NKETOANA LOCAL MUNICIPALITY

5th Generation IDP 2022 – 2027

FINAL 2024/2025 REVIEW

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ABBREVIATIONS AND DESCRIPTIONS

DDM – District Development Model

EPWP – Expanded Public Works Programme

GVA – Gross Value Added

HR – Human Resource

ICT – Information and Communication Technology

IDP – Integrated Development Plan

KPA – Key Performance Area

KPI – Key Performance Indicator

LED – Local Economic Development

Nketoana LM – Nketoana Local Municipality

MEC – Member of Executive Council

MSA – Municipal Systems Act of 2000

MTSF – Medium-Term Strategy Framework

NDP – National Development Plan

NSDP – National Spatial Development Perspective

SDF- Spatial Development Framework

SDBIP – Service Delivery Implementation Plan

PMS – Performance Management System

PGDS – Provincial Growth and Development Strategy

ANNEXURES

2024/2025 Budget & Medium-Term Revenue

2024/2025 Technical Indicator Descriptions

1.1 MAYOR'S FOREWORD – CLLR. M. MOKOENA

The first and second generation of IDP's (2001-2006 and 2006-2011) focused on laying a foundation for the systematic eradication of service delivery backlogs.

The fourth generations of IDP's (2016-2021) focused mainly on responding to new and emerging policy imperatives (NDP, SPLUMA & etc.). The new council that was constituted after the elections immediately adopted its predecessor's IDP with amendments on the day. This fifth generation IDP has been effective from 2021/22 financial year up to 2027 financial year. Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also –

- are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- are driven by the management team and systems within the municipality with implementation regularly monitored during the year through the performance management system;
- contain a long-term development strategy that can guide investment across the municipal area;
- provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning
- and resource alignment to improve service delivery to all stakeholders; and
- Include local area plans to localise the strategy and implementation of the IDP.

1.2 INTRODUCTION AND BACKGROUND

The Local Government: Municipal Systems Act No. 32 of 2000 mandates municipalities to undertake developmental oriented planning, so as to ensure that they achieve their constitutional mandates (see Sections 152 and 153 of the Constitution). To this end, the Nketoana Local Municipality's Integrated Development Plan (IDP) serves as a strategic framework that guides the municipality's planning and budgeting over the course of each political term. In order to provide democratic and accountable government for local communities, the Municipality consulted both internal and external stakeholders in the IDP development process.

The key projects identified for implementation in the IDP were sourced from communities and other stakeholders through various public participation platforms. We wanted to create a more inclusive society by working towards a greater economic freedom for all the people of the area.

The IDP forms the framework and basis for the municipality's medium-term expenditure framework, annual budget and performance management system, and seeks to promote integration by balancing the economical, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

The IDP is prepared within the first year after the newly elected Council has been inaugurated and must be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

BACKGROUND

The first and second generation of IDP's (2001-2006 and 2006-2011) focused on laying a foundation for the systematic eradication of service delivery backlogs.

The fourth generations of IDP's (2016-2021) focused mainly on responding to new and emerging policy imperatives (NDP, SPLUMA & etc.). The new council that was constituted after the elections immediately started preparing a new five-year IDP. This fifth generation IDP will be effective from 2021/22 financial year up to 2027 financial year.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also –

- are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- are driven by the management team and systems within the municipality with implementation regularly monitored during the year through the performance management system;
- contain a long-term development strategy that can guide investment across the municipal area;
- provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning
- and resource alignment to improve service delivery to all stakeholders; and
- Include local area plans to localise the strategy and implementation of the IDP.

1.3 Table 1: IDP and Budget process timeframes and Responsibilities

Process	Activity	Narration	Timeframe	Responsibility
IDP 2024/2025 and Budget 2024/2025 to COGTA and National and Provincial Treasury	Submission of approved documents to relevant authorities	Approved IDP 2024/2025 and Budget 2024/2025	June 2024	IDP Manager Manager Budget
Development of a budget timeline with budgeted costs	Draft Action Plan	Formulate a detailed timetable for the Budget ensuring that the timetable is integrated, realistic and compliant with any relevant legislation, policies, and circulars	July 2024	Chief Financial Officer
Draft IDP Process Plan 2024/2025 and draft Budget Process 2024/2025 Timetable	Formulate a detailed process plan for the IDP and Budget timetable to ensure that they are integrated, realistic and compliant with any relevant legislation, policies, and circulars	Draft IDP Process Plan 2024/2025 and draft Budget 2024/2025 Timetable	July 2024	Municipal Manager Chief Financial officer
Public Notice on the IDP process plan 2024/2025 and the Budget Process 2024/2025 Timetable	Advertise the IDP Process Plan for 2024/2025 and the Budget Process Timetable 2024/2025 and Invite submissions from Public	• MSA chapter 4	July 2024	IDP Manager
Audit and Performance Audit Report	Submission of 4th Quarter Report to Audit and performance Audit Committee	• Legislative Requirement	July 2024	Municipal Manager
4th Quarter Report	4th Quarter Assessment	• Municipal Manager • Directors • Manager • Supervisors	July 2024-August 2024	Assessment Panel
Tabling of the draft IDP Review Process Plan 2024/2025 and the draft Budget process 2024/2025 Timetable	The Executive Mayor tables the draft IDP Review Process Plan 2024/2025 and the draft Budget Process 2024/2025 outlining key deadlines for preparing the IDP 2024/2025 and the Budget 2024/2025 as per Municipal Systems Act, 32 of 2000 as amended and the Municipal Finance Management Act, 56 of 2003; and budget related policies Mayor tables the timetable outlining key deadlines for preparing, tabling, and approving the budget and reviewing the IDP Advertise budget schedule	Chapter 5 of the MSA, 2000, section 28 (1) and Municipal Finance Management Act, 2003, 21 (1)(b) and section 34 of the Municipal Systems Act, 32 of 2000	August 2024	Speaker Mayor Municipal Manager
IDP Process Plan 2024/2025 and Budget Process 2024/2025 Timetable	Workshop on the development of the IDP Process Plan 2024/2025	Presentation of the IDP Review Process Plan 2024/2025 and the Budget Process Timetable 2024/2025 to stakeholders	September 2024	IDP Manager

Process	Activity	Narration	Timeframe	Responsibility
Strategic Workshop by Strategic Management Team.	Management to agree on the Key Development Priorities from agreed Key Development Priority Issues that are in line with the organizational strategy to set the tone for the ''organizational strategic choices 'and strategic objectives	Corporate Strategic Planning Workshop-Setting up of organisational goals and direction for the remaining term of office of council	September 2024	Speaker Mayor Councillors Municipal Manager Senior Managers Middle Managers
Audit and Performance Audit Report	Submission of 1st Quarter Report to Audit and performance Audit Committee	Legislative Requirement	October 2024	Municipal Manager
External Stakeholder Engagement	Public Participation/Izimbizo • Ward Councillors • Ward Committees • NGO's • CBO;s • Political Parties • Businesses • Trade Unions Presentations • Status Quo Report • Confirm Community Needs Input on Development Plan	• Community consultation led by the Mayor 1st Quarter performance on municipal progress	October 2024-December 2024	Mayor IDP Manager
	Briefing session with the Municipal Manager, all Managers, and all Supervisors regarding the completion of budget forms	Supply Office of the Executive Mayor, Office of the Speaker, Municipal Manager and Heads of Departments with guidelines; instructions and formats to be completed for the budget 2024/2025	September 2024	Chief Financial Officer
Councillors on the IDP priorities for 2024/2025	Engage Councillors on the IDP priorities for 2024/2025	Councillors guided by the Mayor and Supported by the Speaker	October 2024-December 2024	IDP Manager
1st Quarter Report Budget 2024/2025	1st Quarter Assessment Preparation of budget	Assessment of the quarterly reports up to the fourth level of management Submission of completed budget forms to the budget office	October 2024-December 2024	Assessment Panel Chief Financial Officer
Letter to departments and divisions as a circular	Invitation to departments and divisions to review their business plans in line with the agreed strategic choices from the corporate strategic workshop	Department and divisions to prepare reviewed business plans	November 2024-December 2024	Municipal Manager
Process	**Activity**	**Narration**	**Timeframe**	**Responsibility**
distribution of departmental budget forms	Preparation for revenue projects and proposed	Budget Division develop MTERF and determines	November 2024	Municipal Manager

	services charges. Engagement with National Provincial departments on sector specific programmes for alignment with municipality's plan	revenue projections and proposed rates and serviced charges and draft initial allocations to divisions and departments for the next financial year after taking into consideration the strategic objectives. (MFMA sections 21, 22 and 23)		Chief Financial Officer
Strategic choices	Identifying gaps and sector alignment	Joint session	November 2024	IDP Steering Committee Municipal Manager's Coordinating Task Team
Budget preparation	Preparation of revenue projections and proposed and service charges	Engages with Provincial and National Sector Departments on sector specific programmes for alignment with municipality plan (schools, libraries, clinics, water, electricity, roads, etc)	December 2024	Chief Financial Officer
Budget submission	Department to submit their revised business plans to IDP and Budget Divisions	Consolidation of the revised business plans	January 2025	Directors
Finalise 1st Draft IDP 2024/2025	Draft IDP 2024/2025	Complete 1st Draft IDP to guide the Budget process	January 2025	Municipal Manager
Consolidation of proposals to the draft budget	Budget and Reporting receive budget proposals form departments for consolidation	Accounting Officer and Senior officials consolidate and prepare proposed draft budget and plans for next financial year considering previous year's performance as per audited financial statements and the draft IDP	January 2025	Municipal Manager Chief Financial officer
2nd Quarter Report	2nd Quarter Assessment	• Municipal Manager • Directors • Manager • Supervisors	January 2025	Assessment Panel
Budget preparation	Accounting Officer and Senior Officials consolidate and prepare proposed budget and plans for next financial year considering previous year's performance as per audited Financial Statements and the reviewed Integrated Development Plan (IDP) of the municipality	Finalisation of budget proposals and reprioritisation of needs identified in the IDP	January 2025	Municipal Manager Directors
Audit and Performance Audit Report	Submission of 2nd Quarter Report to Audit and performance Audit Committee	Legislative Requirement	January 2025	Municipal Manager

Process	Activity	Narration	Timeframe	Responsibility
Alignment with National and provincial Priorities	Accounting Officer finalises and submits to the Executive proposed draft budget and plans for the next three year	Accounting officer reviews proposed National, Provincial and District allocations to municipality for incorporation into the draft budget for tabling (proposed National and provincial allocations for three years must be available by 20 January, MFMA section 36)	January 2025	Municipal Manager Chief Financial Officer
Mid-Year Performance Review Report	Submit Mid-Year Budget and Performance Assessment Report 2024/2025 and tabling of the draft Annual Report 2023/2024 to Council	MFMA Sections 72 and 121	January 2025	Municipal Manager
Draft Budget 2025/2026 and Plans for the next three years	The Accounting Officer finalises and submits to the Executive mayor proposed draft budget and plans for the next three-year budget taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited Annual Financial Statements and Annual Report	Submission of draft IDP 2025/2026 and the draft Budget 2025/2026 to the Executive Mayor	February 2025	Municipal Manager Chief Financial Officer
Budget preparation	Alignment of plans and priorities for the next financial year	Account Officer reviews proposed National, Provincial, District allocations to municipality for incorporation into the draft budget for tabling. (Proposed National and Provincial allocations for three years must be available by 20 January) **MFMA S36**	January 2025	Chief Financial Officer
Budget preparation	Accounting Officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets considering the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited Financial Statement and Annual Report	Preliminary tabling /discussion on the draft budget with FINCOM	February 2025	Chief Financial Officer
Adjustment Budget	Submission of Adjustment Budget if any to Council	Special Council Meeting	February 2025	Municipal Manager

Final Draft IDP 2025/2026 and Final Draft Budget 2025/2026	Presentation of drafts to full council	The Executive Mayor tables the resolutions, plans and proposed revision of the draft IDP 2025/2026 and draft Budget 2025/2026	March2025	Executive Mayor
Process	**Activity**	**Narration**	**Timeframe**	**Responsibility**
Publication on Draft IDP 2025/2026 and Draft Budget 2025/2026	Issue a public notice on both draft Budget 2025/2026 and IDP 2025/2026	Publication on the following medium: • National newspaper • Provincial newspaper • Local newspaper • Municipal website	04 April 2025 to 8 April 2025	Municipal Manager
IDP 2025/2026 and Budget 2025/2026 to COGTA and National and Provincial Treasury	Submission of drafts to relevant authorities	Approved IDP 2025/2026 and Budget 2025/2026 and consultation with National and provincial sector departments to finalise sector plans	08 April 2025	Municipal Manager Directors
3rd Quarter Report	3rd Quarter Assessment	• Municipal Manager • Directors • Manager Supervisors	April 2025	Assessment Panel
Audit and Performance Audit Report	Submission of 3rd Quarter Report to Audit and performance Audit Committee	Legislative Requirement	April 2025	Municipal Manager
External Stakeholder Engagement	Public Participation/Izimbizo • Ward Councillors • Ward Committees • NGO's • CBO;s • Political Parties • Businesses • Trade Unions Presentations • Status Quo Report • Confirm Community Needs • Input on Development Plan	Once the period of 21 days has lapsed the IDP Community Representative forum will be held to consolidate all the inputs from the relevant stakeholders including the MEC for Corporative Governance and Traditional Affairs Consultation with National and Provincial Treasuries and finalise sector plans for water, sanitation, electricity, etc **MFMA S 21**	April -May 2025	Speaker Executive Mayor Municipal Manager
Consideration of comments	The Executive Mayor responds to submissions made during the consultative sessions	Development of responds lists	April -May 2025	Executive Mayor Municipal Manager Directors
Preparation of the final IDP 2025/2026 and the final Budget 2025/2026	Documentation of all the information gathered during the advertisement period to present	The Accounting Officer assist the Executive Mayor in preparing the final IDP 2025/2026 and the final Budget 2025/2026 documentation for consideration for approval at least 30 days before the start of the budget year	May 2025	Executive Mayor Mayoral Committee Members Municipal Manager Directors

		considering the processes and any other new information of material nature		
Process	**Activity**	**Narration**	**Timeframe**	**Responsibility**
Budget 2025/2026 and IDP 2025/2026 Approval	Submit Final Budget 2025/2026 and Final IDP 2025/2026	The mayor tables the budget to council to consider approval of Budget 2025/2026 and IDP 2025/2026 in terms of Municipal Finance management Act, 56 of 2003 and the Municipal Systems Act, 32 of 2000, as amended. Council must approve annual IDP and annual Budget by resolution, setting taxes and tariffs, approving changes to the IDP and Budget relates policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year	31 May 2025	Council
Draft Service Delivery and Budget Implementation Plan 2025/2026	The Accounting Officer submits to the Executive Mayor no later than 14 days after the approval of the IDP 2025/2026 and the Budget 2025/2026 a draft Service Delivery and Budget Implementation Plan 2025/2026 and Annual Performance Agreements as required by section 57(1)(b) of the Municipal Systems Act, 32 of 2000, as amended and section 69 of the Municipal Finance Management Act, 56 of 2003	The Accounting Office must develop the draft Service Delivery and Budget Implementation Plan 2025/2026 within 14 days after the approval of the IDP 2025/2026 and Budget 2025/2026 and submit to the Executive Mayor for approval	14 June 2025	Municipal Manager Directors
Approval of the draft Service Delivery and Budget Implementation Plan 2025/2026 and the signing of the Annual Performance Agreements 2025/2026	The Executive Mayor must approve the draft Service Delivery and Budget Implementation Plan 2025/2026 within 28 days after the approval of the IDP 2025/2026 and the Budget 2025/2026 and ensure that the Annual Performance Agreements are concluded in accordance with section 57(1)(b) of the Municipal	The Executive Mayor submits the approved Service Delivery and Budget Implementation Plan 2025/2026 to council, MEC for Local Government and makes public within 14 days after approval in accordance with section 53 of the Municipal Finance Management act, 56 of 2003 and sections 38, 45	28 June 2025	Executive Mayor Municipal Manager

	Systems Act, 32 of 2000, as amended and section 69 of the Municipal Finance Management Act, 56 of 2003	and 57(b) of the Municipal Systems Act, 32 of 2000, as amended		

1.4 Strategic Agenda for the Municipality

The strategic agenda of the municipality is based on the pillars of the Back to Basic Principles as adopted by council. These are the following Key Performance Areas and the Predetermined Objectives for each Key Performance Area:

Key Performance Area	Predetermined Objective
1. Basic Services and Infrastructure	Supporting the delivery of municipal services to the right quality and standard
2. Financial Management	Ensuring sound financial management and accounting
3. Local Economic Development	Creating a conducive environment for economic development
4. Institutional Capacity	Building institutional resilience and administrative capability
5. Good Governance, Transparency, Accountability and Public Participation	Promoting good governance, transparency, accountability, Putting people and their concerns first

1.5 International Perspective

In September 2015, the United Nations General Assembly formally adopted the 2030 Agenda for Sustainable Development, along with a set of 17 bold new Global Goals, which Mr. Ba hailed as a universal, integrated, transformative vision for a better world. These goals encourage development by improving social and economic conditions framework for the entire international community to work together toward a common vision and making sure that human development reaches everyone everywhere.

Within the 17 Global Goals there are 169 specific targets which explain in more details what the world could look like by 2030 if the Goals are achieved. Below are the Goals and their specific outcomes:

No	Goal	Outcome
1	No Poverty	End poverty in all forms everywhere
2	Zero Hunger	End hunger, achieve food security and improved nutrition and promote agriculture
3	Good health and well-being	Ensure healthy lives and promote well-being for all ages
4	Quality Education	Ensure inclusive and equitable education and promote lifelong learning opportunities for all
5	Gender Equality	Achieve gender equality and empower all women and girls
6	Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all
7	Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all
8	Good jobs and economic growth	Promote sustained, inclusive economic growth, full and productive employment and decent work for all
9	Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

10	Reduced inequalities	Reduce inequality within and among countries
11	Sustainable cities and communities	Make cities and human settlement inclusive, safe, resilient and sustainable
12	Responsible consumption	Ensure sustainable consumption and production pattern
13	Climate action	Take urgent action to combat climate change and its impacts
14	Life below water	Conserve and sustainably use oceans, seas and marine resources for sustainable development
15	Life on land	Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forest, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16	Peace and justice	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17	Partnerships for the goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.6 National Perspective

National Development Plan Vision 2030 informs the national priorities, strategies and policies that must be implemented by all spheres of government. The National Development Plan Vision 2030 offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

The National Development Plan Vision 2030 aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on energies of its people, growing an inclusive economy, build capabilities, enhancing the capacity of the state and promoting leadership and partnerships throughout society.

The National Development Plan Vision 2030 highlights the need to strengthen the ability of local government to fulfil its developmental role. This Integrated Development Plan 2023/2024 is being used more strategically to focus attention on critical priorities in the National Development Plan Vision 2030 that relate the mandate of local government such as spatial planning, infrastructure and basic services.

Like provincial planning processes, this Integrated Development Plan 2024/2025 is used to focus on aspects of the National Development Plan Vision 2030 that fit within a municipality's core responsibilities.

This has allowed the Integrated Development Planning process to becoming more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can be achieved. To do this effectively, the Integrated Development Planning process was led by municipal staff, not outsourced to consultants. The National Development Plan Vision 2030 addresses the following chapters and objectives:

Table 2: NDP Vision 2030

Chapter	Objective
Economy and Employment	The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million
Economic Infrastructure	The proportion of people with access to the electricity grid should rise to at least 90% by 2030 with non-grid options available to the rest

Environmental Sustainability and resilience	A set of indicators for natural resources, accompanied by publication of annual reports on the health of identified resources to inform policy
Inclusive rural economy	An additional 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro processing and related sectors by 2030
South Africa in the region and the world	Intra-regional trade in Southern Africa should increase from 7% of trade to 25% of trade by 2030
Transforming Human Settlement	Strong and efficient spatial planning system, well integrated across the spheres of government
Improving education, training and innovation	Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channelled towards ensuring that all children are well cared for from early age and receive appropriate emotional, cognitive and physical development and stimulation
Health care for all	Increase average male and female life expectancy at birth to 70 years
Social protection	Ensure progressively and through multiple avenues that no one lives below a defined minimum social flor
Building safer communities	In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, they enjoy an active community life free of fear. Women can walk freely in the street and children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence and respect the rights of all to equality and justice
Building capable and developmental state	A state that can play a developmental and transformative role
Fighting corruption	A corrupt-free society, a high adherence to ethics throughout society and government that is accountable to its people
Nation building and social cohesion	Our vision is a society where opportunity is not determined by race or birth right, where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa

1.7 Provincial Perspective

The overarching goal of the Free State Growth and Development Strategies is to align the provincial and national policies and programmes and to guide development in terms of effective and efficient management and governance to achieve growth and development. The strategy is a living document that uses the latest business planning and evaluation tools in order to maximise the effect of all spending.

A consultative process was embarked on through which social partners provided valuable inputs which culminated in the Free State Growth and Development Strategies that is truly a product of all the people in the province. The Free State Growth and Development Strategies seeks to address the following key priority areas as well as strategies and programmes that are relevant to the municipality:
By 2030, the Free State shall have a resilient, thriving and competitive economy that is inclusive with immense prospects for human development anchored on the principles of unity, dignity, diversity, equality and prosperity for all.

Free State Vision 2030 Pillars	Drivers	Targets
Economic Restructuring, Growth and Employment Creation	**Driver 1:** Diversify and expand agricultural development and food security. **Driver 2:** Minimise the impact of the Declining mining sector and ensure that existing mining potential is harnessed. **Driver 3:** Expand and diversify manufacturing opportunities. **Driver 4:** Capitalise on transport and Distribution opportunities. **Driver 5:** Harness and increase tourism potential and opportunities.	• Increase the provincial growth rate from 2.5% in 2011 to 7% in 2030. • Increase the contribution of non-petro-chemicals subsectors to the manufacturing sector from 25% in 2010 to 50% in 2030. • Increase the contribution of the manufacturing sector from 14% in 2010 to 28% in 2030. • Increase the contribution of the agricultural sector from 3.8% in 2010 to 10%. • Increase the provincial contribution to the South African economy from 5% in 2010 to 15% in 2030. • Increase GDP per capita income per person from R32 304 in 2010 to R110 000 in 2030. • Reduce unemployment rate from 32% in 2012 (third quarter) to 6% by 2030. • Increase the availability, affordability, and speed of broad band from the 256 kilobytes per second in 2011 to at least 2 megabytes per second in 2030.
Build Social Cohesion	**Driver 14:** Maximise arts, culture, sports and recreation opportunities and prospects for all communities	• Popularise and promote rights and responsibilities embedded within the Constitution. • Introduce African languages in all schools to facilitate understanding, tolerance, respect and diversity. • Promote sports and recreation as an essential part of the education curriculum. • Develop and embed shared values amongst communities.

		• Strengthen participatory democracy to encourage citizenry expression to guide and influence behaviour. • Increase socio-economic access and opportunities to all to eliminate any forms of prejudice and marginalisation
Key Priority Area	**Strategy**	**Programme**

Improved Quality of Life	**Driver 7:**
	Curb crime and streamline criminal justice performance.
	
	Driver 8:
	Expand and maintain basic and road infrastructure.
	
	Driver 9:
	Facilitate sustainable human settlements.
	
	Driver 10:
	Provide and improve adequate health care for citizens.
	
	Driver 11:
	Ensure social development and social security services for all citizens.
	
	Driver 12:
	Integrate environmental concerns into growth and development planning.
		• Reduce the Gini-coefficient from 0.64 in 2010 to 0.3 in 2030.
		• Increase the proportion of households with access to electricity from 89.9% in 2011 to 100% in 2030.
		• Increase the proportion of households with access to piped water from 97.8 in 2011 to 100% in 2030.
		• Increase the proportion of households with access to flush toilets from 67% in 2011 to 100% in 2030.
		• Reduce the housing informal settlement backlog from 23.4% in 2010 0% in 2030.
		• Increase the number of people living closer to their places of work to 30% in 2030.
		• Reduce infant mortality rate from 31.4% in 2010 to 7% in 2030
		• Promote health education as an essential part of school curriculum
		• Reduce HIV prevalence from 22.6% of the population in 2010 to 14% in 2030 and ensure that the under 20 age group is largely HIV- free generation
		  • Increase life expectancy from 46 in 2011 to 70 in 2030
		  • Increase the TB cure rate from 71.3% in 2010 to 100% in 2030
		  • Reduce the number of people living in poverty from 44.7% in 2010 to 0% in 2030.
		  • Reduce the number of municipalities with green drop.
		  • score from 17 in 2010 to 0 in 2030 and those with blue drop score from 12 in 2010 to 0 in 2030.
		  • Increase the land dedicated to formal conservation from 1.6% of the land surface in 2010 to 3% in 2030

Education, Innovation and Skills Development	**Driver 6:** Ensure an appropriate skills base for growth and development.	• Eradicate micronutrient deficiencies in children under 18months. • Ensure that all children have at least two years of preschool education. • Increase Grade R enrolment from 58% in 2010 to 80% in 2030. • Increase Grade 12 pass rate with at least 50% from 70.7% in 2011 to 95% in 2030. • Increase Grade 12 Mathematics and Science pass rate from 67% in 2010 to 90% in 2030 • Increase the FET graduation rate to 75% in 2030.
Key Priority Area	**Strategy**	**Programme**
Sustainable Rural Development	**Driver 13:** Mainstream rural development into growth and development planning	• Increase the provision of quality basic services and invest in education, healthcare and public transport. • Increase investment in agro-processing, tourism, aquaculture, and crafts industries. • Increase financial support to rural communities. • Increase investment in irrigation technologies and implement conservation measures. • Improve access to markets for small-scale farmers and rural co-operatives
Good Governance	**Driver 15:** Foster good governance to create a conducive climate for growth and development	• Strategic planning at provincial level is pivotal to ensure a shared vision and development trajectory. • Good governance also requires adequate links between the state and its citizens. • A skilled and capable workforce is a precondition to providing a framework for growth and development in the province. • Effective financial management is required to ensure that services can be paid for and required investments made. • In addition to integrated planning, effective monitoring and evaluation are vital for continuity of service delivery and the quality of those services.

1.8 District Perspective

The Thabo Mofutsanyana District Municipality is responsible for drafting the District Integrated Development Framework, a mechanism to ensure alignment and integration between the IDPs of the district and the following local municipalities:

- Nketoana
- Phumelela;
- Mantsopa;
- Maluti-a-Phofung;
- Dihlabeng and Setsoto

The Framework is to guide and inform the process plan of the district and its local municipalities. It provides the linkages for relationships established between the district and local municipalities. In doing so, proper consultation, co-ordination and alignment of the Integrated Development Planning process of the district and its local municipalities can be maintained

The powers and functions of the district municipality are clearly prescribed in Chapter 5 of the Local Government: Municipal Structures Act, 119 of 1998. Section 83 of the Act states:

"A district municipality must seek to achieve the integrated sustainable and equitable social and economic development of its area as a whole by- "

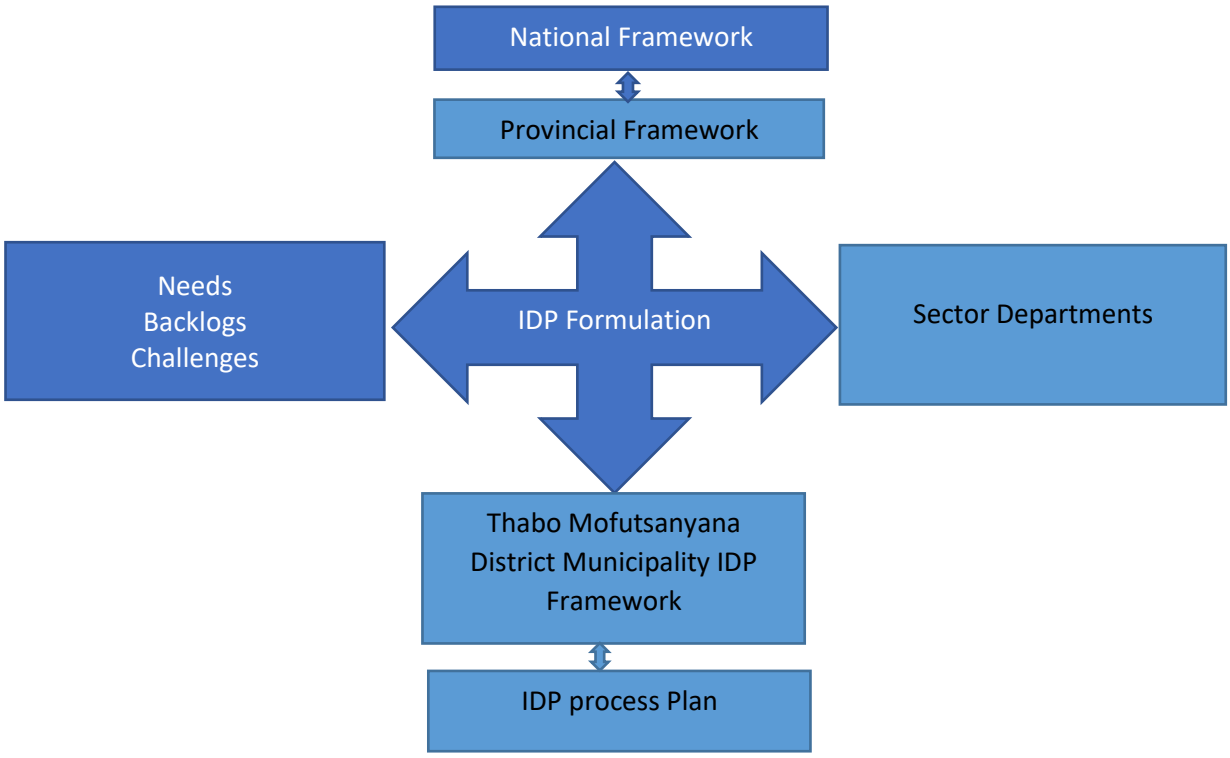
(a) Ensuring integrated development planning for the district as a whole;
(b) Promoting bulk infrastructure development and service for the district as a whole;
(c) Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
(d) Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

There are various roles that a district should play to drive regional planning and development, and one way is through the development of a framework for integrated development planning in the district. The district has, therefore, developed a framework from which local municipalities IDPs should be aligned.

Based on the Sustainable Development Goals, the National and Provincial priorities, the Thabo Mofutsanyana developed the following priority areas for the district:

Government Priorities	Thabo Mofutsanyana District Municipality's Priorities
Basic Service and Infrastructure	Basic Service and Infrastructure
Local Economic Development	Local Economic Development
Organisational Development and Transformation	Organisational Development and Transformation
Financial Viability and Management	Financial Viability and Management
Good Governance and Public Participation	Good Governance and Public Participation

This is essential to ensure that the district and local municipalities priorities are reflected in the different department's project prioritisation process and in turn that the department's projects are reflected in the Integrated Development Plans. Regular strategic meetings with sector departments would be required during the Integrated Development Planning to ensure horizontal and vertical alignment.



1.9 Local Perspective

The people driven Integrated Development Plan and Budget of the municipality reflect the community priorities. In addition, the Integrated Development Plan is also informed by the Global Perspective, National Perspective, Provincial Perspective and the Thabo Mofutsanyana District Municipality Integrated Development Plan Framework for 2024/2025, therefore the Integrated Development Plan 2024/2025 is a government-wide expression of developmental commitments.
All strategies and agendas, whether global, national, provincial or district, are underpinned and guided by and designed to satisfy the needs of all local communities. Municipal citizenry takes the lead in defining and shaping their priorities through a variety of public participation processes and programmes, such as ward based planning, Community Development Workers and Ward Committees. The following are the Key Performance Areas of the municipality as informed by the global, national, provincial and district key priority areas:

Key Performance Area	Predetermined Objective
Basic Services and Infrastructure	Supporting delivery of municipal services to the right quality and standard
Financial Management	Ensuring sound financial management and accounting
Local Economic Development	Creating a conducive environment for economic development
Institutional Capacity and Transformation	Building institutional resilience and administrative capacity
Promoting Good Governance, Transparency, Accountability and Public Participation	Promoting good governance, transparency, accountability Putting people and their concerns first

1.10 Municipality's Integrated Development Plan Role-Players and Stakeholders

Various role-players and stakeholders have guided the Integrated Development Planning and Budgeting processes. These are:

(a) Community members
(b) Political Organisations

(c) Business Organisations
(d) Non-governmental organisations
(e) Non-profit Organisations
(f) Community Based organisations
(g) Councillors
(h) Sector Departments of National and Provincial Governments
(i) Thabo Mofutsanyana District Municipality
(j) Ward Committees
(k) Community Development Workers
(l) Municipal Staff

1.11 Legislative Framework

Constitution of the Republic of South Africa, Act 108 of 1996

It stipulates that a municipality must give priority to the basic needs of its community and promote their social and economic development to achieve a democratic, safe and healthy environment. Section 33 supported by section 195 which outlines basic values and principles governing public administration highlight the following principles:

- A high standard of professional ethics must be promoted and maintained;
- Efficient, economic and effective use of resources must be promoted;
- Public administration must be development-oriented
- Services must be provided impartially, fairly, equitably and without bias;
- People's needs must be responded to, and the public must be encouraged to participate in policy-making;
- Public administration must be accountable;
- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human resource management and career-development practices, to maximise human potential, must be cultivated; and
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

The Constitution of the Republic of South Africa outlines the kind of local government needed in the country. According to the Constitution, particularly sections 152 and 153, local government oversees the development process in municipalities, and notably in charge of planning for the municipal area. The Constitutional mandate gives a clear indication of the intended purposes of municipal integrated development planning, which is to:

- ✓ Ensure sustainable provision of services;
- ✓ Promote social and economic development;
- ✓ Promote safe and healthy environment;
- ✓ Give priority to basic needs of communities; and
- ✓ Encourage involvement of communities.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighbouring communities.

The White Paper on Local Government, 1999

Within any local area many different agencies contribute to development, including national and provincial departments, parastatals, trade unions, community groups and private sector institutions. Developmental local government must provide a vision and leadership for all those who must play a role in achieving local prosperity. Poor coordination between service providers could severely undermine the development effort. Municipalities should actively develop ways to leverage resources and investment from both public and private sectors to meet development targets.

One of the most important methods of achieving greater coordination and integration is integrated development planning. Integrated development plans provide powerful tools for municipalities to facilitate integrated and coordinated delivery within their locality. The principles set out in the Development Facilitation Act should guide municipalities in their approach to building integrated, liveable settlements. There is a summary of these principles in Annexure D at the back of the White Paper (See also point 3.1 for more detail on integrated development plans.)

While strategies for building human settlements may differ between localities, the establishment of sustainable and liveable settlements depends on the coordination of a range of services and regulations, including land-use planning, household infrastructure, environmental management transport, health and education, safety and security and housing. Municipalities will need to work closely with other sphere of government and service providers to play an active integrating and coordinating role here.

Municipal Councils play central role in promoting local democracy. In addition to representing community interest within the Council municipal councillors should promote the involvement of citizens and community groups in the design and delivery of municipal programmes. In the past, local government has tended to make its presence felt in communities by controlling or regulating citizen's actions.
While regulations remain an important municipal function, it must be supplemented with leadership encouragement, practical support and resources for community action. Municipalities can do a lot to support individual and community initiative, and to direct community energies into projects and programmes which benefit the area. The involvement of youth organisations in this regard is particularly important.
Municipalities need to be aware of the divisions within local communities and seek to promote the participation of marginalised and excluded groups in community processes. For example there are many obstacles to the equal and effective participation of women, such as social values and norms, as well as practical issues such as the lack of transport, household responsibilities, personal safety, and etc. municipalities must adopt inclusive approach to fostering community participation, including strategies aimed at removing obstacles to, and actively encouraging, the participation of marginalised groups in the local community.

A central principle of Reconstruction and Development programme is the empowerment of the poor and marginalised communities. This is repeated in the Growth, Employment and Redistribution strategy which calls for "a redistribution of income and opportunities in favour of the poor". Developmental local government is uniquely placed to combine empowerment and redistribution in several concrete programmes:

- Service subsidies are a focused mechanism for providing services to the poor at below cost, and thereby provide an opportunity for low-income households to improve their circumstances. The equitable share will provide the basis for a standardised subsidy mechanism for all poor households. Municipalities need to plan the level and number of additional subsidies in a way which is affordable within the overall municipal budget.;

- Support to community organisations in the form of finances, technical skills or training can enhance the ability of the poor to make their needs known and to take control of their own development process;
- Linkage policies aim to directly link profitable growth or investment with redistribution and community development. An example is a development levy imposed in fast-growing areas and used to subsidise housing or other services for the poor. An alternative is a condition which requires developers to make social responsibility investment in return for planning permission. Another example is a condition impose on companies which supply goods and services to municipalities to invest in training, affirmative action or community development; and
- Socio-economic development and community empowerment are mainly directed at poverty eradication. Most of the poor are women, and empowerment strategies which focus on women are likely to prove the most effective and inclusive. Municipalities need to develop their capacity to understand the diverse needs of women in the community and address these needs in planning and delivery processes to enhance their impact on poverty eradication.

Extremely rapid changes at the global, regional, national and local levels are focusing local communities to rethink the way they are organised and governed. All over the world communities must find the new ways to sustain their economies, build their resources, protect their environments, improve personal safety (for women) and eliminate poverty.

There is no single correct way to achieve these goals. National frameworks and support from other levels of government are critical, but cities, towns and rural communities are increasingly having to find within themselves ways to make their settlements more sustainable.

This requires trust between individuals and open and accommodating relationships between stakeholders. Local government has a key role to play in building this kind of social capital-this sense of common purpose-to find local solutions for increased sustainability. In practical terms, municipalities can build social conditions favourable to development through:

- Building the kind of political leadership that can bring together coalitions and networks of local interests that cooperate to realise a shared vision;
- Responsive problem-solving and commitment to working in open partnerships with business, trade unions and community-based organisations;
- Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning and which everyone can access easily and quickly;
- Enhancing local democracy through raising awareness of human rights issues and promoting constitutional values and principles;
- Building an awareness of environmental issues and how the behaviour of residents impacts on the local environment, and encouraging citizens to utilise scarce natural resources in a prudent, careful manner;
- Investing in youth development as a key resource for the future, and building on their creativity and motivation through involvement in civic and development programmes;
- Actively seeking to empower the most marginalised groups in the community and encouraging participation, and
- Empowering ward councillors as community leaders who should play a pivotal role in building a shared vision and mobilising community resources for development.

Developmental local government requires that municipalities become more strategic, visionary and ultimately influential in the way they operate. Municipalities have a crucial role as policymakers, as thinkers and innovators, and as institutions of local democracy. A developmental municipality should play a strategic policy-making and visionary role and seek to mobilise a range of resources to meet basic needs and achieve developmental goals.

Citizens and communities are concerned about areas where they live: they are concerned about access to services and economic opportunities, mobility, safety, absence of pollution and congestion, proximity of social and recreational facilities and so on. Local government can impact on all these facets of our lives. The outcomes which developmental local government seeks to achieve may differ over time. However, in our current circumstances the key outcomes are as follows:

- Provision of household infrastructure and services;
- Creation of liveable, integrated cities, towns and rural areas;
- Local economic development; and
- Community empowerment and redistribution.

Each of these outcomes needs to be seen within the context of global, regional, national and provincial development and the principles and values of social justice, gender and racial equity, nation-building and the protection and regeneration of the environment.

Municipal Systems Act, Act 32 of 2000

Section 25 (1) of the Municipal Systems Act stipulates that "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality".

The Act dictates that the plan should:

- Link, integrate and co-ordinate plans and should consider proposals for the development of the municipality.
- In addition, the plan should align the resources and capacity of the municipality with the implementation of the plan.

Moreover, the plan must form the policy framework and general basis on which annual budgets must be based. Furthermore, the plan should be compatible with national and provincial development planning requirements binding on the municipality in terms of legislation.

The IDP has a legislative status. Section 35 (1) of the Municipal Systems Act, 32 of 2000 states that an IDP adopted by the council of a municipality—

- is the principal strategic planning instrument which guides and informs all planning and development, and all decisions regarding planning, management and development, in the municipality;
- binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

Municipal Systems Amendment Act, Act 7 of 2011

The Municipal Systems Amendment Act, No 7 of 2011 heralded a new era in the history of local government in South Africa. In principle, it sought to professionalise local governance by ensuring that incumbents holding senior positions-

(i) have the appropriate qualifications; and
(ii) there is no conflict of interest between political office and local government administration by barring political office bearers from holding senior positions in local municipal offices.

Section (1) 56A of the Municipal Systems Amendment Act, 7 of 2011 states that:

"A municipal manager or manager directly accountable to a municipal manager may not hold political office in a political party, whether in a permanent, temporary or acting capacity."

A political office in relation to a political party or structure thereof, is defined as-

(a) "the position of chairperson, deputy chairperson, secretary, deputy secretary or treasurer of the party nationally or in any province, region or other area in which the party operates; or
(b) Any position in the party equivalent to a position referred to in paragraph (a), irrespective of the title designated to the position.

Another key amendment relates to the re-hiring of dismissed staff. Section 57A (I) of the Municipal Systems Act, 7 of 2011, states that:

"Any staff member dismissed for misconduct may only be re-employed in any municipality after the expiry of a prescribed period."
The Act is much harsher on employees dismissed for financial misconduct. 9The Act stipulates that a staff member dismissed for financial misconduct, corruption or fraud, may not be re-employed in any municipality for a period of ten years (Section 57A (3)). This Amendment Act contains proposals that are guaranteed to have profound impact on the governance of Phumelela municipality. Serious attempts will be made to accommodate these recommendations in the IDP.

As of the 09 March 2019, The Constitutional Court Ruling on the invalidity of the Municipal Systems Amendment Act, 07 of 2011, became effective and DeCOG issued Circular 1 of 2019 that assist the municipalities to put in interim measures while the tagging processes are being finalised. During the budget bilateral held on the 06 May 2018, Provincial Treasury requested the Free State CoGTA to assist the municipality in implementing the interim measures as envisaged in Circular 1 of 2019.

Municipal Finance Management Act, Act 56 of 2003

Section 53 of the Municipal Finance Management Act, 56 of 2003 makes provision for alignment between the IDP and the Municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and Budget are aligned. Section 53 (1)(c)(ii) of the Municipal Finance Management Act, 56 of 2003, the Service Delivery and Budget Implementation Plan as a detailed plan approved by the mayor of the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

(a) projection for each month of: -

    (i) revenue to be collected, by source
    (ii) operational and capital expenditure, by vote

(b) service delivery targets, and performance indicators for each quarter; and
(c) other matters prescribed

Section 52 (d) of the Municipal Finance Management Act, 56 of 2003 compels the Mayor to submit a report to council on the implementation of the budget and the financial state of affairs of the municipality within thirty (30) days of the end of each quarter. The quarterly performance projections captured in the Service Delivery and Budget Implementation Plan form the basis of the Mayor's quarterly report.

The actual organisational performance will be measured within the Service Delivery and Budget Implementation Plan quarterly reporting, where performance is to be examined against defined key performance areas. Appropriate remedial action will be taken to address poor or non-performance with service delivery.

