effective and Efficient Management of Resources.
- Functional District Health System.
- Effective Marketing and Communication of Health Services.
- Developed and empowered personnel and stakeholders.
- Appropriate infrastructure.
- Accessible and quality service at all levels of care.



#### **Department of Local Government and Housing**

- To provide a Provincial regulatory framework for housing delivery.
- To provide capacity intervention framework for housing delivery.
- To provide a resource management framework for housing delivery.
- To provide communication framework for housing delivery.
- To provide a stakeholder framework for housing delivery.
- To achieve internal directorate excellence.

#### **Office of the Premier**

To promote and ensure an integrated approach towards service delivery in the Free State.

To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.

#### **Department of Public Safety, Security & Liaison**

- Monitor, oversee and assess the delivery of police services in the Free State Province.
- Promote crime prevention initiatives.
- Promote good relations between the police and communities in the Free State Province.

#### **Department of Social Development**

- To provide and administer the payment of social assistance grants to qualifying beneficiaries.
- To provide care and support to the poor and vulnerable.
- To develop social welfare services.

#### **Department of Sport Arts Culture and Technology**

- Promote sport advancement.
- Promote arts and culture and render effective heritage service.
- Provision of effective library and information services and technological support.

#### **Department of Tourism, Environmental and Economic Affairs**

Enhancing Economic Development and job creation.

- Providing and facilitating sustainable infrastructure.
- Investing in the development of people.
- Ensure a safe and secure environment.
- Good/Co-operative governance with sustainable use of resources and environment.



### 3. OBJECTIVES AND STRATEGIES : LOCAL GOVERNMENT COMPETENCY

<b>PRIORITY NEED .SANITATION</b>		<b>DEVELOPMENT STRATEGIES</b>
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	
Improve sanitation services to all communities in Dihlabeng	<ul style="list-style-type: none"> <li>- Effective budget management for sanitation services</li> <li>- Sufficient upgrading and maintenance of the sewerage reticulation systems</li> <li>- Total eradication of bucket system by providing VIP toilets in rural areas</li> <li>- Effective provision of sanitation services</li> </ul>	<ul style="list-style-type: none"> <li>- Apply for funding and budget for upgrading of sewerage pump stations in Rosendal</li> <li>- Apply for funding for upgrading of purification works in Paul Roux</li> <li>- Make provision on budget for upgrading and maintenance of the sewerage reticulation system</li> <li>- Install V.I.P. toilets in rural area with D.W.A.F. funds</li> </ul>

<b>PRIORITY NEED : BULK &amp; INTERNAL WATER SUPPLY</b>		<b>DEVELOPMENT STRATEGIES</b>
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	
Upgrade and extend the existing water infrastructure to all under-serviced areas within Dihlabeng.	Building of a pipeline to Paul Roux and Rosendal The provision of a water network and metered connections to 1 780 erven in Bohlokong Extensions 8, 9, 10 and 11. Upgrade purification plants Replace of asbestos pipes with PVC pipes The provision of water connections at cemeteries Upgrading of the water treatment works in Fouriesburg Upgrade of existing networks Building of a dam in Rosendal Provision of water to 80 erven in Fouriesburg	<ol style="list-style-type: none"> <li>1. Make provision on budget for a dam at Rosendal.</li> <li>2. Identify developable informal settlements and provide rudimentary drinking water.</li> <li>3. Extend bulk water supply to all areas including the upgrading of the water treatment works. Pipelines to Paul Roux &amp; Rosendal</li> <li>4. Make provision on budget for upgrading and maintenance of the water reticulation systems.</li> <li>5. Upgrade boreholes at Paul Roux &amp; Rosendal</li> <li>6. Ring fence water supply per town</li> <li>7. Upgrade water treatment works in Fouriesburg</li> </ol>



PRIORITY NEED : MECHINICAL WORKSHOP		DEVELOPMENT STRATEGIES
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<p><b>Objective</b> Ensure regular maintenance of all municipal vehicles and machinery for efficient service delivery.</p>	<p>Introduce a system that controls the use of fleet vehicles</p> <p>A pro-active system that ensures maintenance on plants</p> <p>Implement a system that monitors the maintenance and service records of vehicles</p> <p>An analysis of the manpower needed to manage the vehicle maintenance system</p> <p>A system that controls the use of equipment that is used for vehicle fleet maintenance</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Establishment of a fleet management system to ensure cost effectiveness and productivity.</li> <li>2. Implement a system of continuous maintenance of plant appropriateness for example licenses, efficiency etc.</li> <li>3. Regular and preventative maintenance of all vehicles.</li> <li>4. Provision of personnel and equipment to support effective maintenance of vehicles.</li> <li>5. Apply for funds and purchase vehicles and equipment in order to efficiently render services</li> <li>6. Extend the workshop operation to render mobile services in other towns</li> </ol>

PRIORITY NEED : ROADS & STORMWATER		DEVELOPMENT STRATEGIES
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	
<p><b>Objective</b> Improve the condition of all municipal roads and storm water systems to acceptable minimum standards Improve gravel roads in all towns</p>	<p>Effective maintenance and upgrading of roads and storm water system</p> <p>Number of speed humps (or other traffic measures implemented)</p> <p>The provision of funds for taxi terminuses and pedestrian shelter</p> <p>Maps and contour plans that give a realistic view of the area for which the municipality is responsible</p> <p>Number of community projects approved and completed</p>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Identify and upgrade key internal and municipal roads and address backlogs. Within the budget allocations</li> <li>2. Implement speed humps or other traffic safety measures as identified by the local community, and traffic section</li> <li>3. Apply for funds for taxi terminuses and pedestrian shelters.</li> <li>4. Obtain all relevant maps and contour plans for the area (GIS related).</li> </ol>



	Well maintained and timely upgraded tare roads	<ol style="list-style-type: none"> <li>5. Upgrade of Bethlehem airfield</li> <li>6. Upgrade al gravel roads by means of paving it with community involvement</li> <li>7. Maintain and upgrade of storm water systems to a safe and acceptable system.</li> <li>8. Maintain all railway sidings to acceptable standard</li> <li>9. Maintain and upgrade all existing tar roads</li> <li>10. Maintain and upgrade all sidewalks for safe use for pedestrians</li> <li>11. To construct new roads in new town developments.</li> <li>12. Maintain all gravel roads to a acceptable system.</li> <li>13. To provide for enough funding for maintenance of existing roads.</li> <li>14. Street names to replaced and new one to erected</li> </ol>
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<b>PRIORITY NEED . : WASTE DISPOSAL</b>		
<b>KPA : BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
To ensure effective and prompt provision of waste disposal services to all towns within the Dihlabeng Municipal area.	Privatize of transfer station  The refurbishment of refuse removal vehicles, machinery and equipment  Transfer stations to start to operate  Improving refuse removal systems by providing corner skips  Ensuring the proper procedure for licensing  Availability of heavy duty waste haulage trucks to collect refuse and bins	<ol style="list-style-type: none"> <li>1. To privatize the central waste disposal site in Bethlehem and waste transfer stations in Clarens, Paul Roux, Fouriesburg and Rosendal after the necessary approval were obtain for the relevant Provincial Department to operate these sites.</li> <li>2. To provide a heavy duty waste haulage truck to collect refuse from local transfer stations to the central site on a weekly basis.</li> <li>3. To improve the refuse removal system and to provide corner skips to minimize street dumping.</li> <li>4. To replace old and sub-standard refuse removal equipment (tractors and wagons).</li> <li>5. To ensure the proper licensing of all the transfer sites and the central waste disposal site.</li> <li>6. Apply for funds to shut down existing illegal dumping sites in all towns and to rehabilitate it</li> </ol>





<b>PRIORITY NEED : ELECTRICITY BULK &amp; NETWORK</b>		
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
1. Continous provision and upgrading of bulk electricity to accommodate future urban development. 2. Upgrade of distribution network of Fouriesburg, Paul Roux, Rosendal Bethlehem 3. Provision of adequate street lighting for Dihlabeng	New Eskom supply point and various upgrading of existing bulk network  Maintenance of High and low tension cables and streetlights  Provision of Area lighting in identified areas.  Provision of electricity network to newly planned erven in Dihlabeng  Purchase and installation of vending machine in Paul Roux and Fouriesburg	1. Foster better co-operation with N.E.R.& Eskom on alignment of electricity projects. 2. Make provision and budget for upgrading and maintenance of electricity reticulation systems 3. To Ring fence and incorporate the electricity department into Red 1 of EDI HOLDINGS by2008. 4. Make provision to extend reticulation in Rosendal and Fouriesburg and Paul Roux

<b>PRIORITY NEED . : LAND AND HOUSING</b>		
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
To facilitate the provision of adequate affordable housing (at least to the RDP Standard) and serviced stands for residents	Establishing a housing Sub-Committee  Provision of diverse housing options  Development of future housing schemes  Prevention of structural failures – building inspections and supervision of contractors	1.To establish a housing Sub-Committee within the Municipality to deal with housing matters and to assist residents with individual housing subsidies  2.To provide diverse housing options for the community of Dihlabeng including normal RDP subsidy housing, social housing, rental and institutional schemes  3.All future housing schemes must be designed such that they



	<p>Renovation programmes on existing Council houses</p> <p>Conduct an Audit on Council buildings and make appropriate recommendations</p> <p>Provision of community facilities</p> <p>Land availability for serviced sites</p> <p>Low cost housing projects</p> <p>Develop and Review housing sector plan integrated into the IDP</p>	<p>are accessible to the disabled and elderly people.</p> <p>4.To minimize structural failures, the Council should carry out frequent inspections during mass housing construction processes</p> <p>5.The existing and still potentially habitable Council housing stock must be renovated to prevent total dilapidation</p> <p>6.To investigate the disposal of Council’s rental housing stock</p> <p>7.To provide adequate community facilities and amenities at all residential extensions</p> <p>8.To make land available for serviced sites</p> <p>9.To facilitate and support the annual construction of low cost housing through the “Peoples Housing Process</p>
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<b>PRIORITY NEED . : LAND REFORM</b>		
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>To support and facilitate the provision of tenure to all communities</p> <p>To support the land re-distribution process of the Department of Land Affairs</p>	<p>An analysis of the need for tenure that needs to be communicated to the Department of Land Affairs</p> <p>Sufficient Land identified and made available to all communities</p> <p>Effective communication between Council and Department of Land Affairs</p> <p>Obtaining commonage land</p> <p>Land identified and handed over for small scale farming</p>	<ol style="list-style-type: none"> <li>1. To identify the need for tenure in Dihlabeng and to convey the needs to the Department of Land Affairs</li> <li>2. To investigate and be informed on all mechanisms, products and options available from the Department of Land Affairs on land tenure</li> <li>3. To improve communication and co-operation between the Department of Land Affairs and the Council.</li> <li>4. To obtain adequate commonage land according to the needs in the respective urban areas.</li> </ol>



	<p>Emerging farmer's support program</p> <p>Training programmes for emerging farmers</p>	<ol style="list-style-type: none"> <li>5. To ensure better co-ordination of the utilisation of commonage land and the proper functional utilisation of the commonage.</li> <li>6. To investigate mechanisms and grants from the Departments of Land Affairs and Agriculture to establish small-scale intensive farming projects.</li> <li>7. To identify the need for land for emerging farmers and to assist emerging farmers to obtain farmland by means of available grants</li> <li>8. To support all existing training programmes to ensure feasible emerging farming practices</li> </ol>
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<b>PRIORITY NEED . SPORT AND RECREATION</b> <b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>Upgrade and improve accessibility of all sports facilities within Dihlabeng to all.</p>	<p>Sport facilities that is accessible to the majority of the population</p> <p>Serving the community need for parks in under-privileged areas</p> <p>Income generation for upgrade and development of sub-regional sport and recreational facilities</p> <p>Multi-purpose sport complexes in Dihlabeng</p> <p>Promotion of sport events</p>	<ol style="list-style-type: none"> <li>1. To upgrade all sports facilities to ensure accessibility thereof to the majority of the population.</li> <li>2. To continuously develop all parks in the under-privileged areas.</li> <li>3. To raise sufficient funds to upgrade and develop sub-regional sport and recreational facilities in Dihlabeng.</li> <li>4. To develop a fully equipped multi-purpose regional sport complex next to the medi-clinic in Bethlehem.</li> <li>5. To actively promote existing sport events in all five town areas.</li> </ol>



<b>PRIORITY NEED . : COMMUNITY FACILITIES</b>		
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTRE DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
Timeous and preventative maintenance of all council property to an acceptable level for the purposes of utilization by the community.	Monitoring of Council assets  Ensure that income from the facilities be ring-fenced and utilized for upgrading and maintenance only	<ol style="list-style-type: none"> <li>1. Regular maintenance of facilities on an annual base to prevent value reduction.</li> <li>2. Ensure that income from the facilities be ring-fenced and utilized for upgrading and maintenance only.</li> <li>3. Prepare maintenance programme for the next 5 years to determine and establish maintenance need.</li> </ol>
<b>PRIORITY NEED . SPORT AND RECREATION</b>		
<b>KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
Upgrade and improve accessibility of all sports facilities within Dihlabeng to all.	<p>Sport facilities that is accessible to the majority of the population</p> <p>Serving the community need for parks in under-privileged areas</p> <p>Income generation for upgrade and development of sub-regional sport and recreational facilities</p> <p>Multi-purpose sport complexes in Dihlabeng</p> <p>Promotion of sport events</p>	<ol style="list-style-type: none"> <li>1. To upgrade all sports facilities to ensure accessibility thereof to the majority of the population.</li> <li>2. To continuously develop all parks in the under-privileged areas.</li> <li>3. To raise sufficient funds to upgrade and develop sub-regional sport and recreational facilities in Dihlabeng.</li> <li>4. To develop a fully equipped multi-purpose regional sport complex next to the medi-clinic in Bethlehem.</li> <li>5. To actively promote existing sport events in all five town areas.</li> </ol>
<b>PRIORITY NEED: LIBRARIES</b>		
<b>KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
To provide access to libraries for residents with emphasis on reading material and other educational expedients to improve education levels.	Provision of funding for libraries New libraries build at identified areas in Kgubetsana, Fateng-tse-ntsho and Mautse	<ol style="list-style-type: none"> <li>1. To ensure the availability of funding from the Department of Sport, Arts and Culture to build libraries and improve resources</li> </ol>



	Building of new libraries	<ol style="list-style-type: none"> <li>2. To identify the appropriate location to build new libraries according to community needs</li> <li>3. To build new libraries and supply resources and materials in Kgubetswana and in Rosendal/Mautse</li> <li>4. To identify rural schools where so-called “box libraries” can be established feasibly to make library facilities accessible in the rural area.</li> </ol>
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<b>PRIORITY NEED: CEMETERIES</b>		
<b>KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
To ensure the timeous development, upgrading and integration of cemeteries	<p>The identification and provision of a new cemetery sites within Dihlabeng</p> <p>Upgrading, fencing and cleaning of cemeteries within Dihlabeng</p> <p>The extension of the existing cemetery at Paul Roux</p> <p>Development of new cemeteries</p>	<ol style="list-style-type: none"> <li>1. To identify land for a new regional cemetery to be established in the future to address the long term need.</li> <li>2. To upgrade all Dihlabeng cemeteries by fencing, provision of ablution facilities and access roads and continuous maintenance.</li> <li>3. To identify and properly develop new local cemeteries in Bethlehem, Clarens, Paul Roux, Rosendal and Fouriesburg</li> </ol>

<b>PRIORITY NEED : LED /BUSINESS DEVELOPMENT</b>		
<b>KPA: LOCAL ECONOMIC DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
To implement measures in order to broaden the economic base of the area	<p>The promotion of Dihlabeng by inviting new business to invest in Dihlabeng</p> <p>Develop an incentive scheme for investors policy</p> <p>Trade &amp; Investment Strategy</p>	<ol style="list-style-type: none"> <li>1. Develop &amp; Implement a Trade &amp; Investment Strategy</li> <li>2. Build capacity of Emerging Farmers</li> <li>3. Spearhead training programs for S.M.M.E</li> </ol>



<p>To create employment by promoting viable economic opportunities</p> <p>To improve the manufacturing sector by encouraging environmentally friendly industries that will utilize local natural resources</p> <p>To create an environment whereby Bethlehem will develop into a central service centre for professional services in the Eastern Free State.</p>	<p>Create and update a database of emerging farmers</p> <p>Land available for projects (LED Projects)</p> <p>Launching a project that will promote the employability of disabled people</p> <p>A procurement system that specifically targets SMME's, women and the youths</p> <p>Skills development centres that focuses on business and manual skills</p> <p>Establishment of market stalls at all major transport nodal points</p> <p>Water supply to industrial sites that require water for manufacturing</p> <p>A strategy that is informative and markets Bethlehem as a profitable centre for investment</p> <p>Development of new industrial sites</p> <p>Effective implementation of the LED strategy</p> <p>A strategy that is informative and markets Bethlehem as a profitable centre for investment</p> <p>Improving service delivery by establishing which professional businesses need services</p> <p>Develop and implement LED strategy</p>	<p>4. Local participation in Project Procurement</p> <p>5. Create markets for Local Products Identify value-adding opportunities</p> <p>1. Use unproductive land for SMME projects</p> <p>2. Organize Local Disabled People for employment purposes</p> <p>3. Target S.M.M.E. ( woman , disabled persons &amp; youth ) through the procurement system</p> <p>4. Develop local skills</p> <p>5. Co-ordinate &amp; implement an Urban Renewal Project in Bohlokong.</p> <p>1. Encourage industries to increase their services levels</p> <p>2. Start a marketing campaign to attract new industries , focusing on enterprises that will create new jobs</p> <p>3. Recruit environmentally-friendly industries</p> <p>4. Approach national distribution companies and franchises to establish locally</p> <p>1. Market Bethlehem more actively as the central service for the region</p> <p>2. Ensure that all support-related services are available</p>
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<p>To enhance the Agricultural Potential by implementing value-adding manufacturing process</p>	<p>An analysis that will indicate the possible use of new raw and manufacturing material, which will then be marketed to investors</p> <p>A distribution network that promotes more effective distribution of agricultural products</p> <p>A strategy that will promote the fresh produce market</p> <p>Sufficient access to incentives for Agro-Processing Strategically implemented Agricultural Sector Plan</p>	<ol style="list-style-type: none"> <li>1. Identify all raw material and manufacturing material of current agricultural products to attract suppliers and developers</li> <li>2. Establish a distribution network and facilities for all agricultural products to be distributed in the region</li> <li>3. Establish a Fresh Produce Market and make space available for Fresh Produce Trading</li> <li>4. Utilize all Government Incentives for Agro-Processing</li> <li>5. Develop &amp; implement an Agricultural Sector Plan</li> </ol>
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<b>PRIORITY NEED . : TOURISM GROWTH</b> <b>KPA: LOCAL ECONOMIC DEVELOPMENT</b>		
IDP OBJECTIVES	KEY PERFORMANCE INDICATOR (KPI)	DEVELOPMENT STRATEGIES
<p>To promote &amp; enhance Tourism Opportunities in order to become a popular Tourist Destination</p>	<p>Accessible tourist information centres in all towns</p> <p>Facilitation of the Tourist guide training programme</p> <p>Established functional representative Tourism Forum</p> <p>Identification and proclamation of Heritage sites</p> <p>Tourism route established and appropriate signage erected</p> <p>Effective communication of strategies and formation of partnerships</p>	<ol style="list-style-type: none"> <li>1. Establish accessible Municipal Tourist Information Centers in all towns</li> <li>2. Facilitate Tourist Guide Training Programs</li> <li>3. Establish a functional representative Tourism Forum whereby all towns are included</li> <li>4. Develop &amp; Implement Cultural &amp; Heritage Sites</li> <li>5. Develop &amp; Implement a Tourism Route</li> <li>6. Sensitize the Community to ESTABLISH Bed &amp; Breakfast Facilities in Township areas</li> <li>7. Build capacity of Emerging Products Owners</li> <li>8. Spearhead cultural events</li> </ol> <p>Organize activities for Tourism Month</p>
<p>To market the Economic and Tourism potential of DhiLabeng</p>	<p>Effective implementation of the marketing strategy</p> <p>Commercial and Tourism publicity material designed and printed</p>	<ol style="list-style-type: none"> <li>1. Develop &amp; Implement a Market Strategy</li> <li>2. Design , Develop &amp; Print Commercial and Tourism Publicity Material to promote and market DhiLabeng as an</li> </ol>



<p>To maintain an Information Office to render a professional service to visitors</p>	<p>Dihlabeng Exhibition Material designed and manufactured according to specifications</p> <p>Participating in national and international shows and indabas</p> <p>Economic &amp; Tourism opportunities marketed in national and international specialized magazines and electronic media</p> <p>Effective promotion of cultural events through press releases, posters and electronic advertisements</p> <p>Accessible tourist information centres in all towns updated with relevant data</p> <p>Updating of website with recent and informative data to ensure compliance to legislation</p>	<p>Economic &amp; Tourism Hub</p> <ol style="list-style-type: none"> <li>3. Design &amp; manufacture Exhibition Material for Dihlabeng</li> <li>4. Market the Economic &amp; Tourism opportunities by exhibiting and participating in national and international shows and indabas</li> <li>5. Market the Economic &amp; Tourism opportunities in national and international Specialized Magazines and Electronic Media</li> </ol> <ol style="list-style-type: none"> <li>1. Display publicity material of all surrounding products owners</li> <li>2. Display Council publicity material</li> <li>3. Update to all telephonic Accommodation List</li> <li>4. Attend to all telephonic as well as visitors business sector and tourist enquiries</li> <li>5. Deliver an updated professional on-line service (website) in accordance with the provisions of the MFMA</li> </ol>
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<b>PRIORITY NEED . : POVERTY ALLEVIATION AND JOB CREATION</b> <b>KPA: LED</b>		<b>DEVELOPMENT STRATEGIES</b>
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	
<p>To improve the self-reliance of the poor and unemployed by implementing self-sustaining projects</p>	<p>Poverty alleviation programmes initiated and successfully completed</p> <p>Effective project support programmes</p> <p>Implementation of vegetable gardens</p> <p>Provision of facilities to emerging entrepreneurs</p>	<ol style="list-style-type: none"> <li>1. Source all possible funding for poverty alleviation programs</li> <li>2. To implement project support programs to ensure the sustainability of projects</li> <li>3. To establish proper organizational structures and capacity to be able to manage projects to monitor performances</li> <li>4. Implement vegetable gardens in all towns whereby</li> </ol>





<p>To establish supportive cooperatives whereby the unemployed can purchase material, market products and acquire professional services</p>	<p>Establishment of a marketing cooperative</p> <p>Life skills development program for emerging entrepreneurs</p> <p>Efficient financial and technical support for emerging entrepreneurs</p> <p>Effective partnerships formed with other stakeholder with regards to SMME development</p>	<p>indigent people can grow their own products</p> <ol style="list-style-type: none"> <li>1. To provide facilities whereby emerging entrepreneurs can service the same industry i.e. exhaust, car wash, window repairs, tyre repairs etc</li> <li>2. Establish marketing cooperative whereby all products of emerging entrepreneurs can be marketed</li> <li>3. Approach the business Chambers and organized business sector to assist emerging entrepreneurs by providing services such as job applications, bookkeeping services and labour advise etc.</li> <li>4. To develop a program whereby hands on training can be provided to emerging entrepreneurs</li> </ol>
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<p><b>PRIORITY NEED . : FINANCIAL VIABILITY</b></p> <p><b>KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b></p>		<p><b>DEVELOPMENT STRATEGIES</b></p>
<p><b>IDP OBJECTIVES</b></p>	<p><b>KEY PERFORMANCE INDICATOR (KPI)</b></p>	
<p>To increasingly improve the payment levels to reach the economic survival threshold of the municipality – i.e. 92%.</p>	<p>Improvement of payment levels</p> <p>A co-operative effort to improve the debt collection of consumers</p> <p>Training sessions that aims at skills development within the Finance Department</p> <p>Development of incentive scheme for paying accounts on time</p> <p>Services supplied to registered indigents</p> <p>Involvement of Councillors and ward committees</p>	<ol style="list-style-type: none"> <li>1. Improve the current payment level of 64% by at least 10% per annum to reach the minimum level of financial viability of 92%.</li> <li>2. To establish an effective interdepartmental debt collection department.</li> <li>3. To implement internal capacity building for all staff in the finance department.</li> <li>4. To develop an incentive scheme to motivate non-payers to start paying arrear accounts.</li> </ol>



<p>To reduce overall cost spending by 10% per annum by reducing unnecessary waste and cost.</p>	<p>Implementation of tender procedures          Managing expenditure          Expenditure on salaries          Improvement of cash flow portion          The availability of equipment and vehicles to staff members          Implementation of a performance management system for employees          Reduction in fuel spending</p>	<p>5. To implement central measures on the usage of services by indigent consumers.          To utilize the ward and other Councilors and ward committees to assist in the debt collection process.</p> <p>1. Implement tender procedures for all items above R 200 000 with regard to repairs of equipment, vehicles and general purchasers in all departments.          2. Do annual tenders on frequent maintenance items.          3. Obtain a minimum of three quotations for all purchases between R 1 000 – R 199 999.          4. To reduce salary spending to the national requirement of 35%.          5. To improve the cash flow portion to avoid the payment of interest and penalties on creditor payments.          6. Restructuring of external laws in order to redeem external loans.          7. To implement a system of availability to all staff members who are using equipment and vehicles and implement a performance management and reward system.          8. Centralizing of office equipment such as fax machines, Photostat machines etc.          9. Implement central measures to reduce fuel spending.</p>
<p>To improve financial management to meet all legal and statutory requirements</p>	<p>100% Adherence to the Municipal Finance Act          GAMP compliant Asset register          Budget preparation and approval          Communication strategy          Implementation of the Financial Recovery plan          Valuation roll completed and adjustments effected to the billing system</p>	<p>1. To adopt the asset register to accommodate the GAMP principles.          2. To approve the budget by 31 May 2008 by Council according to legal requirements in order to allow for legal notices and advertisements.          3. Communication between the Department of Finance and HODs as the financial position of the municipality.          4. To implement the Financial Recovery plan to improve the financial position of the municipality.          5. All financial statements to be completed within 2 months of the year-end          6. .Finalize valuation roll</p>



<b>PRIORITY NEED: INSTITUTIONAL DEVELOPMENT</b>		
<b>KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>To strengthen the institutional capacity of Dihlabeng Municipality.</p> <p>To finalise the implementation of the organisational structure and placement of employees.</p> <p>To develop all governance policies that effects the functioning of the organization.</p>	<p>Workshops held on Batho-Pele Principles for Officials Customer Care training provided to all front desk officials Review and update relevant by-laws</p> <p>Review and Update Organisation Structure</p> <p>Number of critical &amp; funded posts filled according to placement committee recommendations</p> <p>Effective Skills Development Committee ensuring sufficient WSPSP implementation</p> <p>By-Laws developed that creates uniformity for the provision of basic services – Water &amp; Electricity Approved policies disseminated to all business units within Muncipal Budget Relevant stakeholders participating in all strategic planning processes Building regulations that are uniform for all town</p>	<ol style="list-style-type: none"> <li>1. Implement the “Batho-pele” policy, which seeks to fast-track Council responsiveness to people’s needs.</li> <li>2. Amend existing by-laws to include provisions to outlaw discriminatory practices within local businesses.</li> </ol> <ol style="list-style-type: none"> <li>1. The consultants to finalise the restructuring process – to be finalised before completion of the budget process.</li> <li>2. To develop placement procedures and job descriptions for final implementation.</li> <li>3. To prioritise critical vacancies and to provide the budget for the vacancies.</li> <li>4. To identify training needs that is essential for service delivery.</li> </ol> <ol style="list-style-type: none"> <li>1. To develop by-laws for water and electricity regulations that are uniform for all towns (In process 2004/5).</li> <li>2. Consolidate all policies of the various towns to one integrated policy document.</li> <li>3. Formulate planning schemes that are uniform for all towns.</li> <li>4. Formulate building regulations that are uniform for all towns.</li> <li>5. Formulate the following policies: <ul style="list-style-type: none"> <li>- Retrenchment policies</li> <li>- Advertisement and bill boards</li> <li>- Human Resource policies</li> <li>- Housing policy</li> <li>- Language policy</li> <li>- Skills Development policy</li> </ul> </li> </ol> <p>Employment equity plan</p>



To ensure the availability of adequate equipment to perform essential services and functions.	Asset Management Policy Reviewed and Approved Updated and verified Asset register Maintenance budget – 95% spent	<ol style="list-style-type: none"> <li>1. Develop a replacement policy for equipment and vehicles.</li> <li>2. Identify critical items that need to be replaced.</li> <li>3. Provision to be made in the cash flow plan for regular maintenance of all vehicles and equipment.</li> </ol>
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<b>PRIORITY NEED . PERFORMANCE MANAGEMENT SYSTEM</b>		
<b>KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>To provide through good governance a high performing, people-centred administration</p> <p>To respond adequately to changing environment whilst addressing community needs</p>	<p>Annual Performance Reporting System in place</p> <p>Skills Development Plan developed and implemented to ensure effective capacity building to meet transformation requirements</p> <p>Skills Development Committee established and functional</p> <p>Standardized and user friendly services rendered to Dihlabeng Citizens</p>	<ol style="list-style-type: none"> <li>1. Performance Management System established in accordance to Municipal Resources and in line with all priorities and targets</li> <li>2. Skills Development Plan developed and implemented to ensure effective capacity building to meet transformation requirements</li> <li>3. Develop Integrated Policies and By-Laws</li> </ol>

<b>PRIORITY NEED: SAFETY &amp; SECURITY</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
Provide prompt emergency services and to ensure safe usage of all municipal roads	Improving emergency services by establishing firehouses	<ol style="list-style-type: none"> <li>1. Establish firehouses at identified strategic locations.</li> <li>2. Equip the present emergency service with adequate</li> </ol>



	<p>Monitoring process that indicates the availability of equipment</p> <p>A system that indicates the percentage of officers used in allocated areas</p> <p>Funding that will aid in the establishment of a heavy-duty vehicle control facility</p> <p>The improvement of visibility of street signs</p> <p>Co-operation between community structures</p>	<p>equipment.</p> <ol style="list-style-type: none"> <li>3. Increase traffic control at municipal roads and school precincts.</li> <li>4. Apply for funding to establish heavy-duty vehicles control facility.</li> <li>5. Improve street addresses and provision of traffic signs and markings.</li> <li>6. Different community structures (e.g. CPFs, neighbourhood watches) should be joined in fighting crime together.</li> <li>7. To establish a weighbridge at Bethlehem.</li> </ol>
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<b>PRIORITY NEED . : ENVIRONMENTAL CARE &amp; URBAN GREENING</b>		
<b>KPA: GOOD GOVERNANCE</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>Protection of the existing natural environment.</p> <p>To identify and develop new environmental areas or reserves.</p>	<p>A campaign, funded by the municipality, that focuses on informing the community of the negative effect of littering</p> <p>The development and implementation of relevant by-laws that protects sensitive areas against large-scale development</p> <p>Adherence to the National Environmental Management Act</p> <p>Recycling centres that aims at promoting environmental awareness</p> <p>Establishing conservation areas</p> <p>The development of conservation areas</p> <p>Development of a green belt town areas</p>	<ol style="list-style-type: none"> <li>1. The Municipality to engage in and annually budget for campaigns against littering.</li> <li>2. To protect (through relevant by-laws all the sensitive areas within the municipality against large-scale development with destructive consequences.</li> <li>3. To introduce all the principles of the National Environmental Management Act (NEMA) into all Local Municipality planning activities (e.g. EIAs).</li> <li>4. To establish a local garbage recycling center for paper, tin and glazing material</li> </ol> <ol style="list-style-type: none"> <li>1. To identify environmental sensitive areas to be conserved.</li> <li>2. To develop the identified conservation areas with community participation to be tourism orientated for example horse riding, fishing, hiking, etc.</li> <li>3. To develop an open space system/green belts in all town areas to ensure effective urban greening by means of tree planting, landscaping etc. to be maintained as open spaces in future.</li> </ol>



<p>Urban greening of parks and sidewalks</p>	<p>An Integrated Development Environmental Programme that reflects results of an environmental analysis and addresses the developmental issues that need attention</p> <p>Develop and maintain neighbourhood parks</p> <p>Develop and maintain sidewalks in identified routes</p> <p>Sufficient maintenance of parks and sidewalks</p>	<p>4. To prepare a comprehensive Integrated Environmental Programme for Dihlabeng including an environmental analyses of the area and the developmental issues, the formulation of solutions to address the issues and to ensure that envisaged projects have no negative impacts on the natural environment.</p> <p>1. Develop neighborhood parks in underprivileged areas</p> <p>2. Plant sidewalk trees throughout Dihlabeng.</p> <p>3. Provide equipment required for grass maintenance</p>
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<p><b>PRIORITY NEED . : COMMUNITY INVOLVEMENT AND COMMUNICATION</b></p> <p><b>KPA: GOOD GOVERNANCE</b></p>		<p><b>DEVELOPMENT STRATEGIES</b></p>
<p><b>IDP OBJECTIVES</b></p>	<p><b>KEY PERFORMANCE INDICATOR (KPI)</b></p>	
<p>To ensure the establishment of proper participatory structures.</p>	<p>Integrated and non racist community planning and participation sessions</p> <p>Racially integrated community gatherings</p> <p>Racially integrated sports and cultural activities at school level</p> <p>Effective functioning of ward committees</p> <p>An effective IDP representative structure that coordinates the action plans set out in the IDP</p> <p>Creating a positive image of the municipality by publishing</p>	<p>1. The new planning within the municipality should consciously break down the social and man-made barriers created by apartheid planning.</p> <p>2. Council to encourage more joint Black &amp; White community and social gatherings.</p> <p>3. Encourage inter-racial sports and cultural activities at school level.</p> <p>4. Ensure that the ward committees are functioning properly and submission due to the council.</p> <p>5. IDP representative structure functioning.</p> <p>6. Positive reports in local newspaper on municipal affairs.</p> <p>7. To investigate the feasibility to establish a community radio station.</p>



<p>To ensure that communities are consulted according to legal requirements.</p>	<p>reports for the community</p> <p>Community involvement in budgeting process</p> <p>The involvement and input received from IDP review community structures on all IDP projects</p> <p>Community involvement in policy development</p> <p>By-laws that incorporate the input from the community</p> <p>Council meetings published in order to keep the community informed on the decisions adopted by Council</p>	<ol style="list-style-type: none"> <li>1. Ensure that all communities are consulted to agree on the annual municipal budget.</li> <li>2. IDP review community structures are consulted.</li> <li>3. To consult with communities when policies affect the community.</li> <li>4. In case of by-laws formulation communities are consulted.</li> <li>5. Council meetings published in newspaper.</li> </ol>
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<b>PRIORITY NEED : YOUTH DEVELOPMENT</b>		
<b>KPA: GOOD GOVERNANCE</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>Youth education relating to life skills</p>	<p>Youth awareness campaigns</p> <p>Provision of recreational facilities</p> <p>Effective management of a Youth development initiative</p> <p>Community libraries to have sufficient computers with internet access</p> <p>Strategies to attract and encourage entrepreneurship among the youth</p>	<ol style="list-style-type: none"> <li>1. To raise awareness regarding the disadvantages and the impact of teenage pregnancy, substance abuse, etc. on the youth</li> <li>2. To provide recreational facilities for the youth and to initiate recreational programmes</li> <li>3. To facilitate the establishment of young people networks and youth units that are functioning actively in the region</li> <li>4. To encourage volunteerism and community involvement and participation amongst the youth</li> <li>5. To develop IT skills amongst the youth by making computers accessible to all communities</li> <li>6. Encourage young people to engage the business sector and promote entrepreneurship amongst the youth</li> </ol>



<b>PRIORITY NEED . HIV/AIDS</b>		
<b>KPA: GOOD GOVERNANCE</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
<p>Ensure proper holistic home-based care of people with AIDS.</p> <p>Implement HIV preventative measures.</p> <p>To reduce the burden on those who have to take care of orphans as well as make it possible for the orphans to go on and attain their dreams.</p>	<p>LAC implementation Support to LAC</p>	<ol style="list-style-type: none"> <li>1. Involve all groups and community based organizations within Dihlabeng to identify members to be trained and work hand in hand with the clinics.</li> <li>2. To ensure continuous support regarding patient care from clinic personnel and to ensure evaluation of patient care.</li> <li>3. To facilitate the establishment of effective step down facilities.</li> <li>4. To ensure the effective functioning of the home based care system to provide counseling and assistance to all rural and urban people.</li> </ol> <ol style="list-style-type: none"> <li>1. Encourage especially young people to speak out about HIV status.</li> <li>2. Drive the idea to young people of the need to delay starting sexual relationships. A of the ABC becoming a reality.</li> <li>3. To encourage people to do voluntary testing to ensure early treatment.</li> <li>4. To disseminate information regarding the available resources.</li> <li>5. To ensure community participation in all HIV / AIDS activities.</li> <li>6. Workshops to be conducted in Dihlabeng to inform the communities of their role in HIV / AIDS crises and their role in the support and care of HIV positive and those already sick and those affected.</li> <li>7. To assist and ensure that a local HIV/AIDS council is established</li> <li>8. To continuously conduct HIV / AIDS programmes.</li> <li>9. Engage the local AIDS council to fully participate in the</li> </ol>





		<p>running of the programme.</p> <p>10. Outsource funds from the Mayors budget and the District municipality to ensure they are used effectively to run the programmes.</p> <p>11. Obtain commitment of local AIDS council and of politicians to support projects (i.e. HIV / AIDS awareness).</p> <p>12. Canvass District Municipality's support regarding financial resources. To mobilize all resources regarding HIV/AIDS programmes</p> <p>1. Forge relationship with relevant departments for needs of these people e.g. Department of Home Affairs (certificates and IDs). Department of Social Development (grants and foster care placements).</p> <p>2. Encourage communities and families to come forward in order for them to get proper information help and referral.</p> <p>3. To ensure the provision of support facilities to orphans.</p> <p>4. To ensure the availability of adequate counseling to provide emotional support.</p> <p>5. To effectively accommodate and support child headed households.</p>
<b>PRIORITY NEED . DISASTER MANAGEMENT</b>		
<b>KPA: GOOD GOVERNANCE</b>		
<b>IDP OBJECTIVES</b>	<b>KEY PERFORMANCE INDICATOR (KPI)</b>	<b>DEVELOPMENT STRATEGIES</b>
To establish institutional capacity with the necessary office and equipment to be able to manage effective disaster management		<p>1. To appoint a disaster manager with adequate office facilities.</p> <p>2. To develop and to implement a functional disaster management plan.</p> <p>3. To establish a central control room for Dihlabeng operating from the current control room. The main center is currently at Reitz – Riemland control centre.</p>
To improve our capacity to handle all natural and human		<p>1. To establish satellite stations in all towns linking it with</p>



disasters.		<p>the fire station.</p> <ol style="list-style-type: none"> <li>2. To appoint a disaster management coordinator in all towns – voluntary.</li> <li>3. Upgrade the equipment for all emergency situations.</li> <li>4. To establish an emergency control center and number to cover all towns.</li> <li>5. Coordinate and provide fire equipment for veld fires in the rural areas.</li> </ol>
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**5. OBJECTIVES AND STRATEGIES: LOCAL GOVERNMENT NON - CORE COMPETENCY**

**PRIORITY 13: EDUCATION**

<p><u><b>Objective</b></u></p> <p>To facilitate the provision in all relevant local educational needs.</p>	<p><u><b>Strategies</b></u></p> <ol style="list-style-type: none"> <li>1. To establish effective co-operation and communication with Provincial Education Department.</li> <li>2. To encourage local schools to offer tourism related subjects as part of the school curriculum.</li> <li>3. To engage with the Department of Education to investigate the feasibility of establishing a <u>Technical College for Dihlabeng</u>.</li> <li>4. To apply for the building of a primary school for Ward 6 farming area.</li> <li>5. To facilitate the offering of adult education and training at selected local schools.</li> </ol>
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## PRIORITY 14: HEALTH AND SOCIAL WELFARE

### Objective 1

To improve the provision of health, welfare and Primary Health Care (PHC) within the Dihlabeng region.