Municipal Planning and Performance Management Regulation of 2001

Makes provision for inclusion in the Integrated Development Plan of the following:

(i) institutional framework for implementation of the Integrated Development Plan;
(ii) investment and development initiatives;
(iii) Key Performance Indicators and other important statistical information;
(iv) A financial plan; and
(v) A Spatial Development Framework.

Spatial Planning and Land Use Management Act, Act 16 of 2013

It provides that each municipality be responsible for municipal spatial planning and land use management within its jurisdiction. This requires that the municipality to make administrative decisions which are lawful, reasonable and procedurally fair. The spatial planning and land use management legislative change and reform (as encapsulated by the SPLUMA) has brought significant changes. The most notable is the way spatial planning and land use management decisions are to be made in the municipal sphere of government.

The Spatial Planning and Land Use Management Act, 16 of 2013, further permits the political leadership at municipal sphere of government to decide on the future of development vision for an area through the development and approval of the spatial development frameworks and thereafter to have land use management decisions to be consistent with the spatial development frameworks. It also involves the consideration and determination of all land use and land development applications to be categorised with certain categories of applications being decided upon by Municipal Planning Tribunal and other categories of applications being decided upon by an Authorising Official.

In addition, the Spatial Planning and Land Use Management Act, 16 of 2013, requires that all appeals of the first instant decisions should be determined internally by the executive authority of the municipality as the Appeal Authority. The Spatial Planning and Land Use Management Act, 16 of 2013, therefore, introduces a Spatial Planning System which consist of four levels of planning which are individually interrelated, which include:

- Spatial Development Frameworks and specific Municipal Spatial Development Frameworks;
- Development principles guiding spatial planning, land use management and land development;
- Management of land use through Land Use Schemes; and procedures and processes for preparations, submissions and consideration of Land Development Applications (together with provincial planning legislation and municipal planning bylaws).

1.12 How was the Integrated Development Plan developed?

The procedure for drafting the Integrated Development Plan as an event-centred approach, comprises a systematic sequence of planning activities as outlined in the Integrated Development Plan Guide Packs, the Revised Integrated Development Plan Guide for the municipalities outside Metros and Secondary Cities and the Integrated Planning and Accountability Model 2016 and detailed in the

Integrated Development Plan Process Plan and Budget Process Timetable 2024/2025. These activities are carefully organised in certain planning events or steps to be carried out in different phases.

This section provides an overview of the planning process and methodology followed for the formulation of the Integrated Development Plan 2024/2025 for the local municipality. It specifically deals with the way in which the local municipality completed activities within the different phases of the Integrated Development Plan 2024/2025 formulation. Finally, this section also makes provision for self-assessment of the way in which the methodology complied with the process and procedures described in the IDP Process Plan and Budget Process Timetable 2024/2025

1.13 The Integrated Development Plan Review Process Plan and Budget Process Timetable 2024/2025

In order to ensure the effective and productive formulation and implementation of the integrated development plan review process, the Integrated Development Plan Steering Committee compiled Integrated Development Plan Review Process Plan and Budget Process Timetable 2024/2025 which functions as a business plan and management tool to assist with the day-to-day management of the review process. The Integrated Development Plan Review Process Plan and Budget Process Timetable 2024/2025 deals with several aspects aimed at streamlining the integrated development plan review process, as detailed below.

Firstly, the institutional arrangements are outlined which provides a clear understanding of the organisational structure, the different role-players (internal and external), as well as the distribution of their roles and responsibilities. Since the active involvement of the community and stakeholder organisations is a key feature in the Integrated Development Plan formulation, the Integrated Development Plan Process Plan and Budget Process Timetable 2024/2025 also makes provision for mechanisms and procedures for public participation.

A Public Participation Policy has been adopted which contains several tools and principles for participation, roles and responsibilities, means of encouraging participation and logistical arrangements. To ensure parallel processes and effective co-ordination between the local municipality and other spheres of government, the Integrated Development Plan Process Plan and Budget Process Timetable 2024/2025 also includes different procedures for alignment.

It makes provision for alignment with the Integrated Development Plan Review Framework of the Thabo Mofutsanyana District Municipality which is a mutually aligned review process highlighting agreement principles, communication mechanisms, joint events and timeframes as well as organisational structures and mechanisms for solving disputes.

Finally, the Integrated Development Plan Process Plan and Budget Process Timetable 2024/2025 provides a detailed Action Plan with Budgeted Cost with Timeframes for implementation of all planning activities as well as a summary of all external planning requirements to ensure a truly integrated review process.

The Integrated Development Plan Process Plan and Budget Process Timetable 2024/2025 was adopted by Council on the 31 August 2023. Although the intention of the Integrated Development Plan Process Plan and Budget Process Timetable 2024/2025 is to effectively guide the formulation of the Integrated Development Plan 2024/2025, several changes were made during the formulation process. Deviations where the procedures did not conform to the originally intended formulation process are discussed at the self-assessment of the planning process below.

1.14 Formulation Procedure and Planning Activities

The procedure for formulating the Integrated Development Plan 2024/2025 included several planning activities combined into different steps and phases detailed in the following paragraphs.

SECTION B: RESEARCH, INFORMATION COLLECTION AND ANALYSIS

The Situational Analysis phase of the Integrated Development Plan 2024/2025 is regarded as the platform of existing trends and current realities within the municipal area where communities and stakeholders were given the opportunity to analyse their problems and determine their priorities. The main purpose of this phase was to form an understanding of the dynamics influencing development within the framework of people's priority needs and knowledge in respect of available resources.

During this phase, several planning steps were followed to analyse developmental problems, major trends and causing factors as well as the availability of capacity of resources. In order to achieve the desired outputs, this phase comprised both community analysis as well as a municipal analysis. Prior to any community involvement, a current reality scan was done which included the compilation and documentation of all available quantitative (socio-economic indicators) and qualitative (previous visions, goals, and strategies) information.

This information assisted the community analysis process about the identification of community needs and issues, existing infrastructure and structures, resources and capacities that would guide the identification of community priorities. The municipal level analysis focussed on the identification of prevailing trends, tendencies and dynamics which affect the core operational and management requirements of the institution and its area, as well as the available resources to address these problems.

In order to ensure that the development strategies and projects consider all economic, environmental, legislative, technological, political, and institutional potential and limitations, an investigation in respect of strengths, weaknesses, opportunities, and threads was conducted throughout the process.

Municipal and community analysis, both a spatial and socio-economic analysis were conducted to highlight spatial constraints, opportunities, and trends as well as to sufficiently consider the needs of disadvantaged population groups and underdeveloped areas.

Based on the inputs from different analysis as described above, several priority issues were identified aimed at giving direction to the remaining phases of the of the Integrated Development Plan 2024/2025. An in-depth analysis of the underlying causes for each priority was conducted to ensure that the priorities were addressed effectively in the strategies and projects phases.

The priorities were used to give developmental direction during the formulation process. It was therefore necessary to evaluate the priority issues in terms of broader development direction that the Sustainable Development Goals, National Development Plan Vision 2030, Medium Term Strategic Framework 2019-2024, The Free State Growth and Development Strategies and the Thabo Mofutsanyana District Municipality District Development Model are giving for the country, the province, and the district, respectively.

SECTION C: DEVELOPMENT OF STRATEGIES

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

identified in the analysis phase in an integrated manner, a need was identified to formulate a common vision to build a base for agreement and consensus, concentrating on common aspirations of all concerned parties.

In line with the development vision as well as the priority issues identified in Phase B, a set of interrelated midterm objectives were identified for each priority issue reflecting the desired future and providing direction to the planning and implementation process. Following the above, a set of localised strategy guidelines were formulated in conjunction with the Thabo Mofutsanyana District Municipality and other sister municipalities in order to guide strategy formulation.

The purpose of this exercise was to consider all national and provincial policy guidelines as well as to address issues of common interests throughout the district. With the localised strategy guidelines and clear objectives in mind, it was possible to take the process one step further by formulating alternative strategies aimed at achieving the relevant development objectives. The strategies were formulated against the background of a resource framework that considered internal and external financial resources as well as available natural and human resources.

The alternative strategies were then debated during the Integrated Development Plan Community Representative Fora held to gain insight into the functionality of each alternative and to determine acceptability regarding the implementation thereof. Taking cognisance of the community input, the alternatives were then transformed into final strategies after which specific projects were identified for implementation together with a preliminary budget that is municipal Standard Chart of Accounts compliant.

SECTION D: DEVELOPMENT OF PROGRAMMES AND PROJECTS

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

- Project objectives and performance indicators (quantitative and qualitative);
- Project output, targets, and location;
- Major activities, responsibilities, and timing;
- Internal and external budget estimates and sources of finance; and
- A set or prioritisation criteria to distinguish between the levels of importance.

The detailed design of projects was done by Municipal's Integrated Development Plan Task Team. It is intended that municipal's Integrated Development Plan Task Team continue to exist to oversee the implementation and monitoring of projects as well as to adjust project designs if necessary.

SECTION E: SPATIAL DEVELOPMENT FRAMEWORK (SDF)

A Spatial Development Framework (SDF) provides a municipality and other development institutions/agencies with a tool to assist in making development decisions, which ensures that land use management and future land development/s within municipalities are based on the principle of sustainable development decisions and practices.

A Spatial Development Framework (SDF) aims to align all municipal spatial development goals, strategies, and policies with those of national and provincial spheres of government. The Spatial Development Framework (SDF) aims to indicate whether an area's best suited for urban development etc., as well as identifies areas that should be protected and areas where development should be managed sensitively.

The South African Constitution assigns municipalities the duty of ensuring the provision of basic Services; promoting social and economic development and a safe and healthy environment in which to live and work.

SECTION F: FINANCIAL VIABILITY MANAGEMENT

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The municipality's Business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate funds were transferred from low to high priority programmes so as to maintain sound financial stewardship. A critical view was also undertaken of expenditure on noncore and nice to have items.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the municipality will undertake various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

The financial strategies of the municipality is to achieve the following:

- Stabilized debtor
- Sufficient cash flow to sustain both operations as well as internal capital spending
- Reduce long term debt from R 40 million to zero
- Grow the income base to reduce the burden of the residents and Businesses to sustain the operation of the municipality
- Reduce salary budget
- Ensure a constant surplus in the financial year with an adequate provision for debt impairment

Develop a budget that is in line with needs of the people and is properly cash funded National Treasury's MFMA Circular No. 51, 54, 58,59,64,66 and 67 were used to guide the compilation of the 2024/2025 MTREF.

SECTION G: INSTITUTIONAL CAPACITY AND 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.

Performance Management System is a primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfil the following functions:

- Facilitating increased accountability;
- Facilitating learning and improve;
- Beyond the fulfilling of legislative requirements, the municipality requires a performance management system that will be constituted management;
- Providing early warning signals; and
- Facilitating decision-making.

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

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

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.

The Institutional Plan should provide an overview of the planning process, this should be done by providing some background on how the plan was developed, who was involved and what challenges and opportunities came to light, which will give context for decisions and action steps that would follow. It is important that the municipality create transparency in the process and document the planning process.

The plan should also give an overview of the operations and programs, which is an assessment of all the municipality's projects and programs. To help make strategic choices about the municipality's focus, priority goals, allocate resources as necessary and create a baseline for measuring progress and the identification of strengths and weaknesses. The summary of human resources can help the municipality align the strategic goals with the staffing. For instance, the goal is to revamp revenue collection programs, an organisational chart might reveal lack of staff capacity.

The plan should also outline what the municipality is going to do, who is going to do what, when is it going to happen, how much it will cost and how it will be funded. The municipality should be specific about the measurable end goals and the means and methods for achieving them. It is important to assess, identify and plan to secure resources, both human and financial needed to implement the plan. A timeline will delineate when thighs will rollout so that these goals are coordinated and integrated.

Evaluation helps the municipality decide when the plan needs to be updated, when strategies need to change or when priorities shifts. It is important to discuss this during the planning process so that those using the Institutional Plan know how to define and measure success. A plan has specific, time-bound goals, but the need for a plan does not disappear after the past plan is completed. Using action items as part of staff yearly work plans and regular review and assessment of the plan and the municipality's progress can help encourage a culture of planning.

SECTION H: INTEGRATION AND CONSOLIDATION

During Section H of the Integrated Development Plan 2024/2025, the municipality had to ensure that the project proposals from previous phase were in line with the agreed vision, objectives, strategies and activities, the resource framework as well as the legal requirements and government strategies. In order to arrive at a truly integrated and credible Integrated Development Plan for development. The purpose of this phase was to harmonize the contents of the former phases into a consolidated and integrated programme for different departments of the municipality as well as the different sector departments.

The integration phase is a comprehensive operational strategy for the municipality and consequently includes several consolidated and integrated programmes. The relevant programmes and plans are discussed in detail in Phase F and attached to the Integrated Development Plan 2024/2025 as draft Service delivery and Budget Implementation Plan 2024/2025. This phase also includes the internal and external policy frameworks as well as all the approved sector plans for the 2024/2025 financial year which are attached to this document as annexures.

SECTION I: APPROVAL AND ADOPTION

During this section of the integrated development planning process, community and stakeholders are given the opportunity to comment on the draft Integrated Development Plan 2024/2025 and the draft Budget 2023/2024 to 2024/2025 to ensure:

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

Secondly, the Thabo Mofutsanyana District Municipality and neighbouring municipalities are also consulted during the district integrated development planning processes engagement sessions, to ensure that the plans of all local municipalities within the district are aligned and do not propose contradicting types of development in adjacent areas.

Thirdly, all residents and affected parties are given the opportunity to comment on the draft Integrated Development Plan 2024/2025 during the advertisement period, as required by legislation. The advert was done through the local, district press and the draft Integrated Development Plan 2024/2025 and the draft Budget 2024/2025 were available for inspection at the pre-identified public places as well as the municipal website for a period of twenty-one days.

ALIGNMENT

The Thabo Mofutsanyana District Municipality's Integrated Development Plan Framework 2024/2025 was used as the basis for alignment during the formulation process. Although the process was stipulated, the outputs of the alignment were not always achieved due to several reasons. Limited participation by government departments was one of the main problems. Legal compliance due to the measure put in place to curb the further spreading of COVID-19 was also one of the challenges facing the municipality.

The National and Provincial Budget Cycle differing to that of the municipality also cause difficulties in aligning projects and programmes. Alignment with the Thabo Mofutsanyana District Municipality, Dihlabeng Local Municipality, Mantsopa Local Municipality, Phumelela Local Municipality and Maluti-a-Phofung Local Municipality was less difficult as regular contact and information sharing occurred.

Importantly, alignment that needed to take place throughout the formulation process was the alignment of and between the Sustainable Development Goals 2030, National Development Plan 2030, Government Outcomes, Medium-Term Strategic Agenda 2019-2024, Back to Basic Principles, Free State Growth and Development Strategies, Thabo Mofutsanyana Integrated Development Plan 2024/2025, and the District Development Model (DDM)

2. SECTION B: RESEARCH, INFORMATION COLLECTION AND ANALYSIS

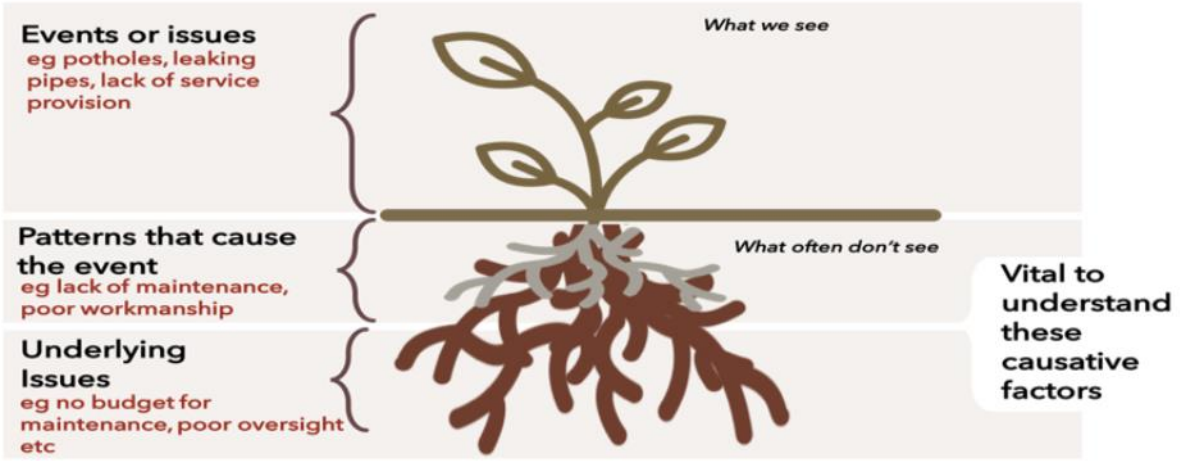
2.1 Introduction

This section provides a broader current status quo of the municipality. This includes an analysis of problematic issues impacting the livelihood community and are identified and prioritised. In identifying these issues, the municipality must take into cognisance the critical causes of these problems and their effects in order to make informed decisions and provide appropriate solutions.

The first step of the Integrated Development Planning process is to look at the existing situation of the municipality. During the situational analysis phase, the process focuses on relevant issues and aspect influencing the development of the municipality. The purpose of this phase is to ensure that decisions on strategies and projects are based on:

- The qualitative priority needs and challenges on local citizenry;
- Proper quantitative information on all those priority issues;
- Clear knowledge of the availability of local resources; and
- A holistic understanding of dynamics of key issues determining the various priorities within the municipality, be it political, technological, legislative, environmental, economic or scientifically.
- Basic demographic figures;
- Service levels and service gaps for all basic public services (localised, target-group specific and basic-needs related);
- Financial resources differentiated by source of income and type of expenditure;
- Available institutional capacities; and
- Compilation of crucial policy requirements

The municipality cannot make assumptions or decide on what are the issues affecting the community or their problems in their areas without having the community and all affected stakeholders engage effectively in the process of this analysis.



Relevant statistical information gathered during the formulation of the integrated development planning process is presented to the community members during community meetings. This will serve as the basis for discussing the needs and priorities of the residents within various functional areas of the municipality.

NEED AND PRIORITIES OF NKETOANA COMMUNITY

2.2 A BRIEF OVERVIEW OF NKETOANA LOCAL MUNICIPALITY

Nketoana Local Municipality forms part of the Thabo Mofutsanyana District Municipality in the Free State province.

It is one of the six (06) local municipalities within the district; other five local municipalities are, Maluti a Phofung, Dihlabeng, Phumelela, Mantsopa and Setsoto. Nketoana Local Municipality is named after the Liebenbergsvlei River, that flows between Reitz and Mamafubedu.

It comprises of Reitz, Petsana, Mamafubedu, Lindley, Ntha, Arlington and Leratswana. Nketoana Local Municipality has 09 ward;

Ward 1- Mamafubedu

Ward 2 – Mamafubedu

Ward 3 – Ntha

Ward 4 – Ntha

Ward 5 – Leratswana

Ward 6 – Reitz/Petsana

Ward 7 – Petsana

Ward 8 – Petsana

Ward 9 – Petsana

The head office is situated at Reitz, with municipal staff in each unit to ensure that services are brought closer to the community. The Municipality has four administration departments i.e. Corporate Services, Community Services, Technical Services and Financial Services. The core function of the municipality is service delivery as set out in the constitution.

Community Needs

Land Availability – for businesses & residential	All wards
Water - Sufficient Bulk supply	All wards
Water - Clean drinking water	All wards
Roads and Storm water maintenance	All wards
Refuse removal	All wards
Illegal dumping	All wards
Streetlights	All wards
High mast lights	All wards
Clinic upgrading, more doctors and nurses	All wards
New School, Police Stations & Clinic	New township establishments – All towns
Improved service at clinics: Batho Pele principles	All Wards
Recreational facilities, upgrading of stadiums	All towns
Ablution facilities at cemeteries	All wards
Cemeteries	Ward 3,4
Taxi Ranks	All towns
Commonage	Ward 7
Jobs	All wards
Development of SMME Hub	All towns
Development & Extension of municipal building	All towns

Nketoana Local Municipality

Settlement	**Area km 2**
Arlington	5.41
Leratswana	0.82
Lindley	21.07
Ntha	2.16
Mamafubedu	1.38
Mamafubedu (Town)	9.74

The municipality is 54km from Bethlehem, 240km from Johannesburg and 60 km from the N3 Road.

The main economic activities in the area are agriculture and retail businesses. Nketoana is a fertile agricultural region and approximately 19% of the economically active population is employed in the agricultural sector.

Attractions in the area include: flower and nut farms; bird farms; two lion farms; game farms and the Bass Feather Country Lodge (Previously known as Bietjie Water Holiday Resort). History buffs will be interested in the fact that Lindley was the birthplace of Dr Danie Craven and the Yeomanry Koppies area is a recognized Anglo-Boer War battlefield. The historical Dutch Reformed Church building in Ntha and the Kruis pad Missionary Church are also likely to be of interest, as are the other national monuments in the area.

The VKB Bieliemilie Festival and annual stud auctions are popular with locals. Tourists can visit the Agri-tourism route in Arlington.

(Source: http: www.freestatebusiness.co.za/municipalities)

The municipality has conducted a comprehensive review of its IDP according to our IDP Process Plan. This, together with the resolutions of Council during the year, provided us with the governance and management framework according to which we have planned, organized, and implemented our activities during the year. In this regard, the following issues are worth mentioning:

2.3 Level of Government

Nketoana Local Municipality was established as category B municipality with a collective system combined with ward participatory system as contemplated in section 2(f) of the Determination of the Types of Municipalities Act, 1 of 2000 in terms of Provincial Notice 184 of 28 September 2000. This Notice is also known as Section 12 Notice for purposes of Local Government Municipal Structures

2.3.1 Nketoana Local Council

Nketoana Local Municipality consists of 18 councillors of which 9 are ward councillors and 9 are proportional representative councillors. The Speaker, Councillor Me. Buyisiwe Makoba, presides at Council meetings. The list below indicates all councillors with their names and capacity.

NAME AND SURNAME	CONTACTS	Email address	PR / WARD
1. CLLR (SPEAKER) – Buyi Makoba (ANC)	079 231 4495	buyimakoba1@icloud.com	PR
2. Cllr. (Mayor) – Mamiki Mokoena (ANC)	078 259 7954	Tswaku.nakedi@webmail.co.za	PR
3. Cllr. T. Mokoena – ANC	073 542 8372	thaboelias84@gmail.com	Ward 1
4. Cllr. K. Mofokeng - ANC	063 844 6395	kgantshemofokeng21@gmail.com	Ward 2
5. Cllr. M. Mabaso - ANC	063 162 2559	mosondasemabaso@gmail.com	Ward 3
6. Cllr. P. Mofokeng - ANC	082 963 0825	phokamofokeng@webmail.co.za	Ward 4

7. Cllr. G. Nhlapo – ANC	073 566 8285	letshabanggod@gmail.com	Ward 5
8. Cllr. M. Blignaut - DA	083 627 0141	Bligwes06@gmail.com	Ward 6
9. Cllr. K. Mofokeng - ANC	066 313 6479	Koosmofokeng2020@gmail.com	Ward 7
10. Cllr. P. Dhlamini - ANC	072 187 5472	donatodozzy@webmail.co.za	Ward 8
11. Cllr. L. Miya – ANC	076 257 5270	miyalefaso@gmail.com	Ward 9
12. Cllr. D. Mofokeng – DA	073 793 4370	diphapang@gmail.com	PR
13. Cllr. H. Muller – FF+	082 493 6389	Heleenmuller11@hotmail.com	PR
14. Cllr. Smit – DA	082 577 6350	Anelia@enslinsr.co.za	PR
15. Cllr. Molakeng - AULA	073 628 9860	molakengausy@gmail.com	PR
16. Cllr. Mosia - EFF	067 606 7872	emilymosia9@gmail.com	PR
17. Cllr. Bosman – FF+	072 800 3964	louisebosman@ymail.com	PR
18. Cllr. Motholo - EFF			PR

Section 79 Committees

According to Section 79 of the Structures Act, a municipal council may establish one or more committees necessary for the effective and efficient performance of its functions or exercise any of its powers.

Names	Position	Organisation	Role
Cllr. Mamiki Mokoena	Mayor	ANC	Chairperson: Finance
Cllr. P. Mofokeng	Ward Councillor 4	ANC	Chairperson: Technical Services & Community Services
Cllr. M. Blignaut	Ward Councillor 6	DA	Chairperson: Corporate Services
Cllr. Mamiki Mokoena	Mayor	ANC	Chairperson: LED, Tourism and Planning

2.4 Profile of Nketoana Local Municipality

The service delivery profile of the Nketoana municipal area is still largely based on traditional patterns of development and under-development, although enormous progress has been made over since 1994 to ensure access to basic services to the most vulnerable sections of the population.

Demographic information used on this IDP was sourced from Statistics South Africa, Census 2011 and Community Survey 2016 and Census 2022

2.4.1 Population density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

The total population estimated that in terms of Census 2022, population of the municipality was 64 893 thousand according to the community survey in 2016. In Census 2022, it increased to 66 488.

According to Census 2022, there were 66488 persons living in the Nketoana LM area of jurisdiction translating into 19 738 households.

Table 4 : Population density of Nketoana Local Municipality

	Total Population	Area Size	Population density
Community Survey	64 893	5.605 km	
Census 2022	66 488	5,605 km²	11.86/km²

2.5 Demographic Profile

Demographics or population characteristics includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

Table 3: Population and population intercensal growth of Nketoana Local Municipality

Total population			Total population intercensal growth (2011,2016 & 2022)
Census 2011	Community Survey 2016	Census 2022	
60 324	64 893	66 488	6 164

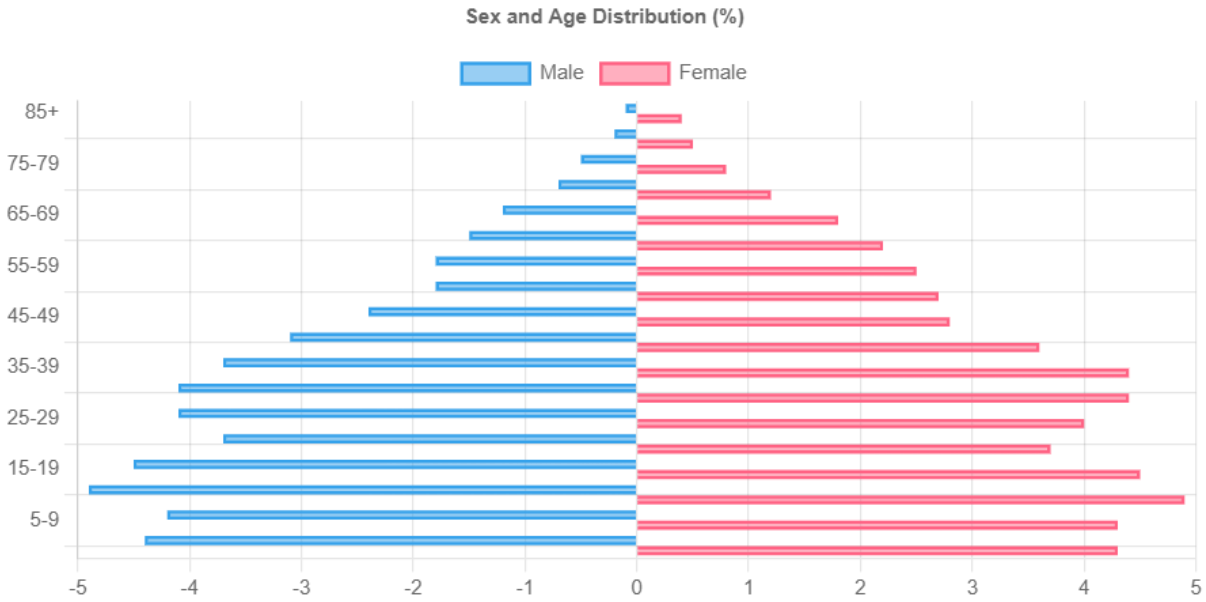
Data source: Statistics South Africa, Census 2011 and Community Survey 2016 and Census 2022 (2016 municipal boundaries)

Table 4 above shows population of Nketoana local municipality and population intercensal growth. Population for the municipality has increased between 2011& 2022 with intercensal growth of 6 164 thousand.

2.5.1 Population Pyramids

A population pyramids is a graphic representation of the population categorised by gender and age for a specific year and region. The horizontal axis depicts the share of people where male population are charted on the right-hand side and female population on the left hand-side of the vertical axis. The vertical axis is divided in 5- year age categories. The figures below show Nketoana's population pyramid/structure of Census 2011 and CS 2022.

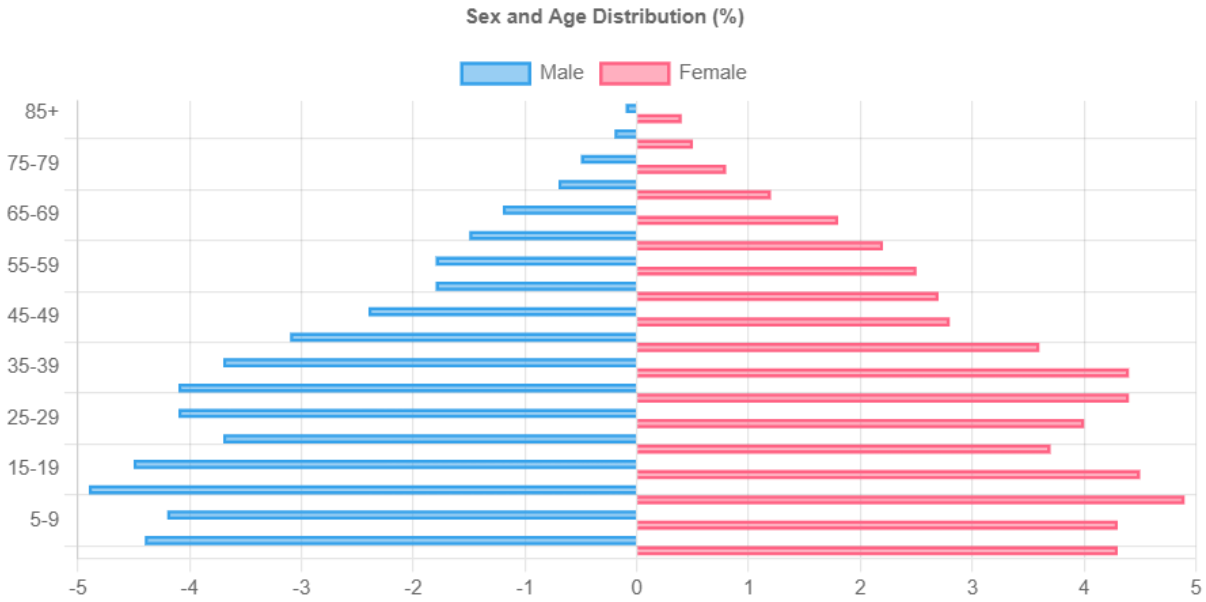
Figure 1: Population pyramid by age group and gender: Nketoana Local Municipality



Data source: Statistics South Africa, Census 2022

For 2022, Nketoana local municipalty population pyramid shows that females were more than females in age groups (0 - 14). Both males and females population started to decline from age group (25-29 years). 2022 population pyramids shows that females outlive the males in most of the age groups. In 2022 population of 0-4 age group had highest proportion of population in both males and female, this indicate the high rate of fertility occurred.

Figure 2: Population pyramid by age group and gender: Nketoana Local Municipality



Data source: Statistics South Africa, Census 2022

For 2022, Nketoana local municipalty population pyramid shows that females were more than males in age groups (0 - 14). For age group 15 - 39 years (in 5 years intervals), males had lowest proportion of population than females. whereas females had highest proportion in age group 20-24 years. For both males and females population declined from age group 30 - 34 years. Females outlive the males in the older age groups starting from age 25-29 years . Census 2022 pyramid indicates that fertility rates decreased on age 0-4 years age group as compared to Census 2011, in 2011 population of 0-4 age group had highest proportion of population in both males and females than in 2022.

Table 5: Distribution of population by gender and age group per town in Nketoana Local Municipality

Town and gender	Age group																		
	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84	85 +	Total
Nketoana																			
Male	3527	3230	2875	2973	2950	2519	2028	1696	1299	1356	1108	985	819	513	321	185	131	96	28611
Female	3591	3328	2931	2910	2921	2654	2173	1851	1647	1643	1441	1341	1015	749	563	411	302	242	31713
Total	**7118**	**6558**	**5806**	**5883**	**5871**	**5173**	**4201**	**3547**	**2946**	**2999**	**2549**	**2326**	**1834**	**1262**	**884**	**596**	**433**	**338**	**66488**
Petrus Steyn																			
Male	20	9	8	8	25	18	21	19	9	36	12	18	15	18	18	14	6	6	280
Female	15	12	12	13	21	23	9	11	17	28	16	23	20	22	18	19	22	15	316
Total	**35**	**21**	**19**	**21**	**47**	**41**	**30**	**30**	**26**	**63**	**28**	**41**	**36**	**40**	**36**	**33**	**28**	**21**	**596**
Mamafubedu																			
Male	848	729	621	627	626	473	358	272	215	225	155	154	122	68	61	21	26	18	5618
Female	801	786	690	674	642	584	392	340	337	312	278	247	163	142	108	72	57	52	6679
Total	**1649**	**1515**	**1311**	**1301**	**1268**	**1057**	**750**	**612**	**552**	**536**	**433**	**401**	**284**	**210**	**169**	**94**	**83**	**71**	**12297**
Nketoana NU																			
Male	600	550	489	370	465	512	471	417	355	384	378	292	254	152	74	42	22	16	5842
Female	676	510	432	341	519	475	419	356	313	382	312	277	195	119	73	47	15	13	5473
Total	**1276**	**1059**	**921**	**711**	**984**	**987**	**890**	**773**	**668**	**766**	**690**	**569**	**449**	**271**	**147**	**89**	**36**	**30**	**11315**
Reitz																			
Male	104	106	127	131	174	118	130	96	101	104	91	83	64	54	32	31	16	23	1585
Female	123	125	127	135	132	122	115	95	132	110	111	88	100	69	66	45	39	42	1777
Total	**227**	**230**	**254**	**267**	**306**	**240**	**245**	**192**	**233**	**215**	**202**	**170**	**164**	**123**	**98**	**76**	**55**	**65**	**3362**
Petsana																			
Male	972	905	820	892	882	808	616	502	340	324	224	217	174	100	62	27	30	11	7904
Female	1045	950	790	827	869	793	686	584	455	442	364	352	253	159	142	85	75	48	8918
Total	**2016**	**1854**	**1610**	**1720**	**1750**	**1601**	**1302**	**1085**	**796**	**765**	**587**	**569**	**427**	**259**	**203**	**113**	**105**	**58**	**16821**
Ntha																			
Male	702	669	589	684	542	365	298	256	185	201	166	118	109	76	43	26	22	14	5064
Female	651	678	670	619	516	469	399	313	257	243	240	235	182	144	109	100	56	44	5926
Total	**1354**	**1347**	**1258**	**1303**	**1058**	**834**	**697**	**569**	**442**	**444**	**406**	**353**	**291**	**220**	**153**	**126**	**78**	**58**	**10990**
Lindley																			

Lindley																			
Male	31	29	32	56	37	78	42	32	29	24	17	30	30	16	12	11	4	2	513
Female	34	36	40	64	25	29	36	29	22	34	22	23	26	26	20	13	16	3	497
Total	**65**	**64**	**72**	**120**	**62**	**107**	**78**	**61**	**50**	**59**	**39**	**53**	**56**	**42**	**32**	**24**	**20**	**5**	**1010**
Leratswana																			
Male	245	229	177	201	194	140	87	97	61	55	58	67	50	24	14	12	4	5	1721
Female	236	222	162	225	191	150	109	113	109	87	93	93	71	64	25	29	22	23	2022
Total	**480**	**451**	**340**	**426**	**384**	**290**	**196**	**210**	**170**	**142**	**151**	**161**	**121**	**88**	**39**	**41**	**26**	**28**	**3743**
Arlington																			
Male	6	6	12	4	5	8	4	6	5	3	8	5	2	5	5	1	1	-	86
Female	10	10	8	11	6	10	9	9	5	5	5	4	5	5	2	1	-	1	106
Total	**16**	**16**	**20**	**15**	**11**	**18**	**13**	**15**	**10**	**8**	**13**	**9**	**7**	**10**	**7**	**2**	**1**	**1**	**192**

Data source: Statistics South Africa, Census 2022

Table above indicate distribution of population by gender and age group per town in Nketoana Local Municipality. The dominant population were found in Petsana (16 821) followed by population in Mamafubedu (12 297) and Nketoana NU (11 315). Both male and female population were dominant in Petsana. Lowest number of population for male (86) and female (102) were found in Alignton. Petsana had highesdt proportion of population (1 750) in age group 20-24 years, followed by 1720 in age group 15-19 years and 1 649 population of Mamafubedu in age group 0-4 years. Females outlives the males in the older age groups starting from age group 50-54 years.

Table: Distribution of population by gender and age group per ward in Nketoana Local Municipality

Ward and gender	Age group																		
	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84	85 +	Total
Ward 1																			
Male	423	317	284	291	341	281	240	189	146	168	152	106	79	70	62	26	19	18	3211
Female	370	372	324	315	317	313	209	194	177	222	168	151	98	104	81	58	51	49	3573
Total	**793**	**690**	**608**	**606**	**659**	**593**	**449**	**383**	**323**	**390**	**319**	**257**	**177**	**174**	**143**	**84**	**70**	**68**	**6785**
Ward 2																			
Male	518	473	392	385	367	272	201	168	123	154	100	94	84	37	28	12	16	9	3433
Female	508	480	432	425	411	339	234	214	221	188	163	138	106	75	50	40	30	18	4072
Total	**1027**	**953**	**823**	**810**	**778**	**611**	**435**	**382**	**344**	**342**	**263**	**232**	**190**	**111**	**78**	**52**	**47**	**27**	**7505**
Ward 3																			
Male	510	500	399	459	379	264	231	207	166	148	127	93	82	49	35	21	12	11	3695
Female	478	506	467	424	366	350	291	245	179	170	160	166	127	101	62	78	38	24	4231
Total	**988**	**1006**	**866**	**883**	**745**	**614**	**522**	**452**	**345**	**318**	**287**	**259**	**209**	**150**	**96**	**99**	**50**	**35**	**7926**
Ward 4																			
Male	313	279	273	333	273	281	206	153	120	143	103	104	102	69	38	24	20	8	2843
Female	328	274	283	295	262	233	220	151	145	169	142	138	106	89	80	46	37	25	3023
Total	**642**	**554**	**555**	**628**	**534**	**514**	**426**	**305**	**265**	**312**	**245**	**242**	**208**	**158**	**118**	**70**	**57**	**33**	**5866**
Ward 5																			
Male	347	351	288	277	294	231	171	170	121	118	129	134	98	57	34	24	5	7	2856
Female	373	341	259	311	305	232	202	174	165	159	164	161	116	92	42	37	23	30	3187
Total	**721**	**692**	**547**	**588**	**600**	**464**	**373**	**344**	**286**	**277**	**293**	**295**	**214**	**149**	**76**	**61**	**28**	**37**	**6043**
Ward 6																			
Male	311	293	275	237	337	279	258	197	193	207	168	150	143	89	47	29	24	26	3262
Female	353	278	235	231	287	275	228	182	211	178	195	169	134	95	77	47	39	37	3251
Total	**663**	**571**	**510**	**468**	**624**	**554**	**486**	**379**	**404**	**385**	**363**	**319**	**277**	**184**	**125**	**77**	**62**	**63**	**6513**
Ward 7																			
Male	304	288	297	266	263	290	239	209	176	179	150	151	100	77	29	32	14	7	3072
Female	361	318	280	238	282	294	228	224	213	213	186	145	139	82	79	40	32	23	3380
Total	**666**	**606**	**578**	**504**	**546**	**583**	**468**	**433**	**389**	**393**	**336**	**296**	**239**	**159**	**108**	**72**	**45**	**31**	**6452**

Ward 8																			
Male	299	266	247	239	267	233	181	135	88	94	93	65	58	30	21	8	13	4	2341
Female	300	292	266	262	275	233	195	177	124	151	116	126	99	58	48	31	25	16	2793
Total	**598**	**558**	**513**	**501**	**542**	**466**	**376**	**312**	**212**	**245**	**210**	**191**	**156**	**89**	**68**	**39**	**38**	**21**	**5134**
Ward 9																			
Male	500	463	421	485	428	389	302	268	168	144	86	87	74	34	28	10	8	5	3900
Female	520	466	384	410	415	387	366	289	211	193	148	148	90	54	44	32	27	18	4202
Total	**1020**	**929**	**805**	**896**	**844**	**776**	**667**	**557**	**379**	**338**	**233**	**235**	**164**	**88**	**72**	**42**	**35**	**24**	**8102**
Nketoana																			
Male	3527	3230	2875	2973	2950	2519	2028	1696	1299	1356	1108	985	819	513	321	185	131	96	28611
Female	3591	3328	2931	2910	2921	2654	2173	1851	1647	1643	1441	1341	1015	749	563	411	302	242	31713
Total	**7118**	**6558**	**5806**	**5883**	**5871**	**5173**	**4201**	**3547**	**2946**	**2999**	**2549**	**2326**	**1834**	**1262**	**884**	**596**	**433**	**338**	**66488**

Data source: Statistics South Africa, Census 2022

Table above indicate distribution of population by gender and age group per ward in Nketoana Local Municipality. The dominant population were found in Ward 9 (8 102) followed by population in Ward 3 (7 926) and Ward 2 (7 505). Females population were more than males in wards except in Ward 6 where males were more little more than females. Ward 2 had highest proportion of population (1 027) in age group 0-4 years , followed by Ward 9 (1 020) in age group 0 - 4 years and 1 006 population of Ward 3 in age group 5 - 9 years.

2.5.2 Population Categorised by Sex, Population Group and Fuctional Age Group

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups consists of Black African,

White, Coloured and Indian/Asian. The subcategories of age groups are (0-4 children, 15-34 youth, 35-64 adult and 65+ elderly) and sex is male or female.

Table : Population distribution of Nketoana Local Municipality by gender and sex ratios

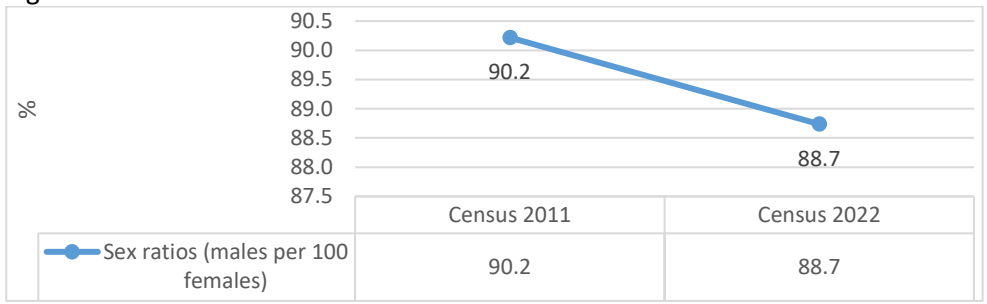
	Gender		Total	Sex ratios (males per 100 females)
	Male	Female		
Census 2011	**28611**	**31713**	60324	90,2
Census 2022	**31260**	**35228**	**64893**	88.7

Data source: Statistics South Africa, Census 2011 and Census 2022

Table above shows the distribution of total population in Nketoana local municipality by gender as well as sex ratio for Census 2011 and CS 2016. The male population increased from 28 611 in 2011 to 31 260 in 2022 and as for female population has increased from 31 713 in 2011 to 35 228 in 2022. The sex ratios were 90, 2 and 88.7 in both 2011 and 2022 respectively.