### Strategies

1. To train *Community Health Workers*.
2. To investigate the possibility to employ lay health workers.
3. To provide support to the Department of Health to provide dedicated care for all people living with life threatening diseases.
4. To improve the present mobile clinic system to reach the rural areas on a more frequent basis by providing additional mobile units that are adequately staffed.
5. To increase health education campaigns against all diseases (through focused and well-co-ordinated programmes).
6. To build clinics at priority areas to improve access to PHC in particularly in Bethlehem and Paul Roux.
7. To foster better communication between the Municipality and the Provincial Health Department so as to rationalize the currently disintegrated health care service.
8. To upgrade and adequately staff the existing clinics in Fouriesburg and Rosendal to provide a 24 hour service.

### Objective 2

To provide a comprehensive Environmental Health Services to the community of Dihlabeng.

### Strategies

1. To ensure atmospheric safety by minimizing exposure of the community to harmful radiation, air and noise pollution.
2. To ensure biological security with regard to vector control, poisonous vegetation and infectious diseases.
3. To promote improvement of sheltering (housing) to improve living conditions regarding ventilation, etc.
4. To ensure microbiological and chemical food security in the informal and formal food sector.
5. To facilitate the improvement of sanitation conditions in the community. Include the District
6. To ensure that drinking water as well as water used for recreational purposes used by the community are safe with special emphasis on rural and under served areas.
7. To prevent unintentional intoxication or pollution of soil, water and food resources by pesticides, household and any other chemicals.
8. To ensure that one environmental health practitioner is available per 15 000 of its population (least three additional environmental health practitioners are currently required in Dihlabeng).



<p><b><u>Objective 3</u></b></p> <p>To improve facilities and support for orphans and street children.</p>	<p><b><u>Strategies</u></b></p> <ol style="list-style-type: none"> <li>1. To encourage communities to care for orphans, especially HIV/AIDS orphans.</li> <li>2. To raise awareness about child headed households and to encourage all relevant Departments to provide support to these families.</li> <li>3. To support the training of place of safety parents to accommodate children in need of care.</li> </ol>
<p><b><u>Objective 4</u></b></p> <p>To improve the current pension payout service.</p>	<p><b><u>Strategies</u></b></p> <ol style="list-style-type: none"> <li>1. To support the provision of proper shelter and ablution facilities at pay points.</li> <li>2. To encourage CBO's, NGO's and FBO's to provide services to the pensioners on a daily basis.</li> </ol>
<p><b><u>Objective 5</u></b></p> <p>To educate the community on social problems occurring in the community.</p>	<p><b><u>Strategies</u></b></p> <ol style="list-style-type: none"> <li>1. To launch projects and programmes to provide life skills and to inform all communities of relevant social problems occurring in the community.</li> <li>2. To engage the community in regular awareness campaigns on relevant social problems</li> </ol>

**PRIORITY 18: CROSS CUTTING ISSUES: ELDERLY / DISABLED / GENDER EQUITY**

<p><b><u>Objective 1</u></b></p> <p>To improve facilities and support for the aged.</p>	<p><b><u>Strategies</u></b></p> <ol style="list-style-type: none"> <li>1. To investigate and implement projects for special housing for the aged.</li> <li>2. To encourage self-sustenance amongst the aged.</li> <li>3. To provide adequate care facilities and centers to accommodate the aged and to co-ordinate the provision of services to the aged</li> </ol>
<p><b><u>Objective 2</u></b></p> <p>To assist the disabled to become active citizens.</p>	<p><b><u>Strategies</u></b></p> <ol style="list-style-type: none"> <li>1. To ensure that activities for the disabled are available.</li> <li>2. To encourage the disabled to participate in the community.</li> <li>3. Improve access to special schools and centers for the disabled and all public and community facilities.</li> <li>4. Implement projects for special housing for the disabled.</li> </ol>



## SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

### Point of Departure and Objectives

- 1. Introduction**
    - 1.1 Dihlabeng Region
    - 1.2 National and Provincial Guidelines
    - 1.3 Regional Structure for Future Development
    - 1.4 Historic Urban and Rural Planning
  
  - 2. Bethlehem / Bohlokong / Bakenpark Urban Area**
    - 2.1 Current Spatial Development Framework
  
  - 3. Clarens / Kgubetswana Urban Area**
    - 3.1 Current Spatial Development Framework
  
  - 4. Paul Roux / Fateng-Tse-Ntsho Urban Area**
    - 4.1 Current Spatial Development Framework
  
  - 5. Fouriesburg / Mashaeng Urban Area**
    - 5.1 Current Spatial Development Framework
  
  - 6. Rosendal / Mautse Urban Area**
    - 6.1 Current Spatial Development Framework
  
  - 7. Dihlabeng Rural Area**
    - 7.1 Current Spatial Development Framework
  
  - 8. Land Reform**
  
  - 9. Summary of Community Assessments**
    - Community and Stakeholder Level Analysis : Environment & Sport and Recreation
    - Community and Stakeholder Level Analysis : Housing
    - Community and Stakeholder Level Analysis : Agriculture
    - Community and Stakeholder Level Analysis : Tourism
    - Community and Stakeholder Level Analysis : Transportation
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Although the community duly supports the principles laid down in chapter 1 of the Development Facilitation Act and Chapter 1 of the National Environmental Management Act, significant community principles were, however, identified, other than the DFA principles. These principles serve as a statement of principles of the community, which should be adhere to when future development is done. Other objectives that have been identified include:

#### **POINT OF DEPARTURE**

- The Spatial Development Framework is a legally binding component of the IDP.
- It will be specific and precise in cases where it wants to enforce or to prevent certain types of land use.
- It will not be prescriptive with regard to the way each and every piece of land shall be used.

#### **SPATIAL FRAMEWORK OBJECTIVES**

- To develop a spatial pattern that will bring about integration of local communities across racial lines;
- To develop a spatial pattern which will facilitate local economic growth and be compatible with the needs of small, micro and medium enterprises;
- To develop a spatial framework which stimulates both small and large agricultural development within the municipal boundaries;
- To ensure that the existing services infrastructure and land are utilized to their optimum potential for the use and benefit of all the local communities;
- To develop a spatial pattern that accommodates the diverse socio-economic needs of the local communities and potential investors.

### **1.1 Dihlabeng Region**

The area of jurisdiction of the Dihlabeng Local Municipality is situated in the Thabo Mofutsanyana District Municipality region. The former Bethlehem, Clarens, Paul Roux, Fouriesburg and Rosendal Transitional Local Councils and sections of the former Drakensberg and Maluti Transitional Rural Councils are included in the Dihlabeng Region. The total estimated residents in the urban areas, according to Council preferred data, is 140 919. The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector.

The Greater Bethlehem is situated approximately 240km north-east of Bloemfontein, 140km east of Kroonstad and 90km west of Harrismith. The town area forms part of the Highland Route and is subsequently located 80 km from Qwa-Qwa, 60km from the Golden Gate National Park and 120km from Willem Pretorius Game Reserve. The town originally developed as a service centre. Growth was stimulated by the strategic location of the area that presently serves as a central regional centre. This is attributed to the fact that the area is situated adjacent to the N5 National Road between Bloemfontein and Durban. The Greater Bethlehem is also directly linked to other towns like Kroonstad, Reitz, Warden and Ficksburg. The accessibility of the town is further emphasized by the prominence of the railway station at the Kroonstad/Durban and Bloemfontein/Frankfort railway intersection in the urban area.

The scenic town of **Clarens**, often referred to as the “Switzerland of South Africa”, is situated in the Eastern Free State, approximately 34km south-east of Bethlehem, 250km north-east of Bloemfontein and approximately 70km from Harrismith. Clarens is a mere 20km from the Golden Gate National Park. The community is situated 10km from the Lesotho boarder and has a splendid view of the Maluti Mountains. The past few years saw a leap in the tourist industry. A number of holiday houses, mainly for inhabitants from the Gauteng Province, were recently erected. The town is subsequently known for its “arts and craft” route in the picturesque sandstone Rooiberge and the Maluti Mountains. Regarding the population distribution in the Bethlehem



District (including the Greater Bethlehem and Clarens town areas), 62,25% of the population resides in the urban areas and 37,75% in the rural areas. The area is thus marginally less urbanized than the average in the Free State.

The Greater **Paul Roux** is situated in the former District of Senekal. The area is approximately 225km north-east of Bloemfontein, 114km south-east of Kroonstad and 35km west of Bethlehem. The Greater Paul Roux is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity. Regarding the population distribution in the Senekal District, 45,65% of the population resides in the urban areas and 54,35% in the rural areas. The area is thus marginally less urbanized than the average in the Free State (66% urban & 34% rural). This is attributed to the fact that there are virtually no other economic sectors of significance other than agriculture with the coupled scarce work opportunities.

**Fouriesburg** is situated on the R26 route and in close proximity of Lesotho. The town's location in relation to other major centres is as follows: 49km from Bethlehem, 46km from Ficksburg and 253km from Bloemfontein. Situated within the former Fouriesburg District, Fouriesburg has predominantly the function of a small service centre to the surrounding agricultural communities. This primary function is increasingly being supported by tourism as the latter industry is starting to gain momentum in the Eastern Free State. Regarding the population distribution in the Fouriesburg District, 67% of the population resides in the urban areas and 33% in the rural areas. The area is thus almost in the same ratio urbanized than the average in the Free State (66% urban & 34% rural).

The Greater **Rosendal** is situated in the former District of Ficksburg. The town area is approximately 60km south west of Bethlehem, 40km south east of Senekal and 40km north of Ficksburg and is situated adjacent the R 70 between Senekal and Ficksburg. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity. Regarding the population distribution in the Ficksburg District, 56% of the population resides in the urban areas and 44% in the rural areas. The area is thus marginally less urbanized than the average in the Free State (66% urban & 34% rural).

## 1.2 National & Provincial Guidelines

The Local Municipality and community uphold and support the measures of the Development Facilitation Act (DFA) and the National Environmental Management Act (NEMA) regarding land development. The principles laid down in Chapter 1 of the DFA and Chapter 1 of NEMA was subsequently adhered to in the process of preparing the future Spatial Development Framework.

## 1.3 Regional Structure for Future Development

### Community and Stakeholder Level Analysis

A detailed Community and Stakeholder Level Analysis was done with all the respective communities. The sessions were specifically to allow the community to analyse the region and to provide their specific needs. These assessments not only allowed for spatial issues, but for a variety of other issues. The following issues were analysed by the community (both for urban areas and the region) and portrayed in detail in the analysis document.

Local Government Core Competency	Local Government Non-Core Competency	Sector Related Analysis
Infrastructure Local Economic Development Safety and Security Community Involvement and Communication	Housing Education Health and Social Welfare Youth Development	Waste Management Disaster Management Integrated Transport HIV/AIDS



Tourism Growth Financial Viability Institutional Development Community Facilities Sport and Recreation Cemeteries Environmental Care & Urban Greening	Land Reform Sport and Recreation – Libraries Cross Cutting Issues: Elderly/Disabled/ Gender & Equity	Poverty Alleviation and Gender Equity Local Economic Development
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**Urban Development : Hierarchy of Towns**

- Bethlehem with its strong service character and prominent commercial and industrial components, will remain the main town and growth point of the region and will continue to render various services to the surrounding smaller towns and rural areas.
- Paul Roux, Fouriesburg and Rosendal are located in areas of agricultural and tourism significance and mainly provide services in this regard.
- Clarens functions to a lesser extent as a service center and rely heavily on the tourism sector for economic growth.

**Urbanisation**

Future growth is attributed to the commercial, agricultural and tourism components of the region. Future urbanization will principally be attributed to farm workers that settle in the urban areas. Due to the dominant regional role Bethlehem plays in terms of a regional service provider and industrial and commercial development, the focus of urbanization will probably be on this town area. Urbanization to the other smaller towns may be influenced by the tourism potential of the area. Future directions for residential extension, predominantly in the high density low cost residential areas, were identified for all urban areas and indicated on the Spatial Framework.

**Growth Points and Employment Opportunities**

Bethlehem will remain a growth point in the Thabo Mofutsanyana region where employment opportunities will mainly be created.

The other town areas concerned will continue to serve as smaller towns with economic growth potential focusing on tourism, in particular Clarens, and providing a service to the agricultural community.

**Influencing Factors**

The following factors are determined as prominent influences that currently impact or will, in future, impact on development of the region:

Road Infrastructure: An effective primary road network, including the N5 National Road, exists in the study area.

The secondary road network provided effective access to the above primary road network.

The area has significant tourism potential.

The latter refers especially to the natural beauty of the area and includes Meiringskloof Dam, picturesque hiking and 4 x 4 trails, Golden Gate Nature Reserve, Saulspoort Dam and Loch Athlone resort in Bethlehem.

The development, marketing and intensive exploitation of the existing tourism sector should be supported to contribute to future economic growth.





Agricultural Sector: The agricultural sector of the entire Dihlabeng region is extremely prominent. The latter could result in industrial development that is agricultural orientated. Future economic growth in the agricultural sector exists when considering small scale processing industries and intensive farming activities where possible.

AIDS: The impact of AIDS on economic growth patterns is still largely an unknown entity. An increase in mortality will, however, place a large burden on health services and the cost thereof that will influence future economic growth.

The impact of international trade and competition in agricultural products might result that the agricultural sector is internationally less competitive. The latter implies a negative effect on economic growth leading to possible loss in employment.

**1. Bethlehem/Bohlokong/Bakenpark Urban Area**

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**1.1 Current Spatial Development Framework**

**Residential (Housing)**

CURRENT SPATIAL FRAMEWORK
<p><b>Bethlehem and Bakenpark:</b></p> <p>Growth in the low-density residential areas of Bethlehem and medium to high density residential area of Bakenpark is slow and adequate provision has been made for future extension. There are 1252 unoccupied erven in Bethlehem. All erven in Bakenpark are occupied.</p> <p><b>Bohlokong:</b></p> <p>Bohlokong shows rapid growth and a need for residential erven. The current need in Bohlokong is 10000 residential erven. Although land for immediate extension is available, land for future residential extension of Bohlokong will have to be identified.</p>



**Table 10**  
**Summary of Current Housing Tendencies : Bethlehem / Bohlokong / Bakenpark Urban Area**  
 (Source: Local Municipality, 2007)

RESIDENTIAL AREA	ERVEN			STRUCTURES			ERF & LAND REQUIREMENTS	REMARKS
	RESIDENTIAL ERVEN OCCUPIED	RESIDENTIAL ERVEN UNOCCUPIED	TOTAL RESIDENTIAL ERVEN	PERMANENT STRUCTURES	TEMPORARY STRUCTURES	TOTAL HOUSING NEEDS		
Bethlehem	2 922	1 252	4 174	2 922				* Includes 350 subsidy houses recently build # Includes a new extension of 1780 erven presently being planned
Bohlokong	8 883	2 873	# 11 756	* 6 389	2 494	2 494	8 000	
“Vogelfontein Extension”*		2 593	2 593					
Bakenpark	339		339	339			300	
<b>TOTAL</b>	<b>12 144</b>	<b>6 718</b>	<b>18 862</b>	<b>9 650</b>	<b>2 494</b>	<b>2 494</b>	<b>8 300*</b>	

**Central Business District (CBD)**

CURRENT SPATIAL FRAMEWORK
Bethlehem has a well-defined CBD, which shows good growth potential. Bohlokong and Bakenpark do not have a well-defined CBD with businesses located along major collector and access routes.

**Industries**

CURRENT SPATIAL FRAMEWORK
The Greater Bethlehem has well-defined noxious and non-noxious industrial areas with adequate capacity for the short to medium term.
<b>Railway:</b> The existing railway line is of adequate capacity to serve the industrial area over the short and medium term. Land belonging to Spoornet can be subdivided and utilised for industrial sites if a demand should develop.

**Environmental Related Land Uses**

CURRENT SPATIAL FRAMEWORK
<b>Urban Open Space : Sport and Recreation:</b>



Although the Greater Bethlehem has well equipped sport and recreation facilities, it may be said that an imbalance with regards to the distribution thereof exists. An equal distribution of the facilities through all residential areas, as well as upgrading of existing sport infrastructure, should be considered.

**Conservation Areas:**

The Greater Bethlehem comprises a unique ecological environment. Development to the east will pressurize the Saulspoort Dam and its natural environment whereas development to the south will influence the Loch Athlone natural environment. Long term development to the west seems as the best option with a lesser impact on the unique environment of Bethlehem.

CURRENT SPATIAL FRAMEWORK

**Other Natural Recourses:**

Rehabilitation of old and exploited quarries must take place as well as investigations to develop a new quarry, which is necessary for the long term development of the area. Investigations will have to take cognisance of a Phase 1 Geological Survey that was done for the area.

**Cemeteries**

CURRENT SPATIAL FRAMEWORK

Determining the life span of cemeteries in Bohlokong and Bakenpark is problematic in view of the prevailing uncertainty with regards to various external factors such as aids and migration. The cemetery in Bohlokong should be adequate for another year. The cemetery in Bakenpark is also utilized by residents from Bohlokong and is practically fully occupied.

The Utopia cemetery is of adequate capacity to serve the Greater Bethlehem as a future regional cemetery. Access from Bohlokong and Bakenpark to the Utopia cemetery is however problematic. The identification of an additional accessible cemetery site will have to be considered in Bohlokong.

**Small Scale Farming**

CURRENT SPATIAL FRAMEWORK

The Ballyduff small holdings are situated to the east of Bethlehem and the Kromkloof-North small holdings to the west adjacent the Paul Roux Road.

0 **Commonage**

CURRENT SPATIAL FRAMEWORK

The former Bethlehem Municipality had no town lands available to be utilized as commonage for grazing purposes due to the rapid expansion of Bohlokong in a northerly direction. To address the latter the farms Barwon 834, Kuypsheim 901 and Goeiemoed 1320 were bought for the purpose of commonage the Remainder of the farm Vogelfontein was reviewed in terms of the urgent housing need of the Bohlokong community.



θ **Refuse Dumping Site**

CURRENT SPATIAL FRAMEWORK
<ul style="list-style-type: none"> <li>▪ The existing regional refuse dumping site is of inadequate capacity for the short term.</li> <li>▪ An additional site was identified and established. An application was submitted to operate this site, to the relevant Provincial Department..</li> </ul>

θ **Major Roads and Access Roads**

CURRENT SPATIAL FRAMEWORK
<p><b>Access Roads:</b> Current access roads seemed to be adequate in serving the existing residential areas. With future residential extensions, additional access roads will have to be identified in order to ensure viable and functional residential areas.</p>

**Public Transport and Collector Roads**

CURRENT SPATIAL FRAMEWORK
<p>The tarring/paving of primary collector roads in Bohlokong is a priority for the taxi industry. Most of the roads in the Bohlokong residential area are unsurfaced and deteriorating due to the relatively steep gradient of the area.</p>

**Commuting Nodes**

CURRENT SPATIAL FRAMEWORK
<p>The formal taxi ranks for long and short distance travel are located in Bethlehem. The rank located on the corner of Golf and Oxford Street is well developed with parking areas, toilet facilities and an office. The majority of long distance travelers to Qwa-Qwa, Fouriesburg and Petrus Steyn utilize this rank. The second rank is not optimally utilized and located on the corner of High and Naude Street. The rank currently caters predominantly for short distance traveling. Toilet facilities are provided on the site. The capacity of the existing taxi ranks should be adequate to accommodate the public transport needs of the Greater Bethlehem, if utilized optimally.</p> <p>No taxi rank or formally developed pick-up-points are located in Bohlokong. It was, however, indicated that approximately 26 pick-up-points will be required. A location for a future taxi rank has been proposed at the main entrance to Bohlokong from Bethlehem, but due to a lack of funds no development thereof has taken place.</p>

**Air Field**

CURRENT SPATIAL FRAMEWORK
<p>The Bethlehem airport is generally utilized by a large number of aircraft, mainly for the purposes of crop spraying. It was indicated in the 1991 Structure Plan and 1995 Framework Plan that the current position of the airport is not desirable, but suitable for the short to medium term. Development and upgrading of the existing airport is restricted and should not be considered. An alternative site was identified in the 1995 Framework Plan.</p>



**Integration, Densification, Development Corridors & Activity Nodes**

CURRENT SPATIAL FRAMEWORK

**Integration, Densification and Development Corridors:**

- Integration of the larger urban area is complicated by historical settlement patterns and various physical barriers such as rivers, marshes and existing sandstone ridges.

**Activity Nodes:**

- Various activity nodes are located at accessible locations throughout Bethlehem and specifically in Bohlokong. These activity nodes develop around business, transport and sport facilities.
- An important activity node is located in the vicinity of the Metropolitan Life center.

**2. Clarens / Kgubetswana Urban Area**

**2.1 Current Spatial Development Framework**

**Residential (Housing)**

CURRENT SPATIAL FRAMEWORK

The Greater Clarens has a total of 1 711 residential erven of which Clarens has 695 and Kgubetswana 1 016. A new extension in Kgubetswana of 382 was occupied. Clarens has 198 unoccupied sites. A need for a further 250 residential sites in Kgubetswana exists.

**Table 11**

**Summary of current housing tendencies : Clarens / Kgubetswana Urban Area**

(Source: Local Municipality, 2007)

RESIDENTIAL AREA	ERVEN			STRUCTURES			ERF & LAND REQUIREMENTS	REMARKS
	RESIDENTIAL ERVEN OCCUPIED	RESIDENTIAL ERVEN UNOCCUPIED	TOTAL RESIDENTIAL ERVEN	PERMANENT STRUCTURES	TEMPORARY STRUCTURES	TOTAL HOUSING NEED		
Former Clarens	497	198	695	497				* Includes 50 subsidy houses build @ Land for
* The Ridge		36	36					
* Village Extension		58	58					
* Golf Estate		72	72					
Larola Development		20	20					



Mount Horeb (Private Development)		89	89					future extensions is not available and needs to be obtained urgently
Kgubetswana	1016		1016	347	287	287	@ 250	
<b>TOTAL</b>	<b>1513</b>	<b>473</b>	<b>1986</b>	<b>844</b>	<b>287</b>	<b>287</b>	<b>250</b>	

θ **Central Business District (CBD)**

<b>CURRENT SPATIAL FRAMEWORK</b>
Clarens has a well-defined CBD although various businesses are located along the major access roads. Kgubetswana does not have a well-defined CBD. Businesses are located along the major collector roads. The Greater Clarens shows good potential for growth in the business sector relating to the tourism industry.

θ **Industries**

<b>CURRENT SPATIAL FRAMEWORK</b>
No provision is made for heavy industrial sites in the Greater Clarens, although some light industrial activities such as sandstone cutting do occur.

θ **Environmental Related Land Uses**

<b>CURRENT SPATIAL FRAMEWORK</b>
<b>Urban Open Space : Sport and Recreation:</b>
Both Clarens and Kgubetswana have access to a centrally located sport terrain. Various informal soccer fields are utilized on vacant town land. The need for a well developed sport complex exists
<b>Conservation Areas:</b>
The Greater Clarens is surrounded by pristine natural beauty with specific conservation potential. The remainder of the farm Townlands of Clarens 578 (800ha) located within the Clarens Municipal area was proclaimed a Private Nature Reserve in terms of Ordinance 8 of 1969. No person may hunt a wild animal or pick an indigenous plant in a private nature reserve except with the permission of the owner, in this case the Council.. The reserve generally includes the Rooiberge, which is a prominent feature of the town. In view of the fact that tourism tends to be the predominate income generating activity in the area, consideration should be given to the idea of creating additional special conservation areas.
<b>Other Natural Recourses:</b>
Except for the natural beauty of the area, no other natural resource is present. Sandstone cutting is, however, done on a small scale within the vicinity of the town.



**Cemeteries**

CURRENT SPATIAL FRAMEWORK

The present cemeteries are of inadequate capacity. A new site has been identified and formalized and will be adequate for the medium term need. Proper development of the site, including tree planting, is required.

θ **Commonage**

CURRENT SPATIAL FRAMEWORK

θ **Refuse Dumping Site**

CURRENT SPATIAL FRAMEWORK

The present refuse dumping site is of inadequate capacity. A new site was develop and an application was submitted to operate this site.

θ **Major Roads and Access Roads**

CURRENT SPATIAL FRAMEWORK

**Major Roads:**

Clarens is located at the convergence of several major roads leading to Fouriesburg, Golden Gate and Bethlehem. These major roads play a significant role in the tourism development of Clarens.

**Access Roads:**

Clarens has four access roads, two from the Bethlehem major road and two from the Fouriesburg major road respectively. An additional access road to the future residential extension, on the Farm Saron 1205 has already been identified, in order to ensure effective access to the new residential extension of Kgubetswana.

θ **Public Transport and Collector Roads**

CURRENT SPATIAL FRAMEWORK

There are 5,65km tarred roads in the total community. The remainder of streets is in a fairly to very poor condition.

**Commuting Nodes**

CURRENT SPATIAL FRAMEWORK

There are currently no formal taxi ranks situated in the Greater Clarens / Kgubetswana town area.



**Integration, Densification, Development Corridors & Activity Nodes**

- Integration of the larger urban area is complicated by the physical restraints prevalent.
- Sandstone ridges surrounding the present urban area naturally form the urban fringe. These areas were identified to promote and protect the esthetical value of the town. Small portions are, however, available for limited extension of high cost residential areas of Clarens (R3 and R4).
- A number of erven in Clarens is presently undeveloped. The concerned vacant sites of between 1 500m<sup>2</sup> and 2 000m<sup>2</sup> can purposefully be densified for the purpose of medium income housing (R2) should it be required. It is significant to mention that these sites belong to private individuals. Densification of the erven will thus be the prerogative of the individual owners.
- The access road at A2 and the extension thereof are proposed as a development corridor. The majority of tourism related businesses are located along this road.

**Activity Nodes:**

- One activity node is identified adjacent a main collector road in Kgubetswana.
- Four activity nodes were identified in Clarens, all of which accommodate tourism-related activities.
- The need for a taxi parking area was identified. A location for such a site is proposed at access point A5 to Kgubetswana (T). Detailed analysis will, however, be required to confirm the viability of the proposed terrain.

**Roux / Fateng-Tse-Ntsho Urban Area**

**3.1 Current Spatial Development Framework**

**0 Residential (Housing)**

**CURRENT SPATIAL FRAMEWORK**

The Greater Paul Roux has a total of 1 975 residential erven of which Fateng-Tse-Ntsho has 1537 and Paul Roux 438. Fateng-Tse-Ntsho has no unoccupied erven and Paul Roux has 228 unoccupied erven. The new extension of 255 erven in Fateng-Tse-Ntsho has been occupied and a need exists for an additional 400 erven.





**Table 12**  
**Summary of Current Housing Tendencies : Paul Roux / Fateng-Tse-Ntsho Urban Area**  
 (Source: Local Municipality, 2007)

RESIDENTIAL AREA	ERVEN			STRUCTURES			ERF& LAND REQUIREMENTS	REMARKS
	RESIDENTIAL ERVEN OCCUPIED	RESIDENTIAL ERVEN UNOCCUPIED	TOTAL RESIDENTIAL ERVEN	PERMANENT STRUCTURES	TEMPORARY STRUCTURES	TOTAL HOUSING NEEDS		
Paul Roux	210	228	438	210				
Fateng-Tse-Ntsho	1 537	0	1 537	* 684	853	853	400	* Includes 225 subsidy houses build
<b>TOTAL</b>	<b>1 747</b>	<b>228</b>	<b>1 975</b>	<b>894</b>	<b>853</b>	<b>853</b>	<b>400</b>	

θ **Central Business District (CBD)**

CURRENT SPATIAL FRAMEWORK
Paul Roux has a well-defined CBD, which shows limited growth potential. The access roads connecting with the N5 is also utilized as business corridors. Fateng-Tse-Ntsho has no well defined CBD. Businesses are located along the major collector roads and next to the town entrance.

θ **Industries**

CURRENT SPATIAL FRAMEWORK
Scattered non-noxious industrial sites exist in the Greater Paul Roux with no well defined industrial area.

θ **Environmental Related Land Uses**

CURRENT SPATIAL FRAMEWORK
<b>Urban Open Space : Sport and Recreation:</b> Adequate provision has been made in Fateng-Tse-Ntsho and Paul Roux for sport facilities, although the need exist to upgrade the existing infrastructure. Provision has been made for a rugby field and athletics track (S2) and tennis court and bowling green (S3) in Paul Roux and a soccer field in Fateng-Tse-Ntsho (S1).
<b>Conservation Areas:</b> Open areas have been purposefully provided in the Greater Paul Roux according to modern urban planning principles. No formal conservation areas exist. The Sand River flowing through the town form part of the open space system. Future development should take cognisance of the ecologically sensitive nature of these riparian areas.
<b>Other Natural Recourses:</b> The Greater Paul Roux has a sufficient supply of groundwater, which, serves as a valuable natural resource.



θ **Cemeteries**

CURRENT SPATIAL FRAMEWORK
The cemetery in Paul Roux and the cemetery in Fateng-Tse-Ntsho are almost completely occupied.

θ **Commonage**

CURRENT SPATIAL FRAMEWORK
The former Paul Roux Municipality previously rented commonage to commercial farmers. Subsequently no land was available to the inhabitants of Fateng-Tse-Ntsho for purposes of commonage until the farms Wassau 711 and Rexford Store 433 were bought by the Department of Land Affairs.

θ **Refuse Dumping Site**

CURRENT SPATIAL FRAMEWORK
The present refuse dumping site is of inadequate capacity. A new site was developed and an application was submitted to operate this dumping site.

θ **Major Roads and Access Roads**

CURRENT SPATIAL FRAMEWORK
<p><b>Major Roads:</b> The only major road serving the study area is the N5 National Road between Bloemfontein and Durban. The latter functions predominantly as a bypass road. It creates a physical barrier that divides Paul Roux and Fateng-Tse-Ntsho and thus limits integration. Link roads to the north (S63) and south (S224) provide access to Paul Roux and Fateng-Tse-Ntsho respectively.</p> <p><b>Access Roads:</b> Due to the status of the N5 National Road dividing the two communities, the provision of future additional access roads will be problematic. Future access roads will have to be identified and clarified in advance, with the relevant authorities.</p>

θ **Public Transport and Collector Roads**

CURRENT SPATIAL FRAMEWORK
There are 2,58km of tarred roads in the Greater Paul Roux. The remainder of streets is in a fairly to very poor condition. Except for a part of the main collector road in the Fateng-Tse-Ntsho neighborhood that is gravel, there are no other roads surfaced in the Fateng-Tse-Ntsho residential area.



θ **Commuting Nodes**

<b>CURRENT SPATIAL FRAMEWORK</b>
Informal pick-up-points along the major collector roads serve as commuting nodes within the Greater Paul Roux.

θ **Integration, Densification and Development Corridors & Activity Nodes**

<p><b>Integration, Densification and Development Corridors:</b></p> <ul style="list-style-type: none"> <li>• Integration of the larger urban area is complicated by the Sand River and the N5 National Road which serve as physical barriers.</li> <li>• Integration will primarily occur by means of the existing access roads between Paul Roux and Fateng-Tse-Ntsho.</li> <li>• A large portion of Paul Roux is presently undeveloped. The concerned vacant sites of between 1 500m<sup>2</sup> and 2 000m<sup>2</sup> can purposefully be densified for the purpose of medium income housing.</li> </ul> <p><b>Activity Nodes:</b></p> <ul style="list-style-type: none"> <li>• Two activity nodes are identified namely, the current business node in Fateng-Tse-Ntsho, which can be developed further, and the undeveloped filling station site located in the new residential area adjacent the N5 National Road.</li> <li>• An informal trading facility is being provided at the access road A2, which has the potential to develop into a future activity node and tourist attraction.</li> </ul>
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**4. Fouriesburg / Mashaeng Urban Area**

**4.1 Current Spatial Development Framework**

**Residential (Housing)**

<b>CURRENT SPATIAL FRAMEWORK</b>
<p><b>Fouriesburg:</b></p> <p>Growth in the low-density residential area of Fouriesburg was slow but is steadily becoming more rapid. There are no erven in Fouriesburg available.</p> <p><b>Mashaeng:</b></p> <p>Mashaeng shows rapid growth and a need for residential erven. The current need in Mashaeng is estimated at 800 residential erven.</p>



**Table 13**  
**Summary of Current Housing Tendencies : Fouriesburg / Mashaeng Urban Area**  
 (Source: Local Municipality, 2007)

RESIDENTIAL AREA	ERVEN			STRUCTURES			ERF& LAND REQUIREMENTS	REMARKS
	RESIDENTIAL ERVEN OCCUPIED	RESIDENTIAL ERVEN UNOCCUPIED	TOTAL RESIDENTIAL ERVEN	PERMANENT STRUCTURES	TEMPORARY STRUCTURES	TOTAL HOUSING NEEDS		
Fouriesburg	# 780	0	780	357			200	# Approximately 420 erven have been transported, but are not developed. * Includes 350 subsidy houses build
Mashaeng	3 039	0	3 039	* 1 365	1 674	1 674	800	
<b>TOTAL</b>	<b>3 819</b>	<b>0</b>	<b>3 819</b>	<b>1 722</b>	<b>1 674</b>	<b>1 674</b>	<b>1 000</b>	

**Central Business District (CBD)**

**CURRENT SPATIAL FRAMEWORK**

Fouriesburg has a well-defined CBD that is extending linear along the main road through the town. Substantial growth of businesses is, however, limited. Mashaeng does not have a defined CBD and primarily consists of neighbourhood shops dispersed throughout the area.

**Industries**

**CURRENT SPATIAL FRAMEWORK**

Industrial development is situated at the southwestern corner of Fouriesburg.

**Environmental Related Land Uses**

**CURRENT SPATIAL FRAMEWORK**

**Urban Open Space : Sport and Recreation:**

The sport facility in Fouriesburg (S1) includes a rugby field, an athletics track, 4 tennis courts, 1 bowling green and one squash court. The sport facility in Mashaeng (S2) includes 2 soccer fields, 1 athletics track and 1 tennis court.

**Conservation Areas:**

Conservation areas identified include mountainous areas such as the Witteberge in the west and the Rooiberge directly north of Fouriesburg, sloping hills widely used for rain fed crop production, a multitude of valleys and marshy floodplains and widespread eroded wastelands occurring along steep slopes.

**Other Natural Recourses:**

Natural resources in the area are limited to the vast sandstone formations that hold significant mining potential.



**Cemeteries**

CURRENT SPATIAL FRAMEWORK
The cemetery in Fouriesburg is almost fully occupied and needs to be extended. The present cemeteries in Mashaeng are of inadequate capacity and two new sites have been identified to be established.

0 **Commonage**

CURRENT SPATIAL FRAMEWORK
Adequate commonage land exists to the west of Mashaeng (F1).

0 **Refuse Dumping Site**

CURRENT SPATIAL FRAMEWORK
The present refuse dumping site is of inadequate capacity. A new site needs to be identified.

0 **Major Roads and Access Roads**

CURRENT SPATIAL FRAMEWORK
The existing main and access roads provide in all the current access requirements and no future main or access roads are proposed. A need has been identified for pedestrian walkways between the Fouriesburg and Mashaeng residential areas.

0 **Public Transport and Collector Roads**

CURRENT SPATIAL FRAMEWORK
Only the southern entrance into Mashaeng is tarred. Collector roads that function as public transport routes should be tarred as a first phase.

0 **Commuting Nodes**

CURRENT SPATIAL FRAMEWORK
A long distance taxi terminus is situated in Fouriesburg (T1). A need has been identified for a more accessible taxi terminus.



**Integration, Densification, Development Corridors & Activity Nodes**

CURRENT SPATIAL FRAMEWORK

**Integration, Densification and Development Corridors:**

- Integration of the larger urban area is complicated various physical barriers such as natural drainage areas and the P18/7 Provincial Road.
- The existing main road through Fouriesburg has developed naturally as a development corridor and should be retained and stimulated for business development to ensure sustainable growth.