See figure 3 below on sex ratio.

Figure 3: Sex ratios



Data source: Statistics South Africa, Census 2011 and Census 2022

Figure 3 above indicates that, sex ratio in Nketoana local municipality has decreased from 92. 3 in 2011 to 88.7 in 2022 respectively. In 2011 number of both males were found to be less than those of females in both 2011 and 2022 as sex ratio was 92.3 in 2011 and 80.77 in 2022 males were found to be less than females as sex ratio were 92.3 and 88.7 respectively.

Table: Population distribution of Nketoana Local Municipality by functional age group and gender

Functional Age Group	Census 2011			Census 2022		
	Male	Female	Total	Male	Female	Total
0 - 14 (Children)	9632	9850	19482	8980	8938	17918
15 - 64 (Working age group)	17734	19597	37330	20991	23148	44139
65 + (Elderly)	1246	2267	3513	1787	3142	4928
Total	**28611**	**31713**	**60324**	**31260**	**35228**	**66488**

Data source: Statistics South Africa, Census 2011 and Census 2022

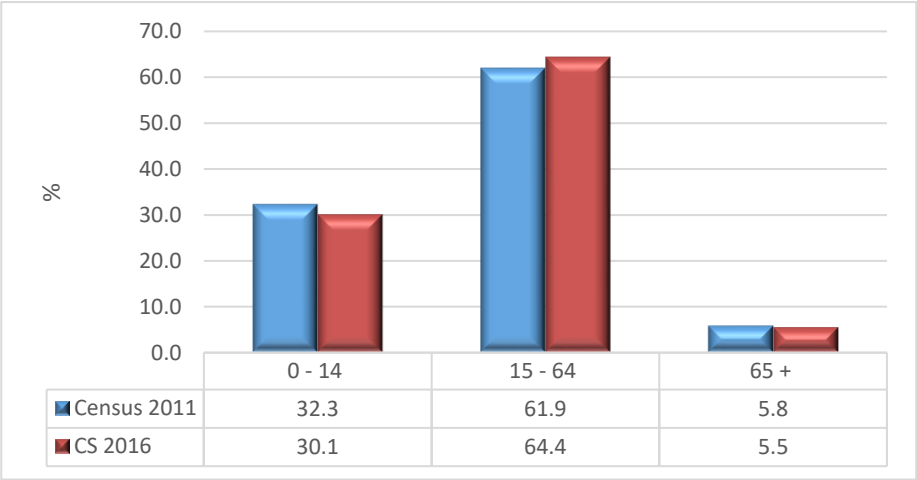
Table above shows population distribution of Nketoana local municipality by functional age group and gender. The table shows that, population has increased between the years. Working age group population aged (15-64) years had the highest proportion of population in both 2011 and 2022 which increased from 37 330 in 2011 to 41792 in 2022, followed by children age group 0-14 years and elderly population had the lowest proportion of population which slightly increased from 2 267 in 2011 to 3 544 in 2022. In both children age group and working age groups well as elderly female population were more than male population in both census 2011 and CS 2022.

Figure 4: Percentage distribution of Nketoana Local Municipality by functional age groups and gender

Data source: Statistics South Africa, Census 2011 and Community Survey 2016(2016 municipal boundaries)

Figure 4 above shows percentage distribution of Nketoana local municipality by functional age group and gender. It indicates that from 2011 to 2022 the proportion of the population aged 0-14 (children) and 65+ (elderly) for both males and females decreased. The male population in this age group (0-14) decreased from 33.7 % in 2011 to 30.5 % in 2016 whilst that of female population slightly decreased from 31.1 % in 2011 to 29.8% in 2022. The proportion of economically active population aged (15-64) for males increased from 62.0 % in 2011 to 65.7 % in 2022 whilst that of females increased from 61. 8 % in 2011 to 63. 2% in 2022.

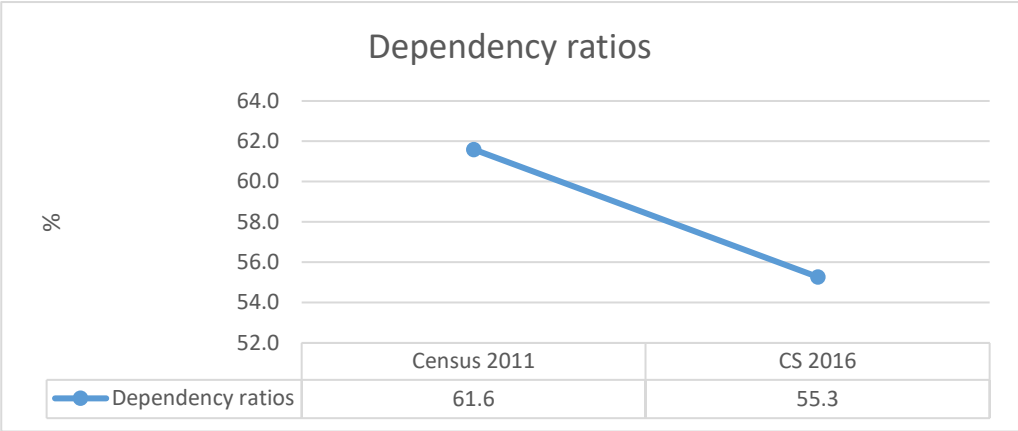
Figure 5: Percentage distribution of Nketoana Local Municipality by functional age groups



Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 5 above shows percentage distribution of Nketoana local municipality by functional age groups. The working age group (15-64) years has increased from 61.9 % in 2011 to 64.4 % in 2016, whereas children population aged (0-14) years decreased from 32.3 % in 2011 to 30.1 % in 2016 and elderly population aged (65 years and older) slightly decreased from 5.8 % in 2011 to 5.5 % in 2011.

Figure 6: Dependency ratios



Data source: Statistics South Africa, Census 2011 and Community Survey 2016(2016 municipal boundaries)

Figure 6 above shows that, the dependency ratio of Nketoana local municipality has decreased from 61.6 % in Census 2011 to 55.3 % in 2016. The lower dependency ratios mean that the working age group population aged (15-64) years is more than not economically population (0-14 and 65+).

Table : Distribution of population by functional age group and gender per town in Nketoana Local Municipality

Town	0 - 14 (Children)			15 - 34 (Youth)			35 - 64 (Adult)			65 + (Elderly)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**9632**	**9850**	**19482**	**10470**	**10659**	**21129**	**7264**	**8938**	**16201**	**1246**	**2267**	**3513**
Petrus Steyn	37	38	75	72	66	138	109	115	225	63	96	158
Mamafubedu	2197	2277	4474	2084	2293	4376	1142	1677	2819	195	432	627
Nketoana NU	1639	1617	3256	1818	1754	3572	2080	1835	3915	305	266	572
Reitz	336	376	712	554	504	1058	539	636	1175	156	261	417
Petsana	2696	2785	5481	3198	3175	6373	1780	2450	4230	229	509	738
Ntha	1959	2000	3959	1889	2003	3891	1035	1470	2505	181	453	634
Lindley	92	109	201	213	154	368	162	155	317	45	78	124
Leratswana	651	620	1271	622	673	1295	388	566	954	60	162	222

Arlington	24	28	52	21	36	57	29	33	62	12	9	21

Data source: Statistics South Africa, Census 2011

Table above shows population distribution by functional age group and gender per town in Nketoana local municipality. Highest number of children were found in Petsana (5 481) followed by Mamafubedu (4 474) and (Ntha 3 959). In all functional age group Petsana had highest number of population and lowest population were found in Arlington.

Table: Distribution of population by functional age group and gender per ward in Nketoana Local Municipality

Ward	0 - 14 (Children)			15 - 34 (Youth)			35 - 64 (Adult)			65 + (Elderly)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**9632**	**9850**	**19482**	**10470**	**10659**	**21129**	**7264**	**8938**	**16201**	**1246**	**2267**	**3513**
Ward 1	1024	1066	2090	1153	1154	2307	839	1010	1849	195	344	539
Ward 2	1383	1420	2803	1225	1408	2634	723	1030	1753	102	213	315
Ward 3	1409	1451	2860	1333	1430	2764	824	1047	1871	128	303	431
Ward 4	865	886	1751	1093	1009	2102	725	851	1576	159	277	437
Ward 5	986	973	1959	974	1051	2025	769	939	1709	127	224	350
Ward 6	879	866	1745	1110	1022	2131	1058	1069	2127	216	295	510
Ward 7	890	960	1850	1058	1043	2101	965	1121	2086	159	256	415
Ward 8	812	858	1670	920	964	1884	534	793	1326	76	179	254
Ward 9	1384	1370	2754	1604	1578	3182	827	1078	1905	84	176	261

Data source: Statistics South Africa, Census 2011

Table above shows distribution of population by functional age group and gender per ward in Nketoana local municipality. Highest number of youth population were found in Ward 9 (3 182) followed by Ward 3 (2 764) and Ward 2 (2 634). The lowest population were found in elderly age for all wards in the municipality. Female's population were more than male populations in elderly age.

Table : Population distribution of Nketoana Local Municipality by population group and gender

Population group	Census 2011			CS 2016		
	Male	Female	Total	Male	Female	Total

Black African	26052	29102	55154	29090	31233	60323
Coloured	104	80	184	113	103	217
Indian or Asian	102	43	146	147	134	281
White	2256	2446	4701	1792	2281	4073
Other	97	41	139	-	-	-
Total	**28611**	**31713**	**60324**	**31142**	**33751**	**64893**

Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Table above shows that the municipality consists of the large number of Black African population in both 2011 and 2016 followed by whites then coloureds. Indian or Asian has the lowest population. Black African population has increased from 55 154 in 2011 to 60 323 in 2016, followed by whites which slightly increased from 4 701 in 2011 to 4 073 in 2016.

Table : Distribution of population by population group and gender per town in Nketoana Local Municipality

Town	Black African			Coloured			Indian or Asian			White			Other			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**26052**	**29102**	**55154**	**104**	**80**	**184**	**102**	**43**	**146**	**2256**	**2446**	**4701**	**97**	**41**	**139**	**28611**	**31713**	**60324**
Petrus Steyn	61	61	122	7	2	9	15	13	28	197	240	437	-	-	-	280	316	596
Mamafubedu	5559	6652	12212	17	16	33	27	4	31	3	3	6	12	3	15	5618	6679	12297
Nketoana NU	4796	4519	9315	22	16	38	-	1	1	1009	932	1941	15	5	20	5842	5473	11315
Reitz	699	746	1445	16	5	21	15	9	24	819	1000	1818	36	17	53	1585	1777	3362
Petsana	7841	8887	16728	18	19	37	16	3	20	9	7	16	19	2	21	7904	8918	16821
Ntha	5025	5902	10927	17	14	31	13	3	16	-	2	2	9	4	13	5064	5926	10990
Lindley	298	247	545	7	3	10	11	8	18	195	234	429	2	5	8	513	497	1010
Leratswana	1712	2016	3728	-	2	2	6	2	8	2	1	3	1	-	1	1721	2022	3743
Arlington	60	73	133	1	3	4	-	-	-	21	27	48	4	3	7	86	106	192

Data source: Statistics South Africa, Census 2011

Table above shows that the towns in the municipality consists of large number of Black African population followed by whites then coloureds. Indian or Asian has the lowest population. Black African population were dominant in Petsana (16 728) followed by Mamafubedu (12 212) and Ntha (10 927) Nketoana NU had highest proportion of White population (1 941) followed by Reitz (1 818) and Petrus Steyn (437).

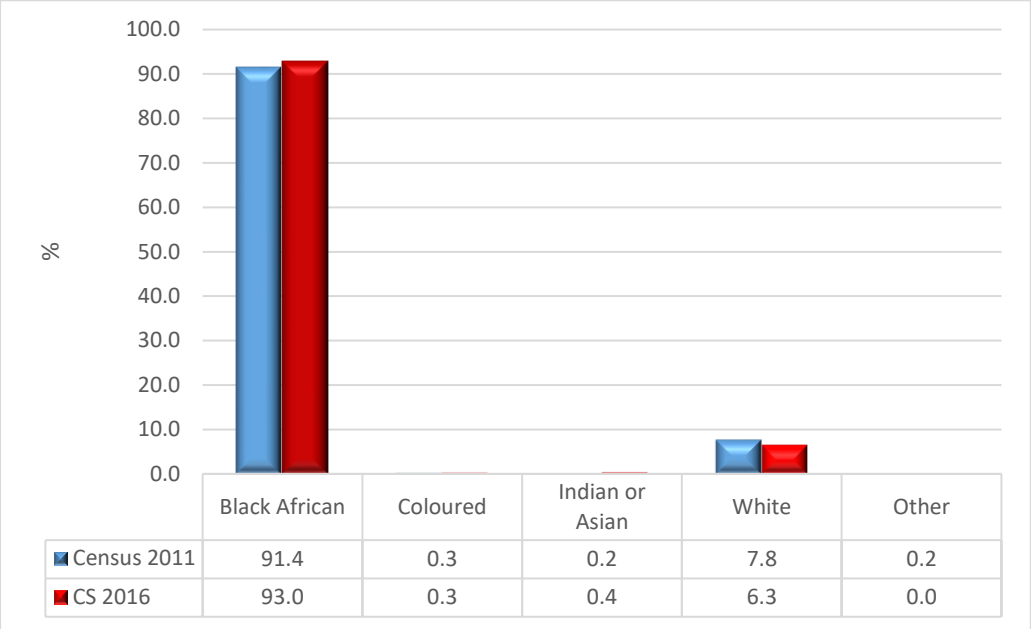
Table : Distribution of population by population group and gender per ward in Nketoana Local Municipality

Ward	Black African			Coloured			Indian or Asian			White			Other			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Ward 1	2846	3189	6035	9	7	16	25	8	33	325	367	692	6	2	8	3211	3573	6785
Ward 2	3347	4011	7358	17	11	28	17	10	26	45	39	84	7	1	8	3433	4072	7505
Ward 3	3622	4177	7799	15	10	25	9	2	12	43	40	83	6	2	8	3695	4231	7926
Ward 4	2494	2656	5151	10	10	20	14	9	23	312	339	651	12	9	21	2843	3023	5866
Ward 5	2686	3018	5704	2	9	12	6	2	8	156	154	311	5	3	8	2856	3187	6043
Ward 6	2381	2349	4731	22	10	32	12	2	14	810	872	1683	36	17	54	3262	3251	6513
Ward 7	2481	2732	5213	14	7	22	10	9	19	555	628	1183	10	4	15	3072	3380	6452
Ward 8	2320	2785	5104	2	2	4	5	1	6	7	4	11	7	1	8	2341	2793	5134
Ward 9	3873	4186	8059	13	13	26	5	1	6	2	1	3	7	1	8	3900	4202	8102
Nketoana	**26052**	**29102**	**55154**	**104**	**80**	**184**	**102**	**43**	**146**	**2256**	**2446**	**4701**	**97**	**41**	**139**	**28611**	**31713**	**60324**

Data source: Statistics South Africa, Census 2011

Table above shows that large number of Black African population were found in all wards followed by whites then Indian or Asian. Coloured had the lowest population. Black African population were dominant in Ward 9 (8 059) followed by Ward 3 (7 799) and Ward 2 (7 358). Ward 6 had highest proportion of white population (1 683) followed by Ward 7 (1 183) and Ward 1 (692).

Figure 4: Percentage distribution of Nketoana Local Municipality by population group



Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 4 above indicates that black African population group is dominant in the municipality and it has slightly increased from 91.4 % to 93.0 % in 2016 as well as Indian/Asian population from 0.2 % in 2011 to 0.4 % in 2016. While White population has slightly decreased from 7.8 % in 2011 to 6.3 % in 2016 and coloured population did not have any changes.

Table: Distribution of population aged 3 years and older by language and gender in Nketoana Local Municipality

Language	Census 2011			CS 2016			Census 2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Afrikaans	2424	2566	4991	1719	2294	4013	2753	2919	5672
English	306	277	584	242	225	467	236	196	432
IsiNdebele	60	55	115	-	-	-	4	4	8
IsiXhosa	274	204	479	171	121	291	83	63	146
IsiZulu	2856	3096	5952	2630	2766	5396	2212	2538	4751
Sepedi	40	17	57	64	127	192	32	28	60
Sesotho	19477	22379	41856	24586	26395	50981	24678	28356	53034
Setswana	72	49	121	23	29	51	25	33	57
Sign language	433	498	931	-	-	-	5	6	12
SiSwati	22	5	27	-	-	-	4	8	12
Tshivenda	15	4	19	-	-	-	8	9	18
Xitsonga	28	4	33	15	-	15	21	4	25
Khoi; nama and san languages				-	-	-	3	1	4
Shona	158	40	198	71	31	102	80	56	136
Other							173	43	216

Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries), Census 2022

Table above indicates that Sesotho was the most spoken language in the municipality, and it increased from 50 981 in 2016 to 53 034 in 2022, followed by IsiZulu which decreased from 5 952 in 2011 to 5 396 in 2016 and population spoken Afrikaans in the households decreased from 4 991 in 2011 to 4 013 in 2016. Less spoken language in the municipality was English which slightly decreased from 584 in 2011 to 467 in 2016 followed by IsiXhosa which decreased from 479 in 2011 to 291 in 2016.

2.5.3 Migration

Migration can be defined as a change in a person's permanent or usual place of residence2. Along with fertility and mortality, migration is one of the components of population change. Information on previous and usual province of residence refers to migration between the 2001 and 2011 Censuses. Lifetime migration on the other hand deals with movements based on where the person was born and where they currently reside.

Table: Distribution of population by citizenship and gender in Nketoana Local Municipality

	SA Citizenship			Non-Citizenship			Unspecified		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Census 2011	27889	31125	59014	328	200	528	93	80	172
CS 2016	30937	33642	64579	205	87	292	-	22	22

Data source: Statistics South Africa, Census 2011

The table above shows distribution of population by citizenship and gender in Nketoana Local Municipality. In both 2011 and 2016, more females had the South African citizenship than males whereas mores males were non- South Africans than females in both years in Nketoana LM. Persons with citizenship increased from 59 014 in 2011 to 64 579 in 2016, whilst non-citizens decreased from 528 in 2011 to 292 in 2016.

Table: Distribution of population by region of birth in Nketoana Local Municipality

	Born in South Africa			Born Outside South Africa			Unspecified			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Census 2011	27680	30885	58564	214	151	365	718	678	1396	28611	31713	60324
CS 2016	30902	33630	64532	240	99	339	-	22	22	31142	33751	64893

Data source: Statistics South Africa, Census 2011

The table above shows distribution of population by region of birth and gender in Nketoana Local Municipality. In both 2011 and 2016, more female population were born in South African than male population, whereas mores males were born outside South Africa than females. Persons who were born in South Africa increased from 58 564 in 2011 to 64 532 in 2016.

Table: Distribution of population by geography and region of birth per town in Nketoana Local Municipality

Geography	Born in South Africa			Born Outside South Africa			Unspecified			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**27680**	**30885**	**58564**	**214**	**151**	**365**	**718**	**678**	**1396**	**28611**	**31713**	**60324**
Petrus Steyn	222	245	467	3	4	8	55	66	121	280	316	596
Mamafubedu	5465	6571	12036	48	12	61	104	96	200	5618	6679	12297
Nketoana NU	5720	5344	11064	32	31	63	89	98	187	5842	5473	11315
Reitz	1434	1617	3051	20	12	32	131	148	279	1585	1777	3362
Petsana	7728	8775	16503	55	39	93	121	103	225	7904	8918	16821
Ntha	4954	5797	10751	18	27	45	91	102	193	5064	5926	10990
Lindley	380	431	811	29	13	42	103	54	157	513	497	1010
Leratswana	1698	2005	3703	3	10	13	19	7	26	1721	2022	3743
Arlington	77	100	177	4	3	7	5	3	8	86	106	192

Data source: Statistics South Africa, Census 2011

The table above shows distribution of population by region of birth and gender per town in Nketoana Local Municipality. In 2011 more females had the South African citizenship than males except in Nketoana NU, whereas mores males were non- South Africans than females except in Petrus Steyn. The highest proportion of persons with citizenship were found in Petsana (16 503) followed by Mamafubedu (12 036) and Nketoana NU (11 064). The lowest population of people who were born in South Africa were found in Alington (177).

Table : Distribution of population by region of birth and gender per ward in Nketoana Local Municipality

Ward	Born in South Africa			Born Outside South Africa			Unspecified			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Ward 1	3041	3409	6450	34	11	46	136	153	289	3211	3573	6785
Ward 2	3387	4053	7440	19	7	25	27	12	39	3433	4072	7505
Ward 3	3608	4139	7747	15	22	37	72	70	141	3695	4231	7926
Ward 4	2678	2913	5591	34	18	52	131	93	224	2843	3023	5866
Ward 5	2795	3131	5926	17	17	34	43	39	82	2856	3187	6043
Ward 6	3054	3039	6093	24	12	36	184	200	384	3262	3251	6513
Ward 7	2980	3293	6273	43	38	82	49	48	98	3072	3380	6452
Ward 8	2308	2766	5074	16	12	28	16	15	32	2341	2793	5134
Ward 9	3828	4142	7970	12	13	25	60	47	107	3900	4202	8102
Nketoana	27680	30885	58564	214	151	365	718	678	1396	28611	31713	60324

Data source: Statistics South Africa, Census 2011

The table above shows distribution of population by region of birth and gender per ward in Nketoana Local Municipality. In 2011 more females were born in South Africa than males except in Ward 6, whereas mores males were non- South Africans than females except in

Ward 3. The highest proportion of persons with citizenship were found in Petsana (16 503) followed by Mamafubedu (12 036) and Nketoana NU (11 064). The lowest population of people who were born in South Africa were found in Alington (177).

2.5.4 Disability

Disability is any condition of the body or mind that makes it more difficult for the person with the condition to do certain in activities and interact with the world around them. The South African National Development (NDP, 2030) outlines the roadmap towards disability strategies and interventions aimed at improving the lives of persons with disability. Dimensions of disability are describes as difficulty of level of difficulty in seeing, hearing, communicating, walking/climbing stairs, remembering / concentrating and self-care. This section highlights the disability status which reported six functional domains.

Table: Distribution of population aged 5 years and older by disability type, degree of difficulty in functioning and gender in Nketoana Local Municipality

Disability Type	Degree of difficulty	Census 2011			CS 2016		
		Male	Female	Total	Male	Female	Total
Seeing	No difficulty	21520	23054	44575	26097	26847	52944
	Some difficulty	2437	3547	5984	1872	2889	4761
	A lot of difficulty	446	772	1218	409	809	1217
	Cannot do at all	38	43	81	-	23	23
	Do not know	9	5	14	15	-	15
Hearing	No difficulty	23281	25616	48898	27102	28896	55998
	Some difficulty	895	1468	2363	1039	1456	2494
	A lot of difficulty	192	262	454	236	216	452
	Cannot do at all	19	25	44	-	-	-
	Do not know	7	5	12	15	-	15
Communicating	No difficulty	23873	26802	50675	27697	29935	57633
	Some difficulty	320	355	675	458	533	992
	A lot of difficulty	80	65	145	190	73	263
	Cannot do at all	40	41	81	32	26	58
	Do not know	10	10	20	15	-	15
Walking or climbing stairs	No difficulty	23656	26080	49736	27033	28937	55970
	Some difficulty	562	965	1527	797	1100	1897
	A lot of difficulty	170	275	445	495	473	969
	Cannot do at all	32	72	104	35	58	93
	Do not know	16	1	17	32	-	32
Remembering/Concentrating	No difficulty	22525	24489	47014	27245	28755	56000
	Some difficulty	1303	2013	3316	641	1331	1972
	A lot of difficulty	399	703	1102	436	459	895
	Cannot do at all	94	84	178	55	23	77
	Do not know	29	14	42	15	-	15

Self-Care	No difficulty	22146	24927	47073	27213	29578	56790
	Some difficulty	790	926	1715	783	817	1601
	A lot of difficulty	452	479	932	353	150	503
	Cannot do at all	313	305	618	28	23	51
	Do not know	62	69	130	15	-	15

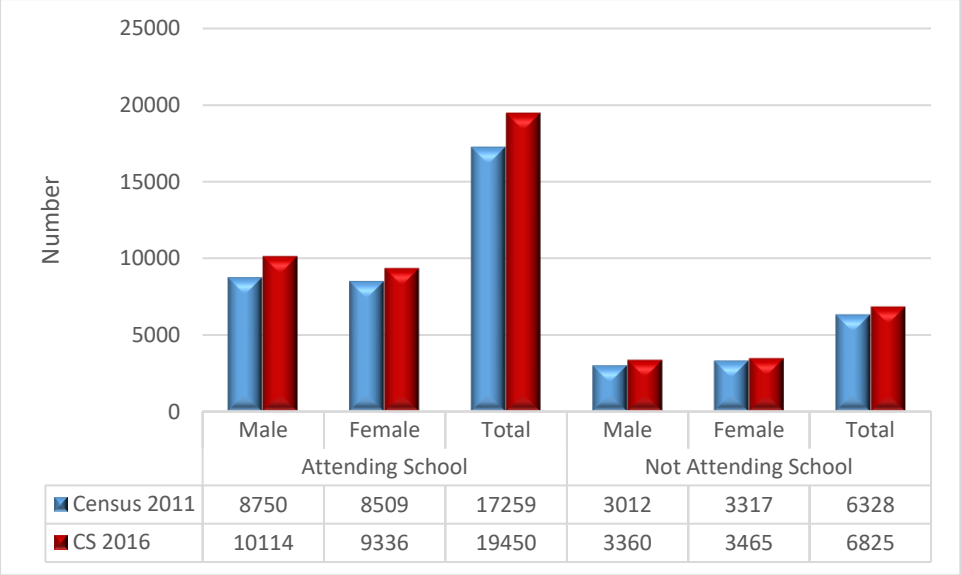
Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Table above shows that over the period of 2011 and 2016, the profile of persons with no difficulty in the six functional domains had increased from 2011 to 2016. People with some of difficulties in hearing, communicating, walking /climbing stairs, and , have increased in 2016 except for those who had some difficulties in seeing self-care and increased in 2016.Those who cannot do at all decreased had decreased in 2016 in all six functional domains.

2.6 Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required. The education measure represents the highest level of education of an individual, using the aged 5 years and older.

Figure 8: Distribution of Nketoana Local Municipality population aged 5-24 by school attendance and gender



Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 8 above displays school attendance patterns among individuals between aged 5-24 years in Nketoana Local Municipality. In both 2011 and 2016 more males were found to be attending school than females whereas females were more likely not to attend school than males.

Table : Distribution of population aged 5-24 by school attendance and gender per town in Nketoana Local Municipality

Town	Attending School			Not Attending School		
	Male	Female	Total	Male	Female	Total
Nketoana	**8750**	**8509**	**17259**	**3012**	**3317**	**6328**
Petrus Steyn	25	28	53	13	22	35
Mamafubedu	1934	2050	3984	621	696	1316
Nketoana NU	1171	999	2170	667	764	1430
Reitz	341	365	707	148	102	249
Petsana	2631	2493	5125	838	911	1749
Ntha	1945	1888	3832	506	565	1071
Lindley	87	92	179	18	31	49
Leratswana	599	571	1170	194	216	410
Arlington	16	23	39	7	11	18

Data source: Statistics South Africa, Census 2011

Table above shows school attendance aged between5-24 years per town in Nketoana Local Municipality. In Petsana more males (2 631) were found to be attending school than females (2 493) whereas females (911) were more likely not to attend school than males (838). In Mamafubedu more females (2 050) were attending school than males (1 934). In 2011 more females were more likely not to attend school except in Reitz where females (102) were less likely to attend school than males (148).

Table: Distribution of population aged 5-24 by school attendance and gender per ward in Nketoana Local Municipality

Ward	Attending School			Not Attending School		
	Male	Female	Total	Male	Female	Total
Ward 1	872	910	1782	313	371	685
Ward 2	1215	1294	2508	386	438	824
Ward 3	1335	1299	2634	377	439	816
Ward 4	835	773	1608	263	286	549
Ward 5	873	825	1698	314	365	679
Ward 6	713	633	1346	370	341	711
Ward 7	781	759	1540	324	349	673
Ward 8	777	811	1588	233	273	505
Ward 9	1349	1205	2554	431	454	885
Nketoana	**8750**	**8509**	**17259**	**3012**	**3317**	**6328**

Data source: Statistics South Africa, Census 2011

Table above shows school attendance aged between5-24 years per ward in Nketoana Local Municipality. In Ward 3 more males (1 335) were found to be attending school than females (1 299). The highest number of females who were more likely not to attend school were found in Ward 9 (454) followed by Ward 3 (439) and Ward 2 (438).

Table: Distribution of population aged 5 years and older by highest level of education attained and gender in Nketoana Local Municipality

Category	Male	Female	Total
No schooling	2219	3251	5470
Some Primary	6820	7249	14070
Primary Completed	1629	1642	3270
Some Secondary	8281	9564	17845
Secondary Completed	6455	7444	13900
Higher	1351	1645	2997
Total	**26756**	**30796**	**57551**

Data source: Statistics South Africa, Census 2022

Table 22 above shows highest level of education attained by gender. In 2022 more males had no schooling than females. Both males and females had highest proportion of population attained matric in 2022.

2.7 EMPLOYMENT

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

The economically active population (EAP) is defined as people (aged between 15 and 64 years) who are able willing and willing to work, and who are actively looking for work. (It includes both employed and unemployed people as well as people, who recently have not taken any active steps to find employment is, not included I the measure. These people may or (may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non- economically active population.

Table: Distribution of Nketoana Local Municipality population aged between 15 and 64 years by employment status, gender and unemployment rate

Employment Status	Gender		Total
	Male	Female	
Employed	8363	5043	13406
Unemployed	2315	3540	5855

Not economically active	7056	11014	18070
Unemployment rate	**21,7**	**41,2**	**30,4**

Data source: Statistics South Africa, Census 2011 (2016 municipal boundaries)

Table 24 above indicates the distribution of employment status, gender as well as unemployment rate of population aged between 15 and 64 years in Nketoana local municipality for Census 2011. In 2011, 13 406 population were employed, and 5 855 population were unemployed whereas 18 070 thousand population were not economically active. The overall municipal unemployment rate was found to be 30.4 % whereas females had more unemployment rate (41.2 %) than males (21.7%) (Based on the official definition of unemployment).

Table 25: Distribution of population aged between 15 and 64 years by employment status, gender and unemployment rate per town in Nketoana Local Municipality

Town	Employed			Unemployed			Not economically active			Unemployment rate		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**8363**	**5043**	**13406**	**2315**	**3540**	**5855**	**7056**	**11014**	**18070**	**21,7**	**41,2**	**30,4**
Petrus Steyn	90	52	141	15	18	32	77	112	189	14,3	25,7	18,5
Mamafubedu	1037	664	1702	591	860	1452	1597	2445	4042	36,3	56,4	46,0
Nketoana NU	3122	1382	4504	130	488	618	645	1719	2365	4,0	26,1	12,1
Reitz	718	536	1254	69	86	155	305	519	824	8,8	13,8	11,0
Petsana	2151	1509	3660	791	1149	1940	2036	2966	5003	26,9	43,2	34,6
Ntha	742	560	1302	462	609	1071	1719	2304	4023	38,4	52,1	45,1
Lindley	178	107	285	18	24	42	180	178	358	9,2	18,3	12,8
Leratswana	289	198	487	237	296	533	484	746	1230	45,1	59,9	52,3
Arlington	36	35	71	2	10	12	12	24	36	5,3	22,2	14,5

Data source: Statistics South Africa, Census 2011

The above table indicates the distribution of employment status, gender as well as unemployment rate of population aged between 15 and 64 years per town in Nketoana local municipality for Census 2011. In 2011, 4 504 Nketoana NU population were employed followed by Petsana (3 660) and 1 940 population in Petsana were unemployed followed by Mamafubedu (1 452) and Ntha (1 701). The highest proportion of population not economically active were found in Petsana (5 003) followed by Mamafubedu (4 042) and Ntha (4 023) The overall municipal unemployment rate was found to be high Leratswana (52.3%) followed by Mamafubedu (46.0%) and Petsana (34.6%) and lowest proportion of unemployment rate were found low in Nketoana NU (12.1%) and Reitz (11.0%) whereas females had more unemployment rate than males in all towns. (Based on the official definition of unemployment).

Table 26: Distribution of population aged between 15 and 64 years by employment status, gender and unemployment rate per ward in Nketoana Local Municipality

Ward	Employed			Unemployed			Not economically active			Not economically active			Not economically active		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**8363**	**5043**	**13406**	**2315**	**3540**	**5855**	**7056**	**11014**	**18070**	**7056**	**11014**	**18070**	**21,7**	**41,2**	**30,4**
Ward 1	913	464	1377	249	374	623	830	1326	2156	830	1326	2156	21,4	44,6	31,2
Ward 2	655	408	1063	367	554	921	926	1476	2403	926	1476	2403	35,9	57,6	46,4
Ward 3	675	464	1139	323	427	751	1159	1586	2745	1159	1586	2745	32,4	47,9	39,7
Ward 4	828	461	1289	178	278	457	812	1121	1932	812	1121	1932	17,7	37,6	26,2
Ward 5	829	468	1297	271	426	697	643	1096	1739	643	1096	1739	24,6	47,7	35,0
Ward 6	1485	765	2250	137	259	396	545	1066	1611	545	1066	1611	8,4	25,3	15,0
Ward 7	1276	841	2117	165	286	451	582	1036	1618	582	1036	1618	11,5	25,4	17,6
Ward 8	587	519	1106	243	292	535	624	945	1569	624	945	1569	29,3	36,0	32,6
Ward 9	1114	652	1766	382	644	1025	935	1361	2296	935	1361	2296	25,5	49,7	36,7

Data source: Statistics South Africa, Census 2011

The above table indicates the distribution of employment status, gender as well as unemployment rate of population aged between 15 and 64 years per ward in Nketoana local municipality. 2 250 Ward 6 population were employed followed by Ward 7 (2 117) and (1 766) in Ward 9. 1 025 population in Ward 9 were unemployed followed by 751 in Ward 3. The highest proportion of population not economically active were found in Ward 3 (2 745) followed by Ward 2 (2 403) and Ward 9 (2 296). In 2011 more males were employed than females whereas more females were unemployed. The overall municipal unemployment rate was found to be high Ward 2 (46.4%) followed by Ward 3 (39.7%) and Ward 9 (36.7%) and lowest proportion of unemployment rate were found low in Ward 7 (17.6%) and Ward 6 (15.0%) (12.1%). Females had more unemployment rate than males in all wards. (Based on the official definition of unemployment).

Table: Distribution of employed population aged between 15 and 64 years by employment status, gender and type of sector in Nketoana Local Municipality

Type of sector	Gender		Total
	Male	Female	
In the formal sector	6028	3349	9377
In the informal sector	1292	704	1996
Private household	924	933	1857

Data source: Statistics South Africa, Census 2011

Table above indicates the distribution of employed population aged between 15 and 64 years in Nketoana local municipality by type of sector and gender. Highest proportion of employed population were found in the formal sector with 9 377 followed by informal sector with 1 996 and private households had the lowest proportion of employed population. (1857). In 2011, it was found that, more males were employed than females except in private household where females were employed than male.

Table : Distribution of employed population aged between 15 and 64 years by employment status, gender and type of sector per town in Nketoana Local Municipality

Town	In the formal sector			In the informal sector			Private household		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nketoana	**6028**	**3349**	**9377**	**1292**	**704**	**1996**	**924**	**933**	**1857**
Petrus Steyn	50	29	78	17	10	27	21	11	32
Mamafubedu	705	467	1173	187	65	252	113	121	235
Nketoana NU	2421	956	3377	376	191	567	302	231	534
Reitz	581	458	1039	86	37	123	41	33	74
Petsana	1404	836	2240	393	272	665	308	376	683
Ntha	554	373	927	74	45	119	107	138	245
Lindley	131	85	216	32	17	50	15	3	18
Leratswana	155	120	275	119	58	177	15	19	34
Arlington	27	25	52	7	9	16	2	1	3

Data source: Statistics South Africa, Census 2011

Table above indicates the distribution of employed population aged between 15 and 64 years per town in Nketoana local municipality by employment status and gender. The overall employed people per town were found to be in formal sectors. The informal sector was found to be more than that of private households. Highest proportion of population in formal sector were found Nketoana NU (3 377) and Petsana (2 240) as well as Mamafubedu (1 173) and females were more employed than males in this sector. It was found that, more males were employed than females except in private household where females were employed than male.

Table : Distribution of employed population aged between 15 and 64 years by employment status, gender and type of sector per ward in Nketoana Local Municipality

Ward	In the formal sector			In the informal sector			Private household		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Ward 1	698	331	1029	112	47	159	70	74	144
Ward 2	478	291	769	103	38	140	71	78	149
Ward 3	516	322	837	59	40	99	97	99	196
Ward 4	726	373	1099	63	35	98	35	51	85
Ward 5	412	275	686	307	132	439	107	60	167
Ward 6	1164	540	1705	168	75	243	138	143	280
Ward 7	924	597	1520	187	116	303	154	125	279
Ward 8	402	308	711	148	128	276	37	80	117
Ward 9	708	312	1021	145	94	239	217	222	439
Nketoana	**6028**	**3349**	**9377**	**1292**	**704**	**1996**	**924**	**933**	**1857**

Data source: Statistics South Africa, Census 2011

Table above indicates the distribution of employed population aged between 15 and 64 years per ward in Nketoana local municipality by type of sector and gender. The overall employed people were found to be in formal sectors. The informal sector was found to be more than that of private households. Highest proportion of population in formal sector were found in Ward 6 (1 706) and Ward 7 (1 520) and females were more employed than males in this sector. Ward 5(439), Ward 7 (303) and Ward 8 (276) had highest population employed in informal sectors and few population were employed in Ward 3 and 4 (99 and 98) respectively. It was found that, more males were employed than females except in private household where females were employed than male.

2.8 Households Information

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

Table: Total number of households per municipality

Municipality	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Setsoto	33687	15,5	37388	15,2
Dihlabeng	38593	17,7	46857	19,0
Nketoana	17318	7,9	19664	8,0
Maluti a Phofung	100228	46,0	110725	45,0
Phumelela	12888	5,9	14586	5,9
Mantsopa	15170	7,0	16951	6,9
Thabo Mofutsanyana	217884	100,0	246171	100,0

Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

The table above shows household distribution in Nketoana LM in comparison with other local municipalities within the district between 2011 and 2016. Maluti a Phofung LM had the highest share of households in 2011 (46.0%) and in 2016 (45.0%) respectively followed by Dihlabeng LM with 17.7 % in 2011 and 19.0 in 2016 and Setsoto LM with 15.5% in 2011 and 15.2% in 2016. Nketoane had the lowest share of households in 2011 (7.9 %) and 8.0% in 2016, the households slightly increased with 0.1% in 2016.

Table : Total number of households per town in Nketoana Local municipality

Town	Households	Percentages
Nketoana	**17318**	**100,0**
Petrus Steyn	231	1,3
Mamafubedu	3138	18,1
Nketoana NU	3116	18,0
Reitz	1130	6,5
Petsana	5105	29,5
Ntha	3010	17,4
Lindley	354	2,0
Leratswana	1172	6,8
Arlington	64	0,4
Total	**17318**	**100,0**

Data source: Statistics South Africa, Census 2011

The above table shows distribution of households per town in Nketoana LM in 2011. In 2011 Petsana had the highest number of households (5 105) followed by Mamafubedu (3 318) and Nketoana NU (3 116). The lowest number of households were found in Lindley (354) followed by Petrus Steyn (231) an Arlington (64).

Category	Male	Female	Total	Percentage Total
Black African	8123	8950	17073	87
Coloured	210	245	456	2
Indian or Asian	125	125	250	1
White	1123	786	1909	10
Other	46	4	51	0
Total	9628	10110	19738	100

Data source: Statistics South Africa, Census 2022

The table above shows total number and percentages of households in Nketoana Local Municipality. In 2022 Black Africans had the highest percentage of households (87%) followed by White (10%) and the lowest percentage were found in the Indian / Asian community (1%).

Table: Distribution of total population, number of households and average household size in Nketoana local Municipality

	Total population	Households	Average household size
Census 2011	60324	17318	3.5
CS 2016	**64893**	19664	3.3
Census 2022	**66488**	19738	3.4

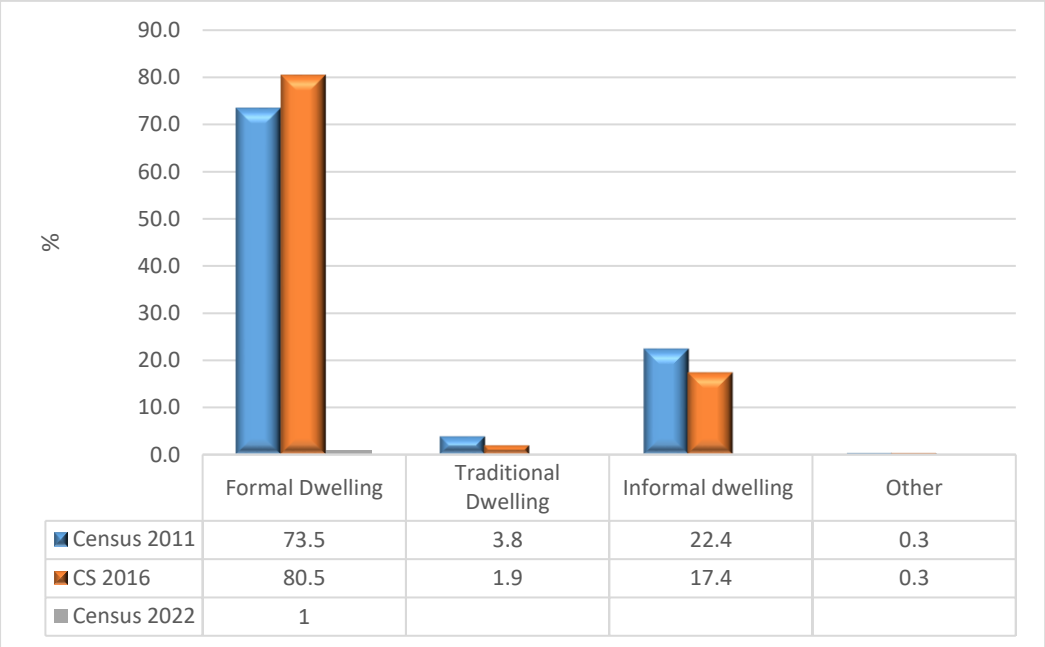
Data source: Statistics South Africa, Census 2011, Community Survey 2016 (2016 municipal boundaries) and Census 2022

Table above indicates the total population, number of households as well as the average household size in Nketoana local municipality between the years 2016 and 2022. Even though the total population had increased from (64 893) in 2016 to 66488 in 2022 and number of households has increased from (19 664) in 2016 to 19738 in 2022, the average household size has slightly increased from 3.3 in 2016 to 3.4 in 2022, this implies that the number of people per household has slightly increased.