**Activity Nodes:**

- Activity nodes are located at accessible locations throughout Mashaeng. These activity nodes develop around business, transport and sport facilities.

**Rosendal / Mautse Urban Area**

**5.1 Current Spatial Development Framework**

**Residential (Housing)**

CURRENT SPATIAL FRAMEWORK

**Rosendal:**

Growth in the low-density residential area of Rosendal is slow and adequate opportunity exists for future development. There are 428 unoccupied erven in Rosendal.

**Mautse:**

Mautse shows rapid growth and a need for residential erven. The current need in Mautse is 700 residential erven.



**Table 14**  
**Summary of Current Housing Tendencies : Rosendal / Mautse Urban Area**  
 (Source: Local Municipality)

RESIDENTIAL AREA	ERVEN			STRUCTURES			ERF& LAND REQUIREMENTS	REMARKS
	RESIDENTIAL ERVEN OCCUPIED	RESIDENTIAL ERVEN UNOCCUPIED	TOTAL RESIDENTIAL ERVEN	PERMANENT STRUCTURES	TEMPORARY STRUCTURES	TOTAL HOUSING NEEDS		
Rosendal	101	428	529	101				
Mautse	728		728	321	407	407	700	
<b>TOTAL</b>	<b>829</b>	<b>428</b>	<b>1 257</b>	<b>422</b>	<b>407</b>	<b>407</b>	<b>700</b>	

0 **Central Business District (CBD)**

CURRENT SPATIAL FRAMEWORK
Limited businesses exist in Rosendal and are primarily situated adjacent a portion of the main road through Rosendal. Some business activity nodes exist in Mautse, most of them hosting informal businesses.

0 **Industries**

CURRENT SPATIAL FRAMEWORK
No provision has been made for industrial erven in the greater town area.

0 **Environmental Related Land Uses**

CURRENT SPATIAL FRAMEWORK
<b>Urban Open Space : Sport and Recreation:</b> The sport terrain situated in Rosendal consists mainly of tennis courts. A neighbourhood sport terrain is situated in Mautse that is not well developed. A need exists for a well developed centrally situated regional sport facility.
<b>Conservation Areas:</b> The existing natural open space system of the area, which consists of both mountains and streams, is situated outside the developed area and is well defined and managed. It is well balanced and covers all the major ecological sensitive areas.



θ **Cemeteries**

CURRENT SPATIAL FRAMEWORK
The cemetery in Rosendal is almost completely occupied and can be further extended. The Mautse cemetery has adequate capacity for the medium term and can be extended in future. Both these cemeteries have never been formalized officially and need to be formalized on erven.

θ **Small Scale Farming**

CURRENT SPATIAL FRAMEWORK
There are no small holdings for agricultural purposes in the area.

θ **Commonage**

CURRENT SPATIAL FRAMEWORK
Commonage land is available of 613 Ha (F1). Concerns that have been identified are lack of equipment and of farming skills and that the commonage land is not managed properly and viably.

θ **Refuse Dumping Site**

CURRENT SPATIAL FRAMEWORK
The present refuse dumping site will be transformed into a transfer dumping site.

θ **Major Roads and Access Roads**

CURRENT SPATIAL FRAMEWORK
<p><b>Major Roads:</b> The P 13/2 Provincial Road between Ficksburg and Senekal extends through the larger town area. The S 62 secondary road from Paul Roux links with Rosendal to the north.</p> <p><b>Access Roads:</b> The S1353 and A172 access roads provide direct access to Mautse and Rosendal respectively from the above-mentioned Provincial Road.</p>





θ **Public Transport and Collector Roads**

CURRENT SPATIAL FRAMEWORK
Limited main collector roads are tarred. Collector roads that function as public transport routes should be tarred as a first phase.

θ **Commuting Nodes**

CURRENT SPATIAL FRAMEWORK
No official well developed taxi terminus exists in the larger town area. An area at the entrance to Rosendal is informally utilized as a taxi terminus (T1).

θ **Integration, Densification, Development Corridors & Activity Nodes**

<p><b>Integration, Densification and Development Corridors:</b></p> <ul style="list-style-type: none"> <li>▪ Integration of the larger urban area is complicated by P13/2 Provincial Road.</li> <li>▪ Future residential development (R1) will, however, promote integration and discourage urban sprawl to ensure a functional urban structure.</li> <li>▪ Future business development in Rosendal will naturally occur further along the main through road as a development corridor.</li> </ul>
<p><b>Activity Nodes:</b></p> <ul style="list-style-type: none"> <li>▪ An activity node has also been identified at the town entrance to Rosendal that is accessible and strategically situated within the larger town area (AN). The area would be ideal for a central sport and recreational center with mixed commercial and service uses combined with the existing cultural village.</li> <li>▪ Business development in Mautse should be promoted at the existing business nodes dispersed in the town area that will be accessible within the Mautse residential area.</li> </ul>

θ **Agricultural Land**

CURRENT SPATIAL FRAMEWORK
<p><b>Land Use:</b></p> <p>The region accommodates predominantly agricultural related activities. Only a restricted percentage of the region is unavailable for agriculture purposes (4%). A fairly significant portion of the region is currently under cultivation (48%), which is attributed to the average rainfall in the area and the general availability of water for irrigation purposes specifically adjacent the Liebenbergsvlei and Klein Caledon Rivers.</p>



**Agricultural Activities:**

Virtually, the larger part of the region that is suitable for cultivation is being utilized (48%) and only 1% could still be developed for that purpose.

Stock farming (47%) is mainly extensive, focusing on grazing and specifically dairy farming in the Bethlehem area. It can generally be determined that the region is developed to its optimum with regard to agriculture and future development of this sector is thus not foreseen.

Areas utilized for cultivation are predominantly cultivated with maize and wheat and to a lesser extent sunflower and sorghum. The production of maize and wheat within the former Bethlehem magisterial district is above the average for that of the Free State. It is not possible to give an accurate indication of the percentage of each of these cultivations being produced since it varies each year, depending on market demands and meteorological conditions.

During 1998, the Department of Agriculture determined that the former Bethlehem district also has the highest production capacity for the entire Free State being R525 – R600 million per annum.

**Subdivision : Tourist and Recreational related:**

A number of subdivision of agricultural land, especially adjacent the Vaal River, to provide for tourism and recreational purposes occurred the past few years. Subdivisions refer to riparian properties with a required minimum waterfront of 100 m providing in a need for the specific land use. Developments of this nature seem to be extremely successful and enhance the economical base of the rural area and add value to development of agricultural properties.

θ **Housing**

**CURRENT SPATIAL FRAMEWORK**

**Farm Land:**

The total number of farms in the Dihlabeng municipal area, based on the Demarcation Board (2002) data is 726 with a total of 9272 people employed in the farming sector.

If the total number of farms is considered with an estimated number of 4 households (labourers) per farming unit, it could be estimated that the current provision for housing on farms should be approximately 2904 houses. If an average family size of 4 per family is considered, the current population residing on farmland could be estimated at 11616.

**Housing:**

Provision of housing to farm workers, and more specifically permanent ownership thereof, is a main development priority in the region. Accurate data is unfortunately not available regarding the exact number of existing housing structures, or the need for housing within the rural community. Public participation and inputs from landowners will thus be crucial to address the housing issue in rural areas effectively.

Note:

The current tendency is for most farm labourer families to rather reside in the urban areas with only the labourers residing on the farms during the week. It would thus be accurate to indicate that an enormous migration occurred the past few years from the rural areas to the urban areas as so far the work force of the agricultural sector of the region is concerned.



0 **Environmental Related Land Uses**

**CURRENT SPATIAL FRAMEWORK**

**Natural Resources:**

The area comprises valuable soils of agricultural significance. The most serious threats to soil resources are erosion, compaction, acidification, salination, and infestation by weeds and pathogens.

Natural resources relating to mining are restricted to the following:

- Gravel is currently privately exploited in the Gerrands Dam Nature Reserve without a proper rehabilitation programme.
- Sand stone cutting is done on a small scale within the vicinity of the Clarens town area.
- Natural resources in the Fouriesburg area are limited to the vast sandstone formations that hold significant mining potential.

The Liebenbergsvlei, Jordaan, Klein Caledon and Sand Rivers, including the Saulspoort Dam and a series of weirs and smaller dams such as Loch Lomond, Loch Athlone and Gerrands Dams in the vicinity of Bethlehem, are prominent water sources in the region. The Vals River also has its source in the area to the west of Bethlehem.

**Conservation:**

As previously indicated, environmentally sensitive areas mostly include riparian properties adjacent to the major rivers in the area as well as the respective series of dams.

The environment is generally in a good condition, although the injudicious subdivision of land can create a situation that will be irreversible.

The following core problems are being experienced with regard to pollution and environmental conservation:

- Silting-up of dams;
- Smoke pollution (mainly of fires for cooking purposes and veld fires) creates a potential health danger and also has an influence on the ecosystem;
- The lack of proper sanitation poses a serious threat of pollution of underground water which in turn influences health;
- Littering;
- Overgrazing and erosion; and
- Vegetation is currently being depleted at a rapid rate for fire wood.

The above aspects do not only have a negative effective on the environment itself, but are also to the detriment of tourism and economic growth.

Emerging farmers do not currently receive any guidance or training in terms of soil conservation and consequently there is a great need in this regard. People who have been appointed to give training are not properly qualified.

Although extremely environmentally sensitive areas are located in the study area, the Gerrands Dam Nature Reserve and the Private Nature Reserve at Clarens, are the only official conservation areas. The remainder of the farm Townlands of Clarens 578, comprising approximately 800ha, is a proclaimed Private Nature Reserve and forms part of the town lands of Clarens.



**Riparian Land:**

Another unique plant community appears in the form of riparian bush or “Gallery Bush”, found on riverbanks of the rivers and tributaries crossing through the region and is extremely distinctive in the Free State and North West Provinces.

Riparian bush consists of indigenous trees and dense undergrowth, although alien vegetation such as poplar groves and blue gum trees also occur. The vegetation stabilizes riparian areas and serves as protection against erosion and also yields shelter to birds and animals. Examples of indigenous trees found on the riparian areas are white stinkwood (*Celtis Africana*), wild olive (*Olea Africana*), buffalo thorn (*Zisiphus macronata*), sweet thorn (*Acasia Karoo*) and the bush willow (*Salix capensis*).

0 **Recreation and Tourism**

CURRENT SPATIAL FRAMEWORK

The area is considered as a primary tourist destination and is increasingly becoming a favourite weekend destination. The angling and guesthouse industries displayed an exceedingly rapid growth the past few years.

Recreation areas and facilities are further predominantly confined to the urban areas. Subsequently, the following areas and attractions are prominent in the area.

- Saulspoort Dam, Loch Lomond and Loch Athlone in the Bethlehem vicinity provide popular recreational and tourism opportunities.
- Gerrands Dam Nature Reserve and the Private Nature Reserve at Clarens.
- Due to the tourism potential of Clarens, it is currently characterized by a number of private developments and as a result has become one of the fastest growing areas relating to tourism in the Free State. Consequently, Clarens and its surroundings have been identified as a future growth node already during the 1999 LDO process of the then Eastern Free State District Council and respective Rural Councils.
- Due to the pristine scenic environment, Rosendal and Fouriesburg are also becoming favourite weekend destinations.
- The Free State Province played a significant role in the Anglo Boer War, resulting in a number of historically important tourist attractions. Two such tourist attractions include the Battlefield of Groenkop to the east of Bethlehem and Surrender Hill to the south west of Clarens.

0 **Health & Environmental Health Services**

CURRENT SPATIAL FRAMEWORK

Health services within the rural areas mainly rely on mobile clinics and services provided within urban areas.

**Hospitals**

There is one regional hospital, Bethlehem Regional Hospital, and one district hospital, Phekolong District Hospital situated in the Greater Bethlehem urban area. These hospitals serve the entire Dihlabeng area since there are no hospitals situated in either Clarens, Paul Roux or Rosendal.

**Clinics**

Clinics in the region are generally categorized in terms the specific services provided at a clinic. Clinics largely focus on primary health care. Clinics exist in all five the concerned town areas.



**Table 15**  
**Summary of District Provision of Hospitals, Clinics, Community Health Centres and Mobile Clinics**  
 (Source: Department of Health)

Level	Bethlehem Bohlokong	Clarens Kubetswana	Paul Roux Fateng	Fouriesburg Mashaeng	Rosendal Mautse
<b>Hospitals</b> (OT = Operation Theatre)	<u>Bethlehem Regional Hospital</u> 150 beds, OT present <u>Phekolong District Hospital</u> 100 beds, OT present	None	None	None	None
<b>Fixed clinics</b>	4 clinics	1 clinic	2 clinics	1 clinic	1 clinic
<b>Community Health Centres</b>	None	None	None	None	None
<b>Mobile Clinics</b>	2 vehicles	1 vehicle	None – Served by Senekal mobile clinics	1 vehicle	None – Served by Bethlehem mobile clinics
<b>Visiting Points</b> (1 visit per 4 weeks)	16 visiting points	7 visiting points	-	14 visiting points	Unknown

**CURRENT SPATIAL FRAMEWORK**

θ **Community Health Centres (CHCs)**

Community Health Centres differ from clinics since it deems to provide an enhanced health service with full time medical officers. Minor operations, normal deliveries (birth) and emergency care are provided at CHCs. No CHCs, however, exist in the Dihlabeng Municipal area.

θ **Mobile Clinics**

Rural health provision, similar to the national tenancy, is still an issue of concern in the area. Health services are normally provided on a monthly basis in the area. There are a total of three mobile clinics that have to serve the entire Dihlabeng area and are clearly not adequate. These three mobile clinics have to visit 37 points excluding Rosendal.

θ **Environmental Health**

Environmental health is coordinated from the Bethlehem office of the Department of Health with a branch office in Qwa-Qwa dealing. Although environmental Health is managed and co-ordinated from Bethlehem, environmental health officers are established, as indicated below, in all the Local Municipal areas. Environmental health deals greatly with ensuring a save health environment in both urban and rural areas. Although the department mainly focuses on the provision of health services such as water monitoring, general hygiene relating to farming activities etc., focus is also placed on occupational health in the various health institutions such as hospitals in the region.



Control over the sustainable delivery and maintenance of infrastructure services for all rural developments is also the responsibility of the department. In this regard high density and other tourism related developments in the area, that is becoming more popular, need to adhere to specific health standards set by the Department. The greatest challenge for the department will, especially in view on the new demarcated local municipalities, be to establish a district based health care system. There are currently five environmental health officers in the Dihlabeng area that deal with the urban areas and one environmental health officer for the rural area. Manpower needs are presently the main concern relating to environmental health and based on standards set by the World Health Organisation at one health officer per 10 000 residents, an additional five environmental health officers are required in the Dihlabeng area.

## 0 Education

### CURRENT SPATIAL FRAMEWORK

The provision of school buildings in rural areas is primarily facilitated by the Education Act (Act 84 of 1996). The Free State Department of Education provides that a school should service a radius of not larger than 10km.

Although the provincial average teacher/pupil ration is 1:34, a teacher/pupil ration of 1/25 is determined for farm schools. Schools are not provided on a spatial basis only, but also on a density base. More than 1 school per 10km radius may thus be provided should the density of pupils justify the provision. Farm schools are further unique since they represent public schools on private land.

The Education Department will assess private schools and take account of their capacity when new schools are to be provided. The Department naturally monitors school standards of these institutions.

In order to provide reasonable facilities to schools, the Department adopted a policy of so called "Green Patches". The green patch concept refers to a larger school that is provided with facilities such as telephones, faxes, copiers, etcetera, which will serve smaller surrounding schools.

The following is apparent interpreting Table 16:

- There are no secondary schools in the rural area of Dihlabeng. The provision of secondary schools in the rural area is subsequently not envisaged by the Department of Education.
- Farm schools are spatially well-distributed in the region and in most instances schools in this area do not have to serve areas larger than a 10km radius. However, many farm schools are closing down due to a decline in the number of pupils which may result in an increase in the current service ratio.
- The average teacher/pupil ration in the rural area of the Dihlabeng region is 1/22. This average is low and well beneath the set standard. It must be emphasized that all the indicated posts are not necessarily filled, which implies that the teacher/pupil ration may differ in practice.
- Taking into account that the national teacher/pupil ratio is 1/34, it can generally be said that provision of rural schools is up to standard except for the anomalies as previously indicated.



The Department of Education indicated that in the Free State in general, the number of pupils in the rural area has decreased considerably with approximately 43% since 1996. This is primarily attributed to urbanization to urban centers, the tendency of farm workers to settle in urban areas in order to be in closer proximity to facilities and services as well as the long term impact of HIV/AIDS. Considering the above, it can be expected that the number of pupils per teacher could further decrease with the result of an even more acceptable teacher/pupil ration in the rural areas. As indicated previously, the distance to schools may be longer as a result.

**Table 16**  
**Existing Farm Schools per Town: Dihlabeng Region**  
 (Source: Department of Education, )

Nearest Town from Farm School	Number of Schools			Number of Pupils				Teacher/Pupil Ratio
	Primary	Secondary	Combined	Primary	Secondary	Combined	Total	
Bethlehem	44	-	1	2312	-	575	2887	27
Clarens	3	-		80	-		80	20
Paul Roux	8	-		194	-		194	22
Fouriesburg	13	-	1	798	-	361	1159	25
Rosendal	4	-		167	-		167	24

### Culture

#### CURRENT SPATIAL FRAMEWORK

The Department of Sport, Arts, Culture, Science and Technology has no decentralized functions or offices within the Thabo Mofutsanyana District Municipal area regarding culture. All programmes and functions are rendered from the Provincial offices in Bloemfontein. A regional library office is situated in Bethlehem and also accommodates a sport co-ordinator. The following programmes and actions are endeavoured by the Department:

- The promotion of performing arts including drama, music and speech as well as the visual arts (art exhibitions, etc.) through financial support.
- The promotion of cultural industries with regard to hand crafts including pottery, sewing, etc. In this regard, assistance is provided regarding finance, co-ordination, materials, education and skills training (hand crafting and business skills) and marketing of products.
- The promotion of cultural tourism for example hut decoration (farm worker houses), beadwork, grass work, basketry, traditional dancing, African drumming, traditional healing etc. In this regard, assistance is provided regarding finance, co-ordination and advice.
- The creation of opportunities in sport through financial assistance to groups like "Women in Sport".
- Co-ordination regarding celebrations of national days (Freedom, Heritage, Youth and Women Days) and any other cultural events.
- The establishment of an accurate database regarding all culture groups, clubs, associations, etc. in order to provide financial assistance with events and activities.
- The compilation of cultural tourism maps.
- Library services also resort under the Department of Sport, Arts, Culture, Science and Technology. The regional library office in Bethlehem co-ordinates library services in the Thabo Mofutsanyana region.



θ **Regional Infrastructure**

**CURRENT SPATIAL FRAMEWORK**

**Railways:**

The main railway line between the North-West Province via Kroonstad and KwaZulu-Natal extends through the area. The main railway line between the Gauteng Province via Reitz and Bloemfontein and further to the Cape Provinces, subsequently extends through the area and intersects with the above railway line in Bethlehem.

The existing railway line in Bethlehem is of adequate capacity to serve the industrial area over the short and medium term. Land belonging to Spoornet can be subdivided and utilized for industrial sites if a demand should develop.

**Airfields:**

The Bethlehem airport is generally utilized by a large number of aircraft, mainly for the purposes of crop spraying. It was indicated in the 1991 Structure Plan and 1995 Framework Plan that the current position of the airport is not desirable, but suitable for the short to medium term. Development and upgrading of the existing airport is restricted and should not be considered. An alternative site was identified in the 1995 Framework Plan.

**Roads**

**CURRENT SPATIAL FRAMEWORK**

**Regional Network:**

Roads in the rural areas are the jurisdiction of the Provincial Government (Department of Public Works, Roads and Transport) who is also responsible for maintenance and upgrading.

The major provincial road network is generally tarred and provides sufficient accessibility within the region. However, the deteriorating condition of particularly tarred roads, as a result of irregular maintenance, is a tangible concern. Studying the major road network will indicate that primary arterials, both from a national and provincial perspective, run through the region and thus also play a significant role with regard to development. The well developed character of the region is a direct result of it being serviced by means of a strategically important road network.

The most significant of these arterials are identified as the:

- N5 between Bloemfontein and KwaZulu-Natal via Bethlehem
- R26 linking the area with the Gauteng Province via Reitz
- R76 linking the area with the North-West Province via Kroonstad
- R714 linking the area with the Gauteng Province via Warden (N3)
- R711 / R712 also referred to as the “tourism corridor” between Bethlehem and Harrismith via Clarens, the Golden Gate Highlands National Park and Sterkfontein Dam Nature Reserve

Although the regional network seems adequate in terms of its provision of access, certain sections thereof require upgrading.

The Directorate of Roads Planning prepared a bridge emergency plan which provided emergency and alternative routes, should bridges be washed away during flood periods.





**Table 17  
Future Urban & Regional Road Requirements : Dihlabeng Region**

Urban Area	Road Requirements	Access Requirements
Bethlehem	<ul style="list-style-type: none"> <li>▪ Upgrading of road S195 from Bethlehem to Kaallaagte</li> <li>▪ Upgrading of road S191 from Bethlehem to the Municipal boundary</li> <li>▪ Upgrading of road S175 from Bethlehem to the intersection with road S176</li> <li>▪ Upgrading of road S189 from Bethlehem to road S62</li> <li>▪ Upgrading of road S206 from road R714 to the Municipal boundary</li> <li>▪ Upgrading of road S60 from road S1261 to the Municipal boundary</li> <li>▪ Upgrading of road S12 from road R714 to road R57</li> </ul>	<ul style="list-style-type: none"> <li>▪ Additional access from the northern parts of Bohlokong onto the Reitz road is imperative to ensure a functional and accessible urban structure.</li> <li>▪ Additional town accesses from Bakenpark and Bohlokong on the Riemland Road. In view of the fact that the Riemland Road is proposed as a future development corridor the importance of these accesses are evident.</li> <li>▪ A long-term access road to Bethlehem from the eastern bypass. This access will not realize within the next 5 years.</li> </ul>
Clarens	Residential development on the Farm Saron 1205 will require an additional access onto access road A149.	
Paul Roux	<ul style="list-style-type: none"> <li>▪ Upgrading of road S208 between the N5 and S195</li> <li>▪ Upgrading of road S63 from Paul Roux to the S195 junction</li> </ul>	

**7. Land Reform**

CURRENT SPATIAL FRAMEWORK	
0	<p><b>Restitution</b></p> <p>“Land restitution” is defined as the process of compensating people who lost land rights, because of racially discriminatory laws passed since 19 June 1913. It is important to note that the Restitution Act only investigate applications lodged before 30 April 1998. The Commission on Restitution of Land Rights has indicated that 17 urban restitution land claims were lodged in Bethlehem and one rural restitution land claim in Bethlehem, Paul Roux and Fouriesburg respectively.</p>
0	<p><b>Redistribution</b></p> <p>“Land redistribution” additionally forms an integral part of the land reform programme. Land redistribution aims at providing the poor with access to land for residential and productive use to improve their lively hoods. The landless rural and urban poor, farm workers, labour tenants and emergent farmers will mostly benefit from the incentive. The Department of Land Affairs, in collaboration with the Department of Agriculture, granted funds for the acquisition of farms for emerging farmers. Table 18 indicates the number of farms.</p>



The Department of Land Affairs also granted funds for the acquisition of farms or portion of farms adjacent the urban areas as commonage. Table 19 indicates total hectares of agricultural land that have, of late, been bought for the purposes of commonage. The table subsequently indicates the properties purchased and the current utilization thereof by the communities residing in the respective towns. This action formed part of a national initiative to redistribute land, and farming opportunities, to the disadvantaged section of the community.

θ **Land Tenure**

Land tenure describes the way in which people own land. Tenure reform aims to bring all people occupying land under one system of landholding. This system must provide the same rights for different forms of tenure such as private ownership and communal tenure. Land tenure is a contentious issue in the rural areas. A general lack of available data contributes to the challenge of addressing ownership.

**Table 18**  
**Land Redistribution : Land for Emerging Farmers : Dihlabeng Region**  
 (Source: Department of Land Affairs)

Nearest Town	Number of Farms
Bethlehem	2
Fouriesburg	1
Paul Roux	1
<b>Total</b>	<b>4</b>

Current estimations are based on the average household per inhabited farm. The total number of farms in the region, based on the Demarcation Board (2002) data is 726. A need for tenure of approximately 4 households per farming unit is determined as being an accurate estimate for the region. There is thus an estimated need of permanent tenure of 2904 households within the area. The estimation may differ through the region since:

- mechanized agricultural methods imply a continuous decrease in workers,
- farm workers are mostly migrant labour,
- a tendency exists to rather settle workers in adjacent formal towns comprising better schools, health facilities and other community facilities, and
- a tendency further exists currently that most farm labourer families rather reside in the urban areas with only the labourers residing on the farms during the week.

Table 20 indicates the current status with regard to possible access to ownership in the urban areas of the region. It can be seen that Township Registers have been opened for most of the extensions in the involved urban areas implying that permanent ownership can readily be obtained.

- At present only approximately 20% of residents occupying formal erven and technically being owners thereof, registered permanent ownership.
- In most cases the 20% reflects those properties on which RDP houses were erected and permanent ownership was a requirement prior to the approval of a housing subsidy.



**Table 19**  
**Land Redistribution : Commonage**  
 (Source: Department of Agriculture & Local Municipality)

Property Purchased	Area (Ha)	Current Utilisation	Future Need (Ha)	Property Identified	Future Utilisation
<b>BETHLEHEM</b>					
Barwon 834	161	Commonage		None	
Kuypsheim 901	513	Commonage			
Goeiemoed 1320	211	Commonage			
<b>CLARENS</b>					
Saron 1205	243	Commonage / Residential		None	
Franshoek 1208	243	Commonage			
<b>PAUL ROUX</b>					
Wassau 711	322	Commonage		None	
Rexford Store 433	643	Commonage			
<b>FOURIESBURG</b>					
	None (existing commonage is considered to be adequate)			None	
<b>ROSENDAL</b>					
Rust Oord 828	613	Commonage		None	
<b>TOTAL</b>	<b>2949</b>				

**Table 20**  
**Urban Land Tenure: Dihlabeng Region**  
 (Source: Department of Agriculture & Local Municipality)

Urban Area	Municipally Owned	Privately Owned *
Bohlokong (Bethlehem)	8 924	1 515
Kgubetswana (Clarens)	866	150
Fateng-Tse-Ntsho (Paul Roux)	1 220	300
Mashaeng (Fouriesburg)	2 589	450
Mautse (Rosendal)	628	100
<b>TOTAL</b>	<b>14 227</b>	<b>2 515</b>

- Privately owned erven primarily refer to subsidy housing schemes



**Table 21**  
**Number of Labour Tenants Act (LTA) Applications and Extension of Security of Tenure Act (ESTA) Cases:**  
**Dihlabeng Region**  
 (Source: Department of Land Affairs)

<b>Town Area</b>	<b>Number of LTA Applications</b>	<b>Number of ESTA Cases</b>
Bethlehem	23	43
Clarens	-	4
Paul Roux	2	6
Fouriesburg	77	9
Rosendal	-	-
<b>Total</b>	<b>102</b>	<b>62</b>

It should be noted that all the Departments and the Private institutions which were represented in the meeting were committed to contribute to the development and matters of interest within Dihlabeng area and further committed to assist the Municipality in areas of need.



## SECTION E: SECTORAL INVOLVEMENT

### South African Police Services

Bethlehem Cluster situated at Dihlabeng which it consists of the following stations: Arlington, Bethlehem, Clarens, Fouriesburg, Lindley, Paul Roux, Petrus Steyn, Reitz, Rosendal.

	Project/Program name	Objectives	Target group	Funds
1	Reject stolen goods	To address burglary business and residential	All residents	Not funded
2	Bana ba rona (street kids)	To remove children from the street	Teenagers	Not funded
3	Stock theft	To curb stock theft (Brand marking, operation, monitoring of Auction and Secure Pound	Stock owners	Not funded
4	Safety month	To ensure that all the residence Act against crime	All residents	Not funded
5	Junior CPF's at schools (Child protection and adopt a Cop)	To establish junior CPF at schools to work hand in glove with the Police in fighting crime that is taking place at schools	School children	Not funded
6	Elderly and disable safety	To ensure the safety of elderly and people with disability	Elderly and people with disability	Not funded
7	Domestic violence project (Woman's Month and 16 days)	To address crime against woman and children mothers to know their responsibility	All residents	Need to be funded
8	Foreigners project	To address crimes against foreigners, Xenophobia and improving good relationship	Foreigners	Not funded
9	National Police Day	To improve good relationship between the community and the Police, and to remember those who died in the line of duty	Police and all residents	Not funded
10	Human Rights day	Sensitize the community about their rights and responsibilities	All residents	Not funded
11	Youth against crime	Get youth involve in different sport activities rather than crime	All youth	Need to be funded
12	Cultural Day project	Respect and knowledge of people's cultures	All residents	Need to be funded
13	Sports against crime tournaments	A child in sport is a child out of court	All children	Need to be funded
14	Door to door	To enhance the relationship between the police and the community	All residents	Not funded



**LABOUR DEPARTMENT**

<b>RECRUITMENT AND SELECTION SERVICES</b>		
<b>STEPS</b>	<b>BREAKDOWN</b>	<b>RESPOSIBILITY</b>
Identify opportunity	1.Maintain database of stakeholders (ESSA- Organisations) 2.Identify potential opportunities 3.Verify viability of opportunity 4.Register opportunity (ESSA - Opportunity)	<b>CSO's</b> <b>CSO's/ESP's/CC</b> <b>CSO's</b> <b>CSO's</b>
<b>RULES – ESDS staff actively network with stakeholders to identify and enter into partnerships</b>		
Direct One –on-One matching to Opportunity	1.Run a match on ESSA-List of work-seekers <ul style="list-style-type: none"> <li>• Attached printed CV</li> </ul> 2.Decide on required intervention- (Employment Counseling with Career Counselor 3.Refer list of work-seekers to prospective employer if no intervention is required 4.Obtain feedback on placement from the employer <ul style="list-style-type: none"> <li>• The CSO contacts the employer within a month after referral o the candidates</li> <li>• The candidates's record is updated in the ESSA and the information</li> <li>• The candidate's record is updated on the ESSA and the information is forwarded to the supervisor</li> <li>• The CSO supervisor provides monthly statistics on the ESDS monthly statistics on the ESDS monthly statistical form</li> </ul>	<b>CSO's/ESP's/CC</b>  <b>CSO's/ESP's/CC</b> <b>CSO's/ESP's/CC</b> <b>CSO's/ESP's/CC</b>
<b>RULES – Matching search to be run as soon as opportunity becomes available</b>		
Recruitment for opportunity where ASSESSMENT is required	1.Receive request to recruit <ul style="list-style-type: none"> <li>• Application form</li> <li>• Placement form</li> </ul> 2.Determine the selection criteria (test battery) 3.Conduct screening (register Organisation + Opportunity) <ul style="list-style-type: none"> <li>• Run a match in ESSA/Use other databases</li> </ul> 4.Refer to selection (Invite candidates for briefing session)	<b>CC</b>   <b>CC/CSO's/HQ</b> <b>CC/CSO's</b>  <b>CC/CSO's</b>



<b>RULE –Selection criteria for the opportunity will be determined by the requesting stakeholder using a prescribed format. DoL only accepts selection requested that adheres to the minimum criteria, such as the learnership is registered with the Department, funding has been secured, etc</b>		
Selection	1.Conduct briefing session for selected candidates(5;1) 2.Assess selected candidates (3;1) 3.Obtain assessment results 4.Recommend candidates	CC CC CC CC
<b>RULE – Psychometric assessment will only be provided for learnerships, internships, apprenticeship and strategic skills development programmes</b>		
<b>PLACEMENTS</b>	1.Placement feedback provided to DoL <ul style="list-style-type: none"> <li>• Work-seeker provides feedback to the DoL</li> <li>• DoL contacts work-seeker to enquire about placement</li> <li>• DoL contacts employer about placement</li> <li>• Employer provides feedback to the DoL</li> <li>• Employer declares employee to UIF</li> </ul> 2.Update record with placement information	CSO's/ESP's/CC     CSO's/ESP's/CC
<b>RULE –Placements is defined as a learning opportunity or an income generating opportunity-longer than 24 hours of employment</b>		



SECTION F: 2010/2011 IDP PROJECTS LIST

PRIORITY	Project Specifications	Funding Details		Project Time Frames			Responsible Department
		Funding source	Estimated Amount	2010/2011	2011/2012	2012/2013	
Roads and Storm water	<b>Bohlokong paving of roads (Nkitseng, Mpumalanga, Masakeng, Freedom, Ward 4 Moloji Shop, Lebeko, BB, Tumane, Maedi, Mokgele, Mosia, Twala, Mabizela, Goba)</b>	MIG	R40,002,600	R9,000,000	R15,000,000	R15,000,000	
	<b>BETHLEHEM</b>						
	1.2km tarred road Panorama East	Municipal Budget	R2,000,000	R1,855,919			
	Construction of roads Bersig	Municipal Budget	-	-			
	Upgrading of Mc Nicol Street	Municipal Budget	-	-			
	Linking of Bartman and Lughave street	Municipal Budget	-	-			
	Upgrading of Leeuw street	Municipal Budget	-	-			
	<b>PAUL ROUX</b>						
	Paul Roux upgrading of gravel roads with stormwater	MIG	R7,485,810	R3,031,391			
	Fateng upgrading gravel roads 5.8km	Municipal Budget	R13,000,000	R5,269,941			
	<b>ROSENDAL</b>						
	Upgrading of gravel roads with stormwater	MIG	R 4,124,760	R 4,124,760			
	<b>MASHAENG</b>						
	Mashaeng road 5.9km street	Municipal Budget	R2,000,000	R2,000,000			
	Mashaeng 2.7km storm water disposal	MIG	-	R252,493			
	Upgrading of gravel roads with storm water		R8,337,960	-			
	<b>KGUBETSWANA</b>						
	Construction of blocked paved roads and storm water	MIG	R17,500,000	R4,000,000			
	Kgubetswana construction of internal roads and stormwater	Municipal Budget	R3,000,000	R1,323,608			
	1.2 Water Provision	Pipeline from Bethlehem to PaulRoux	DWEA				
Bethlehem water treatment plant refurbishment		MIG	R12,000,000	R12,000,000			
Installation of Bulk water meters supply for units of Dihlabeng area		MIG	R7,000,000	R7,000,000			
	Provision of water network 270 sites Panorama east		-	-	-		





	Clarens water purification plant		R1,304,348	R1,304,348		
	<b>Kgubetswana 1,3ml Reservoir</b>	<b>MIG</b>	R3,044,482	<b>R1,000,000</b>		
	<b>Fouriesburg upgrading of treatment works</b>	<b>Municipal Budget</b>	R6,000,000	<b>R3,000,000</b>		
	Mashaeng-fouriesburg: Upgrading of bulk water supply Phase 1		R8,200,000	-		
	Mashaeng –Fouriesburg: Upgrading of bulk water supply: Phase 2	MIG	R12,768,000			
	<b>Mautse upgrading of boreholes and water treatment plant</b>	<b>Municipal Budget</b>	R1,500,000	<b>R1,500,000</b>		
	<b>BOHLOKONG</b>					
	<b>Upgrading of water network</b>	<b>Municipal Budget</b>	R4,000,000	<b>R2,000,000</b>		
	Provision of water for 250 sites (old Hostel)	Municipal Budget	-	-		
	Provision of water for 2400 stands Volgefontein	COGTAH	R4,300,000	R4,300,000		
	Replacement of asbestos pipes with PVC pipes at Paul Roux	MIG	R1,500,000	R1,500,000		
<b>1.3 Sanitation</b>						
	<b>CLARENS</b>					
	<b>Clarens sewer purification plant</b>	<b>MIG</b>	R12,000,000	<b>R7,499,819</b>		
	<b>BOHLOKONG</b>					
	Upgrading of sewer network	MIG	R8,000,000	-		
	Provision of sewer network for 250 sites (old Hostel)		-	-		
	<b>Provision of sewer network for Vogelfontein</b>		R4,300,000	R4,300,000		
	<b>PAUL ROUX</b>					
	Sewer network for 2100 stands		R24,421,000	-		
	Sewerage purification plant		R6,017,000	-		
	<b>BETHLEHEM</b>					
	Provision of sewer network for 270 stands Panorama East		-	-		
<b>1.4 Electricity Provision</b>	Connection applications for Dihlabeng Units	DME / ESKOM				
	<b>High mast lights around Dihlabeng</b>	<b>Municipal Budget</b>	R5,000,000	<b>R5,000,000</b>		
	Electrification project		-	-	R1,780,000	R24,175,000
<b>1.5 Waste Disposal</b>						
	<b>DIHLABENG</b>					
	<b>Bins on wheels (2 000)</b>	Municipal Budget	R2,000,000	<b>R2,000,000</b>		
	Feasibility study for Integrated Waste Management Plan	Municipal/Budget	R300,000	R300,000		