Household infrastructure data of Nketoana Local Municipality is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of indicators below:

Access to dwelling units
Access to proper sanitation
Access to running water
Access to refuse removal
Access to electricity

Figure 9: Percentage distribution of households by main type of dwelling



Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 9 above shows households by types of their main dwelling for Census 2011 and CS 2016. In 2011, highest proportions of households were residing in formal dwellings (73.5 %) which increased to 80.5 % in 2016, while households resided in informal dwellings declined wit 5 % from 2011 (22.4 %) to 2016 (17.4%). In other forms of dwellings, there was a sign of slight decrease between the years 2011 (1.4 %) and 2016 (0.5 %) and households resided in traditional dwellings decreased from 3.8 % in 2011 to 1.9 %. In both respective years 2011 and 2016, highest proportion of people were living in formal dwellings, followed by informal dwellings and lowest proportion of people were living in other dwellings followed by traditional dwellings.

Table: Distribution of households by main type of dwelling per town in Nketoana Local Municipality

Town	Type of dwelling				
	Formal Dwelling	Traditional dwelling	Informal dwelling	Other	Total
Nketoana	**12735**	**655**	**3879**	**50**	**17318**
Petrus Steyn	229	-	1	-	231
Mamafubedu	2180	14	940	5	3138
Nketoana NU	2249	586	259	21	3116
Reitz	955	5	161	8	1130
Petsana	3737	24	1341	2	5105
Ntha	2068	21	909	11	3010
Lindley	311	2	39	1	354
Leratswana	940	2	228	1	1172
Arlington	64	-	-	-	64

Data source: Statistics South Africa, Census 2011

The above table shows type of main dwelling in Nketoana Local Municipality per town in 2011, Petsana had highest number (3 737) whilst highest proportion of households living in traditional dwelling were in Nketoana NU. The highest proportion of households living in informal dwelling were in Petsana (1 341) and Mamafubedu (940).

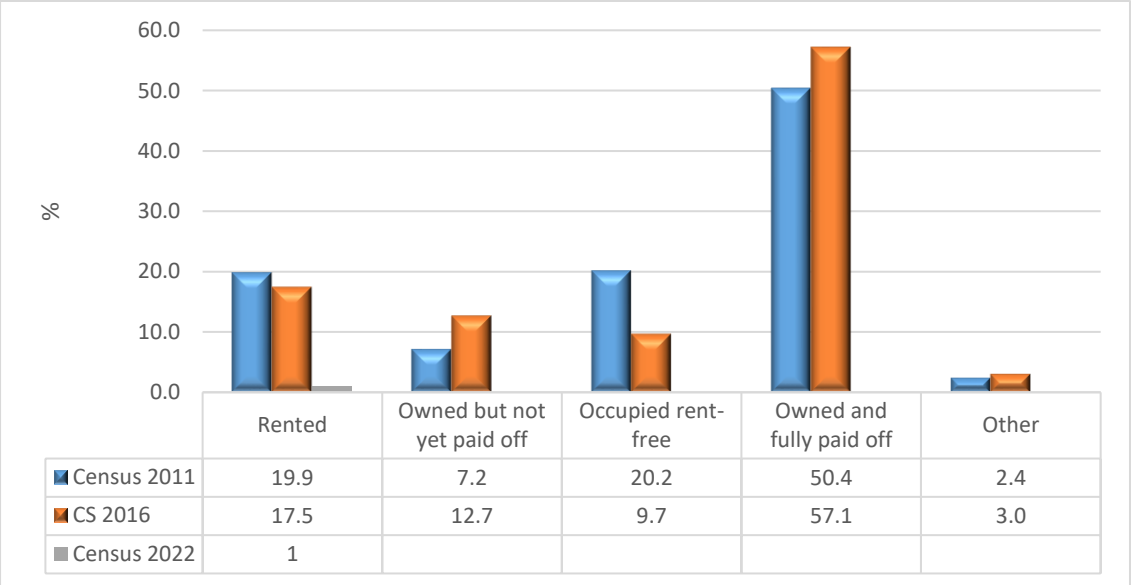
Table Distribution of households by main type of dwelling per ward in Nketoana Local Municipality

Ward	Type of dwelling				
	Formal Dwelling	Informal dwelling	Traditional dwelling	Other	Total
Ward 1	1686	214	19	9	1928
Ward 2	1118	736	11	3	1869
Ward 3	1519	598	48	8	2174
Ward 4	1240	397	118	7	1763
Ward 5	1350	295	104	4	1753
Ward 6	1420	276	163	10	1869
Ward 7	1801	129	178	5	2114
Ward 8	1289	225	7	1	1522
Ward 9	1310	1009	7	1	2326
Nketoana	**12735**	**3879**	**655**	**50**	**17318**

Data source: Statistics South Africa, Census 2011

The above table shows type of main dwelling in Nketoana Local Municipality per ward in 2011, The Ward 7 had highest proportions of households were residing in formal dwelling (1 801) followed by Ward 1 (1 686) and Ward 3 (1 519) whilst highest proportion of households residing in traditional dwelling were in Ward 7 (178) and Ward 6 (163). The highest proportion of households residing in informal dwellings were in Ward 2 (736) followed by Ward 3 (598).

Figure 10: Percentage distribution of households by main type of tenure status



Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Note: Total of CS 2016 tenure status did not include do not know and unspecified.

Figure 10 above indicates households by type of tenure status for Census 2011 and CS 2016. In 2011, 50.4% of dwellings in Nketoana local municipality were owned and fully paid off which increased to 57.1% in 2016. Dwellings that were rented slightly decreased from 19.9 % in 2011 to 17.5 % in 2016. Households that were occupied rent-free decreased from 20.2% in 2011 to 9.7% and other forms dwellings increased with 0.6% from 2011 to 2016.

Table : Distribution of households by type of tenure status per town in Nketoana Local Municipality

Town	Type of tenure status					
	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other	Total
FS193: Nketoana	**3438**	**1241**	**3498**	**8721**	**421**	**17318**
Petrus Steyn	95	27	10	98	-	231
Mamafubedu	564	241	744	1526	63	3138
Nketoana NU	423	202	1701	636	155	3116
Reitz	351	316	85	361	17	1130
Petsana	941	297	414	3385	68	5105
Ntha	743	74	381	1725	87	3010
Lindley	138	55	27	132	1	354
Leratswana	137	26	136	845	27	1172

Arlington	46	2	1	13	2	64

Data source: Statistics South Africa, Census 2011

Table above indicates households by type of tenure status per town in 2011. In 2011 3 385 dwellings in Petsana were owned and fully paid off followed by Ntha (1 725) and Mamafubedu (1 526). Dwellings that were rented were found Petsana (941), Ntha 743 and Mamafubedu (564).The lowest number of dwellings that were not yet paid off were found in Petrus Styn (27) and Arlington (2)

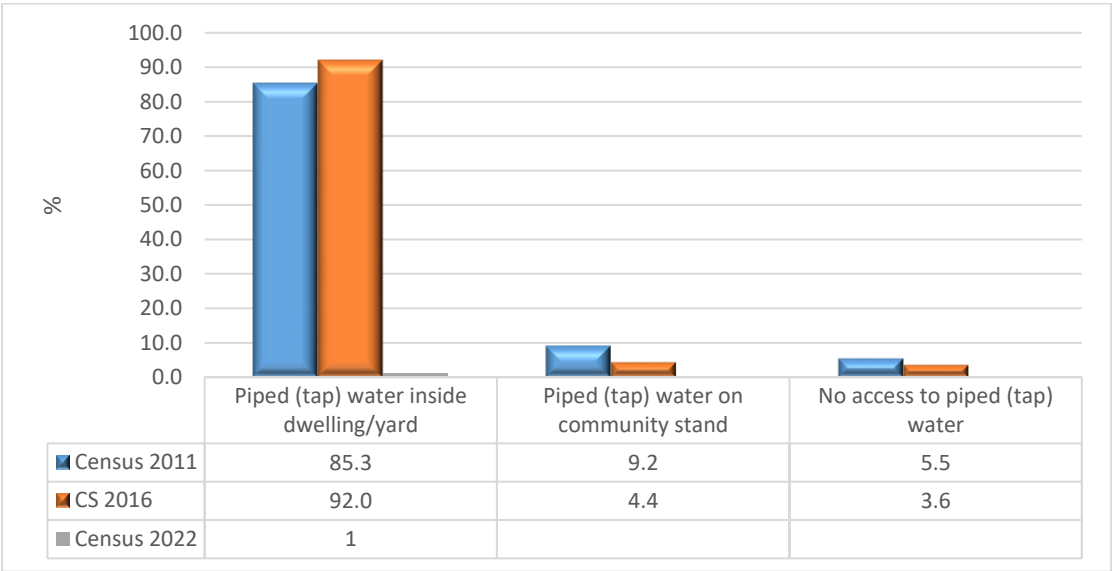
Table 37: Distribution of households by type of tenure status per ward in Nketoana Local Municipality

Ward	Tenure Status					
	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other	Total
Ward 1	374	221	491	835	7	1928
Ward 2	306	85	538	880	60	1869
Ward 3	461	74	470	1145	24	2174
Ward 4	496	79	285	818	86	1763
Ward 5	284	47	325	998	100	1753
Ward 6	404	246	577	595	46	1869
Ward 7	652	282	431	718	31	2114
Ward 8	295	152	96	977	1	1522
Ward 9	166	55	285	1755	66	2326
Nketoana	**3438**	**1241**	**3498**	**8721**	**421**	**17318**

Data source: Statistics South Africa, Census 2011

Table above indicates households by type of tenure status per ward in 2011. In 2011 Ward 9 had the highest number of households (1 755) living in owned and fully paid off followed by Ward 3 (1 145) and Ward 5 (998). Ward 7 (652) and Ward 3 (496) had the highest proportions of households who rented their dwellings.

Figure 11: Percentage distribution of households having access to piped (tap) water



Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 11 above indicates the percentage distribution of households in Nketoana local municipality by access to piped (tap) water. Households with access to piped water inside dwelling/yard increased from 85.3 % in 2011 to 92.0 % in 2016 and households with access to piped water on community stand decreased from 9.2 % in 2011 to 4.4 % in 2016. Households with no access to piped water slightly decreased from 5.5 % in 2011 to 3.6 % in 2016. In both years 2011 and 2016 respectively highest proportion of households with access to piped water were found inside dwelling/yard followed by community stand and no access to piped water.

Table: Distribution of households having access to piped (tap) water per town in Nketoana Local Municipality

Town	Access to piped (tap) water			
	Piped (tap) water inside dwelling/yard	Piped (tap) water on community stand	No access to piped (tap) water	Total
FS193: Nketoana	14771	1602	946	17318
Petrus Steyn	231	-	-	231
Mamafubedu	3020	108	9	3138
Nketoana NU	1713	547	857	3116
Reitz	950	179	1	1130
Petsana	4429	660	16	5105
Ntha	2894	95	21	3010
Lindley	317	-	37	354
Leratswana	1155	12	5	1172
Arlington	64	-	-	64

Data source: Statistics South Africa, Census 2011

Table above indicates highest proportion of households having access to piped water inside dwelling/yard were found in Petsana (4 429) followed by Mmamafubedu (3 020) and Ntha (2 894). Households that reported no access to piped (tap) water were highest in Nketoana NU. Overall highest proportion of households with access to piped water were found inside dwelling/yard followed by community stand and no access to piped water.

Table 39: Distribution of households having access to piped (tap) water per ward in Nketoana Local Municipality

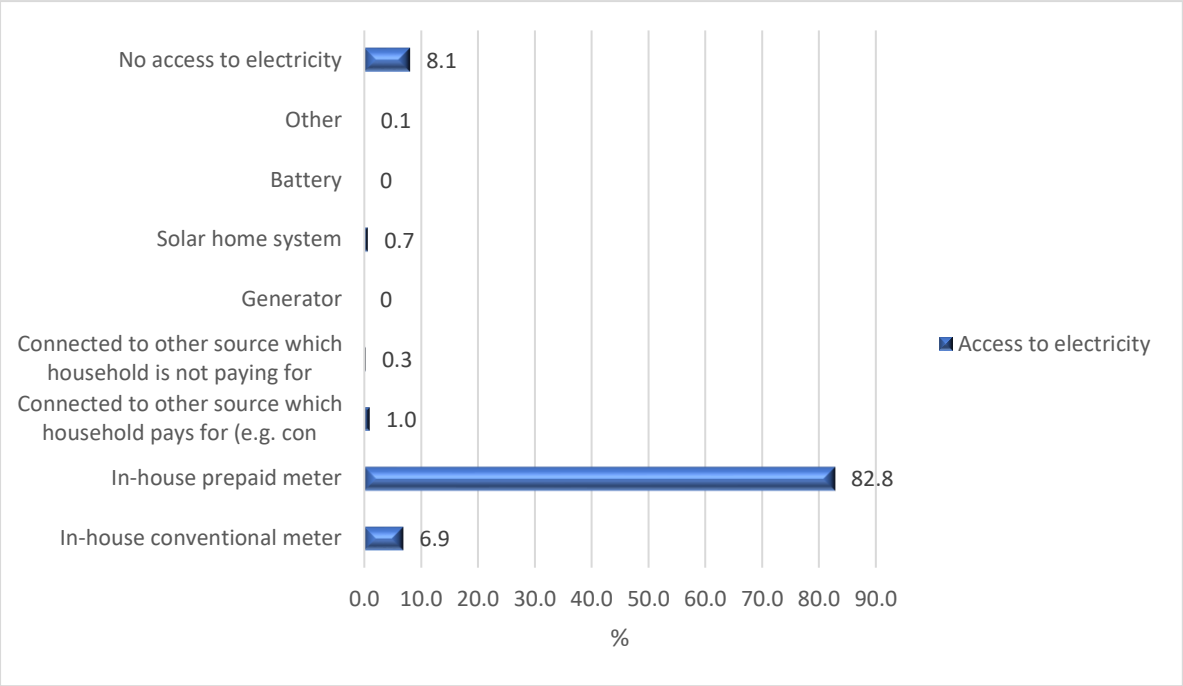
Ward	Access to piped (tap) water			
	Piped (tap) water inside dwelling/yard	Piped (tap) water on community stand	No access to piped (tap) water	Total
Ward 1	1709	25	194	1928
Ward 2	1758	106	6	1869
Ward 3	1960	27	188	2174
Ward 4	1366	114	283	1763
Ward 5	1521	76	156	1753
Ward 6	1459	373	36	1869
Ward 7	1818	228	68	2114

Ward 8	1493	25	4	1522
Ward 9	1687	627	12	2326
Nketoana	**14771**	**1602**	**946**	**17318**

Data source: Statistics South Africa, Census 2011

Table above indicates highest proportion of households having access to piped (tap) water per ward in Nketoana LM. Highest proportion households having access to piped (tap) water were found in Ward 3 (1 960) followed by Ward 7 (1 818) and Ward 2 (1 758). Households that reported no access to piped (tap) water were highest in Ward 4 (283), Ward 1 (194) and Ward 3 (188). Overall highest proportion of households with access to piped water were found inside dwelling/yard followed by community stand and no access to piped water.

Figure 12: Percentage distribution of households with access to electricity

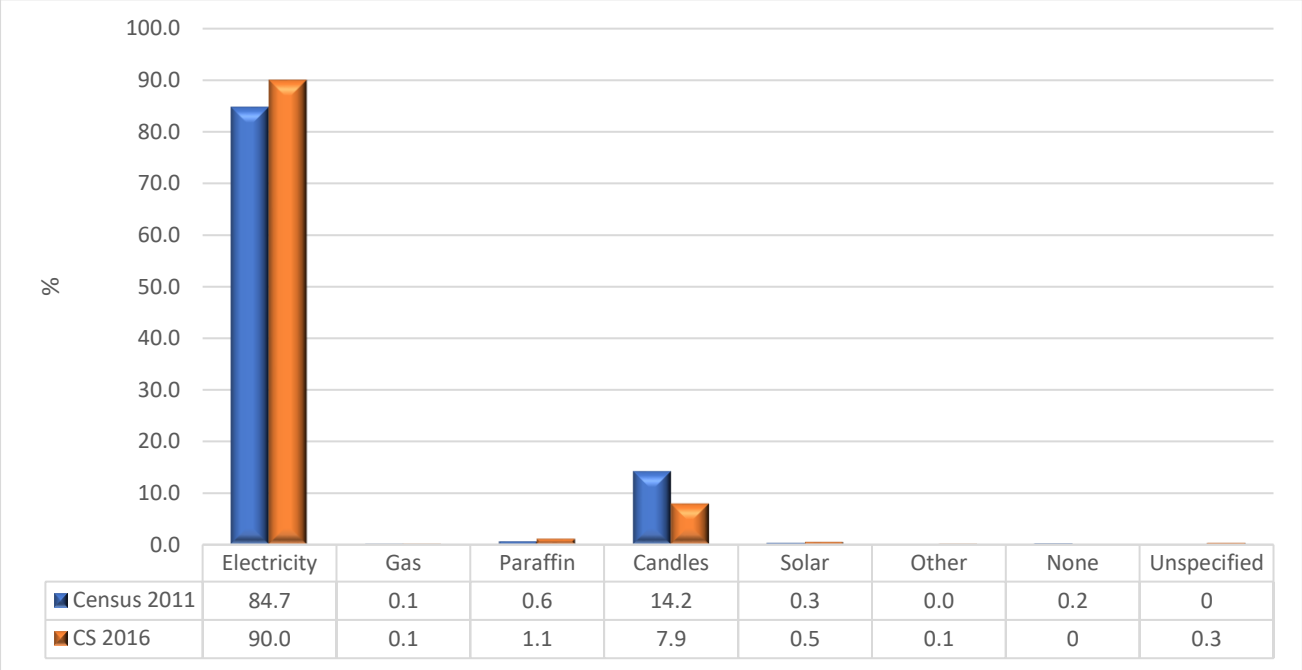


Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

Note: Access to electricity was not derived the same for both Census 2011 and CS 2016

Figure 12 above indicates the percentage distribution of households with access to electricity wherein 82.8 % of households had access to electricity with in-house meter prepaid meter and 6.9 % had access to electricity with in-house conventional meter in Nketoana local municipality whereas only 1.0 % of the households connected to other source which household is not paying for and 8.1 % households had no access to electricity.

Figure 13: Percentage distribution of households with access to electricity for lighting



	Electricity	Gas	Paraffin	Candles	Solar	Other	None	Unspecified
Census 2011	84.7	0.1	0.6	14.2	0.3	0.0	0.2	0
CS 2016	90.0	0.1	1.1	7.9	0.5	0.1	0	0.3

Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 13 above indicates percentage distribution of households using energy or fuel for lighting in Nketoana local municipality. The figure shows that, the majority of households used electricity as source of energy or fuel for lighting in both 2011 (84.7 %) and 2016 (90.0 %) followed by households used candles as source of energy or fuel for lighting in 2011 (14.2 %) and in 2016 (7.9 %). The household that used solar for lightning slightly increased from 0.3% in 2011 to 0.5 % in 2016, whereas those who used paraffin increased from 0.6% in 2011 to 1.1% in 2016.

Table: Distribution of households by energy source or fuel for lighting per town in Nketoana Local Municipality

Town	Energy source or fuel for lightning						
	Electricity	Gas	Paraffin	Candles	Solar	None	Total
FS193: Nketoana	**14661**	**11**	**106**	**2459**	**50**	**30**	**17318**
Petrus Steyn	227	1	-	1	1	-	231
Mamafubedu	2942	1	10	183	-	3	3138
Nketoana NU	2053	4	16	1000	33	10	3116
Reitz	941	1	13	172	1	1	1130
Petsana	4301	3	41	741	9	9	5105
Ntha	2865	1	12	122	3	6	3010
Lindley	310	-	3	41	-	-	354
Leratswana	958	-	11	198	2	2	1172
Arlington	63	-	-	1	-	-	64

Data source: Statistics South Africa, Census 2011

Table above shows distribution of households by energy source or fuel for lightning per town in Nketoana local municipality. The table shows that, the majority of households used electricity as source of energy or fuel for lighting in all of the towns followed by households used candles and paraffin as source of energy or fuel for lighting. The highest proportions of households used electricity were found in Petsana (4 301), Mamafubedu (2 942) and Ntha (2 865). The lowest households used electricity as source or fuel for lighting were found in Lindley (3 10) followed by Petrus Steyn (227) and Arlington (63).

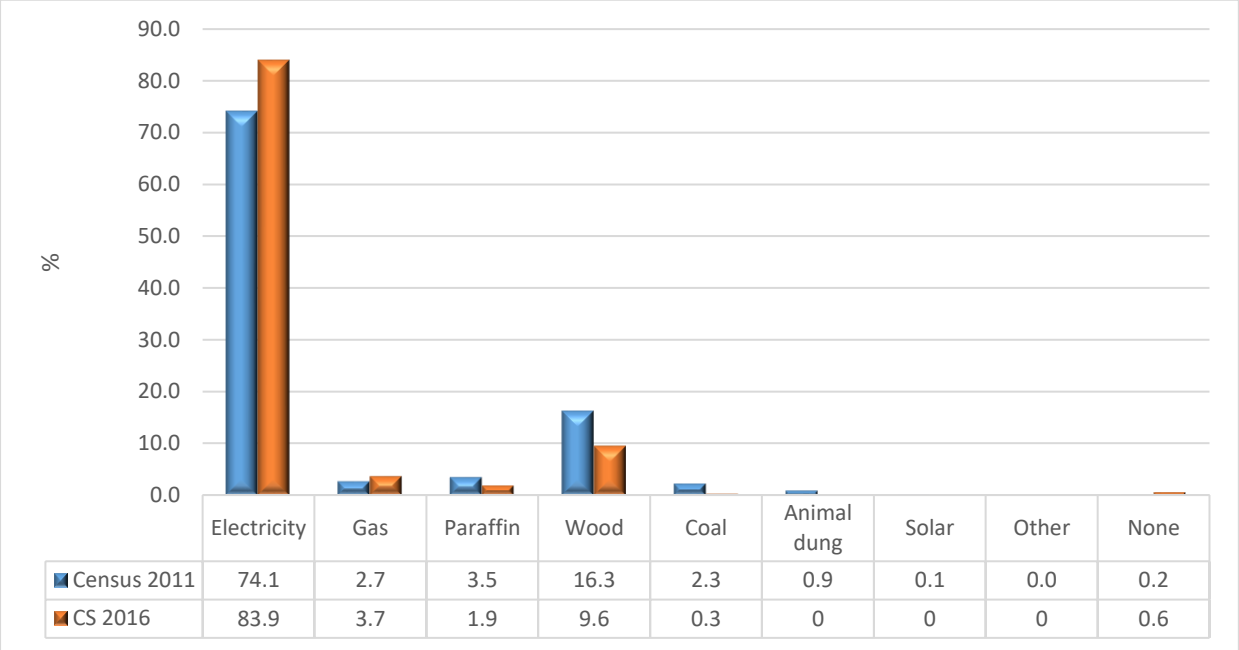
Table: Distribution of households energy source or fuel for lighting per ward in Nketoana Local Municipality

Ward	Energy source of fuel for lightning						
	Electricity	Gas	Paraffin	Candles	Solar	None	Total
Ward 1	1785	-	3	136	5	-	1928
Ward 2	1716	2	7	142	-	3	1869
Ward 3	2035	-	9	120	4	5	2174
Ward 4	1495	3	7	252	4	2	1763
Ward 5	1328	-	17	391	13	5	1753
Ward 6	1390	1	20	444	12	2	1869
Ward 7	1806	3	4	291	3	6	2114
Ward 8	1461	-	4	56	-	1	1522
Ward 9	1645	3	35	629	8	6	2326
Nketoana	**14661**	**11**	**106**	**2459**	**50**	**30**	**17318**

Data source: Statistics South Africa, Census 2011

Table above shows distribution of households by energy source or fuel for lightning per ward in Nketoana local municipality.). The table shows that, the majority of households used electricity as source of energy or fuel for lighting in all of the wards followed by households used candles and paraffin as source of energy or fuel for lighting. The top leading ward in overall usage of electricity were in Ward 3 (2 035), Ward 7 (1 806) and Ward 1 (1 785).

Figure 14: Percentage distribution of households with access to electricity for cooking

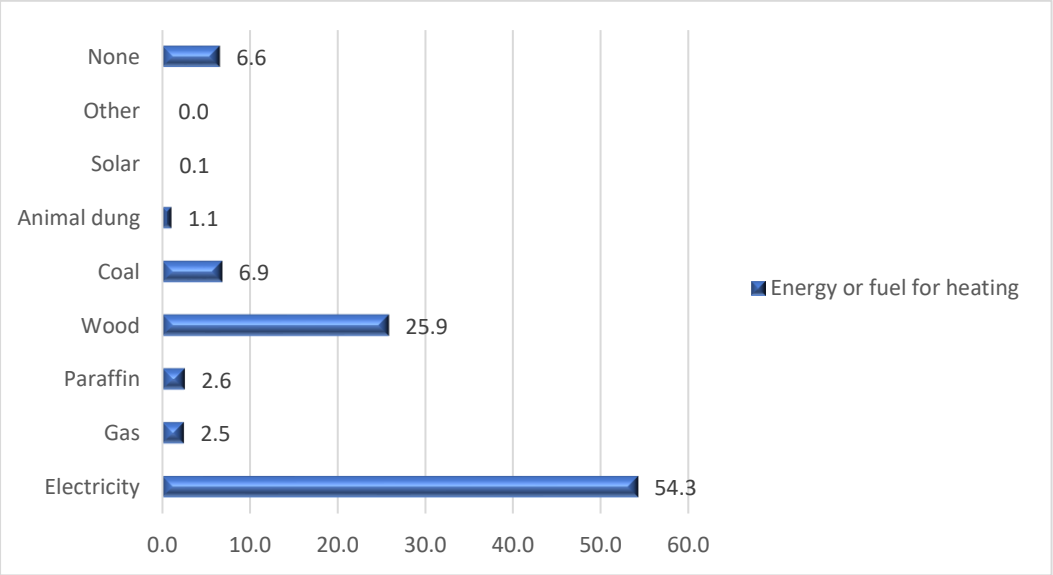


	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None
Census 2011	74.1	2.7	3.5	16.3	2.3	0.9	0.1	0.0	0.2
CS 2016	83.9	3.7	1.9	9.6	0.3	0	0	0	0.6

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Figure 14 above indicates percentage distribution of households using energy or fuel for cooking in Nketoana local municipality. The above figure shows that, the proportion of households that used electricity as main source of fuel for cooking increased from 74.1 % in 2011 to 83.9 % in 2016 whereas households that used paraffin for cooking decreased from 3.5 % in 2011 to 1.9 % in 2016 and households that used gas for cooking slightly increased from 2.7 % in 2011 to 3.7 % in 2016. Households that did not used wood as source of energy or fuel for cooking decreased from 16.3 % in 2011 to 9.6 % in 2016.

Figure 15: Percentage distribution of households with access to electricity for heating

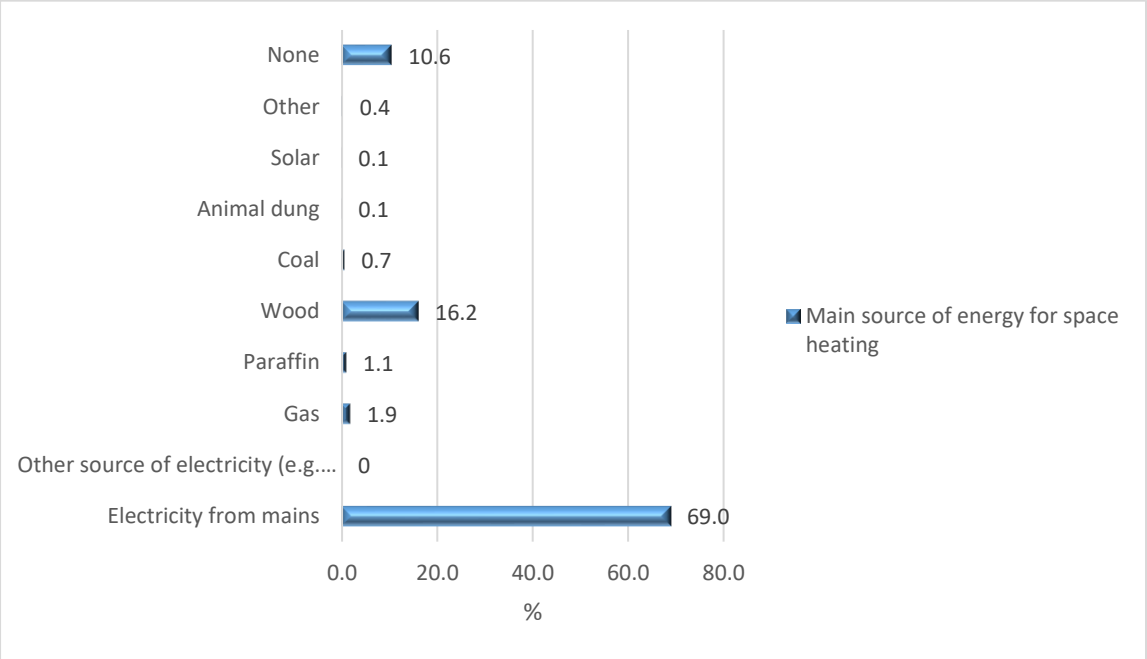


Data source: Statistics South Africa, Census 2011 *(2016 municipal boundaries)*

Note: Energy for fuel, energy and heating, energy or fuel for space heating and water heating were not derived the same for both Census 2011 and CS 2016.

Figure 15 above indicates percentage distribution of households using energy or fuel for heating in Nketoana local municipality. The above figure shows that, in 2011 the highest proportion of households used electricity (54.3 %) as main source of energy or fuel for heating followed by 25.9 % of households used wood for heating and 6.9 % of households did used coal as source of energy or fuel for heating.

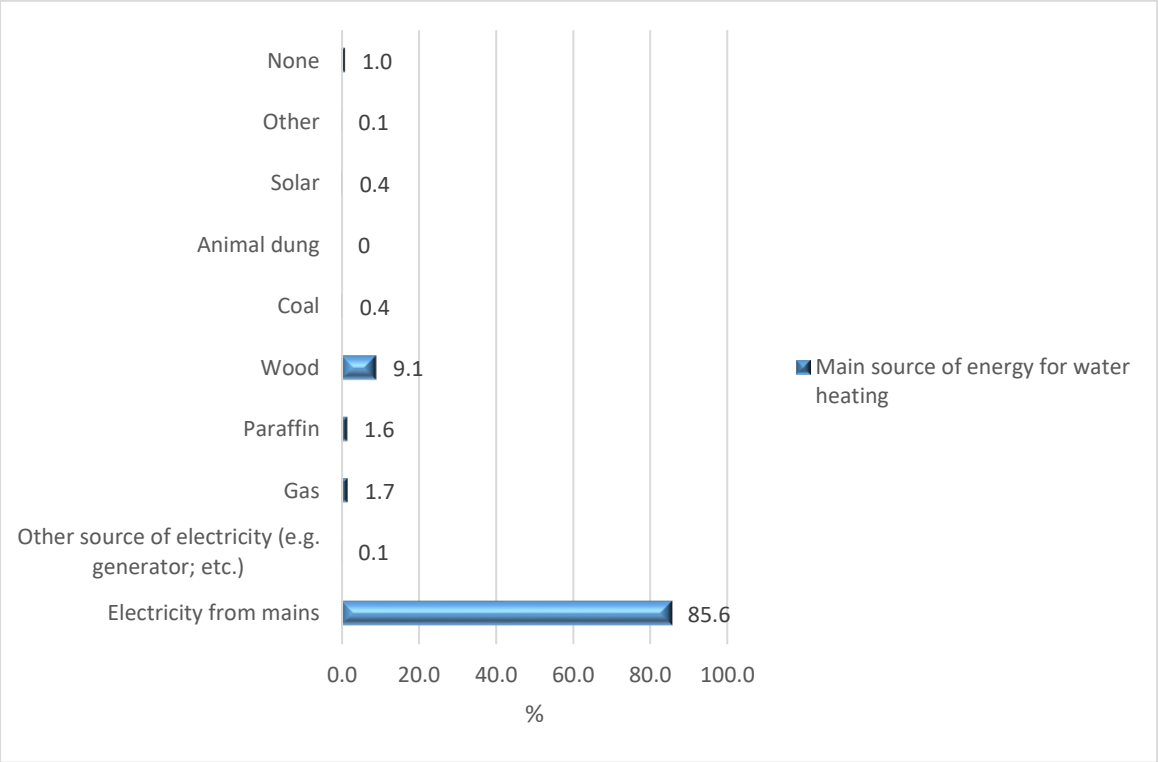
Figure 16: Percentage distribution of households with access to electricity for space heating



Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

Figure 16 above indicates percentage distribution of households using energy or fuel for space heating in Nketoana local municipality. The above figure shows that, in 2016 the highest proportion of households used electricity (69.0 %) as main source of fuel for space heating followed by 16.2 % of households used wood for space heating and 10.3 % of households did not use any source of energy or fuel for space heating.

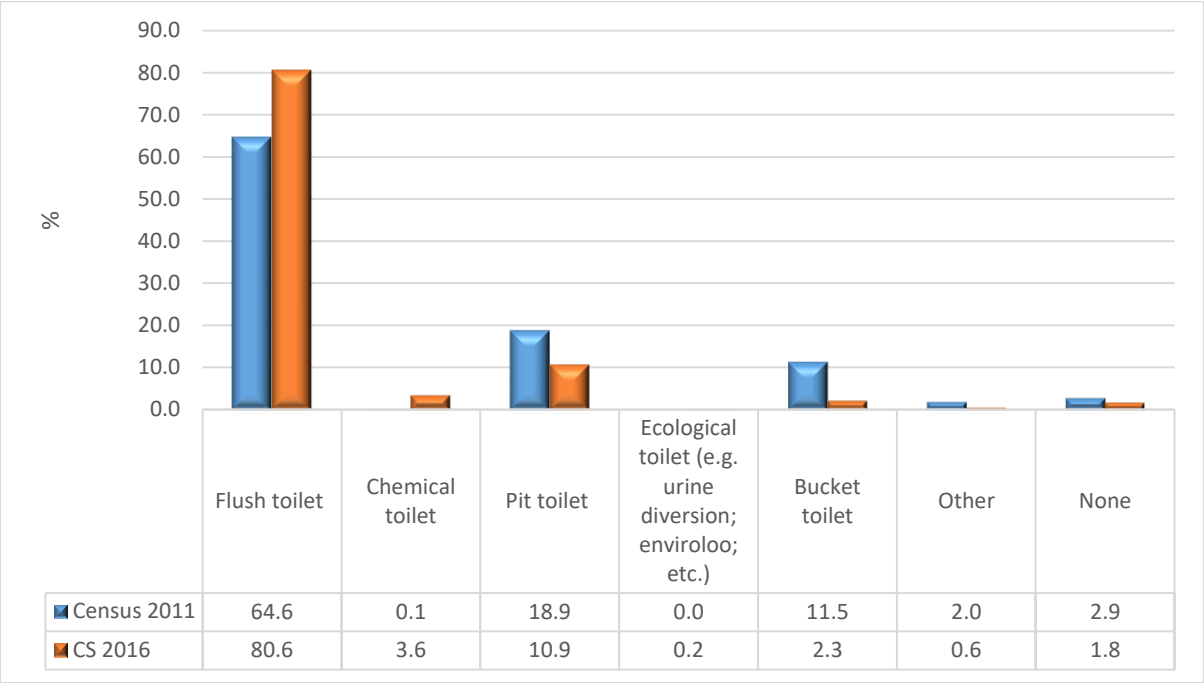
Figure 17: Percentage distribution of households with access to electricity for water heating



Data source: Statistics South Africa, Community Survey 2016 (2016 municipal boundaries)

Figure 17 above indicates percentage distribution of households using energy or fuel for water heating in Nketoana local municipality. The above figure shows that, in 2016 the highest proportion of households used electricity (85.6 %) as main source of fuel for water heating followed by 9.1 % of households using wood for water heating and 1.0 % of households did not use any source of energy or fuel for water heating.

Figure 18: Percentage distribution of households with access to toilet facilities



	Flush toilet	Chemical toilet	Pit toilet	Ecological toilet (e.g. urine diversion; enviroloo; etc.)	Bucket toilet	Other	None
Census 2011	64.6	0.1	18.9	0.0	11.5	2.0	2.9
CS 2016	80.6	3.6	10.9	0.2	2.3	0.6	1.8

Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 18 above indicates percentage distribution of households in Nketoana local municipality by type of toilet facility being utilised. The figure above shows the proportion of households that used bucket system in the municipality decreased from 11.5 % in 2011 to 2.3 % in 2016. Proportions of households that used flush toilets increased from 64.6 % in 2011 to 80.6 % in 2016 and households that used other toilet facility slightly decreased from 2.0 % in 2011 to 0.6 % in 2016, whereas households that used pit latrine decreased from 18.9 % in 2011 to 10.9 % in 2016. Households without any toilet facilities decreased from 2.9 % in 2011 to 1.8 % in 2016.

Table 42: Distribution of households by type of toilet facilities per town in Nketoana Local Municipality

Town	Type of toilet facilities						
	Flush toilet	Chemical toilet	Pit toilet	Bucket toilet	Other	None	Total
Nketoana	11192	25	3278	1991	338	494	17318
Petrus Steyn	229	-	1	-	-	-	231
Mamafubedu	1529	1	45	1516	15	31	3138
Nketoana NU	834	5	1738	18	220	302	3116
Reitz	934	-	57	135	-	4	1130
Petsana	4353	16	515	53	72	95	5105
Ntha	2884	-	6	70	14	37	3010
Lindley	316	-	1	14	-	23	354
Leratswana	51	3	913	184	18	2	1172
Arlington	63	-	1	-	-	-	64

Data source: Statistics South Africa, Census 2011

The table above indicates distribution of households by type of toilet facility per town in Nketoana local municipality. The majority of households utilised flush toilets in all towns followed by pit latrine and bucket. The highest proportion of households utilised flush toilets were in Petsana (4 353) followed by Ntha (2 884) and Mamafubedu (1 529). Chemical toilets were under-utilised in all towns.

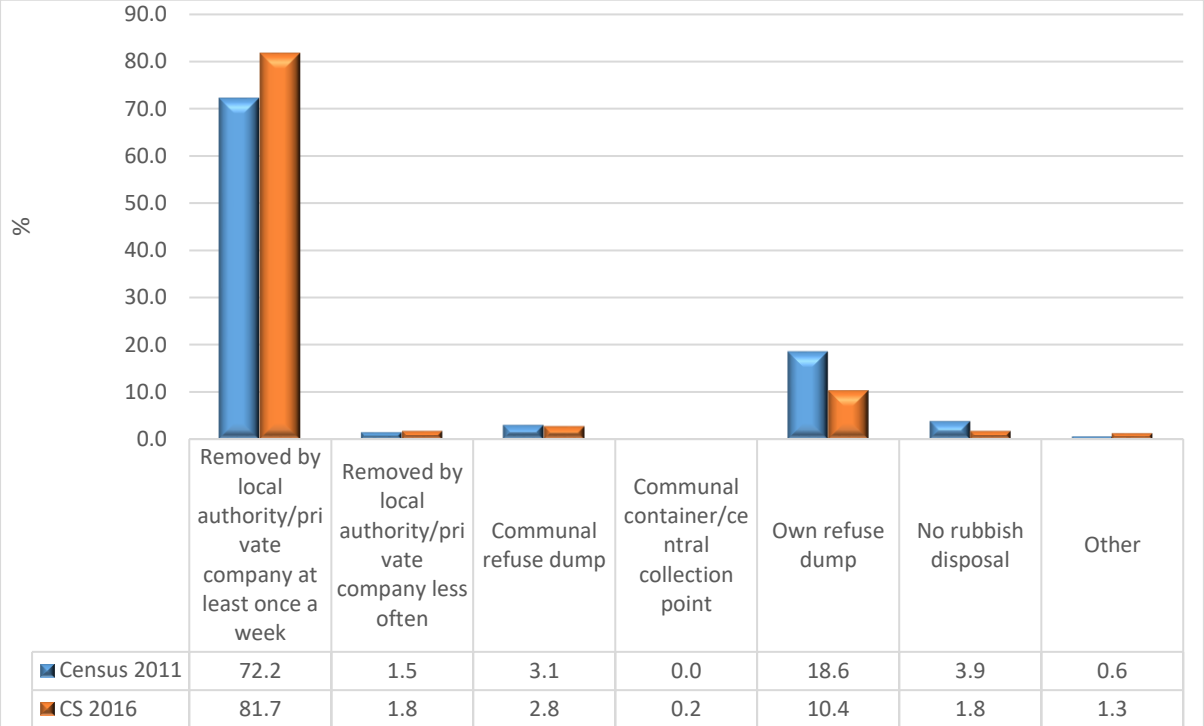
Table: Distribution of households by type of toilet facilities per ward in Nketoana Local Municipality

Ward	Type of toilet facilities						
	Flush toilet	Chemical toilet	Pit toilet	Bucket toilet	Other	None	Total
Ward 1	1430	-	212	233	27	27	1928
Ward 2	499	1	44	1283	14	28	1869
Ward 3	1977	-	94	15	60	28	2174
Ward 4	1361	4	194	73	48	84	1763
Ward 5	242	3	1214	189	56	48	1753
Ward 6	1030	1	567	141	34	95	1869
Ward 7	1544	-	442	6	33	89	2114
Ward 8	1457	16	11	20	5	14	1522
Ward 9	1651	-	501	31	61	82	2326
Nketoana	**11192**	**25**	**3278**	**1991**	**338**	**494**	**17318**

Data source: Statistics South Africa, Census 2011

The table above indicates distribution of households by type of toilet facility per ward in Nketoana local municipality. The majority of households utilised flush toilets in all wards followed by pit latrine and bucket. The highest proportion of households utilised flush toilets were in Petsana (4 353) followed by Ntha (2 884) and Mamafubedu (1 529). Ward 5 had the highest proportion of households (1 214) utilised pit toilet followed by Ward 9 (567) and Ward 9 (501). Ward 2 utilised 1 283 bucket toilets followed by Ward 1 (233) and Ward 5 (189). Chemical toilets were under-utilised in all towns

Figure 19: Percentage distribution of households by type of refuse removal



	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Communal container/central collection point	Own refuse dump	No rubbish disposal	Other
Census 2011	72.2	1.5	3.1	0.0	18.6	3.9	0.6
CS 2016	81.7	1.8	2.8	0.2	10.4	1.8	1.3

Data source: Statistics South Africa, Census 2011 and Community Survey 2016 (2016 municipal boundaries)

Figure 19 above indicates percentage distribution of households by type of refuse refusal being utilised by households in Nketoana local municipality in 2011 and 2016. The figure indicates that, the proportion of households whose refuse was removed by local authority at least once a week has increased from 72.2 % in 2011 to 81.7 % in 2016. In 2011, 18.6 % of households were using their own refuse dumps which decreased to 10.4 % in 2016 whereas households without any rubbish disposal decreased from 3.9 % in 2011 to 1.8 % in 2016.