	Integration Waste Management Plan	Municipal Budget	R500,000	R500,000		
	Operation of new solid waste site	Municipal Budget	R4,000,000	R4,000,000		
	Cleaning of old dumping site	Municipal Budget	R120,000	R120,000		
	Operation of Landfill site	Municipal Budget	R7,200,000	R7,200,000		
	Compact trucks for all Unites	Municipal Budget	R1,800,000	R1,800,000		
	Purchasing of 2 x compactor trucks for Bethlehem	Municipal Budget	R2,400,000	R2,400,000		
	Maintenance of existing dumping sites in the Units	Municipal Budget	R1,440,000	R1,440,000		
	Software including the specialized computers needed to increase income at new landfill sits	Municipal/Budget	R500,000	R500,000		
	Calibration of weigh bridge	Municipal /TMDM	R100,000	R100,000		
	Rehabilitation of old dumping site (50 KVA)	Municipal Budget	R2,250,000	R2,250,000		
	2 x Solid waste haulage trucks and 12 roll –on roll- off containers	Municipal Budget/PRIVATE	R1,600,000	R1,600,000		
	Fencing of Morelig and Jordania dumping site, landfill site, old dumping site or recycling site	Municipal Budget	R500, 000	R500, 000		
<b>1.6Land and Housing</b>	<b>DIHLABENG</b>					
	1.Land Audit	COGTA	R350,000	R350,000		
	2.Upgrading of Silahlewe	COGTA	R500,000	R500,000		
	3.Social Housing Programme	COGTA	R1,000,000	R1,000,000		
	4.Community Residential Units	COGTA	R1,500,000	R1,500,000		
<b>1.7 Town Planning</b>	<b>DIHLABENG</b>					
	1.Township Establishment for all Units	Municipal Budget	R2,000,000	R2,000,000		
	2.Local Area Plans	Municipal Budget	R250,000	R250,000		
	3.GIS Implementation	Municipal Budget	R300,000	R300,000		
	4.Spatial Development Framework	Municipal Budget	R200,000	R200,000		
<b>KPA 2: LED</b>						
<b>2.1 Marketing and Communication</b>						
	<b>DIHLABENG</b>					
	Dihlabeng Community news letter	Municipal/Budget	R120,000	R120,000		
	Hot Air Balloons, Contract training & Dihlabeng balloon	Municipal Budget	R500,000	R500,000		
	ESCOM SMME Exhibition	Municipal Budget	R60,000	R60,000		



	KZN Tourism Indaba	Municipal/Budget	R100,000	R100,000			
	Gauteng Asia Expo for SMME's	Municipal Budget	R70,000	R70,000			
	Promotional material & Media Monitoring Dihlabeng	Municipal Budget	R350,000	R350,000			
	Wall Banner :Dihlabeng	Municipal/Budget	R60,000	R60,000			
	Cherry festival: Exhibition	Municipal Budget	R30,000	R10 000			
	Agricultural Exhibition material	Municipal Budget	R80,000	R80,000			
	Monitoring printed media -Dihlabeng	Municipal Budget	R12,000	R12,000			
	Bethlehem Air Show	Municipal Budget	R90,000	R90,000			
	Decoration Foyer Head Quarters all towns	Municipal Budget	R500,000	R500,000			
	Uniform Identification tag for officials working at exhibition stand	Municipal Budget	R40,000	R40,000			
	Council banner and updated pictures	Municipal Budget	R45,000	R45,000			
	Diaries/Calendars- Mayor, Speaker, Chief Whip an Officials	Municipal Budget	R100,000	R100,000			
	Name tags for officials dealing with the public	Municipal/Budget	R20,000	R20,000			
	Dihlabeng flags: all offices in all towns	Municipal Budget	R50,000	R50,000			
	Career exhibition promotional material	Municipal Budget	R120,000	R120,000			
	Dihlabeng tourism broucher	Municipal Budget	R150,000	R150,000			
	Tourism adverts in magazines, brochures, etc	Municipal Budget	R100,000	R100,000			
<b>2.2 LED and Agriculture</b>							<b>LOCAL ECONOMIC DEVELOPMENT</b>
	<b>DIHLABENG</b>						
	SMME's training and workshop	Municipal/Budget	R140,000	R140,000			
	LED Strategy	Municipal Budget	R1,500,000	R1,500,000			
	2X LDV vehicles (field work)	Municipal Budget	R500,000	R500,000			
	Dihlabeng Business forum	Municipal Budget	R250,000	R250,000			
	Fresh produce market	Municipal Budget	R5,000,000	R5,000,000			
	<b>BOHLOKONG</b>						
	Ratanang creation	Municipal/Budget	R25,000	R25,000			
	Community-based cluster	Municipal Budget	R400,000	R400,000			
	Siza Bantu Poultry	Municipal Budget	R100,000	R100,000			
	Urban renewal project	Urban Renewal	R10,000,000	R10,000,000			
	Hawkers stalls	Municipal/Budg	R5,000,000	R5,000,000			
	Vogelfontein Urban Centre	Municipal/Budg	R1,000,000	R1,000,000			
	Flower nursery	Municipal Budget	R50,000	R50,000			
	Dihlabeng Animal farm	Municipal Budget	R100,000	R100,000			



	Vulamehlo Arts and Graft	Municipal/Budget	R300,000	R300,000		
	Wheels of opportunity	Municipal Budget	R120,000	R120,000		
	Ndimashi General trading	Municipal Budget	R40,000	R40,000		
	Triple”M” electricity supply	Municipal Budget	R20,090	R20,090		
	<b>CLARENS/KGUBETSWANA</b>					
	Building Arts and Graft centre	Municipal/Budget	R5,000,000	R5,000,000		
	Tshepo ya rona brick making and sewing	Municipal Budget	R120,000	R120,000		
	Land for commercial farming	Municipal Budget	R500,000	R500,000		
	Community Based Cluster	Municipal Budget	R100,000	R100,000		
	Clarens piggery	Municipal Budget	R50,000	R50,000		
	<b>PAUL ROUX/FATENG TSE NTSHO</b>					
	Erection of pound	Municipal Budget	R200,000	R200,000		
	Truck Inn	Municipal Budget	R250,000	R250,000		
	Car wash projects	Municipal/Budget	R40,000	R40,000		
	Commonage extension of projects(LRAD)	Municipal Budget	R200,000	R200,000		
	<b>MASHAENG/FOURIESBURG</b>					
	Small scale mining	Municipal/Budget	R300,000	R300,000		
	Agriculture projects(Poultry)	Municipal Budget	R100,000	R100,000		
	SJ Phelu General trading	Municipal Budget	R40,000	R40,000		
	Hawker’s centre (Erf 80)	Municipal Budget	R300,000	R300,000		
	Thusanang Trust (Rural Development	Municipal Budget	R50,000	R50,000		
	<b>MAUTSE</b>					
	SMME’s projects	Municipal/Budget	R50,000	R50,000		
	Sewing factory	Municipal Budget	R100,000	R100,000		
	Poultry farming	Municipal Budget	R100,000	R100,000		
	Welding and wood carving	Municipal Budget	R100,000	R100,000		
	Fish farming	Municipal Budget	R30,000	R30,000		
	Community based cluster	Municipal Budget	R100,000	R100,000		
	Piggery (Ralehoi ChickPig)	Municipal Budget	R60,000	R60,000		
	Dairy farming	Municipal Budget	R100,000	R100,000		
	Upgrading of existing commonage	Municipal Budget	R100,000	R100,000		
<b>2.3 Tourism Growth</b>	<b>DIHLABENG</b>					
	Macufe festival (Transport and tickets)	Municipal/Budget	R120,000	R120,000		
	Tour guide training	Municipal Budget	R50,000	R50,000		
	Development of BnB’s	Municipal Budget	R1,200,000	R1,200,000		
	SMME’s workshop	Municipal Budget	R40,000	R40,000		
	Upgrading of Ancestral Heritage sites	Municipal Budget	R1,200,000	R1,200,000		
	Tourism Sector Plan	Municipal Budget	R200,000	R200,000		



	Tourism info signs all towns	Municipal Budget	R400,000	R400,000		
	Dihlabeng Cultural Exhibition(Tourism Month)	Municipal Budget	R100,000	R100,000		
	Upgrading of B& B's	Municipal Budget	R1,700,000	R1,700,000		
	Township Tourism Development	External Budget	R1,500,000	R1,500,000		
	<b>BETHLEHEM</b>		R70,000	R70,000		
	Sol Plaatjie Dam-Development of Tourism complex	External Budget	R250,000,000	R250,000,000		
	Sol Plaatjie Tourism site upgrading	Municipal Budget	R100,000	R100,000		
	<b>BOHLOKONG</b>					
	Ikgatholleng Holiday Resort	External Budget	R600,000	R600,000		
	Ikgatholleng Holiday Resort	External Budget	R1,000,000	R1,000,000		
	<b>FATENG TSE NTSHO</b>					
	Dinosaure Foot Prints	Municipal/Budget	170,000	R170,000		
	<b>MASHAENG</b>					
	Dikgeleke Cultural festival	Municipal/Budget	R80,000	R80,000		
	Matshoho Bead Training (Arts and Graft)	Municipal/Budget	R50,000	R50,000		
	<b>MAUTSE/ROSENDAL</b>					
	Development of game farm	External Budget	R3,000,000	R3,000,000		
	Development of Equestrian Centre	External Budget	500,000	500,000		
<b>Safety and Security</b>						
	<b>DIHLABENG</b>					
	1.Security cameras in streets	Municipal Budget	R200,000	R200,000		
	2.Traffic signs and road markings	Municipal Budget	R700,000	R700,000		
	3.Pedestrian signs all towns	Municipal Budget	R300,000	R300,000		
	4.Street names and poles all towns	Municipal Budget	R8,800,000			
	5.Installation of parking meters	Municipal Budget	R1,000,000	R1,000,000		
	<b>BETHLEHEM</b>					
	1.Prolazer machine	Municipal Budget	R1,500,000	R1,500,000		
	2.Weigh bridge traffic station	Municipal Budget	R10,000,000	R10,000,000		
	3.Roborts Muller and Baxter street	Municipal Budget	R1,500,000	R1,500,000		
	<b>BOHLOKONG</b>					
	Warning signs next to Tiisetsang High school	Municipal Budget	R80,000	R80,000		
	Stop sign Mlangeni and Maxatshwa street	Municipal Budget	R20,000	R20,000		



<b>3.2 Fire Fighting</b>							
	<b>BETHLEHEM</b>						
	Repair fire brigade engine bay's front and back doors	Municipal Budget	R330,000	R330,000			
	Repair fire brigade's roof	Municipal Budget	R600,000	R600,000			
<b>3.3 Disaster Management</b>							
	Development of Disaster Management Plan	Municipal Budget	R150,000	R150,000			
<b>4.1 Environmental Care and Urban Greening</b>	<b>DIHLABENG</b>						
	Rezoning of open spaces into parks	Municipal Budget	R750,000	R750,000			
	Planting of trees	Municipal Budget	R600,000	R600,000			
	Development of parks all towns with recreational facilities	Municipal Budget	R2,150,000	R2,150,000			
	Provision of machine and equipment	Municipal Budget	R250,000	R250,000			
	Cleansing and beautifying	Municipal Budget	R200,000	R200,000			
	<b>BETHLEHEM</b>						
	Upgrading of Wolhuterkop	Municipal Budget	R2,000,000	R2,000,000			
	Walk behind mower	Municipal Budget	R90,000	R90,000			
	Chain saws	Municipal Budget	R50,000	R50,000			
<b>5.1 Financial Viability</b>	<b>BEHLEHEM</b>						
	GRAP implementation	Municipal Budget	R1,000,000	R1,000,000			
	Property Rates Act Project	Municipal Budget	R2,000,000	R2,000,000			
	Revenue Enhancement project	Municipal Budget	R3,000,000	R3,000,000			
	GRAP Assets project	Municipal Budget	R1,500,000	R500,000			
<b>5.2: Institutional Development</b>	<b>BETHLEHEM</b>						
	Centralize printing	Municipal Budget	R1,600,000	R1,600,000			
	Wide area network for all Units hard and soft ware	Municipal Budget	R10,000,000	R10,000,000			
	Upgrading Council Chambers	Municipal Budget	R2,000,000	R2,000,000			
	Recording system for meetings	Municipal Budget	R500,000	R500,000			
	5.Upgrading of electronic filing system	Municipal Budget	R50,000	R50,000			
	6.Upgrading of boardroom	Municipal Budget	R200,000	R200,000			
	7.Upgrading new Municipal offices (BB cash	Municipal Budget	R18,000,000	R18,000,000			

FINANCE

INSTITUTIONAL  
DEVELOPMENT



	and carry)						
<b>6.1 Sports and Recreation</b>	<b>DIHLABENG</b>						
	Upgrading of sports facilities at Bohlokong	MIG	R 13,680,000				
	Upgrading of sports facilities at Mautse	MIG	R8,607,000	R4,607,000	R4,000,000		
	Upgrading of sports facilities at Mashaeng	MIG	R10,203,000	R5,000,000	R4,691,800		
	Upgrading of sports facilities at Kgubetswana	MIG	R11,799,000	-	-		
	Upgrading of sports facilities at Fateng	MIG	R8,607,000	-	-		
	Goble Park upgrading sports facilities		R43,320,000				
	Sports development and events	Municipal Budget	R1 500 000	R1 500 000			
	Sports games for people with disability	Municipal Budget	R150 000	R150 000			
	Upgrading of sports ground	Municipal Budget	R550 000.00	R550 000.00			
	Funding for all sports activities, OR Tambo games	Municipal Budget	R2 5000000.00	R2 500 000			
	Basha Arts Festival	Municipal Budget	R3 500 000.00	R3 500 000			<b>COMMUNITY SERVICES</b>
	Tennis courts in all Dihlabeng Units	Municipal Budget	R3,000,000	R2,000,000			
	Sports equipment for youth	Municipal Budget	R2,000,000	R1,000,000			
	Improve and maintain sports facilities in all towns		R3 500 000.00	R3 500 000			
	<b>BETHELEHEM</b>						
	Development of sport facilities	Municipal Budget	R1 500 000.00	R1 500 000.00			
	Development of Volley ball court	Municipal Budget	R550 000.00	R550 000.00			
	Development of festival site at Ikgatholleng	Municipal Budget	R15 000 000.00	R15 000 000.00			
	Replacement of tartan track at Goble park	Municipal Budget	R3 500 000.00	R3 500 000.00			
	Line marking machines	Municipal Budget	R25 000.00	R25 000.00			
	Cricket pitch mowers	Municipal Budget	R25 000.00	R25 000.00			
	Irrigation system for all sports ground and stadium	Municipal Budget	R280 000.00	R280 000.00			
	Table and chairs	Municipal Budget	R25 000.00	R25 000.00			
	Upgrading of Goble park	Municipal Budget	R50 000 000	R50 000 000			
	<b>BOHLOKONG</b>						
	Establishment of a multipurpose center indoor Ward 4,5,6,19	NDPG	R 12 000 000	R 7,000,000			
	Floodlights phase 3 Ward 9	Municipal Budget	R 350 000.00	R 350 000.00			
	Improve Baken Park stadium	Municipal Budget	R 50 000.00	R 50 000.00			
	Action plan and activities for 2010 World cup	Municipal Budget	R5 000 000	R5 000 000			
	Outdoor sports centre	Municipal Budget	R2500 000	R2500 000			
	Upgrading of Bohlokong Stadium	Municipal Budget	R13 680 000	R4,000,000			



	Sports Council	Municipal Budget	R 75 000 .00	R 75 000 .00		
	Public View Areas at Ward 8	Municipal Budget	R 100 000.00	R 100 000.00		
	<b>KGUBETSWANA</b>					
	Development of construction of a diver facilities	Municipal Budget	R 300 000.00	R 300 000.00		
	Construction of a fully Multi purpose centre	Municipal Budget	R2000 000.00	R2000 000.00		
	Upgrading of sports ground netball, soccer and tennis court	Municipal Budget	R 11 799 000.00	R 11 799 000.00		
	<b>CLARENS</b>					
	Upgrading of recreational sports ground	Municipal Budget	R 500 000.00	R 500 000.00		
	<b>FATENG TSE NTSHO</b>					
	Upgrading of existing sports ground	Municipal Budget	R 8 607 000.00	R 8 607 000.00		
	Outdoor sports centre	Municipal Budget	R1,000 000.00	R1000 000.00		
	<b>MASHAENG</b>					
	Upgrading of recreational and sports ground	Municipal Budget	R 10 203 000	R 10 203 000		
	Swimming pool	Municipal Budget	R500 000.00	R500 000		
	Tennis court	Municipal Budget	R500 000.00	R500 000		
	Multi purpose complex	Municipal Budget	R500 000.00	R500 000		
	New stadium	Municipal Budget	R500 000.00	R500 000		
	Toilets at sports grounds	Municipal Budget	R1000 000.00	R1000 000		
	<b>ROSENDAL</b>					
	Upgrading of sports ground	Municipal Budget	R10 000 000.00	R10 000 000		
	Upgrading of sports ground	Municipal Budget	R3 500 000.00	R3 500 000		
<b>6.2 Sports, Arts and Culture</b>	<b>DIHLABENG</b>					
	Annual Heritage festival in Setsoto	Municipal Budget	R300,000	R300,000		
	Liberation Heritage Route	Municipal Budget	R1,000,000	R1,000,000		
	Establishment of Dihlabeng Arts Council	Municipal Budget	R1,000,000	R1,000,000		
	Dihlabeng Jazz and Gospel Festival	Municipal Budget	R300,000	R300,000		
	Literary Award and Poetry competition	Municipal Budget	R200,000	R200,000		
	Dihlabeng Art Festival	Municipal Budget	R900,000	R900,000		
<b>Community Facilities</b>	<b>DIHLABENG</b>					





	<b>Bohlokong/Bethlehem new community hall</b>		R5,700,000	-			
	<b>Bohlokong community hall</b>	Municipal Budget	R24,000,000	<b>R5,000,000</b>			
<b>6.4 Cemeteries</b>	<b>DIHLABENG</b>						
	Cleaning of cemeteries projects in all towns	Municipal Budget	R1,000,000	R1,000,000			
	Grave digging machine B1320 in all towns	Municipal Budget	R2,500,000	R2,500,000			
	Upgrading cemeteries	Municipal Budget	R5,000,000	R5,000,000			
	Development of cemeteries all towns	Municipal Budget	R1,600,000	R1,600,000			
	Fencing of cemeteries	Municipal Budget	R2,383,333	R2,383,333			
	Fencing of cemeteries	Municipal Budget	R2,383,333	R2,383,333			

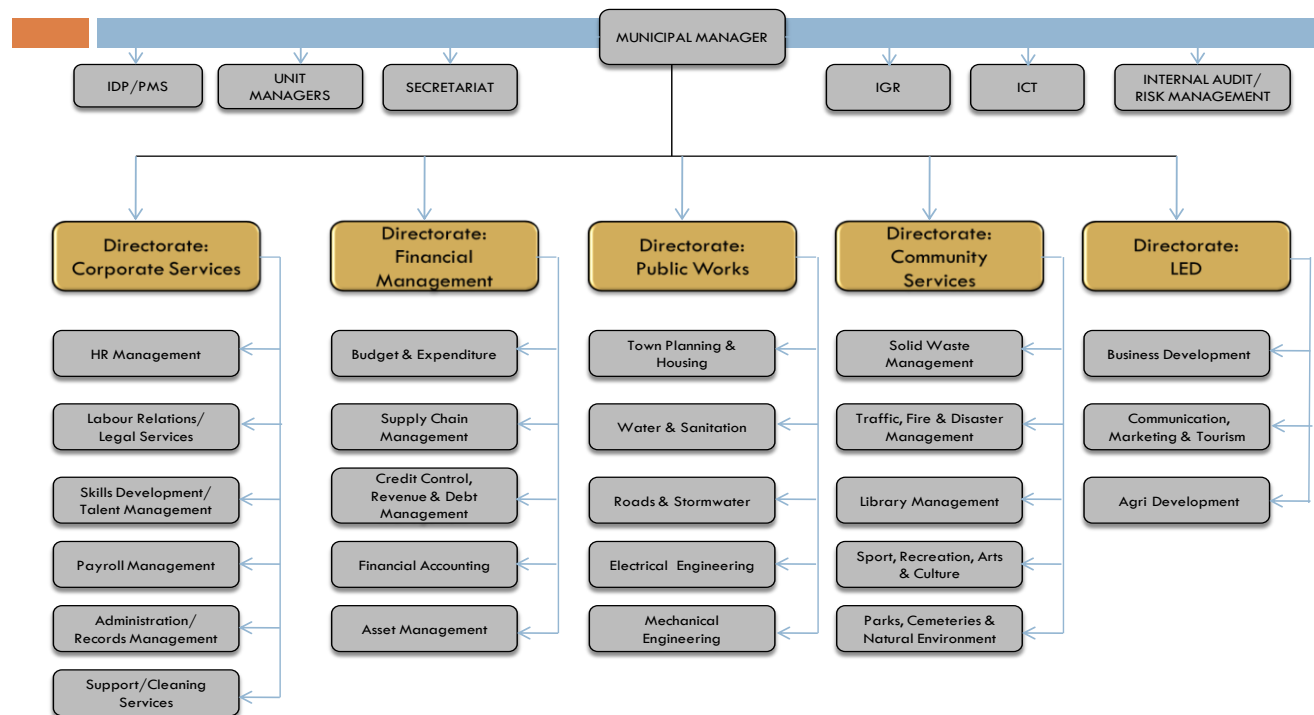


**SECTION G:**

**ORGANIZATIONAL PERFORMANCE**

The current organizational structure makes provision for 992 total staff complement, 805 of these are filled positions. 172 vacant positions are already budgeted for and will be filled in 2010/2011 financial year. Hereunder follows the municipality organizational structure .