Table: Distribution of households by type of refuse removal per town in Nketoana Local Municipality

Town	Refuse removal						
	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Total
Nketoana	**12506**	**262**	**545**	**3225**	**682**	**97**	**17318**
Petrus Steyn	225	-	-	1	1	3	231
Mamafubedu	2982	9	22	95	20	10	3138
Nketoana NU	29	16	132	2454	413	72	3116
Reitz	935	14	52	85	44	-	1130
Petsana	3962	202	301	499	138	3	5105
Ntha	2875	10	32	47	40	6	3010
Lindley	305	1	3	26	14	4	354
Leratswana	1131	9	3	18	11	-	1172
Arlington	62	1	-	-	1	-	64

Data source: Statistics South Africa, Census 2011

Table above indicates distribution of households per town in Nketoana local municipality by type of refuse removal. The highest proportion of households removed refuse removal once a week followed by households who owned their own refuse removal and those that don't have rubbish disposal.

Table 45: Distribution of households by type of refuse removal per ward in Nketoana Local Municipality

Ward	Type of Refuse Removal					
	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Ward 1	1481	1	82	321	34	8
Ward 2	1730	8	20	84	20	7
Ward 3	1929	8	-	149	84	4
Ward 4	1252	3	42	384	51	31
Ward 5	1204	17	10	448	46	27
Ward 6	805	14	74	794	177	5
Ward 7	1367	31	21	546	136	12
Ward 8	1339	94	1	32	56	-
Ward 9	1399	85	295	467	78	3
Nketoana	**12506**	**262**	**545**	**3225**	**682**	**97**

Data source: Statistics South Africa, Census 2011

Table above indicates distribution of households per ward in Nketoana local municipality by type of refuse removal. The highest proportion of households removed refuse removal once a week followed by households who own their own refuse removal and those that don't have rubbish disposal.

2.9 Powers and Functions of the Municipality

Table : *Municipal Powers and Functions, according to Schedules 4 and 5 of the Constitution, 1996* (Municipal Demarcation, 2008)

Function	Authorizations	Definition
Schedule 4		
Air pollution	No	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Child care facilities	No	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Yes	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, ta

Fire Fighting	Yes	In relation to District Municipality “Firefighting” mean: Planning, co-ordination and regulation of fire services;•specialized firefighting services such as mountain, veld and chemical fire services;•co-ordination of the standardization of infrastructure
Local tourism	Yes	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate and structure
Municipal airport	No	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and se
Municipal Planning	Yes	The compilation and implementation of an integrated development plan in terms of the Systems Act.
Municipal Health Services	Partly	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality

Function	Authorizations	Definition
Storm water	Yes	The management of systems to deal with storm water in builtup areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	Yes	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply
Sanitation	Yes	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service
Schedule 5		
Amusement facilities	Yes (Not relevant-lacks capacity)	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger
Cemeteries, funeral parlors and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements

Function	Authorizations	Definition
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conducts and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal roads	Yes- internal roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with,
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use
Refuse removal, refuse dumps and solid waste disposal	Yes	the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve

Function	Authorizations	Definition
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works	Yes	Any supporting infrastructure or services to empower a municipality to perform its functions

The Municipality –

- *Has been classified as a category B3 municipality in terms of the Local Government Turnaround Strategy classification formula*
- *Is a Water Service's Authority*
- *Has been classified as a vulnerable municipality that has to compile its IDP in terms of the Framework for simplified IDPs*

2.10 Spatial Development Framework

The preparation of a spatial development framework gives effect to section 12 of the Spatial and Land Use Management Act (Act 16 of 2013). It also gives effect to section 26 of the Municipal Systems Act (2000) which requires an integrated development plan of a municipality to reflect a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality. The Nketoana Local Municipality is currently in the process reviewing its Spatial Development Framework to guide and informs land development and management within the municipal area.

The SDF must give spatial effect to multi-sectoral projects identified in the IDP as well as assist the Municipality to co-ordinate the implementation of the various sector plans. This section gives a summary of key spatial aspects and development indicators that will inform the development of the municipal area.

2.11 Municipal legislative framework

Section 26 of the Municipal Systems Act (no 32 of 2000) states that one of the key components of the IDP is a "Spatial Development Framework which must include the provision of basic guidelines for a land-use management system for the municipality".

2.11.1 Objectives of the SDF

The following are the objectives for the Municipal Spatial Development Framework (SDF) and the Land Use Management System (LUMS):

- To provide strategic guidance for the future, physical/spatial development of the Municipal area.

- Ensuring that the envisaged physical/spatial development reflects the social, economic, environmental development issues identified in the IDP, i.e., while the SDF and LUMS provide primary guidance for the existing and future physical/spatial development of the municipality, such development can only be considered appropriate if it adequately addresses the social, economic, environmental, institutional issues identified in the IDP.
- To create a management tool for future development, i.e., providing a municipal-wide comprehensive town planning scheme that reflects the various existing development conditions, and which provides development management for the first steps of realizing the SDF.
- To establish a development structure, i.e., identifying basic structuring elements which provide development guidance, certainty, growth opportunities, and flexibility.
- To facilitate integration, i.e., ensuring appropriate vertical and horizontal linkage of policies, intentions, and development.
- To create generative systems, i.e., encouraging the establishment of development that generates additional activities, variety, and growth.
- To promote instrumentalism, i.e., acknowledging development as a continuous process and facilitating an ongoing development process.
- To create a sense of place, i.e., building on the specific opportunities of each location and encouraging the creation of unique environments.
- To cluster development and establish a centre strategy, i.e., discouraging development sprawl, encouraging the clustering of compatible development, and establishing a hierarchy of service nodes.
- To identify access routes as investment lines, i.e., utilizing levels of accessibility as guidance for the location of development components.
- To recognize natural resources as primary assets, i.e., positively integrating natural elements in the creation of a human and sustainable environment

2.11.2 Alignment to Provincial and District Plan

The table below compares the development goals for Province, District, and Nketoana Local Municipality. Evidence of alignment with the goals and indicators for Thabo Mofutsanyana District, the Provincial Government, and the National Government is therefore summarized as follows:

Table : Development Goals

Nketoana Local Municipality	***Thabo Mofutsanyana District Municipality***	***FSGD***	***Back to basics 10-point plan***
To provide sustainable infrastructure and services	Infrastructure and service	Education, innovation, and skills development	1. Ensuring Positive Community Experiences. 2. Municipalities Consistently Receiving Disclaimer Audit Opinions. 3. Revenue Enhancement Programme. 4. Appointment of Senior Managers in Municipalities. 5. Services and Infrastructure. 6. Implementation of Forensic Reports. 7. Metropolitan B2B Programme. 8. Strengthening Roles of District Municipalities. 9. Spatial Regional Integration Zones / Spatial Contracts. 10. Strengthen Capacity and Role of Provincial CoGTA Departments.
To stimulate sustainable economic development and tourism	Economic development and job creation	Economic Restructuring, Growth and Employment Creation	
To sustain financial management excellence	Financial viability	Sustainable rural development	
To improve human resource management excellence (Institutional transformation)	Social development	Improve the quality of life	
To improve good governance through effective leadership	Good governance and community participation	Good governance	
Maximise arts, culture, sports	Maximise arts, culture, sports	Build Social Cohesion	

and recreation opportunities and prospects for all communities	and recreation opportunities and prospects for all communities		

The outcomes of most programmes that the Department would implement and contributes towards the economic growth and job creation, social upliftment of the poor within Nketoana area of jurisdiction, safety and security as well as a well-managed administration in the spirit of corporative governance and ensuring the sustainability of services. A programmatic partnership across spheres of government is critical in dealing with developmental challenges that affect the state.

2.11.3 Alignment with the National Spatial Development Perspective (NSDP)

The vision of the NSDP states that "South Africa will become a nation in which investment in infrastructure and development programmes support the government's growth and development objectives -

- By focusing on economic growth and empowerment creation in areas where this is most effective and sustainable
- Supporting restructuring where feasible to ensure greater competitive
- Fostering development based on local potential
- Ensuring that development institutions can provide basic services across the country."

2.11.4 Alignment with Provincial Growth and Development Strategy

The Provincial Growth Development Strategy is a framework that indicates areas where economic opportunities exist; it also outlines the development priorities of the province. Some of the main objectives of the PGDS are to:

1. Serve as the overarching framework for development in the province
2. Guide the provincial government as well as other spheres, sectors, and role players from civil society, which can contribute, to development in the province.
3. Set a long-term vision and direction for development in the province.
4. Guide the district and metro areas' development agenda.

Table : *Spatial Integration: Proposals from the SDF* (Nketoana SDF, 2010-2011)

Reitz-Petsana	• The Green Belt and railway line between Reitz and Petsana make full integration extremely difficult,

	• The Green Belt should be for low intensity land uses, such as tourism and recreational activities and its commercial applications. • Activities based on commerce and job creation should be extended towards the railway station that is accessible to both Reitz and Petsana. • Safe crossings over the railway line should be constructed following existing paths.
Petrus Steyn Mamafubedu	• The industry is located on the north-western side of Mamafubedu North next to the railway station. The area north west of Mamafubedu North has a variety of Agri-industries such as VKB grain silos. The light industrial area is situated on the North West of Mamafubedu South and is used for the production of farming implements. Most erven are vacant. Sufficient serviced erven are available for industrial activities. Extractive industry: the municipal quarry is at the west of the former town on municipal land is used to extract gravel.
Arlington-Leratswana	• The Lindley - Senekal road (P40/1) and the streams that flow through the area provide a physical barrier to integration of Arlington and Leratswana. • Integration will be enhanced with future access roads between Arlington and Leratswana. • The residential development will contribute further to integration. • All land in Leratswana is optimally developed and therefore densification cannot be a developmental tool or aim.
Lindley-Ntha	• The proposed residential development will hamper urban sprawl and an effective and functional urban structure will be created. • The Petrus Steyn - Arlington road and the wetland provide a physical barrier to integration of Lindley and Ntha.
• **Corridors/Nodes** The Nketoana LM Responsible Tourism Sector Plan of 2013 indicates the importance of prioritising spatial nodes that have growth potential for the benefit of stimulating growth in the tourism industry. It further indicates three important challenges facing the development of rural tourism	

identified by the Rural Tourism Strategy namely the limited involvement of local communities and the lack of funding and resources for rural tourism

There are a number of corridors that have economic development potential at the following areas in Nketoana LM:

- Arlington / Leratswana: the economic development corridor should be established between Arlington and Leratswana.
- Lindley / Ntha: A tourism Corridor has been identified along the Petrus Steyn–Arlington road, with a tourism node at the Lindley entrance.
- Mamamfubedu North / Mamafubedu South: The development corridors are fixated along the main entrance road.
- Reitz / Petsana: A primary tourism corridor has been identified on the Frankfort – Bethlehem road and will focus on the development of tourism based commercial activities. It will extend along the main business road in Reitz.
- The Nketoana LM includes two railway lines, at south-west between Steynsrus and Bethlehem via Arlington, and the second railway line is on the north-south direction, linking Frankfort, Reitz and Bethlehem. A number of railway stations are established along these routes; however, these railways are currently being used for freight.
- There is a low flying landing strip at Reitz that is used for micro lights and other small aircraft.

2.11.5 Spatial Development Framework Rationale

The preparation of a spatial development framework gives effect to section 12 of the Spatial and Land Use Management Act (Act 16 of 2013). It also gives effect to section 26 of the Municipal Systems Act (2000) which requires an integrated development plan of a municipality to reflect a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality. The Nketoana Local Municipality is currently in the process reviewing its Spatial Development Framework to guide and informs land development and management within the municipal area.

The SDF must give spatial effect to multi-sectoral projects identified in the IDP as well as assist the Municipality to co-ordinate the implementation of the various sector plans. This section gives a summary of key spatial aspects and development indicators that will inform the development of the municipal area.

Municipal legislative framework

Section 26 of the Municipal Systems Act (no 32 of 2000) states that one of the key components of the IDP is a “Spatial Development Framework which must include the provision of basic guidelines for a land-use management system for the municipality”.

Objectives of the SDF

The following are the objectives for the Municipal Spatial Development Framework (SDF) and the Land Use Management System (LUMS):

- To provide strategic guidance for the future, physical/spatial development of the Municipal area.

- Ensuring that the envisaged physical/spatial development reflects the social, economic, environmental development issues identified in the IDP, i.e., while the SDF and LUMS provide primary guidance for the existing and future physical/spatial development of the municipality, such development can only be considered appropriate if it adequately addresses the social, economic, environmental, institutional issues identified in the IDP.
- To create a management tool for future development, i.e., providing a municipal-wide comprehensive town planning scheme that reflects the various existing development conditions, and which provides development management for the first steps of realizing the SDF.
- To establish a development structure, i.e., identifying basic structuring elements which provide development guidance, certainty, growth opportunities, and flexibility.
- To facilitate integration, i.e., ensuring appropriate vertical and horizontal linkage of policies, intentions, and development.
- To create generative systems, i.e., encouraging the establishment of development that generates additional activities, variety, and growth.
- To promote instrumentalism, i.e., acknowledging development as a continuous process and facilitating an ongoing development process.
- To create a sense of place, i.e., building on the specific opportunities of each location and encouraging the creation of unique environments.
- To cluster development and establish a centre strategy, i.e., discouraging development sprawl, encouraging the clustering of compatible development, and establishing a hierarchy of service nodes.
- To identify access routes as investment lines, i.e., utilizing levels of accessibility as guidance for the location of development components.
- To recognize natural resources as primary assets, i.e., positively integrating natural elements in the creation of a human and sustainable environment

The area will have to diversify its economic base in order to lessen its over-dependency on agriculture. The processing of agricultural products is one such possibility to add value to the agricultural resources and products in the area. Furthermore, there is a tremendous human resource base that must be trained and re-trained and allocated to suitable projects. The Department of Social Development can assist the community through job creation and self-sustainability programmes.

Due to its location and various assets tourism can be developed more vigorously.

To determine if the area has potential for delivering a logistics or nodal point function, one needs to answer the following question: Can the area serve as a distribution point for specific products or service.

To determine if the area has potential for delivery a logistics or nodal point, one needs to answer the following question:

Can the area serve as a distribution point for specific products or service? In the case of Nketoana, a specific area can be identified to serve as an area for convergence for a certain sector. The transport and distribution industry is directly linked to proposed investment opportunities; for both goods freight and transportation of workers. Development of the industry primary involves identification of users of transport, like big commercial farmers as well as emerging; silos; customers of producers of agricultural products; local factories and the commuter component that is tied to taxi industry.

Nature	Reitz / Petsana	Mamafubedu/ Former Petrus Steyn	Arlington / Leratswana	Lindley / Ntha
Residential	Reitz has 1 176 erven, with 1245 occupied by single dwelling units and 55 flats. Another 183 erven are vacant. Petsana has 5 190 residential erven, all surveyed and occupied. There is additional land available (identified) for expansion south and east of Petsana (see map 13). 800 households have settled informally as backyard dwellers and are awaiting the allocation of sites. Only 80% of dwellings are formally built.	The former Petrus Steyn has 539 erven, with 332 occupied by single dwelling units. Another 172 erven are vacant. The averages residential erf is 2000 m^2. Mamafubedu has 4 075 residential erven. The average residential erf is 300 m^2.	Arlington has 105 occupied residential erven and 38 that is vacant. Leratswana has 1 436 occupied residential erven, with no vacant erven. There is an urgent need for additional erven. The Municipality is busy with Township Establishment for 400 erven east of Leratswana, across the R707 road to Senekal. Transnet had 50 residential units on its land that is in individual title ownership. It is located outside the Arlington Municipal area, south of the existing railway line between Bethlehem and Steynsrus.	Lindley has 477 occupied residential erven and 30 vacant erven. Ntha has 3 636 occupied residential erven.
Trade & Services	In the centre of Reitz is a well-developed CBD, with various retail business and related services, like	Petrus Steyn has a CBD hosting with various businesses like, the Co-operation, a supermarket, 20	Business is very limited in ArlingtonLeratswana.	Lindley has a linear CBD, along the northsouth main road, hosting about 23 businesses.

There is also need for transport by the wholesale and retail sector. Identification of existing and potential need for transport and distribution industry would involve identification of

relevant sources; i.e. farmers, silos, wholesalers and retailers. Key stakeholders within Nketoana in this regard are VBK, organized agriculture and organized business. The aforementioned would be better to form core members of the Nketoana 'transport and distribution' organ. Emerging entrepreneurs who are interested in transport, warehousing and packaging businesses would benefit most from having direct interaction and participation in the said forum.

SEDA can also play an important business support function, through assistance with development of business plans, mentorship and holistic support and development services.

It will be important for the municipality to support Nketoana entrepreneurs to take advantage of the planned Free State Logistic Hub to be established in Harrismith; through collection and provision of information, which could further be supported by initiation of a local Transport and Distribution Forum. The spatial economy is explained and outlined in detail in the Municipality's Spatial Development Framework.

LINK BETWEEN THE IDP AND THE SDF

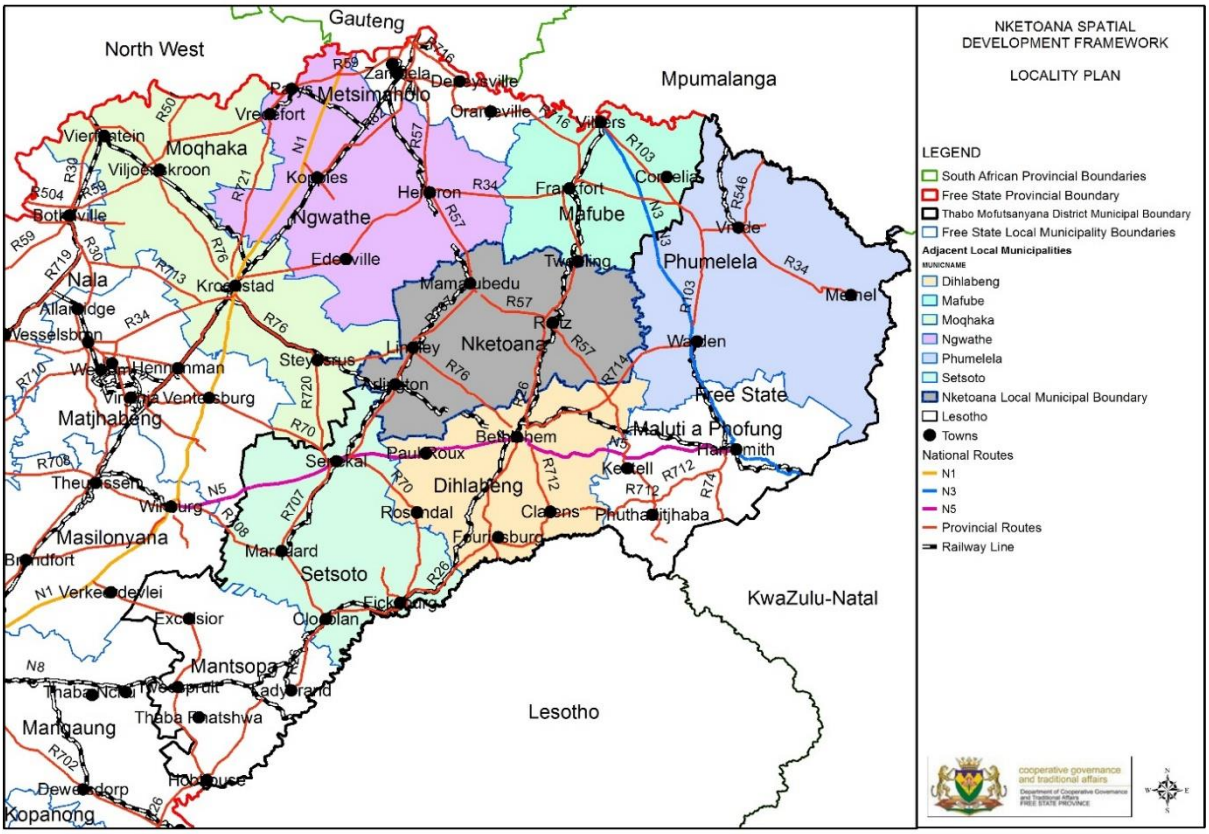
The Spatial Development Framework is a sector plan of the Integrated Development Plan (IDP). The SDF therefore gives us the Spatial Vision and representation of the Integrated Development Framework. The Municipal's IDP has other sector plans that deal with the development and infrastructure pattern which are linked with the annual budget as well as development projects of the LM.

It is important that the IDP and the SDF are aligned not only with the development of the Municipality but also with the strategic documents of the District, Provincial and National Government in order to have a meaningful impact.

Table: *Implications of the SDF for the drafting of the IDP*

Relation to the Status Quo Analysis	The SDF provides guidelines for the identification of almost all development objectives, programs and projects in the IDP. It determines where the key needs are in the municipality, and where priority interventions are required to achieve sustainable development. From this perspective, almost all the status quo analyses done in this IDP relate to the SDF as a primary or secondary source of reference.
Contribution to objectives	The Municipality identified its IDP priorities, and subsequent the development objectives defined in this IDP, from the development challenges and priorities expressed in the SDF. The priority objectives contained in this IDP reflect the development priorities in the SDF.
Relationship with Programs and Projects	The development Programs and Projects identified and contained in this IDP represent are based on the activities required to be performed in order to achieve the development objectives derived from the SDF.

2.11.7 NKETOANA SDF MAPS



2.12 Input Sector Plans

Three key sector plans represent the cornerstones for sustainable development in the Municipality, namely:(Governance, 2012)

- Integrated Human Settlements Plan
- Local Economic Development Plan
- Environmental Management Plan

Figure : Triple Bottom Line Approach to Sustainable Development

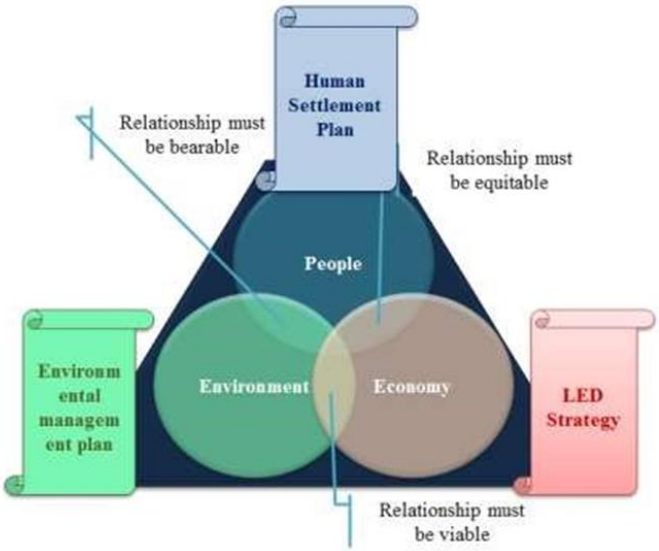


Table: *Status of sector plans required for sustainable development*

Integrated Human Settlements Plan	Draft, awaiting council approval
Local Economic Development Plan	Reviewed and awaiting council approval
Environmental Management Plan	Available

2.13 Vision and Framework towards Sustainable Development

The Nketoana Municipality considered the following consideration when dealing with the issue of planning for housing delivery in the municipal area:

- Assisting the primary executing authority (the Provincial Department responsible for housing) to address housing backlogs in the municipal area.
- Incorporating planning to accommodate future housing demand in the Housing Plan to be finalized during the 2024/2025 financial year.
- Taking care to establish sustainable human settlements, with spatial integration between housing, basic services infrastructure, transportation and access to social amenities and services.

Table : *Implications of issues related to sustainable human settlements for this IDP*

Relation to the Status Quo Analysis	Statistics reflecting access to housing in the municipality is included in the Status Quo Analysis. With 71,3% of the population that has access to acceptable level of housing, major strides have been made to address the

	housing backlog in the area. However, a logical and strategic approach is still required to illuminate persistent backlogs and place the housing administration function on a sound footing.
Contribution to objectives	A variety of strategic objectives in this IDP are directly or indirectly dependent on effective management of the housing function to enable the municipality to achieve the intended outcomes. This include the direct relationship between housing the provision of bulk services, such as water, sanitation, refuse removal and electricity. However, on a more human level, it also refer to the objectives to create better understanding and cooperation between the municipality and its communities.
Relationship with Programmes and Projects	Programmes and projects that are directly affected by the housing strategy of the Municipality include those where the aim is to expand water, sanitation and electricity infrastructure to new settlements, as well as programmes relating to spatial and urban planning.

2.14 Environmental Management Planning

Environment Analysis

Natural Environment

All living and non-living things occurring naturally not due to human efforts but are purely from nature and may have not been interrupted by humans. This includes all the biophysical attributes.

Topography

The Nketoana local municipality is situated at an altitude ranging between roughly 1200 and 1600 meters above sea level. The area is characterized by a slightly undulating plains and hills and falls within the Vaal River drainage. due to the geological history of the area, the area is characterized by some flat plain and valleys. The places of higher altitude are characterized by valleys and upper slopes, while the areas of lower altitude are often characterized by flat plain and lower slopes. Valleys are located at differing altitude and are relatively scarce in the Nketoana Local area, the valley are especially significant due to their geological character and should be considered as sensitive features at all times.

Land use and Land cover.

Nketoana local municipality consists of two most common types of land uses, which are agricultural and residential related use. Within the urban boundaries of the towns, a variety of land uses such as: commercial, industrial, office land uses and etc. some leisure residential developments occur. The rural areas, however, are mostly characterized by agricultural uses such as crop production and cattle farming and currently with poultry and a chicken factory situated in Petsana. The future plan for the

will most definitely be more factories within the rural areas, which will take up more space and thus decrease the farming developments. In towns, there will be more offices and educational building developments in future.

In terms of land cover, large fragments of the Nketoana area have been transformed due to human intervention: the area is experiencing more expansion due to informal settlement due to high population. The biggest driver of transformation in the area is cultivation which has contributed to the fragmentation of the landscape of the area. Effect of factories will be observed due to the fertility of the soil and some potential of the area. However, there are areas that are seen as incompatible land use such as landfill site areas.

Climate change

The mean minimum annual temperature in Nketoana ranges between -1 0 C to 100C, and the maximum annual temperatures for Reitz, the main town in the NLM range from 300C in winter to 300C in summer, with the lowest temperature recorded between 1961and 1990 being 80C (June) and the highest being 400C (January) (SAWS, 2007).

The predominant rainfall is 350-500mm per annum, but an area south of Reitz falls in the 500-650 mm zone. The average daily maximum temperature is 27°C in summer and 16,5°C in winter. The average daily minimum temperature is 13°C in summer and -2°C in winter. The hottest temperature is experienced between November and February when an average temperature of up to 28 °C. Then the coldest and low average daily temperature is experienced in June and July when average minimum temperature are below -5°C. currently with the changes in global warming, temperatures changes unexpected, and is really hard to predict it. As sometimes the area normally experience cold temperatures in summer between the months January and higher temperatures are sometimes experienced in June.

CLIMATE CHANGES AND ADAPTATION	
I.	Evaluate the risks posed by climate change to the Nketoana Municipal Area and the municipal adoptions to those challenges
Drought and Flooding	**Description**: A climate change causes rise in temperature at sea level. As results, the water sources dry up and this caused drought. Nketoana local Municipality had to find the strategies in order to meet the municipal service delivery. This resulted not only in shortage of water in the entire Local municipality but also posed a risk on local economy and local food production and also health risk to the local communities. 1. Drought-Means lack of access water. Drought has caused many challenged both to the community and the resources as well as the economy of the local municipality. The following are the risks and disasters caused by drought during global warming session that caused climate change in the area i. Unavailability of clean water ii. Deterioration of food productivity iii. Decrease in local economy iv. Natural veld fire 2. Flooding – more water that enters the surface area due to excessive rainfall. The following are the risks caused by the flooding during high rainfall in Nketoana i. Disaster in the informal settlements

	ii. Water streams flooding
Municipal Response and mitigations to Global warming Impacts	**1. <u>Drought</u>** **i. Unavailability of Water** It is the municipal priority to provide service delivery to the local community. Global warming as a natural disaster caused by the Human activities the Nketoana Local municipality took it to its self to stick to their mission and principle of Batho Pele. By providing water to the people through the use of JOJO tanks transported to each ward by truck. **ii. Deterioration of food productivity** Nketoana Local municipality as an area known of its maize production. The global warming caused the challenges due to lack of water that made most of farmers around the Nketoana to suffer with their maize productivity. They had to also make strategies in supply to water for their crops. Some had to source water from neighbouring dams with water for their crops. This caused decrease in crop production of the area. **iii. Decrease in local economy** As the Nketoana crop production decreases thus causing a deterioration in food production of the area, as there were less maize crops, the area lost its maize markets thus leading to depreciation of the local economy of the area, however, the municipality kept it as its priority to supply water to the local farmers as well in order to still keep the local economy. **iv. Natural Veld fire** Natural veld fires are as a result of high temperatures due to climate change. The Nketoana local municipality had in place its own working on fire employees, that assist in demising veld fire occurrences during those global climatic conditions **2. <u>Flooding</u>** **i. Disaster in the informal settlements** Due to changes of the atmosphere by climate change, sometimes as the local municipality we experience flooding's and many houses especially in the informal settlement are being taken away by the flooding. As the Municipality we then involve the Disaster Risk management to assist in terms of food and clothing and space to sleep for those affected or the flood victims. **ii. Water streams flooding** Water which over flows and causes damages of buildings, river bridges and also caused soil erosion. During floods, many plants are being damaged and the local marine animals being transported to other area by water. The Nketoana local municipality has taken mitigation through introduction of water storages, and also by restoring the rivers to its natural causes. In terms of erosion the municipality has adapted the stone stock method to mitigate the erosion by water

Air Quality

Status Quo of Air Quality Management in Nketoana Local Municipality

The current state of Air Quality Management in the Nketoana Local Municipality can be summarized in the following table: Requirement Status Comment and there is currently no funding/ budget for Air Quality management.

Requirement	Status	Comment
Appointment of an Air Quality Officer	Yes	designate Air Quality Officer
Air Quality Management Plan included in Integrated Development Plan	Yes	First draft of Air Quality Management Plan for the Nketoana Local Municipality
Budget allocated for Air Quality Management Plan	NO	No specific budget for Air Quality Management
Sources of Air Pollution in the Nketoana Local Municipal area	Yes	Industrial operations; spray painting, petrol stations and brick making. Agricultural activities: crop spraying Biomass and domestic fuel burning veld fires and using wood / coal for heating and cooking. Vehicle emissions: both petrol and diesel engines Waste treatment and disposal sites. Odours.
Interventions		Awareness and education campaigns should be conducted to help the communities understand the importance of the environment and why they should not burn waste in their homes. Programs that help on how to burn fire should be part of the awareness campaigns.
Ambient Air Quality Monitoring	No	No ambient air quality monitoring done

Geology

The Nketoana Local Municipality is located on the Tarkastad and Adelaide geological formation. The area geology comprises of the following: Dolerite dyke: The geological usage is a sheet of rock that is formed in a fracture in a pre-existing rock body. Dikes can be either magmatic or sedimentary in origin. A dyke is an intrusion of igneous rock between existing layers of rock. Dolerite corresponds to basalt

in its chemical composition but in contrast to basalt, which emerges on the surface as lava, the magma in dolerite dykes solidifies underground. Mudstone: a dark sedimentary rock formed from consolidated mud and lacking the laminations of shale.

Soil

The Nketoana L.M area is characterized by soil patterns made up of soils with a strong texture contrast, with choric horizons, well-structured soils with high clay content and some isolated rocky areas. The clay content of the area is low and therefore does not pose any significant problem to the development of the area. The majority which is 73% of the soil depth is between 450mm and 750mm and thus sufficient for agricultural production. The following table represent Clay content and soil depth total hectares and percentage.

	Content / depth	**Total hectares**	**Percentages**
Clay Content	< 15% 5%-35% >35%	333 407 161 680 66 063	59,41% 28.81% 11.77%
Total		**561 150**	**100%**
Soil Depth	<450mm 450- 750mm	150 962 410 188	26,9% 73.10%
Total		**561 150**	**100%**

The majority of the soil (88%) is deemed suitable for arable agriculture, as indicated in the table below

Soil Potential	**Total Hectares**	**Percentages %**
No dominant class	66 615	11.87%
Soil not suitable for arable agriculture: suitable for forestry or grazing where climate permits	467	0,08%
Soils of intermediate suitability for arable agriculture where climate permits	45	0,01%
Soils for poor suitability for arable agriculture where climate permits t	494 024	88,04%
Total	561 15	100%

Hydrology

The main river is the Caledon River forming the border bridge between South Africa and Lesotho. Nketoana local municipality comprises of rivers which are Vaal River (in the West), the Liebenbergsvlei and Nketoana River in the centre and the Tikwe River (East). There are also numbers of small Dams that are found in the area.

The Highlands water flows into the Caledon River, then into the Ash River, and continues into the Nketoana River near Reitz and Petrus Steyn (see figure 1 below). The river passing near Reitz/Petrus Steyn is called Nketoana in Sesotho. The Sol Plaatje Dam (or Saulspoort Dam) is an earth-fill type dam located at the confluence of the Ash and Liebenbergsvlei Rivers that connects Bethlehem and Reitz. Rivers to the east, drain their water into the Renoster River and then into the Vaal and Orange Rivers

Wetlands

Wetlands are defined in the national water act (act 36 of 1998) as the land which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water, and which land in normal circumstances supports or would support vegetation typically adapted to life in saturated soil. Wetlands make up only 2.4% of the country's area, but 48% of the wetlands ecosystem types are critically endangered. Nketoana Local municipality has approximately 7 identified wetlands. All these wetlands are contaminated and endangered. Nketoana has lost approximately 80% of its original wetland areas.

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Interventions

- ✓ Awareness and education at schools and to the community for wetlands management
- ✓ Wetlands workshops and trainings
- ✓ Wetland clean-up campaigns

Ecology

The Nketoana Local Municipality falls within the grassland biome. The grassland biome in the Free State is home to arrange of species of flora and fauna, some of which are Red Data listed such as the Grey Crowned Crane, Cape Vulture and Blue Crane (River Health Programme, 2003).

In NLM, the Eastern Free State Sandy Grass Land vegetation around Reitz is threatened by human activities. Climate change and pollution also threatens biodiversity.

Biodiversity and conservation

The majority of the municipality falls within the Grassland biome with only a few almost insignificant patches of Azonal vegetation. There are different vegetation types found under this biome. Most vegetation is poorly conserved or protected and is therefore prone to vulnerability. The area is near Clarens and Golden gate park which makes them share some of the vegetation. The farming coupled with increase urbanization resulted in degradation and fragmentation of the natural vegetation. For south Africa to meet its economic, job creation and social upliftment needs, it must increase agricultural production, and expand or intensify economic activities such as plantation forestry and mining to feed the important manufacturing and energy sectors. Grasslands provide a rich set of

resources for addressing these challenges, but many of the current land-use practices in grasslands are already unsuitable. Grassland ecosystem and resources are coming under increasing pressure from a variety of competing land-uses.

Conservation in the other hand, is considered the best practice in order to manage the already endangered species. Much of the current conservation effort in South Africa's grasslands is focused on promoting land use practices that reconcile development opportunities and spatial planning at a landscape scale with the over-arching goal of maintaining and increasing the resilience of ecosystems, especially in the face of climate change. NLM practice what we call in situ conservation, where animals such as Ostrich, Zebra, wildebeest and Blesbucks are conserved within the Nketoana area. Which some are no longer conserved within the municipality.

Table; Environmental Conservation strategy

Type:	Environmental Conservation strategy
Plants	Plants- the municipality is conserving its area plants through parks. Through the **In-situ conservation**, which some plants are being conserved within their natural existing areas and others are **ex-situ conservation** as they are bought from outside,(botanic areas) and be planted at the parks to beautify the Parks
Animals	The Nketoana Local municipal have kept and conserved several animals within the area which some have adapted to the survival conditions of the area. The black wildebeest, Springbok, Blesbok and Zebras are some of the animals that are conserved and protected within the Nketoana Local municipality.

Nketoana is also a home to a wide variety of vegetation types including but not limited to the following as shown on the Tables below.

Table: Conservation and protection status of the Flora types in Nketoana Local Municipality

Vegetation Type	Conservation status	Protection status	Biome	% coverage and comment(S)
Eastern Free State grassland.	Endangered	Poorly protected	grassland	Mostly coverage This vegetation type is mostly found in Lindley and Arlington
Northern Free state Shrublands	Endangered	Poorly protected	grassland	Its most capacity is in Lindley Ntha
Northern Drakensberg Highlands grasslands	Threatened	Poorly protected	grassland	Mostly in Petsana Reitz
Eastern Temperate Freshwater Wetlands	Threatened	Poorly protected	Azonal vegetation grass biome	In all wetlands areas
Eastern Free state Sandy Grassland	Endangered	Poorly protected	Grassland	Mostly found in Mamafubedu

Table: Conservation and protection status of the fauna types in Nketoana Local Municipality

Type	Conservation status	Protection status	Comments
Zebras	None	None	The zebras were protected in
Bushbucks	Highly conserved	Well, protected.	Currently they are just few as compared to back in the days, they are still found at municipal park in Reitz, and also privately white owned.
Ostrich	None	None	There used to be several Ostriches protected within municipality by Bethlehem Road.
Springbok	Highly conserved	Well, protected.	Currently they are just few as compared to back in the days, they are still found at municipal park in Reitz, and also privately white owned.

Conservation Area in Reitz

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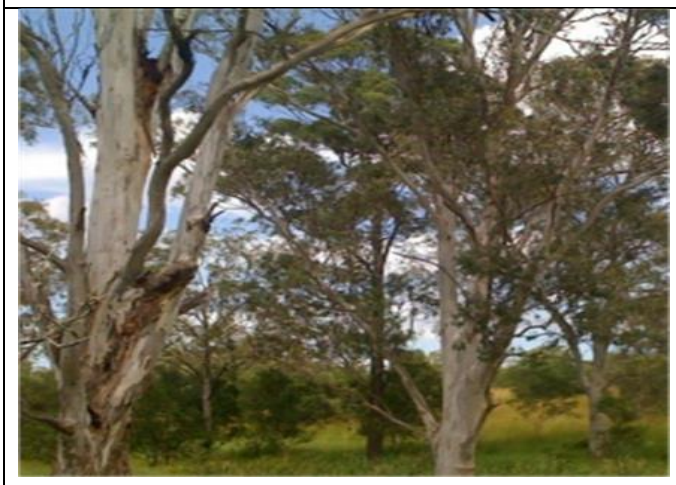
Invasive Species

Invasive plants are non-native trees, shrubs, and herbaceous plants that are spread by global trade, human and animal transport, and gardening. They invade forests and prevent native plants from growing, which can have negative impacts on how ecosystems function, on native vegetation, and native wildlife. Examples of invasive plant species include the kudzu vine, Andean pampas grass, English ivy, Japanese knotweed, and yellow starthistle.

Invasive plants are non-native species that harm the environment, economy, or human health by spreading aggressively and outcompeting native plants.

Invasive aliens include a variety of plants from aquatic weeds such as Eichhornia crassipes commonly known as the Water Hyacinth, to large trees from genera such as Eucalyptus and Acacias. Such plants in their own native ecosystems are constrained and of no harm but, when introduced into foreign habitats, can cause enormous damage. Some invasive species termed “transformers” (Richardson et al., 2008) can create dramatic and unexpected shifts in the dynamics of ecosystems.

Invasive species	**Information**
	Eucalyptus (genus Eucalyptus), gum tree, stringybark tree.
	BEEFWOOD

	Cereus jamacaru DC. Queen of the Night
	Prickly Pear Cactus
	Slangbos

	Sweet thorn (Acacia karoo)

Intervention

- Awareness and Education are currently being implemented, especially during Environmental Callender days.
- Clean-up and eradication should be implemented.
- Projects implementation (working for land)

Environmental Management Project.

Project	**Purpose**	**Duration**	**Funding**
Thuma Mina Good Green Deeds	Support the Municipality with Environmental Issues	**2019 – 2021**	**DFFE**
Youth Environmental Coordinator (YCOP)	Support the Local Municipality in all issues of Environmental issues.	2019 – 2021 (Still to come for two years Contract. 2023 to 2024)	DFFE
Greening and Cleaning	Enhance in supporting the Environmental issues	To be implemented (2023)	DFFE
EPWP	To support the municipality through Clean-up and eradication of the nuisance	Annual project	Destea
Grass cutting	To support the municipality through parks and cemetery management and maintenance	Annual project	Nketoana L. M
Groen Sebenza	To enhance and capacitate in the issues of Environment within the Local Municipality	Currently implemented participant is already on the ground	Destea
Working for Wetland	To ensure the maintenance and conservation of wetlands within the Municipality	Proposal plan	DFFE
Working for Land	To ensure maintenance of the Land To ensure eradicating the invasive plants To ensure that issues of the land such as Soil erosion and land degradation are attended to	Proposal plan	DFFE

YES project	To enhance the graduates in terms of the business capacity To equip the graduate on issues of the environment	To be implemented	DFFE
PROPOSED GELUK RAW WATER STORAGE DAM, NKETOANA LOCAL	To provide water to Reitz/Petsana and Petrus Steyn/Mamafubedu in NLM.	Initial stage	DESTEA
Landscaping	For beautification of municipal open spaces, entrances, sidewalk, municipal facilities and support to local NGOs		

Nketoana Local Municipality Environmental Concerns

Nketoana Local Municipality's most land is covered with grassland that is currently in bare patches due to human encroachment. The most environmental Concerns in Nketoana are but not limited to Illegal or corner dumper, sewage spillage and damaged tarred roads. The most sensitive areas such as wetlands.

Deforestation

Deforestation has been another environmental issue in Nketoana. This due to the fact that Nketoana is within a rural area and grassland biome so it is expected that during winter seasons, more trees are being cut off in order to make fire and other household purposes.

Solid waste

Solid waste is all unwanted solid materials generated from Human Activities in residential, industrial or commercial areas. In terms of schedule (5) of the constitution, local municipalities are responsible for refuse removal, refuse dumps and solid waste disposal in the communities they serve. It is of a pivotal for authorities to comply with the legislation on waste management.

Waste collection is one of the local government's capabilities within the local municipalities under district level and therefore should be steered as such.

Refuse removal.

The Municipality continues to provide free basic refuse removal to all registered indigent households around our area of jurisdiction in a sustainable manner. To ensure the smooth and uninterrupted provision of refuse collection and at the same time reducing overheads.

Status of the landfill site

Towns	Licensed	Collection System	Status quo	Capacity
Petsana / Reitz	Licensed	Everyday	Currently in a bad state. Call for urgent intervention	8 years
Mamafubedu	Closed with no rehabilitation		Currently an Illegal Dumping site	
Ntha/ Lindley	Permitted	everyday	In a bad state. Call for Closure Since it is also in a Close proximity with the Community	
Leratswana Arlington (transfer station)	Not working	No collection	Never function	Non-functional

Waste collection.

Type of waste	Area	Collection method	Frequency
General domestic waste	Petsana, Reitz, Mamafubedu, Lindley, Ntha, Arlington and Leratswana, health care facilities, Industries	Garbage bags and waste bins	Once / twice a week
Commercial Waste	Businesses, Industries	Waste corner bins, own dust bins	Once per week/ when it is needed
Industrial Waste	Industrial area	Garbage bags and bins	Once per week
Health care/Medical Waste	Hospitals, clinics, general doctors' room	own collection	Once per week, and as per requested
Hazardous Waste	Used oil,	Own collection	No collection by Municipality
Garbage Bags and Waste bins	CBD: Litter picking and street sweeping	Garbage bags and waste bins	

Table: Recycling initiatives in Nketoana Local Municipality

Name of recycling	Registered	Type of recycling	Location/ unit	Support
Motaung corporation. registered	Registered	Glass Bottles	Reitz	Reitz

Sithebe corporation	Registered	Boxes and papers	Reitz	Reitz
NJZ waste	registered	Tin, plastic bottles and boxes		Lindley

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Interventions

- Waste pickers database.
- PPE and Monetary during covid by DFFE
- Recycling workshops to the waste pickers
- Waste picker's registration on national Waste picker system.
- Waste picker's PPE registration through DFFE.

Garden Refuse

Significant volumes of garden refuse are generated in the Nketoana Local Municipality and are disposed of at various waste disposal sites. The exact volume of garden refuse generated is not known since no record keeping and sorting of different types of waste takes place at the waste disposal sites.

Rubble waste

Rubble waste is not collected; however, it is used as a land refill. Most of rubble waste is produced from businesses during renovations at the local municipality.

Dumping sites

Currently there are approximately 92 in Petsana Reitz, 76 in Mamafubedu, 52 in Lindley/Ntha and 37 illegal dumps recorded on the database. Mostly in places such as Lindley and Arlington the problematic waste type that is being illegally dumped is garden wastes as compared to Petsana/Reitz and Mamafubedu, which the most problematic waste materials there are baby diapers and alcohol bottles.

This challenge of illegal dumping sites is an ongoing challenge and is caused by the following.

- Challenge of shortage of municipal waste trucks
- waste collection Trucks break thus causing a delay and backlog of household's collection especially in the location.
- challenge of inconsistence of the community, through continuously creating and dumping illegally on open spaces
- population growth
- high number of indigents,
- households turning into businesses (tuck shops and rentals) yet still charged as household instead of business.

Figure 1. clean up campaign at the dumping site.

Waste interventions.

- ✓ Clean-up campaigns
- ✓ Awareness and education
- ✓ Hot spots conventions (parks and car wash)
- ✓ Rubble waste is used for land refilling.

Implementation For Sustainable Environmental Practices

KPI	Activity/ Key Output	Achievements	Challenges
Support Environment Planning & Management in Municipalities	Facilitate the inclusion. /Consideration of environmental planning and programmes in the IDP during the draft process.	Ability to form part of the interested and affected parties during public hearings as well as comment on EIA processes. Development environmental sector plans and by-laws The Environmental section to carry out the 10 million Tree planting initiative within the Nketoana L. M. Most relevant environmental sector plans (IWMP, IEMP, AIR quality Plan, Greening and Open Space plan) and by laws (waste, Cemetery, open space, Air Quality, Street Trees Keeping of the animals) are drafted and will be submitted to councilor for noting then to public participation.	The municipality to Priorities Environmental Programmes and initiatives.
Facilitate and coordinate environmental capacity building and awareness initiatives	Identify environmental. capacity gaps within the municipalities in line with the DFFE	The environmental section to identify key environmental priorities and prioritize them through Awareness and clean up campaigns. Awareness and campaigns to be done in Schools and community in corporation with relevant stakeholders (DESTEA, DFFE and District Health Inspector celebration of Environmental calendar days. Schools environmental Status Quos done to identify the needs and offer the assistance through registering the Eco-schools.	
	Facilitate and coordinate environmental education and awareness programmes	Environmental office in collaboration with relevant Stakeholders (DFFE, District, DESTEA) to conduct Events to do Awareness and campaigns.	

Facilitate and coordinate environmental governance processes and forums/structures	Participate in the relevant municipal planning forums and Structures;	Environmental section to establish Nketoana Advisory committee to handle all Environmental issues. Environmental section does attend all the district, provincial and national Forum meeting.	
Support the implementation of Environment EPWP projects for DEA- EPIP	Assist Municipalities and EPIP (Environmental Protection and Infrastructure Programme) with the initiation process of projects.	The environmental section coordinates the environmental Projects such as Thuma Mina Good Green Deeds 2019/2021 EPWP public works (yearly program) EPWP District 2023/2024 EPWP DESTEA (4 MOTNHS Program) which is to be implemented soon. **FUTURE PROJECTS** • Greening and cleaning project • Tree planting and beautification project • Climate change Project	
Conduct environmental sustainability monitoring in municipalities		Environmental section in collaboration with relevant inspectors to monitor, compliance in Waste facilities, Water quality. EIA project compliance. Compile the state of the Environment (Environmental Status Quo)	

Table : *Implications of issues related to environmental management for this IDP*

Relation to the Status Quo Analysis	The Municipality is aware of the potential impact of its intended projects and activities on the environment, and the Environmental Management Plan that is currently being finalized, contains a comprehensive analysis of the specifics of the current realities and situation.
Contribution to objectives	It is especially objectives and projects that imply a direct interaction with the environment where a large degree of sensitivity regarding environmental issues are present. In this regard, special mention could be made of water-related projects and initiatives, waste water management, roads, storm water, refuse removal, electricity, sport, recreation, traffic and firefighting.
Relationship with Programmes and Projects	

2.15 Integrated Economic Development Plan

The Municipality's Integrated Economic Development Plan link the strategies of the municipality to national and provincial legislation and strategies related to economic development. It is currently the guiding policy and strategy document for the municipality's LED initiatives, until such time as the LED Strategy that is currently in the final stage of preparation, becomes available.

Table : ***Implications of issues related to the Integrated Economic Development Plan for this IDP***

Relation to the Status Quo Analysis	The IDP exposes some key economic development statistics for the Municipality.
Contribution to objectives	The IEDP's main importance is in respect of the objectives and strategies for local economic development and job creation included in this IDP.
Relationship with Programmes and Projects	The programmes and projects related to job creation, SMME and BBBEE promotion, and other programmes aimed at job/ creation, such as the EPWP, have their origin in the recommendations of the IEDP.

2.15.1 Input Sector Plans and Strategies

Table : *Status of input sector plans*

Water Services Development Plan	The WSDP is available and needs to be reviewed.
Integrated Waste Management Plan	Draft document available
Roads and Storm Water Master Plan	Draft document. It will be reviewed to be ready for the 2024/2025 IDP Review.
Integrated Energy Plan	Draft, but will be reviewed during the 2024/2025 financial year to include a section on renewable energy.
Sports and Recreation Plan	No plan available

2.15.2 Strategy Support Plans

Table : *Status of strategy support plans*

Disaster Management Plan	A draft plan is available, but needs refinement. The Disaster Management Section of CoGTA will be requested to assist Nketoana to complete this plan.
Integrated Comprehensive Infrastructure Plan	Not available

District Rural Development Plan District Rural Development Implementation Plan	. The **"District Rural Development Plan"** and the **"District Rural Development Implementation Plan"** as developed by the Department of Rural Development and Land Reform and the Department of Agriculture and Rural Development has been considered and serves this IDP as a separate Rural Development Sector Plan for our municipality

2.15.3 Implementation Support Plans

Table : *Status of strategy implementation plans*

Institutional Plan	Not currently available. It is a target in this IDP to develop the Plan during the 2024/2025 financial year.
Financial Management Plan	Attached to this IDP

2.15.4 Institutional Plan

Table: ***Core elements of the Institutional Plan***

Organizational Staff Establishment	The Organizational Structure has been reviewed and is available
Human Resource Management Strategy	The HR Strategy is available
Employment Equity Plan	Available
Skills Development Plan	Reviewed and available
Anti-Corruption Strategy / Policy	Approved, reviewed and available
Communication and Public Participation Policy	Available and approved 2024/2025 financial year
Individual and Organizational Performance Management System	A PMS Framework and Policy has been approved by Council. The required individual and organizational documentation are available from the PMS Officer at request.
Monitoring and Evaluation System	A computerized monitoring and evaluation system are at this stage not a cost-effective option for the municipality. Although currently a manual system is utilized, it is fully functional. At this stage 6 Performance assessments are done per financial year for Top Management. Cascading to lower levels (in phases) has already begun as per the Staff Regulations promulgated by the Minister. Managers are to sign performance agreements together with section 57 managers

High-Level Organizational Structure

Organogram 1: *Organizational Structure: Governance / Management Interaction* (Nketoana Organisational Structure, 2022/23)

Skills Development Profile

Table : *Training provided during 2024/2025 financial year* (Nketoana Skills Development Plan, 2024/2025)

Employment category	Total
SOC 100 Legislators	100%
SOC 100 Directors and Corporate Managers	100%
SOC 200 Professionals	71%
SOC 300 Technicians and Trade Workers	93%
SOC 400 Community and Personal Service Workers	100%
SOC 500 Clerical and Administrative Workers	98%
SOC 700 Machine Operators and Drivers	100%
SOC 800 Laborers	100%
Total Employees	100%

2.15.5 Principles of the Anti-Fraud and Corruption Policy

The Nketoana Local Municipality based its anti-corruption strategy on the following eight (8) objectives:

- To pro-actively manage the anti-fraud responsibilities of the municipality;
- To provide employee guidance if fraud is suspected;
- To issue a clear statement forbidding misconduct, and to popularise this statement amongst all employees;
- To concentrate the responsibility for investigating possible instances of fraud and corruption in a central, non-bias office;
- To issue assurances to all personnel that fraud will be fully investigated;
- To issues clear protection guidelines for those reporting suspected fraud;
- To adopt and apply the norms, standards and principles of the National Anti-Corruption Forum; and
- To create a suitable environment for fraud management.

The Nketoana Local Municipality has identified the following strategies to achieve the objectives mentioned above:

(1) *Strategy 1*: To implement a risk-based approach towards the management and combating of fraud, corruption and irregularities.

(2) *Strategy 2*: To formulate clear guidelines that could be used by employees and the public about reporting procedures and methods in instances where fraud and/or corruption are expected.

(3) *Strategy 3:* To increase institutional response capacity in terms of the ability of Municipality to respond to, and prevent instances of fraud and corruption.

(4) *Strategy 4:* To make sure that appropriate measures are in place to promote the reporting of instances of fraud or corruption.

(5) *Strategy 5:* To create and participate in networks of interested parties with a common aim of combating fraud and corruption.

(6) *Strategy 6:* To institute measures aimed at creating a culture of fraud and corruption control.

2.15.6 Organizational and Individual Performance Management System

A fully functional Performance Management System (PMS) has been introduced in the Nketoana Local Municipal, consisting of the following elements (or sub-systems):

(1) IDP goals and objectives represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected Council.

(2) The IDP indicators and targets are annually aligned to the municipal budget on an activity level (programmes and projects) as part of the IDP review process.

(3) Funded IDP goals, objectives, strategies, programmes and projects are annually cascaded down into the municipal Service Delivery and Budget Implementation Plan (SDBIP), where it is translated into annual municipal key performance indicators and targets.

(4) IDP activities are also cascaded down to Departmental SDBIPs (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the --

(5) annual individual Performance Plans (which is part of the Performance Agreements of the respective section 57 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 57 managers will be evaluated and performance assessed.

2.15.7 Monitoring and Evaluation System

Table: *Elements of the Nketoana LM M&E System*

Design of a Municipal Scorecard		• The Municipal institutional scorecard relates directly to the Municipal Service Delivery and Budget Implementation Plan
Daily, monthly and quarterly performance monitoring		• Daily capturing of performance details based on activities performance and schedules executed / implemented. Monthly • performance reports from individual supervisors to senior managers (HODs)
Performance Evaluation		• Mid-year performance evaluation, based on Municipal SDBIP targets in comparison with actual results achieved • Annual performance evaluation, based on Municipal SDBIP targets in comparison with actual results achieved
Annual Auditing of the PMS		• Annual auditing of the Organizational PMS in terms of Chapter 3 of the Municipal Planning and Performance Management Regulations by the Internal Auditors
Reporting and Accountability		• Compilation of the Mid-Year Budget and Performance Report in terms of section 72 of the Municipal Finance Management Act • Compilation of the Annual Performance Report in terms of section 46(1) of the Municipal Systems Act • Compilation of the Annual Report in terms of section 46 of the Municipal Systems Act and the Municipal Finance Management Act, sections 121-127 (including the Annual Financial Statements) • Consideration of the Performance Reports by Management, Council and the Audit Committee • Submission of performance reports to the Provincial and National Treasury and COGTA • Advertisement of performance reports for scrutiny and comments by the public

2.15.8 Communication and Public Participation Strategy

The community participation strategy of the Nketoana Local Municipality focuses on compliance with the requirements of the Municipal Systems Act, 2000 and the Municipal Planning and Performance Management Regulations, 2001 in the manner in which the municipality organizes its engagement

structures and processes. In this regard, overall aim of the Municipality's participation strategy is to develop a culture of municipal governance that complements formal representative government with a system of participatory governance. In this regard, the objectives of the

Municipality's participation processes are as follows (related to the requirements of s. 16 of the Systems Act, 2000):

- Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its integrated development plan; the establishment, implementation and review of its performance management system; the monitoring and review of its performance, including the outcomes and impact of such performance; the preparation of its budget; and strategic decisions relating to the provision of municipal services.
- Contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality; councilors and staff to foster community participation; and use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing the IDP, PMS and community engagement initiatives.

The purpose of communication in local government is to fulfill the mandate and duty to consult with and inform the public about services impacting on their daily lives. Councilors, managers and the public should understand the chain of events in a municipality's communication system and they should be sensitive to all conditions that impact on the environment in which they are operating.

The function of communication in municipalities is directly linked to the function of meeting the information needs of society. Therefore, all councilors and employees should perform their functions with the knowledge that the purpose of all messages is to satisfy the community's most urgent expectations.

Communication in local government is a process aiming at the sharing of information between a municipality and all its stakeholders. It requires the establishment of an interactive process that should be aligned with the Integrated Development Plan of a municipality. To ensure that the flow of communication is effective and efficient, it is essential that a communication strategy is developed. The purpose of a municipal communication strategy is to convey correct, clear and simple messages on a regular basis to all internal and external stakeholders in a transparent manner. This will, on the one hand, ensure that councilors and career officials:

- Are familiar with the expectations of the stakeholders;
- Convey clear messages to all relevant stakeholders;
- Identify and apply appropriate communication methods; and

- Frequently communicate with all the stakeholders.

On the other hand, it would ensure that community members are informed about the processes available to them to participate in local government affairs and to play a watchdog role in the level and quality services that they are getting from their municipality. In addition to the theoretical foundation for communication in a municipal setup, there is also a comprehensive policy framework comprising of national government legislation and other policy documents. It is essential that any municipality's communication strategy is aligned with the directives stipulated in the legislation and the relevant policy documents.

3. SECTION C: DEVELOPMENT OF STRATEGIES (VISION, MISSION & OBJECTIVES)

3.1 INTRODUCTION

This chapter outlines Nketoana Local Municipality's strategic intent and Key Performance Areas for the next 5 years. It aims to respond to some of the key issues and challenges as highlighted in section A and B

Vision and Mission of the Nketoana Local Municipality

Vision:

"A municipality that will care for its residents and provide a safe and crime-free environment conducive for sustainable development."

Mission:

- To foster a spirit of unity and communication in the pursuit of achieving the municipal objectives
- To provide a democratic, accountable, and ethical government for the Nketoana community
- To render services in an effective, efficient and economic manner
- To promote sound and transparent financial management in accordance with legislative requirements
- To accelerate programmes that will help meet the socio-economic needs of the Nketoana residents

3. 2 Resource Framework and Financial Strategies

Before the formulation of specific development strategies, a SWOT analysis is done on the organisational readiness to embark on such a mission. An investigation is done as to the amount of financial, human, institutional and natural resources which can be made available in implementing activities in order to achieve the predetermined objectives.

A Risk Assessment is done on those issues that could hamper the municipality to achieve those predetermined objectives. Since the implementation of the strategies will put tremendous pressure on the human and financial resources of the municipality, it is important to identify creative and innovative

3.3 Five Year Financial Plan

The Plan sets out the resource framework as well as the financial strategies for the municipality and aims to provide guidelines in the formulation of development related strategies in a realistic way. These strategies relate to increasing revenue, managing assets and improving cost effectiveness of the municipality. The budget of the municipality in the financial year 2023/2024, for 2024/2025 and for the year 2025/2026.

Description R thousands	Current Year 2023/2024		2024/2025 Medium-term Revenue and Expenditure Framework		
	Original Budget	Adjustment Budget	Budget Year 2024/2025	Budget Year +1 2025/2026	Budget Year +2 2026/2027
Financial Performance					
Property Rates	15 809	18 000	18 900	19 845	20 837
Service Charges	211 701	211 701	191 857	197 613	203 541
Investment Revenue	290	290	299	308	317
Transfers recognised - operational	134 425	134 425	142 783	146 581	150 461
Other own revenue	100 217	97 910	100 856	103 856	106 947
Total Revenue (excluding capital transfers and contributions)	**462 441**	**462 326**	**454 695**	**468 202**	**482 103**

Table : BUDGET SUMMARY

FS193 Nketoana - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	15,573	16,191	17,217	15,809	18,000	18,000	18,000	18,900	19,845	20,837
Service charges	166,030	183,721	211,196	211,701	211,701	211,701	211,701	191,857	197,613	203,541
Investment revenue	372	370	611	290	290	290	290	299	308	317
Transfer and subsidies - Operational	122,436	112,681	125,026	134,425	134,425	134,425	134,425	142,783	146,581	150,461
Other own revenue	79,432	100,397	158,964	100,217	97,910	97,910	97,910	100,856	103,856	106,947
Total Revenue (excluding capital transfers and contributions)	383,844	413,361	513,015	462,441	462,326	462,326	462,326	454,695	468,202	482,103
Employee costs	118,530	119,643	151,020	160,534	160,534	160,534	160,534	168,400	176,146	184,249
Remuneration of councillors	5,356	5,162	5,618	6,841	6,841	6,841	6,841	7,176	7,506	7,852
Depreciation and amortisation	55,283	80,838	126,089	56,000	56,000	56,000	56,000	58,744	61,446	64,273
Interest	21,072	57,673	52,199	32,940	48,000	48,000	48,000	50,400	52,718	55,143
Inventory consumed and bulk purchases	81,457	87,425	95,963	120,362	119,412	119,412	119,412	138,557	144,930	151,597
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–
Other expenditure	222,410	295,805	315,324	255,000	208,994	208,994	208,994	258,134	270,008	282,428
Total Expenditure	504,107	646,547	746,213	631,676	599,781	599,781	599,781	681,411	712,755	745,542
Surplus/(Deficit)	(120,263)	(233,186)	(233,198)	(169,235)	(137,455)	(137,455)	(137,455)	(226,716)	(244,553)	(263,439)

3.4 DEVELOPMENT STRATEGIES – KEY PERFORMANCE AREAS (KPA'S)

3.4.1 BASIC SERVICE DELIVERY & INFRASTRUCTURE

3.4.1.1 WATER:

Management Planning Framework, Water

Requirement in terms of the Simplified IDP Framework	Status
Input Plan: Status of the Water Service Development Plan	• The Water & Sanitation Master plan to be developed with the assistance of DBSA & COGTA in the 2024/25 Financial Year. • The Master plan will include Water Services Development plan, Operations and Maintenance Plan & Water safety plan • The Water Service Development Plan is due for review, awaiting assistance from DBSA & COGTA. The plan needs urgently to be reviewed to ensure proper planning for this 5th generation IDP.
Implementation Plan: Operation and Maintenance Plan	• The operation and maintenance plan is included within the Water and Sanitation Master Plan, awaiting funding from DBSA & Cogta • Targets for the operation and maintenance of water infrastructure and services are contained in municipal planning documents (IDP, SDBIP)
SDF Framework	• Bulk infrastructure should be provided, upgraded and maintained continuously. • Effective service delivery to the entire community
Indicate the national target for this service	• 100% access to basic level of service within 200m walking distance from the dwelling by 2025. *Definition:* Basic level of water refers to access to water within a 200meter radius from a dwelling
Indicate the approved service level for the municipality informed by the SDF	• The service level for urban areas is water connections on each site. • In the rural areas the farm owners take responsibility for their own as well as their workers water provision. In most cases the water connection is near the dwellings. • The municipality provides water in tankers once a week to 4-9 farms.
Indicate whether the municipality is the service authority or not	• Nketoana is a water service authority.
Status of the provision of the basic services	• All registered indigent residents in Nketoana receive the free basic service in water at 6kl per household per month.
Indicate other challenges that are not highlighted above	• *The obtaining of accurate baseline data is a serious challenge* • *The serious lack of adequate raw water in Mamafubedu, Lindley & Arlington need urgent attention.* • The improvement on the Blue Drop Status of the service is a priority for the next financial year.

Priority issues

	Water	• To ensure that 100% of households in formal and informal settlements in the Nketoana municipal area have access to basic level of water by 2025 • To ensure that 4-9 farms have access to water source on demand/request by 2025 • To ensure that all registered indigents have access to free basic water

3.4.1.2 SANITATION:

Management and Planning Framework, Sanitation

Requirement in terms of the Simplified IDP Framework	Status
Input Plan: *Status of the Water Service Development Plan*	• The Water & Sanitation Master plan to be developed with the assistance of DBSA & COGTA in the 2024/25 Financial Year. • The Master plan will include Water Services Development plan, Operations and Maintenance Plan & Waste Water risk arbatement plan • The Water Service Development Plan is due for review, awaiting assistance from DBSA & COGTA. The plan needs urgently to be reviewed to ensure proper planning for this 5th generation IDP
Implementation Plan: *Operation and Maintenance Plan*	• The operation and maintenance plan is included within the Water and Sanitation Master Plan, awaiting funding from DBSA & Cogta, however targets for the operation and maintenance of sanitation infrastructure and services are contained in municipal planning documents (IDP, SDBIP)
Indicate the national target for this service	• 100% access to basic level of sanitation service by 2025
Indicate the approved service level for the municipality informed by the SDF	• The approved level is access to bulk services (serviced stands). The municipality's SDF support this policy and informs future service planning.
Indicate whether the municipality is the service authority or not	• Water Services Authority
Status of the provision of the basic services	• Registered indigents receive free basic sanitation services.
SDF Framework	• Bulk infrastructure should be provided, upgraded and maintained continuously. • Effective service delivery to the entire community

Priority issues

	Sanitation	To ensure that 100% of households in formal and informal settlements in the Nketoana municipal area have access to basic level of sanitation by 2025

3.4.1.3 WASTE MANAGEMENT:

Management and Planning Framework: Refuse Removal

Integrated Waste Management Plan	Has been drafted and approved by Council
National target for waste removal	Waste removal at least once a week
Waste Management	Service rendered internally
Service levels adopted in the SDF	All households in urban areas removed once per week

Priority issues

	Refuse Removal	To ensure that all households in urban areas have access to waste removal according to waste removal standards and good waste management in the municipal area by June 2025

3.4.1.4 ENERGY & ELECTRICITY:

Management and Planning Framework: Energy (Electricity)

Requirement in terms of the Simplified IDP Framework	Status
Input Plan: Status of the Energy Master Plan	Draft Available (needs to be reviewed and approved by council)
Implementation Plan: Electricity Operation and Maintenance Plan	• Draft to be reviewed together the Master plan. Targets for the operation and maintenance of electricity infrastructure and services are contained in municipal planning documents (IDP, SDBIP)
SDF Framework	All households must have access to electricity connections by 2025

Priority issues

	Electricity Reticulation	To ensure that all formal households in the Nketoana municipal area have access to electricity by 2025

3.4.2 LOCAL ECONOMIC DEVELOPMENT

Management and Planning Framework: LED and Job Creation

Requirement in terms of the Simplified IDP Framework	Status
LED Strategy	The LED Strategy needs to be reviewed. The document was formulated with the assistance of Cogta The economic development framework of the Municipality is currently guided by the Integrated Economic Development Framework
SDF Framework	The economic growth nodes and priorities identified in the SDF guide the formulation of economic policies and strategies of the municipality.

Agriculture is the main economic activity in the municipality. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Nketoana Municipality to create additional employment opportunities is also limited.

The investment of the VKB Chicken project is one of the major developments in the municipality. The abattoir is situated in Reitz and it has created more than 1 000 sustainable jobs for local people. Several farmers are producing broiler chicks on contract for the abattoir. The possibility is now investigated to get a contract for broiler chickens as a community project in Petsana. The municipality has available land for such a project. The promotion of Agri processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. In Reitz are several small to medium industries, all of which is aimed at satisfying local market needs.

Currently there are no facilities available for the development and training of skills. The promotion of skills development programs locally is a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

Tourism is the one economic action that has very high potential. In all units of Nketoana there are several guest houses, lodges and guest farms. Each of these facilities has its own attractions and when properly marketed, it can promote tourism in Nketoana.

The population of the area is very poor. The registration of indigent community members is annually a project driven by Finance department. This is an effort to ensure that the poorest of the poor enjoy the benefit of free basic services as promised by the government. An alarmingly high percentage of the Nketoana population reflects no income, implying extremely high poverty levels. Statistics indicate that at least 68 % of the population is poor. The municipality has developed an LED Strategy that was approved by council, however it has to be reviewed. The aim of the document is to aggressively develop SMME and empower entrepreneurs to run sustainable businesses and thus create an income for themselves.

There is always the pitfall to guard against that the community expect the municipality to create jobs, whereas the municipality can only ensure jobs by creating a conducive environment for local economic development.

EMPLOYMENT

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

The economically active population (EAP) is defined as people (aged between 15 and 64 years) who are able willing and willing to work, and who are actively looking for work. (It includes both employed and unemployed people as well as people, who recently have not taken any active steps to find employment is, not included I the measure. These people may or (may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non- economically active population.

3.4.3 FINANCIAL VIABILITY AND MANAGEMENT

The Municipality was faced with the challenge to improve on its viability by good and sound financial management. The financial management and discipline bear fruit that resulted in a healthy cash flow and good payment of creditor. The improvement of debt collections was not as positive as expected, but a special effort is envisaged for the next 2 financial years to improve this action. The registration of residents that qualify as indigent customers will also enjoy special attention. These include the implementation of a revised financial management framework, as prescribed in the Municipal Finance Management Act, 2003. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table: Priority Issues: Financial Management

Implementation of the MFMA: Priority Issues	• Risk Management systems and procedures. • Implementation of the Budget and Reporting Regulations for Municipalities Implementation of supply chain management policies, structures and procedures. • Revenue, debtor and creditors management policies and procedures.
Other Priority Issues:	• Training of all finance officials in the use of the financial system. Ensure that • all critical vacant positions in the Finance Department are filled:
	• Implementation of the Action Plan, Operation Clean Audit, to address the audit queries • Measures to avoid over-expenditure and under-spending on the budget.

Priority Issues: Financial Management

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Issues from the 2022/23 Audit Report

Opinion:	Disclaimer with emphasis of matters
Matters emphasized:	Disclaimer, with emphasis of matters Disclaimer based on The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA. The municipality also did not account for property plant and equipment in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) 21 , Impairment of non-cash generating assets and GRAP 26, Impairment of cash-generating assets as the municipality did not impair assets when they identified indicators of impairment. I was unable to determine the impact on the net carrying amount of property, plant and equipment included in note 13 and impairment loss included in note 46 to the financial statements as it was impracticable to do so. Additionally, there was an impact on the deficit for the year and accumulated surplus. Irregular expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA. Allegations of financial misconduct laid against officials of the municipality were not investigated by the disciplinary board, relevant treasury or an independent investigator or team of investigators appointed by council, as required by municipal regulations on financial misconduct procedures and criminal proceedings 5(4). The performance management system and related controls were inadequate as it did not describe how the performance / monitoring processes should be conducted managed, as required by municipal planning and performance management regulation 7(1). •

3.4.4 INSTITUTIONAL TRANSFORMANTION AND ORGANISATIONAL DEVELOPMENT

The Municipality faces several challenges in optimizing its response capacity over the last couple of years. Some of the most noticeable of these were the following:

The Municipality was faced with the challenge to implement several key local policies at a time when it was most vulnerable due to personnel vacancies. These include the municipal planning

systems prescribed in Chapters 4 and 5 of the Municipal Systems Act, 2000. In summary, the initiatives of the Municipality in this regard could be summarized as follows:

Table: *Situation Analysis: Institutional*

Integrated Development Planning	The Municipality has streamlined its IDP according to the 2020 revised IDP guidelines and related planning activities in order to improve the credibility of its strategic planning documents. Nketoana was also part of the pilot project of compiling a Simplified IDP for smaller municipalities. The credibility of the IDP improved and the only issue to be improved on is the availability of sector plans.
Organizational Performance Management System	• Finalization of the Municipal Service Delivery and Budget Implementation Plan. • Finalization of the 3-5 Year IDP Implementation Plan. • Design and implementation of a municipal performance scorecard. • Streamlining of the contents and processes for the compilation of quarterly, mid-year and annual performance reports. • The Scorecard was implemented successfully and performance reporting improved.
Individual Performance Management System	• Implementation of the Regulations for the Performance Management of the Municipal Manager and Managers directly accountable to the Municipal Manager, 2006 • Finalization of Performance Agreements for section 57 managers. Preparation of annual Performance Plans for senior managers. • Annual evaluation of the performance of section 57 managers. • The next phase of cascading down to other levels has begun, with cascading in phases. The Managers will be signing performance agreements together with the section 57 managers

No system for the measuring of productivity is in place. The municipality's strategic plan should be implemented simultaneously with the IDP, after finalisation. The IDP Specialised Plan namely the Performance Management System, will allow for increased productivity and measuring of performance to the lowest job level in the organisation. An electronic management information system, which allows for budget and votes allocation control, but could be utilised more effectively.

Table: *Analysis of Institutional Policies and Systems*

Issue	Compliance	Comments
Availability of key staff		**Key vacancies** • Manager IT • Manager Revenue Several key management positions, as well as key operational staff positions filled.
Organizational Structure		The organizational structure has been reviewed annually. A new directorate (Director LED, Tourism and Planning) was included and filled
Skills Development Plan		The Municipality has prepared and submitted reports in respect of the Skills Development Plan as legislatively required.

HR Strategy		The HR Strategy has been approved by Council and is reviewed annually.
Individual and Organizational Performance		Both an individual, as well as an organizational performance management system has been introduced and the PMS Policy with the inclusion of the staff regulation is developed and will be reviewed annually.
Issue	**Compliance**	**Comments**
Management System		
Monitoring, evaluation and reporting systems and processes		The M&E systems of the Nketoana Local Municipality makes provision for measuring IDP targets by relating these targets to the in-year key performance indicators and targets in the Service Delivery and Budget Implementation Plan (SDBIP). Quarterly performance assessments are then conducted, whereby actual performance for the quarter is measured against targets for the same period. This result in quarterly performance reports to Council, the issuing of the mid-year budget and performance report and ultimately the Annual Report.

3.4.5 GOOD GOVERNANCE & PUBLIC PARTICIPATION

Internal Audit Function:

Nketoana has an internal audit unit situated in the office of the Municipal Manager. It is headed by a manager who is responsible for Internal Audit as well as Risk Management. The unit is further staffed by an Internal Audit officer and a Risk Management Officer. A post for a Risk Management officer was recently filled. The unit is responsible for an annual Risk assessment and Risk Register as well as the compilation of an annual audit plan based on the risk assessment and register. After execution of the plan, reports are generated and submitted to management. It is meant to be viewed and evaluated by the Audit Committee and finally submitted to Council to complete the Oversight cycle. Nketoana still have a challenge to complete this cycle and the aim is to improve on it in the coming financial years.

Audit Committee:

Nketoana currently has its own Audit Committee. The Audit committee was established and well qualified members were appointed and it is functioning well. The committee is adding value to the municipality by improving on its aim of Good Governance. The committee also serves as the Performance Audit Committee.

Oversight Committee:

The oversight function of Council is of the utmost importance to ensure that the administration is busy with what Council is intended to deliver to the community. The oversight function is often confused with political interference. The Council has a definite oversight role to play and it should be done with all seriousness. There is an Oversight Committee as appointed by Council.
The Oversight report regarding the Annual Report is completed. It is one of the targets that the Oversight Committee should be fully capacitated and trained to ensure functionality and objective reporting.

Ward Committees:

Ward Committees were established in all 9 wards of Nketoana after the election of the new Council. The Ward Councillor is the chairperson of the committee and 10 members are elected per committee. The Ward Committees are yet to be fully functional and be involved in the processes of Public Participation. The Ward committees were trained by Cogta and the office of the Speaker.

Council committees:

The Section 79 Committee meetings of Council are held regularly for each department. It is scheduled to be done monthly, but definitely before Council meetings are held. The Councillor dedicated for each department is chairperson in the meetings and the Director and staff members of each department serve as specialist advisors. The reports are submitted to EXCO and Council meetings. It serves as an early detection method for challenges regarding service delivery.

Supply Chain Committees:

The Supply Chain policy was developed and approved by Council. The Bid Committee is fully operational with the following functional committees:
Bid Specification Committee: 6 members.
Bid Evaluation Committee: 6 members.
Bid Adjudication Committee: 5 members.
The target is to complete tenders within 60 days after closure of the tenders.

Batho Pele
To promote this notion of "putting people first "and to provide a framework for the transformation of public service delivery, government introduced the concept of *Batho Pele*, "people first" in 1997. This notion was expanded in the White Paper on transforming the public service, also known as the *Batho Pele White* Paper, which provides a policy framework to ensure that *Batho Pele* is woven into the very fabric of government. A post of a Batho Pele and Back to Basics Coordinator has been filled.

In carrying out their duties, public servants are guided by the following Batho Pele Principles:

1. ***Consultation***: Citizens should be consulted about the level and quality of the public services they receive and wherever possible, should be given a choice regarding the services offered;

2. ***Service Standards***: Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect;

3. ***Access***: All citizens have equal access to the services to which they are entitled to;

4. ***Courtesy***: Citizens should be treated with courtesy and consideration at all times;

5. ***Information***: Citizens should be given full, accurate information about the public services to which they are entitled to;
6. ***Openness and transparency***: Citizens should be told how national, provincial and local departments are run, how much they cost and who is in charge;

7. ***Redress***: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy and when complaints are made, citizens should receive a sympathetic, positive response;

8. ***Value for money***: Public services should be provided economically and efficiently in order to give citizens the best value for money;

STANDING RULES AND ORDERS

3.5 NATIONAL AND PROVINCIAL ALIGNMENT

Sustainable Developmental Goals	National Development Plan (NDP)	Free State Growth Development Strategy (FSGDS)	Outcomes	Medium Term Strategic Framework (MTSF)	Municipal Priorities	Municipal Strategic Objectives
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water fo agriculture and industry.	Provide new basic infrastructure at local level (Water, Sanitation, and electricity).	**Outcome 11: Output2**: Improving access to basic services;	Improve water quantity and quality management.	**Access to basic services - Water**	To ensure that 100% of households in formal and informal settlements in the Nketoana municipal area have access to basic level of water by 2025 •To ensure that 100% of households in formal settlements in the Nketoana municipal area have access to basic level of sanitation by 2025
Ensure access to affordable, reliable, sustainable and modern energy for all.	Electricity Grid should rise to at least 90% by 2030, with non-grid options available for the rest.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	**Outcome 6: An efficient,** competitive, and responsive economic infrastructure network.		**Electricity,**	To ensure that 100% of households in the Nketoana municipal area have access to electricity by 2025
		Develop and maintain an efficient road, rail and public transport network		Improve and preserve national, provincial and local road infrastructure	**Roads & Storm water**	To ensure that internal roads in the Nketoana municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality
Make cities and Human Settlements inclusive, safe, resilient and sustainable.	Upgrade all informal settlement on suitable well located land by 2030.	Promote and support integrated inclusive, sustainable human settlements	**Outcome 7:** Comprehensive rural development. **Outcome 8**: Sustainable human settlements and Improve quality of life.	Create sustainable Human Settlement and improved quality households.	**Human Settlement:** **Housing and land availability for residential and/business(sites).**	To ensure that informal settlements are eradicated To provide communities with decent living conditions with serviced services

Take urgent action to combat climate change and its impact.	Absolute reductions in the total volume of waste disposed to landfill each year.	Maintain and upgrade basic infrastructure at local level	**Outcome 2**: improve health and life Expectancy.	Implement a waste management system that reduces waste going to landfills.	**Refuse Removal and Solid Waste.**	To ensure that all households in urban areas have access to waste removal according to waste removal standards and good waste management in the municipal area by June 2025
Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	A set of indicators for natural resources accompanied by publication of annual reports on the health of identified resources to inform policy.	Broaden environmental capacity and skills in the environment sector and in the cross sect oral situation.	**Outcome 10:** Protect and Enhance our Environmental assets and natural resources.	Enhance environmental awareness and consciousness.	**Environmental management**	To ensure that all residents live in a clean and habitable environment
Ensure healthy life's and promote wellbeing for all a all ages.	Improving public service and spaces as well a building integrated facilities in communities to ensure sharing o common spaces acros race and class.	Promote effective and efficien sport and recreation development.		Provide sport recreation facilities and ensure maintenance thereof. Promote Heritage and culture.	**Sports Arts and Culture**	**To provide sustainable socia amenities to the communities**
Protect restore and promote sustainable use o terrestrial ecosystems sustainably manage forest combat desertification, and halt and reverse land degradation and biodiversity loss.	Increase community participation in crime prevention and safety initiatives.	Intensify and expand the community policing forun programme		Promote community participation i crime prevention and safety initiatives	**Public Safety Emergency and Fire services.**	**To provide sustainable service**
Creation of decent work and sustainable livelihoods			**Outcome4:Decent employment through inclusive economic growth Outcome11: Output3 Implementing the Community Work Programme;**		**Agriculture Tourism SMME's Skills Development**	**To create an environmen conducive for investment and increased economic activity in the Nketoana municipal area To create employmen opportunities in the Nketoana municipal area The Municipality's economi development strategy is currently**

						informed by the Integrated Economic Development Framework.

3.6 TECHNICAL INDICATOR DESCRIPTION

Reference Number	Focus Area	Outcome	Outcome Indicator		Output Indicator	
EE1	Energy and Electricity	Improved access to electricity	EE1.1	Percentage of households with access to electricity	EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality
ENV3	Environment and Waste	Increased access to refuse removal	ENV3.1	Percentage of households with basic refuse removal services or better	ENV3.11	Percentage of known formal households & informal settlements receiving basic refuse removal
HS3	Housing and community facilities	Increased access to and utilizationof social and community facilities	HS3.4	Percentage utilization rate of sports facilities	HS3.11	Number of sport facilities utilised
			HS4.5	Percentage utilizationof community halls	HS3.12	Number of halls utilised
			HS4.7	Percentage of Municipal cemetery plots available	HS3.13	Number of municipal cemeteries plots available

FD1	Fire and disaster management	Mitigated effects of fires and disasters	FD1.1	Number of fire related deaths per 100 000 population	FD1.11	Percentage compliance with required attendance time for structural firefighting incidents
TR6	Transport and roads	improved quality of municipal road network	TR6.1	Percentage of total fatal crashes attributed to road and environmental factors	TR6.11	Percentage of un-surfaced road graded
					TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed
					TR6.13	Kilometres of new municipal road lanes built
			TR6.2	Number of potholes reported per 10 kilometres of municipal road network	TR6.21	Percentage reported potholes complaints resolved within standard municipal response time

4. SECTION D: DEVELOPMENT OF PROGRAMMES AND PROJECTS

4. Introduction

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

4 .1 Detailed Project Design

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

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

4.2 Detailed Project Design Sheet

In order to ensure a smooth implementation of project proposal, it is imperative to first check that such a project complies with the principles, objectives and strategies set earlier in the integrated development planning process. In order to accomplish this, each project is numbered in a unique way to indicate which strategies and/or objective it aims to achieve.

During the project design phase, it is important to design each project in accordance with a standard format to ensure uniformity and that everyone understands the output. In order to assist in the further implementation of the projects, a logical framework is created, detailing several targets and activities indicators.