**Functional View of Dihlabeng Municipality-Proposed**





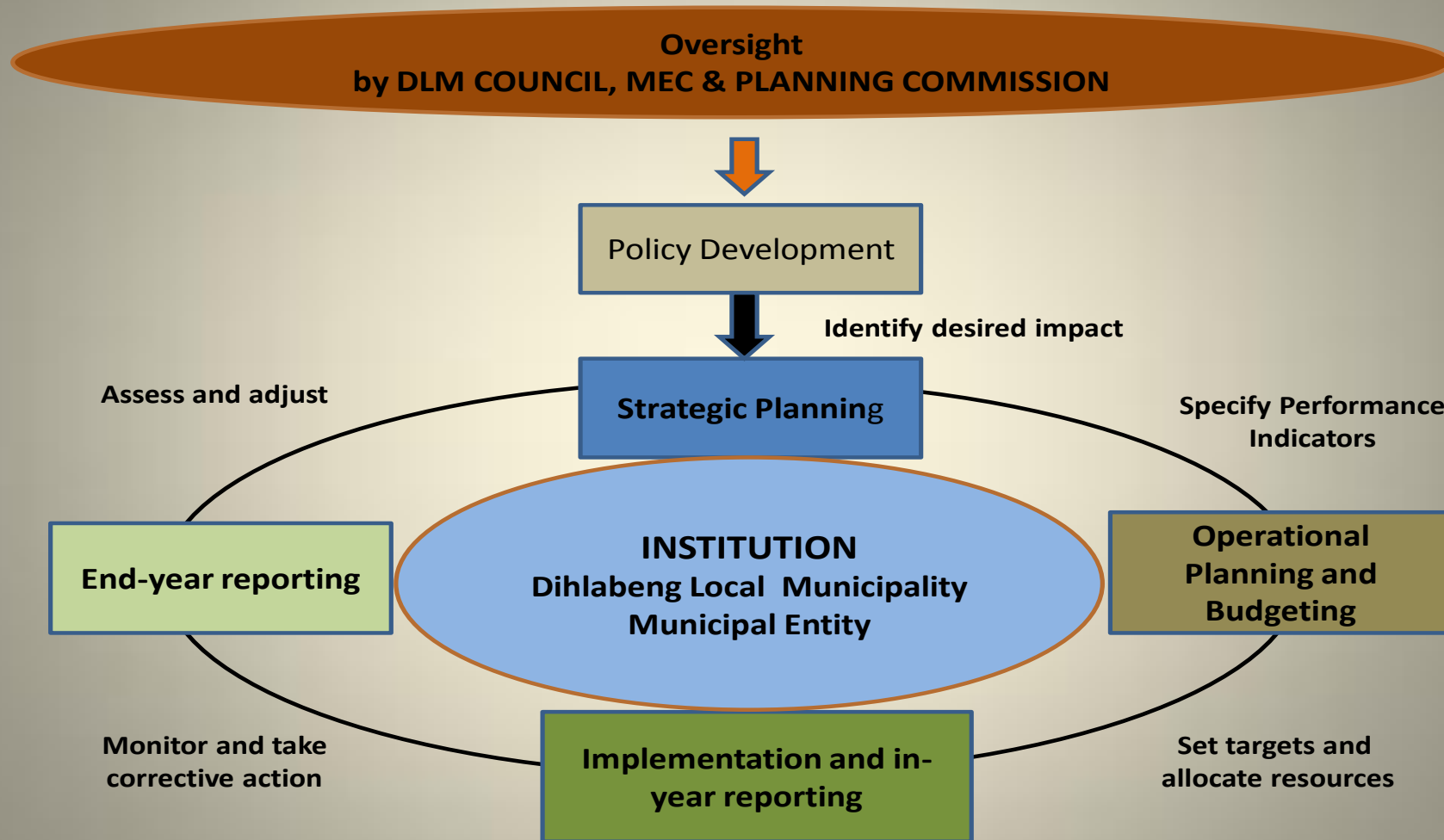
The following table depicts the municipality's administrative wing, the responsibilities for each administrative unit in terms of the 5 Key Performance Areas of Local Government are distributed and analysed as follows hereunder:

**Key Components of the Administrative wing of the municipality**

<b>Administrative unit / Directorate</b>	<b>Key Performance Area</b>
Municipal Manager's Office	<ul style="list-style-type: none"> <li>• Municipal Institutional Development and Transformation</li> <li>• Basic Service Delivery and Infrastructure Investment</li> <li>• Local Economic Development;</li> <li>• Municipal Financial Viability</li> <li>• Good Governance</li> </ul>
Corporate Services	<ul style="list-style-type: none"> <li>• Municipal Institutional Development and Transformation</li> </ul>
Technical and Infrastructural Services	<ul style="list-style-type: none"> <li>• Basic Service Delivery and Infrastructure Investment;</li> </ul>
Community Services	<ul style="list-style-type: none"> <li>• Basic Service Delivery and Infrastructure Investment;</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>• Municipal Financial Viability and Management</li> </ul>
Economic Development and Planning	<ul style="list-style-type: none"> <li>• Local Economic Development</li> </ul>



# Performance Management System





### ➤ **Performance Management System**

Beyond the fulfilling of legislative requirements, the municipality requires a performance management system that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfill the following functions:

- Facilitating increased accountability
- Facilitating learning and improvement
- Providing early warning signals
- Facilitating decision-making

### ➤ **Principles Governing this Performance Management System**

The following principles are set to inform and guide the establishment and implementation of the Dihlabeng Municipality's Performance Management System:

- Simplicity and Commensurate with resources
- Politically Driven
- Transparency and Accountability
- Integration
- Objective

### ➤ **Dimensions of Performance Management**

Performance management at the municipality ought to be executed on three separate, but inter-related dimensions of performance, which need to be linked through the system.

#### **4.1 Managing Organizational Performance Management**

It is important at the Municipality, that the Council and management should have access to the appropriate information for considering and making timely interventions to uphold or improve the capacity of its delivery systems. The performance of any municipality as a **service delivery mechanism** is fundamentally determined by factors enabling it to perform its Constitutional and Statutory mandates. It is important that these fundamental and contributory factors for performance excellence at the municipality be measured to determine performance gaps timely with the objective to respond with appropriate remedial interventions.

#### **4.2 Managing Performance of Strategy Implementation**

Managing strategy implementation deals with municipal performance at the strategic level i.e. to measure its success in achieving the strategic objectives of the municipality through the implementation of the **IDP**. It should thus mainly inform the organization if it is doing the right things to produce the desired outcomes or impact through its operational actions to achieve its vision. It should thus focus on measuring the ongoing and long-term operations of the organization, linked with its Service Delivery Budget Implementation Plan.



Service Delivery Budget Implementation Planning can be defined as the detailed deployment of resources to achieve the IDP in terms of its annual development objectives. It includes annual action plans, which are structured and interconnected actions with fixed target dates. Annual business planning is the process which determines all activities regarding the **what, where, by who and when** – in an annual basis. Clearly defined KPI's and performance targets furthermore direct it.

➤ **Performance Measurement Planning**

Performance planning is to be managed in terms of the Integrated Development Plan. The IDP process constitutes the process of planning performance. It is crucial that all the priorities in the IDP, objectives, indicators and targets are specific, measurable and achievable.

DIMENSION	PROCESS	FREQUENCY
<b>Organisational Service Delivery Capacity</b>	<ul style="list-style-type: none"> <li>• Clarify statutory mandate</li> <li>• Initiate assessment of operational service delivery responsibilities and capacities</li> <li>• Develop KPI's and targets (input indicators)</li> <li>• Determine measurement sources</li> </ul>	Annually
<b>Performance of Strategy Implementation</b>	<ul style="list-style-type: none"> <li>• Determine strategy in IDP and align with Performance Management and Budget process</li> <li>• Clarify roles and responsibilities</li> <li>• Develop Business Units' Service Delivery Budget Implementation plans to support strategy</li> <li>• Develop KPI's and targets</li> <li>• Determine individual responsible for measurement</li> <li>• Determine measurement source</li> </ul>	Annually
<b>Staff Performance</b>	<ul style="list-style-type: none"> <li>• Confirm Organizational Structure and Job descriptions</li> <li>• Determine roles of individual in performance of organization</li> <li>• Develop individual performance agreements with KPI's and targets to support Business Units' Service Delivery Budget Implementation plans</li> </ul>	Annually

➤ **Monitoring and Evaluation**

DIMENSION	PROCESS	FREQUENCY
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<b>Organizational Service Delivery Capacity</b>	<ul style="list-style-type: none"> <li>• Review service delivery mechanism (section 78 investigations)</li> <li>• Diagnostic survey</li> <li>• Customer surveys</li> <li>• Employee satisfaction surveys</li> <li>• Measuring against National Indicators</li> <li>• Measure against benchmarks, past performance and other municipalities</li> <li>• Identify shortcomings/ resource needed</li> </ul>	Annually
<b>Performance of Strategy Implementation</b>	<ul style="list-style-type: none"> <li>• Measuring against organizational objectives (KPA's)</li> <li>• Measuring against Business Units' KPI's and targets</li> <li>• Measuring against National Indicators</li> <li>• Measuring against IDP KPI's</li> </ul>	Annually/Monthly
<b>Staff Performance</b>	<ul style="list-style-type: none"> <li>• Measuring against individual performance agreements</li> <li>• Identify skills gaps</li> </ul>	Quarterly/Annually

**Performance Review**

<b>DIMENSION</b>	<b>PROCESS</b>	<b>FREQUENCY</b>
<b>Organizational Service Delivery Capacity</b>	<ul style="list-style-type: none"> <li>• Review institutional capacity for service delivery</li> </ul>	Annually
<b>Performance of Strategy Implementation</b>	<ul style="list-style-type: none"> <li>• Business Units' reviews</li> <li>• Review IDP and strategy</li> </ul>	Monthly Annually
<b>Staff Performance</b>	<ul style="list-style-type: none"> <li>• Review individual performance</li> </ul>	Quarterly/ every six months and annually

➤ **Performance Reporting**

<b>DIMENSION</b>	<b>PROCESS</b>	<b>FREQUENCY</b>



<b>Organizational Service Delivery Capacity</b>	<ul style="list-style-type: none"> <li>Report on institutional capacity for service delivery</li> </ul>	every Six months Annually
<b>Performance of Strategy Implementation</b>	<ul style="list-style-type: none"> <li>Report to Council on municipal performance against IDP based targets</li> <li>Formal report to Council and stakeholders on municipal performance against the reaching of IDP based targets</li> <li>Citizens report on municipal performance against the reaching of IDP based targets</li> </ul>	every Six months Annually
<b>Staff Performance</b>	<ul style="list-style-type: none"> <li>Report on individual performance</li> <li>Recognition for performance</li> </ul>	every Six months Annually
<b>DIMENSION</b>	<b>PROCESS</b>	<b>FREQUENCY</b>
<b>Organizational Service Delivery Capacity</b>	<ul style="list-style-type: none"> <li>Establish Audit Committee</li> <li>Internal Audit to measure reliability of performance measurements</li> <li>Internal Audit to determine functionality of the PMS</li> <li>Internal Audit to determine adherence of the system to the Municipal Systems Act</li> <li>Internal Audit to determine extent to which performance measurements are reliable</li> <li>Reports by Internal Audit</li> <li>Performance gap investigations by external service provider</li> </ul>	<ul style="list-style-type: none"> <li>Annually/Ongoing</li> <li>Quarterly, but at least twice yearly</li> <li>Ad hoc</li> </ul>
<b>Performance of Strategy Implementation</b>	<ul style="list-style-type: none"> <li>Review PMS</li> <li>Assess sufficiency of indicators</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Annually</li> </ul>
<b>Staff Performance</b>	<ul style="list-style-type: none"> <li>Disciplinary investigations</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc</li> </ul>

### 4.3 Managing Staff Performance

Staff Performance Management deals with performance on the level of the individual employee. Individual performance targets are also formulated during this business planning process referred to in section 4.2. Measuring staff performance provides Council and management with appropriate information on the behavior of staff and outcomes in the workplace. Reviewing staff performance at regular intervals will provide the Council and management with appropriate information performance gaps or excellence.

The following table details the timing and activities required for each of the four key phases in the performance management cycle:

<b>PHASE TIMING</b>	<b>ACTIVITIES</b>
<b>PLANNING</b>	1. Manager to schedule meeting with Employee to agree performance objectives for the year.





July each year i.e. beginning of financial year	<ol style="list-style-type: none"> <li>Both the Manager and the Employee are required to prepare for this meeting.</li> <li>Manager and Employee to sign the Performance Agreement.</li> </ol>
<b>COACHING</b> Ongoing throughout the year	<ol style="list-style-type: none"> <li>Manager to create both formal and informal opportunities to provide feedback to the Employee on his/her performance against the agreed objectives.</li> <li>Employees to ask for feedback and assistance when required.</li> </ol>
<b>REVIEWING</b>  December of each year – mid year review June of each year - final review  Q1 – July – September <b>Q2 – October - December</b> Q3 – January – March <b>Q4 – April – June</b>	<ol style="list-style-type: none"> <li>Manager to set up formal mid-year review in December to assess the relevance of the objectives and the Employee’s performance against the objectives.</li> <li>Manager to set up a formal final review in June.</li> </ol> <p><b>The process for reviewing performance is as follows:</b></p> <ol style="list-style-type: none"> <li>Manager to request input from “customers” on the Employee’s performance throughout the year.</li> <li>Employee to submit all required “evidence” to the Manager.</li> <li>Manager to prepare scores of Employee’s performance against agreed objectives as a result of the evidence and “customer” input.</li> <li>Manager to ask Employee to prepare for formal review by scoring him/herself against the agreed objectives.</li> <li>Manager and Employee to meet to conduct formal performance review and agree final scores. It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement. Where an Employee and Manager disagree on the score, the Manager’s decision is final.</li> <li>Manager and Employee to prepare and agree learning plan – this only needs to be done at the final review in June and not at the mid-year review.</li> </ol>
<b>REWARDING</b> Reward in July of each year	<ol style="list-style-type: none"> <li>Results of the performance reviews should be submitted to the Municipal Manager so that the financial impact of reward on the municipality can be determined.</li> <li>Once financial rewards have been approved, Manager to set up meeting with the Employee to give feedback on the link to reward as a result of the review.</li> </ol>

## 5. REPORTING

5.1. The reporting process should be continuous in order to ensure the early identification of problem areas and none or under performance.

The reporting channel and frequency is indicated under section 4 of this plan.



5.2. Legislation requires the following reporting lines:

	Section	Institution	Frequency
1	Section 46 of Systems Act, 2000	Provincial Government	Annually
2	Section 45 Systems Act, 2000	Auditor General	Annually
3	Section 38-39 of Systems Act, 2000	Council	Quarterly
4	Section 55 (1) (a) (ii) of Systems Act, 2000	Municipal Manager	Monthly
5	Section 46 and 42 of Systems Act, 2000	Community	Bi-annually

5.3. It is recommended that the following ongoing reporting system be implemented:

Department / Section	Reporting to	Frequency	Status
All Directorates	Municipal Manager	Weekly/bi-weekly	Informal verbal reporting during management meetings. To be included in minutes of this meeting
All Directorates	Municipal Manager	Monthly/quarterly	Formal written report 05 <sup>th</sup> of every month
All Directorates as well as Municipal Manager	Mayor/ EXCO	Monthly/quarterly	Directorate Report 10 <sup>th</sup> of every month
Mayor/ EXCO	Council	Quarterly/annually	Mayo/ EXCO Report 15 <sup>th</sup> day of October, January, April & August respectively
Council	MEC Auditor General	Annually Annually	Formal Council Report 31 <sup>st</sup> August to AG & 31 <sup>st</sup> March to MEC
Council	Community	Bi-annually	<ul style="list-style-type: none"> <li>▪ Formal Report to be made available</li> <li>▪ Public sessions</li> </ul>



## SECTION H: POLICIES

The following documents forms part of this IDP, thus this IDP must be read together with these documents

Cell phone and computer policy	Adopted
Credit card policy	Adopted
Staff Retention and Exit Policy	Adopted
Budget policy	Adopted
Indigent policy	Adopted
Fixed Assets management and maintenance policy	Adopted
Banking and investment policy	Adopted
Credit and debt collection	Adopted
Travel and subsistence policy	Adopted
Supply chain policy	Adopted
Overtime policy	Adopted



**SECTION I: APPENDICES**

The Municipality undertook an exercise of integrating the various projects, strategies and objectives throughout the planning process of this IDP. The identified integrated programmes are presented hereunder, including and their status of development and/or review.

Table 18: Integrated Programmes

<b>Critical Components</b>	<b>Available/Not Available</b>	<b>Status</b>	<b>When to be reviewed</b>	<b>Comments</b>	<b>Responsible Person</b>
Spatial Development Framework	Available	Draft			Director: Public Works
LED Strategy	Not Available	To be developed			Director: Economic Development and Planning
Work skills Plan	Available	Adopted			Director : Community Services
Work skills Plan	Available	Adopted			Director: Corporate Services
Disaster Management Plan	Not Available	To be reviewed			Director: Community Services
Water Service Development Plan	Available	Draft			Director: Technical Services and Public Works
Housing Sector Plan	Available	Draft			Director: Public Works
Health Sector Plan (HIV/AIDS)	Available	Draft			Director: Corporate Service
Organisational PMS	Available	Draft			Director: Corporate Services
Institutional Structure	Available	To be reviewed			Director: Corporate Services