4.3 PROJECT OBJECTIVES

Project Predetermined Objective	Describing the expected positive impact of the proposed project and providing focus and orientation of the project
Project Indicator	Measurement units, which indicates a certain anticipated outcome of the project and useful criterion to measure the progress in the achievement of the predetermined objective
Project Output	A tool for implementation management and accountability, output relate to the physical tangible outcome of the project
Project Target Group	Indicates how much will be delivered within a specific period and to whom

Project Location	Physical size and exact location of the proposed project, indicating the priority status of the different locations
Project Activities	Simultaneous and chronological steps to be taken to make sure that the output can be achieved
Project Timeframes	Emphasis is put on the milestones that need to be accomplished by a specific time to implement a project
Project Costs	Available funding in terms of the approved cash-backed budget
Project Prioritisation	Listing project in order of importance according to a set criterion
Living Quality	Project impact regarding the living standard of communities. Determine as to whether the outcomes will address a life-threatening situation in terms of basic needs, improve living standards or simply be convenient to the community
Relevance to the core value	Evaluation of projects against a set of core issues or underlying causes
Economic Value	Determination of the impact of the project will have on the economy to ensure sustainable growth and improved quality of life
Dependency Ratio	Criteria used to unlock a series of other projects when implemented, whilst others will be strongly dependent on the predecessor
Probability of Achievement	Subjective evaluation of project against project viability and financial viability

IDP Priorities

Table: *IDP Priorities*

1	Water	To ensure that 100% of households in formal and informal settlements in the Nketoana municipal area have access to basic level of water by 2025 To ensure that +/-4-9 farms have access to water source on demand/request by 2025 To ensure that all registered indigents have access to free basic water
2	Sanitation	To ensure that 100% of households in formal and informal settlements in the Nketoana municipal area have access to basic level of sanitation by 2025
3	Municipal Roads and Storm water	To ensure that internal roads in the Nketoana municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality
4	Urban Planning (Land Availability)	To ensure an effective Urban Planning that will promote proper spatial planning to address sustainable development and social cohesion
5	Local and Rural Economic Development (SMME Hub)	To create employment opportunities in the Nketoana municipal area To create an environment conducive for investment and increased economic activity in the Nketoana municipal area To promote and develop the Tourism opportunities in Nketoana as an element of LED

6	Institution-building	To monitor, evaluate and improve the financial viability of the Nketoana local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001 To down cascade the PMS to all levels of employment according to awaited regulations. To facilitate institutional transformation and development in the Nketoana local municipality To ensure good governance and public participation in the Nketoana local municipality
7	Refuse Removal (Illegal dumps & Waste disposal)	To ensure that all households in urban areas have access to waste removal according to waste removal standards and good waste management in the municipal area by June 2025
8	Electricity Reticulation	To ensure that 100% of households in the Nketoana municipal area have access to electricity by 2025
9	Cemeteries and Parks (Ablution facilities)	To ensure effective management of graveyards and cemeteries in the Nketoana municipal area To develop and upgrade cemeteries and parks in Nketoana.
10	Sport and Recreational Facilities (Multi-purpose centre)	To ensure access to quality sport and recreational in the Nketoana municipal area
11	Traffic and Parking	To ensure effective traffic management and parking in the Nketoana municipal area
12	Firefighting	To ensure effective firefighting in the Nketoana municipal area

Water

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure that 100% of households in formal and informal settlements in the Nketoana municipal area have access to basic level of water by 2025	All 100% of households in formal and informal settlements have access to basic level of water by 2025.	The Municipality's water-related strategies are informed by the Water Services Development Plan. The target of 100% access to basic level of water requires the following interventions: • Maintenance of existing levels of accessibility to clean, potable water in those areas where the service is currently available; • Expanding access to new residential and business sites in formal areas, and • Maintenance, operation and expansion of water-related infrastructure that enable the municipality to ensure access to the defined level of service. In light of the above-mentioned, the Municipality's strategy focus on three elements, namely: • Continuous maintenance and operation of water infrastructure to ensure that current levels of accessibility to water could be maintained; • Expand infrastructure to expansions in service points; and • Ensure that processes and systems are in place to provide acceptable quality drinking water.	1. Water Infrastructure: • Expanding water infrastructure and the water network • Operation and Maintenance of water infrastructure 2. Water Quality Management • Water Quality Control • Improving the blue drop score of the municipality • Daily testing of drinking water	Water-related Projects: • Upgrading purification plant of Reitz from 15 to 17 mega litres per day and construction of High Lift Pump Station at Reitz • Pipeline of 12km from Reitz to Mamafubedu • Construction of 53km raw water Pipeline from Reitz to Lindley/Ntha • Construction of bulk water storage: water reservoirs • Pipeline 19.4km for purified water – Arlington & Lindley • Construction of the Matoding water supply • Construction of the Geluk dam Reitz

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
				• Development of Water and Sanitation master plan •
Key definitions: • The term 'formal settlements' refer to the urban settlements of Petrus Steyn, Mamafubedu, Lindley and Ntha, Arlington and Leratswana and Reitz/Petsana. It excludes the rural farming communities. • Basic level of service refers to a community tap within 200-meter walking distance from the dwelling and is informed by the national RDP standard. • The norm of all (100%) refer to a base-line of 15,000 households in formal settlements				
Priority Issue: • Improve the bulk water supply to Mamafubedu, Lindley and Arlington and new township establishments • Improve the blue drop assessment status of the Municipality				
To ensure that 4-9 farms have access to water source by 2025	4-9 farms have access to water source by 2025	Communities in rural areas (farming communities) are part of the Municipality's service mandate. In response to this commitment, the municipality has started a process of making available acceptable quality drinking water to farming communities in rural areas. The provision of the water will be done only on demand/request by affected communities	1. Providing water to rural farming communities	Supply of Water in Farms • Wards 3,4, 5, 6 and 7 • Ntha, Leratswana and Petsana
To ensure that all registered indigents have access to free basic water	All registered indigents have access to free basic water	The municipality implement government policy related to registered indigents and provide 6 kiloliters of free basic water per household to registered in indigent households	2. Free Basic Services: Water; read in conjunction with the administration of indigents	
Definitions: • Registered indigents refer to indigents registered in the Municipality's Indigent Register • Basic free water = 6 kilolitres per month per registered indigent household				

2. Sanitation

Requirement in terms of the Simplified IDP Framework	Status
Input Plan: *Status of the Water Service Development Plan*	• The Water & Sanitation Master plan to be developed with the assistance of DBSA & COGTA in the 2024/25 Financial Year. • The Master plan will include Water Services Development plan, Operations and Maintenance Plan & Waste Water risk arbatement plan • The operation and maintenance plan is included within the Water and Sanitation Master Plan, awaiting funding from DBSA & Cogta •
Implementation Plan: *Operation and Maintenance Plan*	The operation and maintenance plan is included within the Water and Sanitation Master plan, however the targets for the operation and maintenance of sanitation infrastructure and services are contained in municipal planning documents (IDP, SDBIP)
Indicate the national target for this service	• 100% access to basic level of service by 2025
Indicate the approved service level for the municipality informed by the SDF	• The approved level is access to bulk services (serviced stands). The municipality's SDF support this policy and informs future service planning.
Indicate whether the municipality is the service authority or not	• Water Services Authority
Status of the provision of the basic services	• Registered indigents receive free basic services.
SDF Framework	• Bulk infrastructure should be provided, upgraded and maintained continuously • Effective service delivery to the entire community
	•

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure that all households in formal settlements in the Nketoana municipal area have access to	• All households in formal settlements have access to basic level of sanitation	The municipality needs to provide 100% of the Nketoana community with access to at least RDP level of sanitation. Given the capacity limitations of the municipality, this will not be possible for rural areas and farming	1. Sanitation infrastructure: Operation and maintenance of	Projects: • Bucket eradication project (DWS) in all units of Nketoana

basic level of sanitation by 2025	• All registered indigents (+/- 5000 persons) receive free basic sanitation on at least RDP level	communities, but for formal settlements it will. The municipality's strategy in this regard focuses on ensuring that all households in formal settlements have access to at least RDP level of sanitation. This strategy includes maintaining, upgrading and extended the infrastructure required to maintain such levels of access. An important element of the municipality's strategic approach towards sanitation is to improve its waste water management standards (green drop status). The conversion of VIP toilets to water borne systems is an important element of the municipality's strategic framework for sanitation services.	sanitation infrastructure 2. Expansion of existing sanitation infrastructure and network 3. Waste Water Management 4. Access to free basic sanitation to all registered indigents	• Construction of Waste Water Treatment Plant (sewer project)-Lindley • Refurbishment of 3 sewer pump stations – Ntha/Lindley

Key definitions:

- The term 'formal settlements' refer to the urban settlements of Petrus Steyn, Mamafubedu, Lindley and Ntha, Arlington and Leratswana and Reitz/Petsana. It excludes the rural farming communities.
- The norm of all (100%) refer to a base-line of 15,000 households in formal settlements

A <u>basic sanitation service</u> is the provision of the least cost[1]:

- *sanitation facility that is appropriate to the settlement conditions;*
- *operational support necessary and appropriate for the safe removal of human waste and black and/or grey water from the premises; and*
- *communication of good sanitation, hygiene and related practices.*

3. Roads

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure that internal roads in the Nketoana municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	• Resealing of roads in Ntha during the 2024/2025 financial year • Resealing of roads in Leratswana • during the 2024/2025 financial year	The strategies of the municipality related to roads and storm water derived from the Roads and Storm water Masterplan (2011). There are four key elements at the core of this strategy, namely:[2] • Upgrading of existing gravel / dirt roads to paved or tarred roads (129,9 km) • Rehabilitation of existing tar roads (rebuilding, pothole repairs, crack sealing, seal treatment); and • Provision of storm water drains Paving of roads is a priority for each financial year, as a measure to gradually improve roads within Nketoana area Storm water - The maintenance of storm water channels and catch pits are prioritized to minimise the damage that is caused by uncontrolled stormwater and lead to flooding which might have devastating effect to the existing infrastructure. The municipality need to improve its capacity to achieve its objectives for the maintenance and upgrading of roads by sourcing adequate funding for the roads, and then specifically the development of roads).	1. Programme for the upgrading, repair and maintenance of internal roads; including: • Projects for the expansion of the current road network and • the repair and maintenance of the existing roads 2. Programme aimed at the maintenance, upgrading and extension of storm water infrastructure	Projects funded for the 2024/2025 financial year: • Nketoana Towns (Ntha & Leratswana): Resealing of tar roads • Upgrading of 1.6km gravel road to tar road: Petsana

[2] (Nektoana Local Municipality, Roads and Stormwater Masterplan, 2011)

4. Electricity

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure that 100% of households in the Nketoana municipal area have access to electricity by 2025	• 100% of households in formal areas with access to electricity (2024/25:	The Municipality has a draft Energy Master plan to be reviewed, and its energy-related strategies relate to two primary issues, namely: • Operations, maintenance and expansion of the electricity network; and • Alternative energy solutions. In terms of the operation, maintenance and expansion of the electricity network, the strategy focus on four inter-related tactics, namely: • To properly operate and maintain the existing electricity grid and infrastructure in order to ensure continuous access to electricity to those households already enjoying such connections; • To expand access to electricity connections to those households, mostly in rural farming areas, that do not currently have such facilities; and • To collaborate with ESKOM, who is partly responsible for delivering electricity in some areas of the municipality to support the above-mentioned two strategies. • To maintain and expand access to street lights and high mast lights.	1. Operation and Maintenance of electricity infrastructure. 2. Expansion of access to electricity. 3. Alternative energy solutions. 4. Street and high mast lighting.	• Upgrading/ refurbishment of aged Electricity Infrastructure • Installation of 10 High mast lights • Installation of Energy Efficient Street lighting & municipal building lights • Construction of take over substations/ Switching stations • Electrification of new developed sites • Installation of 5 (30m) high mast lights (Petsana)

5. Urban Planning

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure an effective Urban Planning that will promote proper spatial	• Review the SDF to ensure credibility.	**Urban Planning:**	1. Urban and Rural Spatial Development,	• Review the SDF

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
planning to address sustainable development and social cohesion	• Compilation of a housing sector plan	The Municipality's strategy for urban planning is derived from the Spatial Development Framework, and the Housing sector plan will also plays an important role in this regard when it is finalized. Currently the strategy focus on giving practical effect to the strengthening of corridors, residential developments, urban fringes and natural systems (open space, recreation and urban tourism) envisaged in the SDF. Given current capacity constraints, the primary focus is on the acquisition of land for future township establishment in all areas. It is impossible to set targets for the current cycle of the IDP, because of sector plans that need to be reviewed and upgraded, and partly because of capacity constraints. The finalization of township establishment in all towns is a critical aim in the urban planning strategy of the Municipality. **Housing:** Ensure that the housing administration system of the municipality effectively supports sustainable human settlements	according to the requirements of the Municipal SDF. 2. Housing Administration	• Compilation of a housing sector plan • Develop a housing demand database for each town • Audit and verification of existing waiting lists for allocation of sites. • Identification and acquisition of land for taxi rank per town • Upgrading of Leratswana Ext. 3 • Identify the land for school for learners experiencing barriers to learning and development in Nketoana • Identification of land for landfill site
To ensure effective implementation of the Spatial Planning and	• Signed Agreement with JMPT • Establishment of Municipal Tribunal	**Follow a phased process to the implementation of SPLUMA:** 1. Municipal co-operation 2. Establishing the municipal tribunal 3. Managing delegations	SPLUMA operationalization	SPLUMA operational

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
Land Use Management Act (SPLUMA)	• Approved delegations • Training of tribunal members and supporting officials • Approval of by-laws • Tariff structure approved with budget	4. Conduct operations of the municipal tribunal 5. Drafting and approval of by-laws 6. Setting of targets 7. Budget allocations		

6. Refuse Removal

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure that all households in urban areas have access to waste removal according to waste removal standards and good waste management in the municipal area by June 2025	• Two licensed and registered landfill sites. • 100% of households in formal areas with access to refuse removal services at basic acceptable national standards • Construction of new landfill site in Lindley (fully licensed) • Mamafubedu dumping site closed and rehabilitated • Refuse bins distributed to all households in urban	The Integrated Waste Management Strategy that is currently in the process of development will eventually guide the identification of IDP strategies for waste management, waste disposal and waste removal functions of the municipality. These strategies will be supported by the Integrated Environmental Plan, which is also currently in the final phases of development. Currently the municipality's strategy towards refuse removal is based on the following key principles, namely: • To expand minimum level of waste removal to underdeveloped areas, where the service is not available currently. • To limit damage caused by illegal waste disposal practices and dumping sites. • To formalize and legalize all landfill sites under the control of the municipality and to make sure that	1. Waste Management 2. Waste Removal • Provision of equipment for effective and efficient refuse removal 3. Waste Disposal	• Purchasing of Waste Compactor Truck • Development of Lindley solid waste disposal site • Address illegal dumping. • Provide skip bins on strategic places throughout all areas in Nketoana.

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
	areas (number to be provided)	landfill sites are managed in line with license standards and requirements • Environmentally safe management of the waste disposal function, in compliance with the standards and requirements of the Departments of Water Affairs and Environmental Affairs. This include steps to discourage illegal dumping.		

7. Local and Rural Economic Development

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To create employment opportunities in the Nketoana municipal area	*Time-frame: 2024/2025* • 50 employment opportunities created through targeted IDP and LED projects – including learner ships - by the closing of the 2024/25 financial year • 60 employment opportunities created through EPWP initiatives by the closing of the 2024/25 financial year • A LED Strategy reviewed (awaiting council approval) that reflect the economic realities of the municipality	The Municipality's economic development strategy is currently informed by the Integrated Economic Development Framework. However, the LED Strategy was adopted and needs to be reviewed The SDF proposes long-term, expensive initiatives, such as the development of a CBD in Mamafubedu and the expansion of the industrial area between the railway line and Elandskop. However, in terms of affordability, the Municipality's economic development strategies for the 2022-2027 IDP cycle focuses on three key elements, namely:	1. Planning for economic development (LED Strategy) 2. BBBEE and SMME development 3. Job creation 4. Tourism Promotion 5. Establishment of cooperatives • Establish and develop women and youth cooperatives in partnership with Agri unions • Improvement of educational	• Review and approval of the LED Strategy • Review and approval of Tourism Strategy • Training of business forums • Support the tourism initiatives in all units • Refurbishment of SMME Hub in Reitz • Profiling local businesses • Empower and support Local Economic Forums

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
		• Job creation • Identify and develop economic development landmarks • Develop Reitz as an economic development hub for manufacturing (industrial zones) • To create a business environment conducive for investment, with specific reference to ensuring that basic services are available to support such expansion • Promotion of targeted economic sectors, such as BBBEEs, SMMEs, local purchasing and Tourism • Provide and improve educational opportunities to combat unemployment specifically amongst the youth in Nketoana. **Strategy related to Cooperatives** • Cooperatives must be community driven	facilities in Nketoana	• Establishment partnerships in Agro Processing of agricultural products particularly from maize, potatoes and wheat • Refurbishment of hawker's stalls in Reitz • Establishment of a livestock feedlot unit for the livestock within the municipality • Support a sheep breeding project within the municipality • Establishment of commonages in all units and access to markets

8. Financial Management

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To monitor, evaluate and improve the financial viability of the Nketoana local	•100% of the municipality's capital budget actually spent on capital projects by the	Outcome 9: The Municipality's financial strategy is captured in its	1.Revenue Enhancement 2.Budget and	•Implementation of the Revenue Enhancement strategy

municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	closing of the 2024/25 financial year; •Not exceeding the operating budget •No unauthorized, fruitless, irregular, wasteful or fruitless expenditure by the closing of the 2024/25 financial year •2% of a municipality's budget actually spent on implementing its workplace skills plan (Target of 2% of the operating budget include formal skills training to staff and Councillors, learner ships and bursaries to members of the public); and •financial viability as expressed by the following ratios: 1.Debt coverage 2.Outstanding service debtors to revenue 3.Cost coverage	Financial Plan. It focuses on the aims of Outcome 9, namely: •Revenue enhancement •Credit and debt control •A clean audit by 2022/2027 •Control over operating expenditure to prevent over expenditure •Ensure that 100% of the allocated capital budget is spent •Allocate at least 5% of the operating budget to repairs and maintenance •Effective and efficient supply chain and asset management Revenue Enhancement: **Asset Management:** •Ensure the proper management of assets. **Financial Controls:** •Develop and implement internal controls. •Clear all errors indicated as findings on the audit report.	Treasury Management 3.Supply Chain and Asset Management 4.Financial Management	

9. Institutional Transformation and Organisational Development

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To facilitate institutional transformation and development in the Nketoana local municipality	• The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan; • Annual review of the organizational structure; and • Skills development targets in the municipal Skills Development Plan • Compilation of an HR Strategy and an Integrated Institutional Plan	The Municipality's institutional strategies are derived from a holistic Integrated Institutional Programme, which focuses on the following strategies: 1. Development and Implementation of skills development programmes: • The Skills Development Plan that guide the development of competencies in line with targeted employment equity requirements and the demands of the IDP. 1. Create a caring municipal workforce and develop a culture of discipline within the workforce • An HR Strategy that links the recruitment, selection, placement and development of human resources strategies to the requirements of the IDP. • The Employment Equity Plan that guide compliance with legislative and regulatory requirements for equal opportunities in the staff component of the Municipality. • Creating a working environment that is safe and caring to its employees (Employee Wellness). • An individual Performance Management System that align employee promotion, discipline and remuneration to performance.	1. Labor Relations. 2. Human Resource Management. 3. Human Resource Development and training.	• Compilation of an HR Strategy. • Annual Review of the Organizational Structure. • Compilation of, and reporting in respect of the Employment Equity and Skills Development Plans. • Quarterly performance evaluations of personnel. • Arrange and Execute Employee Wellness events

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
	• Wellness center for employees	2. Invest in the replacement of old machinery and equipment		

10. Good Governance and Public Participation

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
To ensure good governance and public participation in the Nketoana local municipality	• Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration • An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports. • Own audit committee • Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.	**Good Governance:** The municipality's strategies related to good governance and public participation focus on two key elements, namely: • To ensure that the required legislative and regulatory systems, processes, structures and procedures are in place to ensure the good governance of the Nketoana municipal area; and • To ensure that the communities of Nketoana have access to structures and processes that promote engagement of the population in decisions that affect their access to basic services. On an operational level, the above-mentioned implies the following: • A proper functioning Council that determine the policy framework for development for the municipality; • Involving all sections of the Nketoana communities in the affairs of the municipality;	1. Council and Governance A fully functional Council, with functional Committees and adequate Administrative support. This include: • The affairs of Council • Council Committees • The Troika • The relationship between Council and the Community • Ward Committees 2. Oversight and Accountability A monitoring and evaluation system that allows Council to evaluate the performance of management on a regular basis. This include: • The internal audit function • The audit committee	• The Mid-Year Budget and Performance process and report • Quarterly performance reports to Council • The process of compiling and considering the Annual Report • The process of compiling the Oversight Report • Mainstreaming of HIV/Aids, Gender Based Violence (awareness campaigns)

Strategic Objectives	Outcome Indicators	Strategies	Programmes	Projects
	• By-laws and policies to enable the effective governance of the municipality • Ten by-laws • 1 Communication Strategy • A fully functional Complaints Management System (Customer Care Charter and Protocol-Batho Pele) • Compilation of a Business Continuity and Disaster Recovery Plan (medium term, 2nd outer year)	• Arrangements to facilitate adequate accountability, communication and oversight by Council over the affairs of Management. **Transversal Groups:** An important element in the Municipality's strategy to achieve good governance, is to target **special groups**. Although budget limitations makes it impossible to present specific events for 2024/2025, it is the intention of the Municipality to introduce campaigns and events to support targeted transversal. The mainstreaming of HIV/Aids, Gender Based Violence issues and attempts to create awareness in this regard, is an important element of the municipality's agenda. **Compliance**: The municipality strives to ensure compliance with all relevant legislation, regulations and policies that governs the affairs of local government, with specific reference to: • Consolidated attempts to improve the Auditor-General's opinion regarding the municipality's annual report; and • All legislation impacting on local government.	• The Oversight Committee 3. Transversal groups: • Women • The youth • The elderly • Persons with disabilities	

PLANNED FUNDED PROJECTS

Priority Area	Project Number	Project Description	Project Value (Inclusive of budget maintenance)	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Source of Funding
WATER									
		Reitz: Construction of an alternative dam in Geluk farm			R0	R27 393 678.65	R0	R0	Municipal Infrastructure Grant
		Construction of 3ML concrete water reservoir in Mamafubedu		R0	R0	R16 821 144.87	R0	R0	Municipal Infrastructure Grant
		Reitz: Construction of high lift pump station		R 0	R 42 000 000, 00	R40 322 246.00	R	R0	Municipal Infrastructure Grant
		Construction of 3ML concrete water reservoir in Leratswana		R0	R0	R17 425 411.03	R0	R0	DWS (RBIG)
		Construction of 2.5ML concrete water reservoir in Lindley				R15 498 326.96			RBIG

		Construction of 3ML concrete water reservoir Ntha				R18 996 200.84			RBIG
		Construction of a new 12km long 315 mm dia pipeline from Reitz to Petrus steyn		R		R49 959 839.19	R0	R0	RBIG
		Reitz: Construction of Matoding water supply				R39 787 125.00			WSIG
		Petrus Steyn: Construction of a new 5km long 315mm dia pipeline from Reitz WTW to Petrus Steyn: Phase 2A				R50 000 000.00			RBIG
		Petrus Steyn: Construction of a new 15km long 315mm dia pipeline from Reitz WTW to Petrus Steyn: Phase 2C				R50 000 000.00			RBIG
		Petrus Steyn: Construction of a new 10km long 315mm dia				R60 000 000.00			RBIG

		pipeline from Reitz WTW to Petrus Steyn: Phase 2B							
SANITATION									
		Lindley: Lindley sewer project	R	R	R0	R100 000 000.00	R0	R0	RBIG
ELECTRICITY									
Priority Area	**Project Number**	**Project Description**	**Project Value (Inclusive of budget maintenance)**	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**	**Source of Funding**
		Construction of take over substations/ Switching stations				R7 000 000.00			INEP DMRE
		Installation of 5 (30m) high mast lights (Petsana)				R			MIG
ROADS AND STORMWATER									

		Leratswana: Resealing of roads	R			R2 947 298.81	R0		Municipal Infrastructure Grant
		Ntha: Resealing of roads	R			R3 430 235.07	R0	R0	Municipal Infrastructure Grant
		Petsana: upgrading of 1.6km gravel road to tar road	R		R0	R17 000 000.00	R0	R0	Municipal Infrastructure Grant
SOLID WASTE AND REFUSE REMOVAL									
		Purchasing of a compactor truck			R0	R1 680 000.00	R0	R0	Municipal Infrastructure Grant
SPORTS, ARTS, CULTURE AND RECREATION									
		Arlington: Upgrading of Sports Facility Phase 2 &3			R0	R2 875 508.18	R0	R0	Municipal Infrastructure Grant

4.5 UNFUNDED PROJECTS

Roads & Storm Water

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.3.1	Improve the fleet	All wards	250 000					3
3.3.3.2	Create and develop storm water systems in all areas	All wards	17 200 000					3
3.3.3.3	Paving: Ntha	Ntha						3
3.3.3.4	Leratswana: Storm Water Infrastructure	Leratswana						3
3.3.3.5	Upgrading of Nketoana Municipal Road and Storm water infrastructure	All wards	1 100 000.00					3
3.3.3.6	Mamafubedu: Paving of 2.2 km gravel road	Ward 1,2	20 000 000.00					3
3.3.3.7	Construction of 0.3 km storm water concrete channel with culvets and guardrails	Petsana – Ward 7	6 000 000.00					
3.3.3.8	Installation of 300m subsoil drainage	Petsana – Ward 8	2 200 000.00					

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.3.9	Construction of 0.25 km stormwater concrete open channels	Ntha- Ward 4	4 500 000.00					
3.3.3.10	Resealing of roads	All wards	30 000 000.00					

ELECTRICITY

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
4.4.4.1	Upgrading of electricity capacity	All wards	30 000 000.00				DMRE	
4.4.4.2	Upgrading of aged electricity infrastructure	All wards	70 000 000				DMRE	
4.4.4.3	Installation of high mast lights	All wards	30 000 000					
4.4.4.4	Retrofitting of energy efficient street lighting and municipal buildings	All wards	20 000 000				DMRE	
4.4.4.5	Electrification of new township developments	All wards	25 000 000				DMRE	

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
4.4.4.6	**Installation of generators at pump stations and municipal offices**	**All wards**	**30 000 000**					
4.4.4.7	**Installation of Energy Efficient Street lighting**	**All Wards**						
4.4.4.8	**Electrification 192 of Reitz Extension 20 to 23**	**Reitz**						
4.4.4.9	**Electrification of 25 Sites in Petrus Steyn Extension 3**	**Petrus Steyn**						
4.4.4.10	**Electrification of Lindley Extension 3**	**Lindley**						

URBAN PLANNING

Project Number 2022/27	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.4.1	Establish and develop a taxi rank per town	All towns	12 000 000					1 1
3.3.4.2	Obtain land and develop sites for residential purposes in all areas.	All wards	6 000 000					1 1

Project Number 2022/27	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.4.3	Obtain and develop new residential sites in Nketoana to eradicate the backlog	All wards	10 270 000					1 1
3.3.4.4	Subdivision of land in all units	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						
3.3.4.5	Consolidation of all erven that need to be consolidated in all units in the municipality	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						
3.3.4.6	Procurement of the GIS system	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						
3.3.4.7	Identify the land for school for learners experiencing barriers to learning and development in Nketoana	All Towns						

REFUSE

Project Number 2022/27	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.5.1	To legalize all landfill sites	All wards	4 500 000					7
3.3.5.2	To close down and rehabilitate the identified landfill sites that reached their capacity	All wards	550 000					7
3.3.5.3	Waste Compactor	Ward3,4, 5	3 000 000					7
3.3.5.4	Development of Solid Waste Disposal Sites in all areas	All Wards	9 130 001					7
3.3.5.5	Ntha: Development of Solid Waste Disposal Site	Ward 3 & 4	11 459 223.00					7
3.3.5.6	Tractors & Trailers for Waste removal	All wards						7

SPORTS, PARKS & CEMETERIES

Project Number 2022/27	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.7.1	Identify parks for upgrading and apply for funding from Environmental Affairs	All wards					Environmental Affairs	
3.3.7.2	Greening of graveyards and cemeteries	All wards						1 1
3.3.7.3	Obtain land and establish a new cemetery in Petrus Steyn, Arlington, Ntha	Wards 1,2	1 100 000			500 000	600 000	1 1
3.3.7.4	Provide a healthy environment by establishing parks and planting trees in Nketoana to create a greening effect	All wards	1 000 000		1 000 000			2 3
3.3.7.5	Purchasing of 3 TLB's	All Wards						
3.3.7.6	Purchasing of a cemetery management system for the automation of cemetery management	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						
3.3.7.7	Fencing of cemeteries (Old & Existing) in all units	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						

Project Number 2022/27	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.7.8	Establishment of a recreational park in Reitz, Leratswana & Mamafubedu	Mamafubedu, Arlington & Reitz. (Ward 1, 2, 5, 6, 7, 8 & 9)						
3.3.7.9	Beautification of all 4 townships (1000 trees)	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						
3.3.7.10	Formalization of illegal cemeteries in Arlington & Reitz	Reitz & Arlington (Ward 5, 6, 7, 8 & 9)						
3.3.7.11	Proclamation of all closed cemeteries as such in all units	Mamafubedu, Lindley, Arlington & Reitz. (All wards)						
3.3.7.12	Construction of multi-Purpose Hall	Petsana	30 000 000 .00					

TRAFFIC MANAGEMENT

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.9.1	Provide efficient traffic control and safety in Nketoana by upgrade equipment	All wards	410 000					1 1
3.3.9.2	Road signs in all areas	All wards						
3.3.9.3	Speed humps in all areas	All wards						

FIREFIGHT

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.3.10.13.	Upgrading of equipment to render an efficient service regarding Disaster Management	All wards	3 590 000					2

LOCAL ECONOMIC DEVELOPMENT

Project Number 2022/2027	Description	Beneficiaries	Amount	Income (Own Funding)	TMDM Funding	MIG	Other	Priority
3.4.1.1	Establish SMME Hub in Reitz	All wards	300 000					1 1
3.4.1.2	Profiling local businesses	All wards	50 000					1 1
3.4.1.3	Promote Nketoana as an agri-tourism destination by developing an agri- tourism brochure	All wards	350 000					2 2
3.4.1.4	Refurbishment of hawker's stalls in Reitz	All wards	50 000					1 1
3.4.1.5	Empower and support Local Economic Forums	All wards	20 000					1 1
3.4.1.6	Establishment of a livestock feedlot unit for the livestock within the municipality	All wards	20 000					1 1
3.4.1.7	Establishment partnerships in Agro Processing of agricultural products particularly from maize, potatoes and wheat	All wards	100 000					1 1

Project Number 2022/2027	Description	Beneficiaries	Amount	Income (Own Funding)	TMDM Funding	MIG	Other	Priority
3.4.1.8	Establishment of a Hydro Pump for alternative energy	All wards	200 000					1 1
3.4.1.9	Development of an Agri Villages and access to markets	All wards	500 000					1 1
3.4.1.10	Establishment of commonages in all units and access to markets	All wards	300 000					2 2
3.4.1.11	Establishment of a High performance centre to cater for Sports Academy in Lindley	Lindley (Ward 3 & 4)	1 500 000					1 1
3.4.1.12	Support of Manufacturing projects	All wards	1 200 000					1 1
3.4.1.13	Support and provide linkages to all Commercial and Entertainment establishments to the industry	All wards	50 000					1 1
3.4.1.14	Establishment of a livestock feedlot unit for the livestock within the municipality	All wards	4 150 000					2 2
3.4.1.15	Promote a livestock medical centre	All wards	1 550 000					1 1

Project Number 2022/2027	Description	Beneficiaries	Amount	Income (Own Funding)	TMDM Funding	MIG	Other	Priority
3.4.1.16	Support a sheep breeding project within the municipality	All wards	1 500 000					1 1
3.4.1.17	Establish food and herb gardens on schools, residential sites for own use	All wards	30 000					1 1
3.4.1.18	Establish and market communal produce (Cooperatives)	All wards	600 000					1 1
3.4.1.19	Establish a tourism and information centre and market point for crafts	All wards	300 000					1 1
3.4.1.21	Include and strengthen existing tourism initiatives into municipal endeavours	All wards	100 000					1 1
3.4.1.22	Facilitate and promotion of Private and declaration of Heritage cemeteries as National heritage sites	All wards	1 300 000					1 1
3.4.1.23	Installation of visual tour in the municipal website	All wards	200 000					1 1
3.4.1.24	Development of Nketoana Local Municipality brochures.	All wards	600 000	300 000				1 1

Project Number 2022/2027	Description	Beneficiaries	Amount	Income (Own Funding)	TMDM Funding	MIG	Other	Priority
3.4.1.25	Tourism Signage (Dept of Roads and Transport)	All wards	400 000	50 000				1 1
3.4.1.26	Learnership & Artisan Development Programme to be funded by the National Skills Fund	All Wards Youth	150 000	50 000				1 1

INSTITUTIONAL DEVELOPMENT

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.6.1.1	Training the staff on scarce skills - Electrical, Water operations, Roads & Civil Works, Mechanical, Finance, IT, Waste Management, Horticulture, Property Value	All staff members	550 000					1 2
3.6.1.2	User Friendly administrative building	All wards	90 000					2 3

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.6.1.3	Procurement of furniture	Staff members	210 000					3 1
3.6.1.4	Provision of office space	Staff members	320 000					2 5
3.6.1.5	Critical Skills Development	All wards	125 000					1 1
3.6.1.6	Community awareness campaign	All wards	210 000					1 1
3.6.1.7	Provide security at public facilities	All wards	520 000					1 1
3.6.1.8	Archiving	All wards						
3.6.1.9	Employee Wellness Day	All wards						
3.6.1.10	Employee Medical Surveillance Programme	All wards						
3.6.1.11	Establishment of Employee Wellness Centre	All wards						
3.6.1.12	Establishment of new Leratswana Unit offices	Ward 5						
3.6.1.13	Refurbishment of Municipal Building (halls, municipals houses)	All wards						

GOVERNANCE

Project Number 2022/2027	Description	Beneficiaries	Amount	Income	TMDM Funding	MIG	Other	Priority
3.7.1.1	Establish Youth Advisory Centre in Reitz	All Wards	300 000					1 1
3.7.1.2	Extension of the Youth Advisory Centre to serve all units	All Wards						
3.7.1.3	Support to Special groups	All wards						

5.SECTION E: SPATIAL DEVELOPMENT FRAMEWORK

5.1 SPATIAL VISION

The preparation of a spatial development framework gives effect to section 12 of the Spatial and Land Use Management Act (Act 16 of 2013). It also gives effect to section 26 of the Municipal Systems Act (2000) which requires an integrated development plan of a municipality to reflect a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality. The Nketoana Local Municipality is currently in the process reviewing its Spatial Development Framework to guide and informs land development and management within the municipal area.

The SDF must give spatial effect to multi-sectoral projects identified in the IDP as well as assist the Municipality to co-ordinate the implementation of the various sector plans. This section gives a summary of key spatial aspects and development indicators that will inform the development of the municipal area.

The Spatial Development Framework guides the drafting of the IDP and is the key strategic planning document of the Municipality. The SDF of Nketoana Local Municipality proposed the following strategic interventions to achieve spatial integration.

5.2 LEGAL STATUS OF THE SDF

The SDF has a legal standing and is intended to guide and inform future land development. The SDF however does not give or take away real zoning rights on land. The current SDF was compiled by the Provincial Department of Cooperative Governance and Traditional Affairs (COGTA) (Spatial Planning Directorate) in 2018/2019.The Final Draft was adopted by Council in January 2020. The final draft was however not gazetted by the LM.

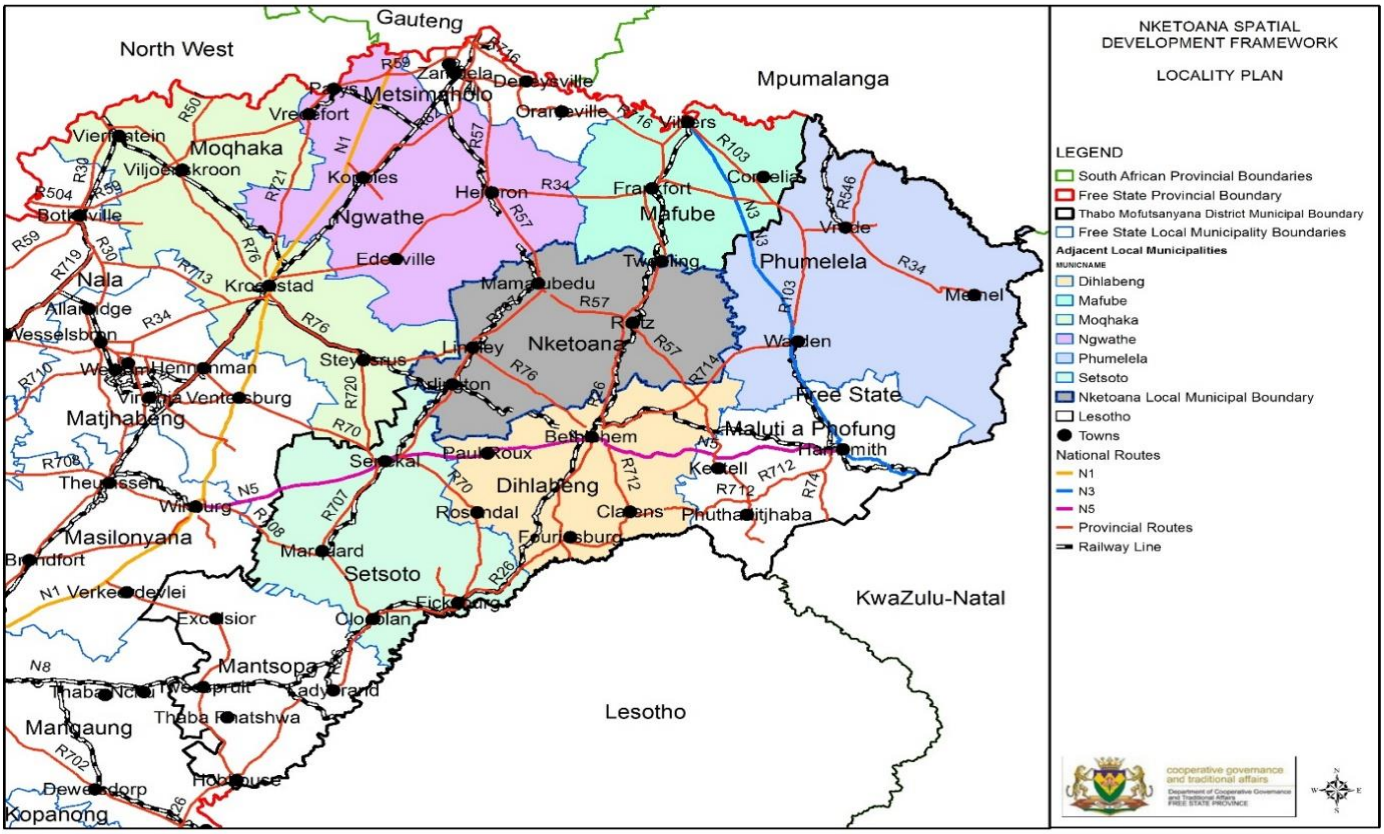
COGTA is assisting Nketoana LM with the review of the 2024/2025. The SDF will come into operation upon Council Approval as well as publication in the Provincial Gazette and media. The SDF process plan was approved by Council on 5th December 2018, the first draft was approved by council on the same date (5th December 2018). The second draft was approved in January 2020; however, it was not published in the Provincial Gazette and media as prescribed by the section 7 and 8 of the Municipal Plan and the Bylaw.

The SDF is approved in terms of Section 34 of the Municipal Systems Act (No 32 of 2000) and Section 20(1) of SPLUMA. The review or amendment of the SDF is guided by a number of legislations such as the Spatial Planning and Land Use Management Act, 2013 [Act 16 of 2013] (SPLUMA); the Municipal Systems Act, 2000[Act 32 of 2000] (MSA); the Free State Spatial Planning and Land Use Management Bill (FS SPLUMB) and the Municipality's Land Use Planning By-Laws.

5.3 SPATIAL OVERVIEW

Nketoana LM derives its name from the Reitz/Petrus Steyn River passing which is called Nketoana in Sesotho. The Highlands water flows into the Caledon River and continues into the Nketoana River near Reitz and Petrus Steyn. As the water flow from one river into another, the river changes names. Nketoana LM is a Category B municipality, with a collective executive system as contemplated in Section 9(b) of the Structures Act, Act 117 of 1990.

It is approximately 5 619.7 square kilometres in extent and is located in the north-western past of Thabo Mofutsanyana District. It is the second smallest of six municipalities in the district, making up 17% of its geographical area. The main towns of the municipality include Reitz/Petsana; Arlington /Leratswana; Petrus Steyn/ Mamafubedu and Lindley/Ntha. The key sectors of the municipality are retail businesses and 98,8% of the municipal area is used for agricultural purposes. Railway lines, rivers, dams, provincial roads and secondary roads cross through the area**.** The Nketoana LM is bordered by seven local municipalities namely: Phumelela LM, Mafube LM, Ngwathe LM, Moqhaka LM, Setsoto LM and Dihlabeng LM and Maluti a Phofung **refer to Map 1**.



5.4 SDF Objectives

- To integrate communities
- To provide a variety of housing types for different socio-economic categories
- To encourage CBD development in the low cost / high density areas

- To redefine and or extend the business areas
- To redefine and or extend the light industrial areas
- To identify areas where a mix of compatible land uses can be developed
- To utilize underutilized areas and vacant sites
- To protect public open space
- To provide sufficient public open space
- To provide sufficient community facilities
- To protect sensitive areas
- To review the urban edge in order to limit urban sprawl and to protect agricultural land.

5.5 Growth Potential

Province, District and Local municipality	**2022**												
	Total population		**Total population intercensal growth rate (2022-2026)**										
	Total population 2022				5 Year 2026		10 Year 2031		15 year 2036		20 Year 2046		30 Years 2051
Free State	**2 964 412**	**0.007**	**1.00007**	**1.000350049**	**2 994 056**	**1.00070 0221**	**3 023 996**	**1.0010 51**	3 054 236	**1.001 401**	3 084 779	**1.0 021 02**	3 115 626
FS193: Nketoana	**66 844**	**0.017**	**1.00017**	**1.000850289**	**67 512**	**1.00170 1301**	**68 187**	**1.0025 53**	**68 868**	**1.003 405**	**69 557**	**1.0 051 13**	**70 253**

According to Statistics SA 2016 Community survey, census 2022, indicates a positive Population growth of 1% through out to the year 2051 as summarised below.

EXISTING INFORMATION	**PROJECTIONS**				
Growth rate: 2016 - 2022: **+1.00017**	5 Year 2022 **+1.000850289**	10 Year 2031 **+ 1.001701301**	15 Years 2036 **+ 1.002553**	20 Year 2046 **+ 1.003405**	30 Years 2051 **+1.005113**
Total Population 2016: 64 893	64 948	65 004	65 059	65 114	65 225
Total Population 2022: 66 844	66 488	68 187	68 868	69 557	70 253

5.4 STATUS QUO AND SITUATIONAL ANALYSIS

5.4.1 BUILT ENVIRONMENT

Built environment mainly focuses on human-made space in which people live and also provide settings for various human activities.

5.4.2 HIERARCHY OF SETTLEMENTS IN THE MUNICIPALITY

The name of the town Petrus Steyn was changed to Mamafubedu North and the township Mamafubedu is now Mamafubedu South. ***It is important to note that the change of name is still unofficial / unofficially proclaimed at the Surveyor General and Deeds offices.***

5.4.3 ROLE OF SETTLEMENTS

Nketoana LM is a Category B municipality, with a collective executive system as contemplated in Section 9(b) of the Structures Act, Act 117 of 1990.

The table below depicts the classification of towns located in the Nketoana Local Municipality due to their catchment size (population size).

Table 1: Classification of Towns in Nketoana Local Municipality

HIERARCHY OF SETTLEMENTS	CATCHMENT SIZE	SETTLEMENTS
Villages	5000 – 25 000 people	i. Arlington/Leratswana ii. Lindley/Ntha iii. Mamafubedu North/ Mamafubedu South iv. Reitz/Petsana

Source: Guidelines for the provision of Social Facilities in South African Settlements – CSIR 2012

Centres

Reitz serves as the most prominent urban centre within the Nketoana LM.

Corridors/Nodes

The Nketoana LM Responsible Tourism Sector Plan of 2013 indicates the importance of prioritising spatial nodes that have growth potential for the benefit of stimulating growth in the tourism industry. It further indicates three important challenges facing the development of rural tourism identified by the Rural Tourism Strategy namely the limited involvement of local communities and the lack of funding and resources for rural tourism

There are a number of corridors that have huge economic development potential at the following areas in Nketoana Local Municipality:

- **Arlington / Leratswana**: A future development corridor could be established and developed between Arlington and Leratswana in order to promote integration, especially economic integration.
- **Lindley / Ntha**: A Tourism Corridor has been identified along the Petrus Steyn – Arlington road, with a tourism node at the Lindley entrance.
- **Mamamfubedu North / Mamafubedu South**: The development corridors are focused along the main entrance road
- **Reitz/ Petsana:** A primary tourism corridor has been identified on the Frankfort – Bethlehem road and will focus on the development of tourism based commercial activities. It will extend along the main business road in Reitz.
- The Nketoana LM includes two railway lines, one in a south-westerly direction between Steynsrus and Bethlehem via Arlington, and the second railway line following a north-south direction, linking Frankfort, Reitz and Bethlehem. A number of railway stations are established along these routes; however, these railways are being used for freight only.

- There is a low flying landing strip located at Reitz that is mainly used for micro lights and other small aircraft

5.4.4 COMMUNITY AND SOCIAL SERVICES (ON MICRO-SCALE)

Educational facilities

In South Africa, education is one of the basic human rights and among the fundamental socio-economic indicators for development. One of the basic indicators of development of national economies is the degree of education. Higher education especially contributes to economic development as well as development of society in general. In terms of the Nketoana LM the following educational facilities are available per town:

Table 2: Number of schools per town in Nketoana LM

TOWN	PRIMARY SCHOOL	INTERMEDIATE SCHOOL	COMBINED SCHOOL	SECONDARY SCHOOL	TOTAL
Arlington	1	0	0	1	**2**
Lindley	3	1	0	2	**6**
Petrus Steyn	3	0	0	2	**5**
Reitz	1	2	2	1	**6**
Total in the LM	**8**	**3**	**2**	**6**	**19**

(Source: Department of Education, 2018)

The number of educational facilities in Nketoana LM is 19 consisting of 8 primary schools, 3 intermediate schools, 2 combined schools and 6 secondary schools. School sites are also provided for. Currently there is a need for more schools in the LM (New Township Establishments).

Health facilities

The health facilities that presently exist in Nketoana LM consist of clinics, a municipal hospital, a district hospital and a provincial hospital. Mamafubedu has one clinic which is no longer sufficient to service the entire community. There is currently a vacant community facility erf in extension 7 that is vacant.

Table: Health facilities per town in Nketoana LM

TOWN	PROVINCIAL HOSPITAL	DISTRICT HOSPITAL	MUNICIPAL HOSPITAL	CLINIC	TOTAL
Arlington	0	0	0	1	**1**
Lindley	0	0	0	2	**2**
Mamafubedu	0	0	0	1	**1**
Reitz	1	1	1	1	**4**
Nketoana	**1**	**1**	**1**	**5**	**8**

Cemeteries

Arlington

Leratswana and Arlington have old, closed cemeteries. The current operating cemetery is situated at farm Hugenoot and it has a life span of 20-30 years.

Lindley

The Lindley cemetery is situated at the far east of the town and is almost on full capacity.

The other three cemeteries are fully capacitated and closed. No further burials are allowed at these cemeteries. Capacity on Erf 3178 at Ntha cemetery is almost full.

Mamafubedu
The cemetery located at the north-east has recently reached its full capacity. There is however also an old war grave site at North- East. Two cemeteries at the South of Mamafubedu are closed. The new cemetery located to the west of Mamafubedu, has a life span of 10 to 20 years.

Reitz
All the "old" cemeteries in Petsana are officially closed as they have reached their life-span, however top on top burials are allowed and burials of children. The "new" Petsana cemetery was established in 2009/2010 with a life expectancy of 20 to 30 years. Reitz cemetery is still operational with a capacity of 30-year life span.

Community halls and libraries

Arlington
Arlington has one community hall and Leratswana also have one community hall that is located within walking distance for all the residents. There is one library at Leratswana.

Lindley
One library at Lindley

Mamafubedu:
One library at Mamafubedu

Reitz
Petsana and Reitz each have a community hall and a library.

Authority Areas

Arlington
There is one post office at Arlington.

Lindley
The South African Police Services has a community service centre at Lindley and a community policing forum. The town hall is located centrally at Lindley. The prison is located to the east of the town.

Mamafubedu
The Municipal offices, magistrate's offices and the South African Police Services are located at the centre of Mamafubedu South.

Reitz
The town has a variety of Authority areas such as magistrate's office, the South African Police Services have a community Service Centre and a Community Policing Forum. There is also the Provincial Traffic office, Public Works Department, Department of Roads, Department of Agriculture and the Regional Department of Education.

Sports and Recreational Facilities

Arlington
Leratswana has one sports facility.

Lindley
There is a multi -purpose sport's facility which consists of a rugby field, racetrack, netball field and cricket field located at the North-East of the town.

Mamafubedu

There is a public sports facility at the South that is centrally located and easily accessible. There is a gymnasium adjacent to the sports facility in the north which is however on private land.

Reitz

Piet Geyer Sport Park in Reitz and Petsana Sport Grounds provide facilities for various sporting codes that include a nine-hole golf course which are in a good condition.

Other Facilities:

Arlington

There are no welfare services at this town. There is one church in town and three in the township Leratswana.

Lindley

Number of churches at Ntha operates from public open space erven. Extension 5 provides 3 new erven for religious purposes (erven 2921, 3265, and 3679). Erven 2921, 3265 & 3279 may be disposed once bulk services are available.

Mamafubedu

There is one church at Mamafubedu North and a large number of churches at Mamafubedu South.

Previously there was a tendency of encouraging that residential erven may be used for religious purposes and this resulted in less community facilities provision.

Reitz

Reitz has two old age homes and there are several crèches in Petsana and some of them are illegal/informal.

There are four churches at Reitz. Petsana also has numerous churches.

Resorts and tourism

Arlington:

Arlington offers the following:

i. hunting trips undertaken on private farms,
ii. rafts races on Spoorweg Dam,
iii. there are two agricultural tours in the area called **Simmentaler and Wilton plough factory**
iv. An ancient village called **Eghoya Ruins** which was once occupied by Leghoya people is also found in Arlington.

Lindley:

There is one holiday resort, three Bed and Breakfast as well as three Guest Houses. There is a number of tourist attractions which include: the Yeomang Koppies and the war graves from the Anglo- Boer War

Mamafubedu:

There is no resort or tourist attraction at Mamafubedu.

Reitz:

Reitz has four Guest Houses, one hotel, one Guest Lodge, one Caravan Park, and one holiday resort. There is a municipal game park within the urban fringe. The Bass Feather Country Lodge (previously known as Bietjie Water Holiday Resort) is located on the Warden road, 8 km from Reitz.

Tourist attraction includes: flower and nut farms; bird farms; game farms; 2 lion farms and national monuments. **Tourist events:** The Bielie Mielie (maize) festival, the motorbike festival and the VKB rugby week and the annual Stud Auction.

5.4.5 HOUSING TRENDS

Dwelling types, ownership, and backlog

Arlington

The housing typology in this area includes formal housing and RDP houses, mud-houses, shacks and backyard dwellers. Although there are no informal settlements there are back yard dwellers which are also on the site waiting list.

A new town comprising 195 erven on Portion 58 of the Farm Port Arlington No 114 to the north-west of Leratswana (refer R1 on Map 9) is still in process. It provides 188 single residential erven and 2 general residential sites for flats to accommodate the backlog. No municipal services have been provided in this area and it is completely vacant.

Approximately 50 residential units are built on Transnet property adjacent the railway line and they are all occupied. These erven are only serviced with water.

Densification and infill planning

Arlington currently does not have a housing need. Leratswana on the other hand is experiencing a housing backlog which is found in the housing waiting list.

Lindley

There are almost 70 vacant residential erven in Lindley. Approximately seven hundred residential erven in extension 5 were registered in 2010.

Most of these erven are already fully occupied. Squatters were relocated to this area. Water and sewer reticulation are linked with grey water system at the extension.

Mamafubedu: (Petrus Steyn)

Mamafubedu North provides erven for single residential and general residential (sectional title). Provision is also made for an old age home.

Mamafubedu South provides single residential erven (mostly smaller than 400m² with back yard dwellers living in temporary structures). The erf size in Mamafubedu South was 250m². This situation was resolved by providing residents of those erven with a same size erf. This is however proving to be a challenge as community members are now supposed to pay rates and taxes for two erven.

New Township Establishment addressed the biggest need for erven with each erf being 400m².

Housing typology

Formal houses, shacks, mud-houses, and backyard dwellings

Reitz

The population of Reitz has experienced a high growth rate, due to the high influx from surrounding farms and the availability of job opportunities. This has resulted in the increase of the number of backyard dwelling and informal settlements.

According to the Nketoana informal settlement upgrading programme, the following informal settlements are regarded as authorised and can be upgraded due to their location and proximity to existing municipal services:

- Mapetsana informal settlement, (IP-2) & (IP-7)
- Hillview informal settlement, (IP-6)
- Graveyard informal settlement, (IP-6)

Reitz has 1176 surveyed erven, which are serviced.164 erven are vacant and not serviced (**refer to Map 7**). Petsana has 5190 surveyed erven, which are all serviced. 800 erven are un-serviced and unoccupied. There are 3770 individuals on the site waiting list.

There are five (5) major types of dwellings that have been identified e.g mud houses, back yard dwelling, formal houses, shacks and a flat.

Estimation of demand in housing

Arlington

Arlington has 110 occupied residential erven and 17 vacant residential erven. There is no need for high income residential erven.

Leratswana has 1099 occupied residential erven.

Housing development is therefore proposed as follows:

Short term

- R1 is intended for low income high density to be developed within 5 years;

Short to medium term

- R2 planned for middle income to be developed in 5 to 10 years

Medium term

- R3 planned for low income development in 10 years
- Provincial Human Settlements to allocate RDP houses in Leratswana;

Provincial Human Settlements to allocate housing on R1

Port Arlington

- Occupied and regarded as an authorised informal settlement
- There are 120 residential erven
- Occupied but not serviced
- Township establishment processes are however stagnant (geotech report and environmental authorization pending)
- Draft general plan issued.

R2

Lindley:

Densification of vacant residential erven situated to the east of Lindley (e.g., by subdivision into smaller single residential erven or consolidation and rezoning to a higher density zoning to enable the development of sectional title schemes, flats, or town houses) subject to sufficient municipal infrastructure.

Medium to long term:

Residential development to the south of Lindley (5-10 years) indicated as R1;

Residential development on the east on Lindley indicated as R2;

Protect the architecture of the town by restoring houses with historical value.

Mamafubedu:

Short term:

Infill and densification planning in consultation with the Department of Education (IP 1) (community facility designated for a school) to be utilized for infill planning once written consent from the Department of Education has been obtained.

The municipality to consolidate erven given in yesteryears.

Develop and constantly maintain a housing demand database which is consistent with national and provincial legislation.

The Municipality to impose a strict tariff policy for vacant sites.

R1 for low-cost housing to the West of Mamafubedu South.

IP2 infill densification situated west of the High school at the South of Mamafubedu.

Medium term:

R2 for long term low, medium and high cost residential however this is on private land.

Long term

R3 and R4 long term development and extension of the urban fringe in the case of a high population growth.

Reitz

- The municipality to develop and constantly maintain a housing demand database, which is consistent with national and provincial legislation;
- Infill development and densification is planned on the north-east of Reitz, for middle income and business; erf 799 Reitz;
- Infill development planned to the north of Reitz, for middle-income;
- infill development planned to the west of the golf course for middle-income and group housing;
- Infill development and densification planned to the South of Reitz for low-income, middle-income and group housing
- R1 (Cecilia) intended for acquisition for low income, high density development as indicated in Map 5.1;
- R2 planned for medium to high cost development as indicated in Map 5.1;
- R3 planned for low income and group housing.

5.4.6 MUNICIPAL INFRASTRUCTURE

Transport Infrastructure

Arlington

Main Road: R707 and R59

National Road: N5

Arlington has a high economic development potential due to its accessibility to N5.

A number of roads give access to agricultural land

70% of internal streets in Leratswana are paved.

There is currently no pressure for the provision of overnight facilities for heavy vehicles in Arlington.

There is a **railway** line that links Bethlehem and Steynsrus through Arlington. This line is used for cargo and agriculture.

Lindley

Main roads are the R707 and R76.

Access to farms is provided by secondary roads and right of way servitudes.

All major transportation routes are paved or tarred. Some streets in Lindley are tarred and some are still gravel. Streets in Ntha have been paved and some are still gravel road.

There are no provisions for heavy vehicle overnight parking facilities.

A municipal landing strip is situated on the far east of Lindley. It was mostly used for crop-spraying in the past and is currently non-functional.

There is a train station situated on the south of Lindley and is not operational.

There is no taxi rank currently.

N1 is an important linkage passing through Lindley and Kroonstad.

Mamafubedu:
Main Road: R57

The town has gravel roads with potholes due to heavy vehicles.

Mamafubedu consists of a variety of roads such as tarred roads, paved and gravel roads. Most of public streets are paved. Secondary streets are paved on progressive basis.

There is a high volume of heavy vehicles in town.

The **railway** station buildings are worn down and vandalised.

Reitz
There is a landing strip in Reitz which uses municipal land. It is predominantly being used for agricultural purposes such as spraying of crops. Currently there is no pressure to develop this land for urban related facilities.

The national road N5 between Gauteng, Harrismith and KZN is an important linkage road with R57 to Reitz. A variety of road network links Reitz and Petsana with the surrounding area and other towns; the Provincial road R26 links Reitz-Petsana with Bethlehem and Frankfort; and the Provincial road R57 links Reitz with Petrus Steyn and Kestell, Harrismith and QwaQwa. Reitz is linked to Tweeling, Warden and Vrede with the secondary roads S589 and S74.These roads are important linkages to the Reitz industrial areas.

All roads at Reitz are tarred, and the main transportation roads are President C. Swart Street, Voortrekker Street, Church Street link Reitz and Petsana and Petsana consists of tarred roads, paved and gravel roads. No legal overnight facilities are available for heavy vehicles. The Reitz **railway** line and station link Gauteng and the Eastern Free State. It is operational and is predominantly used for transportation of goods. The station is situated next to the industrial area.

Roads and Storm Water

Water Infrastructure

Arlington:
There is a dam in the middle of Leratswana on the Public open space and a pond on the school site. Both are not used for human consumption.

Bulk supply: The Arlington water treatment works consists two package plants with the capacity of 1Megalitres per day (ML/day) each and is situated in Leratswana Township. The source of raw water is the Spoornet dam and Boreholes.

Spoornet dam and boreholes are unreliable because they dry up during winter seasons. Leratswana Township has been identified by DWA for a pilot project for the implementation of a “grey water system”. The grey water system in Leratswana when operational will reduce the water usage. Port Arlington (new development) is serviced with communal water taps.

Arlington town has the following reservoirs:

1 X 0.09 ML (Steel pressure tower reservoir)

Leratswana Township has the following reservoirs:

1 X 0.8ML (concrete reservoirs) and 1 X 0.09ML (Steel pressure tower reservoir)

Lindley:
The Vals River forms the northern border of the urban edge. Smaller streams run through both Lindley and Ntha, forming green belts within the build-up areas.

The Vals River is the main source of raw water together with five 5 boreholes.

The Lindley water treatment works with the capacity of 4Megalitres per day (ML/day) is situated in Lindley town. The source of raw water is the Vals River, off storage dams and boreholes.

Vals River and boreholes are unreliable because they dry up during winter seasons.

Ntha (ext 5) has been identified by DWA for a pilot project for the implementation of a “grey water system”. The grey water system in Ntha when operational, will reduce the water usage.

Ntha extension 5 is serviced with water taps in the yards.

Lindley town has the following reservoirs:

1 X 1.5ML. (Concrete reservoirs)

Ntha has the following reservoirs:

1 X 1.5ML (concrete reservoirs)

1 X 0.5ML (Concrete pressure tower reservoir)

1 X 0.5ML (Steel pressure tower reservoir)

Mamafubedu:
There are four dams in Mamafubedu situated between the town and the township. The largest dam is within the golf course

Mamafubedu North has the following reservoirs:

3 X 0.9ML. (concrete reservoirs) at the hill

1 X 0.9 ML (concrete reservoir) at Municipality store yard

Mamafubedu Township has the following reservoirs:

1 X 0.9ML (concrete reservoirs)

1 X 0.09ML (Steel pressure tower reservoir)

Reitz:
The existing rivers/ streams and dams within the urban fringe form natural barriers for integration;

The development restrictions applicable to it hamper integration

Bulk supply:

The Reitz water treatment works with the capacity of 15Megalitres per day (ML/day), it is situated on the farm Geluk. The source of raw water is the Liebenbergsvlei river and is reliable. Petsana (Ext 6 & 7) has been identified by DWA for a pilot project for the implementation of a "grey water system". The grey water system in Petsana when operational will reduce the water usage.

Petsana extension 7 is serviced with water taps in the yards while extension 6 is serviced with communal taps. Petsana (Matoding) and informal settlements are un-serviced and occupied and water truck supply water.

Reitz has the following reservoirs:

2 X 2.22ML. (concrete reservoirs), 1 X 2.05 ML (corrugated iron reservoir) and 1 X 0.09ML (concrete pressure tower reservoir)

Petsana has the following reservoirs:

2 X 1.77ML (concrete reservoirs), 1 X 2.05 ML (corrugated iron reservoir) and 1 X 0.09ML (Steel pressure tower reservoir)

Sanitation (Wastewater Treatment)

Arlington:
Bulk sewer supply: The capacity of the sewer plant is 0.4 Megalitre /day (ML/D). Grey water system installed at Leratswana but the system is not operational.

Internal sewerage: Arlington consists of a waterborne service for 89 erven (septic tanks). Leratswana 960 erven were supposed to have been connected to grey-water system but currently using VIP toilets. New development (Port Arlington) 250 erven are using bucket system.

Lindley:
Bulk sewer supply: The capacity of the sewer plant is 2.0 Megalitre/day (ML/D). Grey water system is installed at extension 5 Ntha but the system is not operational.

Internal sewerage: Lindley and Ntha consists of a waterborne service for 4377 erven. 1001 erven at Ext 5 were supposed to have been connected to grey-water system but are still using bucket system.

Mamafubedu:
Bulk supply: The capacity of the sewer plant is 2.4 Megalitre/day (ML/D). Grey water system is installed at extension 6 and 7 Mamafubedu South but the system is not operational.

Internal sewerage: Mamafubedu consists of a waterborne service for 4156 erven.

994 erven at ext 6 & 7were supposed to have been connected to grey-water system but they are still using bucket system.

Reitz:
Bulk sewer supply: The capacity of the sewer plant is 3.5 Megalitre/day (ML/D). Grey water system is installed at Ext. 7 Petsana but it is not operational.

Internal sewerage: Petsana consists of a waterborne service for 6608 erven, 701 erven were supposed to have been connected to grey-water system.120 erven are un-serviced and using bucket system. The extension in Reitz located on the South West and the one on the South East of Reitz is unoccupied and un-serviced

Electricity

Arlington:

Bulk: Arlington and Leratswana are supplied directly by Eskom.

Internal supply: Nketoana Municipality has 300 street lights in Arlington and 500 street lights in Leratswana.

Lindley:

Bulk: Lindley/Ntha receives bulk electricity supply from Eskom at 11 Kv and distributes it to consumers as per their demand. Lindley/Ntha receives bulk electricity supply from Eskom at a notified maximum demand of 3.5 MVA and maximum demand as of May 2017 is 2.3 MVA. The status of medium Voltage 11Kv infrastructure in Lindley/Ntha is old and has a small capacity.

Mamafubedu:

Bulk: Mamafubedu receives bulk Electricity supply from Eskom at 11kV and distributes it to customers as per their demand. Petrus Steyn receives bulk electricity supply from Eskom at a notified maximum demand of 1.5MVA. Mamafubedu Township is entirely supplied directly by Eskom, Municipality only maintain street lights and high mast lights in Mamafubedu Township.

Internal supply: There is no electrification backlog at both Mamafubedu North and Mamafubedu South.There is only one switching station, 4 (four) transformers and 5 (five) mini substations in Mamafubedu South which supply electricity to 402 consumers. There are 710 street lights on the north of Mamafubedu and 690 street lights and 10 high mast lights in the south of Mamafubedu. The estimated length of MV infrastructure lines in Mamafubedu is 8 km and LV infrastructure 25 km.

Reitz:

Bulk: Reitz receives bulk Electricity supply from Eskom at 11kV and distributes it to customers as per their demand. Reitz receive bulk electricity supply from Eskom at a Notified Maximum demand of 8,5MVA and the maximum demand as of May 2017 is 7.5MVA, therefore the spare capacity left for Reitz is 1MVA, which is not sufficient for future developments. Petsana Township is supplied by Eskom, the Municipality only maintain street lights and High mast lights.

Internal supply: There is one Switching Station, 22 Transformers and 19 Mini substations in Reitz which supply electricity to 1092 customers.

There are 781 Street lights in Reitz. In Petsana there are 468 Street lights and 15 High mast lights. All the lights are maintained by the Municipality.

The estimated length of MV Infrastructure lines in Reitz is 15 km, and LV Infrastructure 28km.

Internal supply: There is one switching station in Lindley, nine (9) transformers and 4 (four) mini – substations which supply electricity to 296 customers. There are 19 transformers in Ntha which supply 3972 consumers. There are 360 street lights in Lindley and 690 in Ntha, and 10 high mast lights in Ntha. The combined estimates length of MV infrastructure lines in Lindley/Ntha is 16 km and LV infrastructure 36 km. No backlogs in electrification.

Refuse Removal

Table: Population by refuse disposal

Column	Nketoana	Thabo Mofutsanyane	Free State
Service provider (regularly)	83.5%	48.4%	69.8%
Own dump	8.8%	35.3%	17.2%
Service provider (irregularly)	2.9%	1.9%	4%
Communal dump	2.5%	5.1%	3.7%
Other	2.3%	9.3%	5.3%

Landfill Sites

Arlington:

Leratswana /Arlington has a transfer station that is currently not working. All the waste is disposed to Lindley Landfill site.

Lindley:

The "old" waste disposal site is located to the south of Lindley in close proximity of the Industrial area. Waste from Arlington and Lindley is also transferred to this facility. It is reaching full capacity, new land has been identified to move the landfill site to.

Mamafubedu:

There is one closed dumping site located on the south.

Reitz:

The Reitz and Petsana licenced waste disposal site are situated at the Townlands of Reitz No.584;

Municipal Commonage

Arlington:

Farm Trekkers Weë 919(383 Ha) has been transferred to the municipality for small scale farming and communal grazing.

Lindley:

The municipal farm Brandhoek no. 20 at the south of (R76) towards Bethlehem; is zoned Agriculture in the Lindley Land Use Scheme however it is currently used for commonage. The land that is suitable for crop cultivation is currently used as commonage and there are no small holdings.

Mamafubedu:

The land used for commonage is found at Petrus Steyn Townlands No. 540, it is towards the North of the railway line.

Reitz:

Townlands 584 is used for commonage; the commonage land is slowly diminishing due to the expansion of the town. A portion of the commonage land is being used for maize farming and Farm Boesmanskop (35Ha) was purchased for activities such as broilers, piggery and dairy farming.

Local Economic Development

The municipality economy relies mainly on agriculture, retail shops and domestic work. Other job activities are found in industries such as Vrystaat Kooperasie Beperk and Green Fields Chicken Abattoir. Lastly the municipality is the main employer.

Business development

Reitz

Reitz/Petsana serves as a business and Service Centre for the predominantly agriculture. There is a well-developed CBD with various retail business and related services: such as wholesalers, general dealers, hardware, pharmacies, financial and professional services. Reitz has a relatively healthy economy with a number of government and private sectors. Reitz has manufacturing factories specialising in the production of farming implements and welding.

Petsana mainly has informal businesses like Spaza shops, vegetable stands, service and light industries. Many of these businesses are operated from residential erven. In the centre of Reitz and Petsana there are Grain-fields chicken, the broiler houses and the maize farming.

Arlington

Arlington has no formal CBD. Business activities consist of agricultural warehouses and few shops next to Arlington Train station.

The SMME incubator area is situated at the municipal farm Hugenoot. The farm is divided by the railway line into two portions. The upper portion is for emerging businesses and the other portion is used as commonage.

Mamafubedu

Mamafubedu North has a well-defined CBD and provides a variety of businesses such as salons, retail and general dealers. The CBD does not need to be extended. In Mamafubedu South there are numerous informal businesses on residential erven. The Mamafubedu SMME incubator is situated North West of the town and the area is currently used by emerging farmers for piggery and production of chicken eggs. There are no planned areas for mixed use development in Mamafubedu however community members are using their residential properties for light industrial activities.

Lindley

Lindley has a well-defined CBD. Although sufficient business erven are provided many shops are vacant. Business erven are dispersed in Ntha within walking distance of the residential erven. 3 business sites have been provided in Ntha extension 5 on erven 2735, 3192, 3498. These erven are still vacant because of lack of bulk.

There are no formal areas for mixed development.

INDUSTRIAL DEVELOPMENT

Reitz:

Agri-industry: The Grain-fields chicken abattoir and Broiler houses are situated between Reitz and Petsana, along the S51 road to Tweeling. Grain is produced on a large scale under irrigation in close proximity to the chicken abattoir and within the urban edge.

Light industrial area is located along Voortrekker Street this area consists of mixed land use with a combination of residential, business and light industrial erven.

A heavy industrial area is located along the S51 and Voortrekker Street of Reitz.

The area consists of heavy metal works, such as factories specialising in the production of farming equipment.

The industrial sites allocated behind the Grain field chicken are un-occupied and un-serviced

Extractive industry: The Municipal quarry is located in Petsana; it is predominantly used to extract gravel and there is a quarry to the South of Reitz along the urban edge.

Arlington

Agri-industry: There is a number of Silos in Arlington. Arlington has a designated area for light industrial activities. There is no heavy industry currently in the area.

Mamafubedu:

Agri-industry: The area north west of Mamafubedu North has a variety of Agri- industries such as VKB grain silos.

The light industrial area is situated on the North West of Mamafubedu South and is used for the production of farming implements. Most erven are vacant. Sufficient serviced erven are available for industrial activities. The industry is located on the north-western side of Mamafubedu North next to the railway station.

Extractive industry: The Municipal quarry is at the west of the former town on municipal land. The quarry is used to extract gravel.

Lindley

Agri-industry: There is no defined area for Agri- industry.

The industrial sites in Lindley are situated on the upper northern side of the town.

There is no area designated for heavy industry in Lindley

Extractive industry: There is a quarry situated at the centre of Ntha on erf 2546 and a sand stone quarry located on the east of Lindley. Quarries are on municipal land.

CULTURAL HERITAGE AND TOURISM

Reitz

Reitz has 4 guest houses, 1 hotel, 1 guest lodge, 1 Caravan Park, and 1 holiday resort. There is a municipal game park within the urban fringe. The Bass Feather Country Lodge (previously known as Bietjie Water Holiday Resort) is located on the Warden road, 8 km from Reitz.

Tourist attraction includes: flower and nut farms; bird farms; game farms; 2 lion farms and national monuments.

Tourist events: the Bielie Mielie (maize) festival, the motorbike festival and the VKB rugby week and the annual Stud Auction.

Arlington

Arlington currently has no tourism activity.

Mamafubedu

The Riemland tourist route passes through the north east Free State from Sasolburg to Rosendal. The Reimland route is linked to Mamafubedu, Lindley and Arlington via the R57 from Sasolburg and the R707 to Arlington.

At the North of Mamafubedu there are several tourist attractions such as the Kruispad Missionary church. The Afrikaans Monument and wagon wheel monument which was erected to commemorate the Great Trek of 1838 are situated on Dearie Uys Square.

Lindley:

There is 1 hotel in Lindley.

SECTION F: FINANCIAL VIABILITY/ STRATEGY

6.1 Introduction

The purpose of this document is to outline the comprehensive Multi-year Financial Plan that will ensure long-term financial sustainability for the Municipality.

A Multi-year Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the growing demands of Service Delivery.

A Financial Plan is prepared for at least three years; however, it is preferred that it should be for over a period of five or more years.

A Multi-Year Financial Plan is prepared to ensure financial sustainability, paying attention to the Municipality's infrastructure requirements. It is also an important component of the Municipality's Integrated Development Plan.

The Multi-Year Financial Plan will also ensure that the Municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of Government and various public and private stakeholders. This will further enhance the ability of the Municipality to have access to more financing, funding, and grants. On the other hand, the municipality's strategic plan came up with the Revenue Enhancement Strategy for the 2022-2027 period, which will also assist in terms of achieving the financial sustainability of the municipality.

Link to the Back-to-Basics Programme:

Sound financial management is integral to the success of local government. National Treasury has legislated standards and reporting requirements, and based on our monitoring of the indicators, we will identify the key areas emerging from the profiles and partner with National Treasury to support the remedial process. Performance against the following basic indicators will be constantly assessed:

- The number disclaimers in the last three – five years.
- Whether the budgets are cash backed.
- The percentage revenue collected.
- The extent to which debt is serviced.
- The efficiency and functionality of supply chain management.)

6.2 Budget Related Policies

The purpose of Financial Policies is to provide a sound environment to manage the financial affairs of the Municipality. The following are key budget-related policies:

Policy	Policy
Assets Management Policy	Property rates policy
Banking and Investment Policy	Property rates By-law
Budget Policy	Computer and Cellphone policy
Creditors Control and debt collection policy	Disposal of land and other immovable assets policy
Tariff policy	Writing off of bad Debts policy
Petty cash policy	Accounting policy
Indigent policy	Debt write off Policy
Credit control By-law	Debt write off Policy
Rates policy	SCM (Supply Chain Policy)

6.3 Revenue Framework

In order to serve the Community and render the services needed, revenue generation is fundamental to the financial sustainability of every Municipality.

6.3.1 The reality is that we are faced with developmental backlogs and poverty, challenging our Revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the Municipality's Annual Budget.

6.3.2 Municipalities must table a balanced and more credible Budget, based on the realistic estimation of revenue that is consistent with their budgetary resources and collection experience

6.4 Medium Term Revenue and Expenditure Framework

Operating Revenue by source

Description **R thousands**	**Current Year 2023/2024**		**2024/2025 Medium-term Revenue and Expenditure Framework**		
	Original Budget	**Adjustment Budget**	**Budget Year 2024/2025**	**Budget Year +1 2025/2026**	**Budget Year +2 2026/2027**
Financial Performance					
Property Rates	15 809	18 000	18 900	19 845	20 837
Service Charges	211 701	211 701	191 857	197 613	203 541
Investment Revenue	290	290	299	308	317
Transfers recognised - operational	134 425	134 425	142 783	146 581	150 461
Other own revenue	100 217	97 910	100 856	103 856	106 947

Total Revenue (excluding capital transfers and contributions)	**462 441**	**462 326**	**454 695**	**468 202**	**482 103**

Section 26(h) of the Municipal Systems Act, 32 of 2000, provides that an Integrated Development Plan must include a budget projection for at least the next three years. Given the aforesaid, the following table is a consolidated overview of the proposed 2024/2025 Medium-Term Revenue and Expenditure Framework:

Summary of Operating Revenue by Standard Classification Item

Total operating revenue has decreased by **1%** or **R 8 m** for the 2024/2025 forecast budget year when compared to the 2023/2024 adjustment budget. For the two outer years, operational revenue will increase by **3%** and **3%** respectively.

Table: Summary of Operating Expenditure by Standard Classification Item

Description	**Current Year 2023/2024**		**2024/2025 Medium-term Revenue and Expenditure Framework**		
R thousands	**Original Budget**	**Adjustment Budget**	**Budget Year 2024/2025**	**Budget Year +1 2025/2026**	**Budget Year +2 2026/2027**
Financial Performance					
Employee Costs	160 534	160 534	168 400	176 146	184 249
Remuneration of Councillors	6 841	6 841	7 176	7 506	7 852
Depreciation and Asse Impairment	56 000	56 000	58 744	61 446	64 273
Finance Charges	32 940	48 000	50 400	52 718	55 143
Inventory Consumed and Bulk Purchases	120 362	119 412	138 557	144 930	151 597
Other Expenditure	255 000	208 994	258 134	270 008	282 428
Total Expenditure	**631 676**	**599 781**	**681 411**	**712 755**	**745 542**

Total operating expenditure for the 2024/2025 forecast budget year has been appropriated at **R 681 m** and translates into a budgeted deficit of **R 227 m**. When compared to the 2023/24 adjustments budget, operational expenditure has increased by **12%** or **R 82 m** in the 2024/2025 forecast budget year.

6.5 Source of Grants for the Municipality

- Intergraded Energy Grant (INEG) for electrification
- Municipal Infrastructure Grant (MIG)
- Water Services Infrastructure Grant (WSIG)
- Restructuring Bulk Infrastructure Grant (RBIG)
- Equitable Share
- LGSETA
- EPWP
- Financial Management Grant

Table: Equitable Share

Equitable share has been increased from **R 130 625 000** to **R 138 783 000**

Table: Operational Grants

Operational grant allocations have increased from **R 134 425 000** to **R 142 783 000.**

Grant	2023/2024	2024/2025	2025/2026	2026/2027
Equitable share	R130,625,000	R 138,783,000	R 143,781,000	R 147,561,000
FMG	R 2,850,000	R 2,800,000	R 2,800,000	R 2,900,000
EPWP	R 950,000	R 1,200,000	R -	R -
	R134,425,000	**R 142,783,000**	**R 146,581,000**	**R 150,461,000**

SECTION G: INSTITUTIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT SYSTEMS

7.1 Introduction

Performance Management is a process which measures the implementation of an organization's strategy. At the local government level, this has become an imperative, with economic development, transformation, governance, financial viability and service delivery being the key performance areas in terms of the Local Government Developmental Agenda. Performance management provides the mechanism to measure whether targets to meet its strategic objectives that are set by municipalities and its employees, are met. National government has also found it necessary to institutionalize and provide legislation on the performance management process for local government.

The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish a performance management system, and the Planning and Performance Management Regulations of 2001 outlines the municipality's performance management system. The Municipal Finance Management Act of 2003 (MFMA) require that the 5-year strategy of a municipality, the Integrated Development Plan (IDP), should be aligned to the municipal budget and must be monitored for the implementation of the IDP against the budget via the annual Service Delivery and Budget Implementation Plan (SDBIP).

The purpose of this document is to review and update the current framework adopted in 2012, with a view to aligning it with current legislative and policy framework. In reviewing the 2012 Policy Framework, efforts have been made to reflect the changes that have occurred in local government through the introduction of the 5 Year Local Government Strategic Agenda and the five Key Performance Areas that now inform the Revised Municipal Scorecard Model.

This document will therefore incorporate recently promulgated legislation and policies, currently and an updated version of the Municipal Scorecard Model and the 5 perspectives, different levels of scorecards and the relationship of these levels, roles and responsibilities of different stakeholders. The Performance Management Systems Handbook will also reflect the linkages between the Integrated Development Plan (IDP), the Budget, the Service Delivery and Budget Implementation Plan (SDBIP) and the manual Performance Management System of the municipality. As required by the Municipal Systems Act, 2000 and the Planning and Performance Management Regulations, 2001.

This Performance Management Systems Handbook sets out:

- The objectives and benefits of the performance management system;
- The principles that will inform the development and implementation of the system;
- A preferred performance model that describes what areas of performance will be measured by the municipality;
- The process by which the system will be managed;
- The roles and responsibilities of different stakeholders; and
- The process of managing employee performance

7.2 Policy and Legal Framework

Legislative enactments which govern performance management in municipalities are found in the Batho Pele Principles; the White Paper on Local Government; Municipal Systems Act, 2000; Municipal Planning and Performance Management Regulations, 2001; Municipal Finance Management Act 2003;

Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006; the Framework on Managing Performance Information and lastly the Directive on Performance Information of the Public Audit Act, 2004 published under Notice 646 of 2007. Although it is not considered necessary to go into detail in respect of all the legislation it is important to give a brief overview of the most important legislative provisions set out in:

The Municipal Systems Act No. 32 of 2000

The Municipal Planning and Performance Management Regulations of 2001

The Municipal Finance Management Act No. 56 of 2003; and

The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder.

The Municipal Systems Act, 32 of 2000

Chapter 6 of the Municipal Systems Act (2000) provides briefly that a municipality must

Develop an Electronic Performance Management System (ePMS);

Promote a performance culture;

Administer its affairs in an economical, effective, efficient and accountable manner;

Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;

Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;

Monitor and review performance at least once per year;

Take steps to improve performance;

Report on performance to relevant stakeholders;

Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;

Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the national Minister of Provincial and Local Government;

Conduct an internal audit of all performance measures on a continuous basis;

Have their annual performance report audited by the Auditor-General; and

Involve the community in setting indicators and targets and in reviewing municipal performance.

Sections 55 to 58 of the Municipal Systems Act further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

B. The Municipal Planning and Performance Management Regulations of 2001

In summary the Regulations provide that a municipality's Performance Management System must:

Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;

Comply with the requirements of the Municipal Systems Act;

Relate to the municipality's employee performance management processes and be linked to the municipality's IDP; and that:

A municipality must:

• Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities;

- Annually review its Key Performance Indicators;
- Set performance targets for each financial year;
- Measure and report on the nine nationally prescribed KPI's;
- Report on performance to Council at least twice a year;
- As part of its internal audit process audit the results of performance measurement;
- Appoint a performance audit committee; and
- Provide secretarial support to the said audit committee

C. The Municipal Finance Management Act, 56 of 2003 (MFMA)

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

- Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators;
- When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;
- Empower the Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Managers and the Managers directly accountable to the Municipal Manager; and
- Compile an annual report, which must, amongst other things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

D. The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006.

This legislation regulates the management of the Section 57 employees of a municipality by providing an outline of employment contracts, performance agreements, performance plans, employee development and empowerment measures and performance evaluation processes. These regulations further provide criteria for performance assessment and the 5-point rating upon which performance of an individual need to be scored during the assessment and evaluation.

7.3 Objectives of Performance Management

The objectives of institutionalizing performance management are beyond the legislative compliance requirements. The general objectives of managing performance are to:

- facilitate increased accountability;
- facilitate learning and improvement;
- provide early warning signals; and
- facilitate decision-making processes
- To serve as a primary mechanism to monitor, review and improve the implementation of the Nketoana municipality's IDP.

7.4 ROLE PLAYERS IN PERFORMANCE MANAGEMENT

- INTERNAL AUDIT
- PERFORMANCE AUDIT COMMITTEE
- EVALUATION PANEL
- MAYOR AND MEMBERS OF EXECUTIVE COMMITTEE
- COUNCIL AND SECTION 79 COMMITTEES
- COMMUNITY
- REPORTS

7.5 REPORTS

The legislative framework requires that the municipality should develop reports at particular intervals that must be submitted to various institutions for validation and monitoring. The table below outlines a summary of the reports that have been developed in the municipality.

Report Type	Description
Monthly reports	Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects.
Quarterly IDP and	The SDBIP is a key management, implementation and monitoring tool, which provides operational

Report Type	Description
SDBIP reporting	content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal Manager, Top Managers and other levels of staff, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process. The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure. Section 1 of the MFMA states that the SDBIPs a detailed plan approved by the Mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).
Mid-year budget and COGTA report	Section 72 of the MFMA requires the Accounting Officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury and COGTA. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.
Annual Performance report (Section 46)	Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following: • The performance of the municipality and of each external service provided during that financial year; • A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and Measures to be taken to improve on the performance. The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of Chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.

Annual report	Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include: • the annual financial statements of the municipality or municipal entity as • submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the Accounting Officer of any arrears on municipal taxes • and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports;

Report Type	Description
	• any explanations that may be necessary to clarify financial year issues in connection with the financial statements; • any information as determined by the municipality, or, in the case of a • municipal entity, the entity or its parent municipality; • any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; • an assessment by the Accounting Officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; • an assessment by the Accounting Officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; • □ the annual performance report prepared by a municipality; • □ Any other information as may be prescribed. Section 127 prescribes the submission and tabling of annual reports. This section also gives provision for the following: 1. The Accounting Officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the Municipal Manager of its parent municipality; 2. The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the

	municipality and of any municipal entity under the municipality's sole or shared control; 3. If the Mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must: a. submit to the Council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; b. submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.
Oversight report	The Council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the Council's comments, which must include a statement whether the Council: a) has approved the annual report with or without reservations; b) has rejected the annual report; or c) has referred the annual report back for revision of those components that can be revised. In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report: a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and
	b) all oversight reports adopted on those annual reports. It is important to note that the Oversight Committee working with these reports should be chaired by the opposition party.

7.6 CONCLUSION

The performance management system links both the organisational and individual performance management to ensure that there is seamless integration with the performance of the municipality and performance of section 57 Managers.

SECTION H: INTEGRATION

8. Introduction

8.1 Integrated Sector Programmes

One of the challenges identified during the assessment of the Integrated Development Plans was a lack of integration of various programmes in the Integrated Development Plan. This lack of integrating could be attributed to many factors-one of them is an inability to identify and demonstrate relationships among various sector plans. This is because in most instances sector plans are normally developed as a standalone plan independent from one another. This results to fragmented programmes and projects that are not aligned or contributing to the vision of a municipality.

At the core of the system of local government is the ability of a municipality to coordinate and integrate programmes of other government spheres and sectors implemented in their space. This role is very critical given that all government programmes and services are delivered in municipal space. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes contained in the White Paper on Local Government are attained.

The approaches and plans to achieve these outcomes are contained in various national and provincial legislations and policy frameworks. National departments, through legislation and policies, express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector-specific plans to guide the rendering of certain services. For the purpose of this framework these sector plans are grouped into two main categories, namely sector plans providing overall development vision of the municipality and sector plans that are service oriented.

8.2 SECTOR PLANS PROVIDING FOR THE OVERALL DEVELOPMENT VISION OF THE MUNICIPALITY

Most of these sector plans provide socio-economic vision and transformation vision of the municipality-they are mandatory as required by the Municipal Systems Act 32 of 2000. In terms of the Municipal Systems Act, 32 of 2000 the following sector plans must be part of the IDP:

- Spatial Development Framework;
- Local Economic Development Plan;
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan

Although the Municipal systems act, 32 of 2000 mandates the inclusion of these plans in the Integrated Development Plan, one of the challenges is that the relationship among these plans is not clearly defined. This has resulted to some municipalities viewing them as attachments to the Integrated Development Plans as opposed to be an integral component of the Integrated Development plans.

Sector Plans provided for and regulated by sector specific legislation and policies

Various national legislations and policies provide for the development of service delivery related sector plans to regulate and guide the delivery of certain services in municipalities. These plans include amongst others:

- Water Services Development Plan;
- Integrated Waste Management Plan
- Environmental Management Plan;

TABLE: STATUS QUO OF MUNICIPAL SECTOR PLANS

DESCRIPTION	AVAILABILITY	STATUS	DEPARTMENT
LED Strategy	Completed	Approved by Council	LED, Tourism and Planning
Tourism Strategy/Plan	Completed	Approved by Council	LED, Tourism and Planning
Housing Sector Plan	Draft	Public Participation to be completed. Awaiting Council approval	LED, Tourism and Planning
Integrated Waste management Plan	Completed	Awaiting Council approval	Community Services
SDF	Developed with the assistance of CoGTA to ensure that the SDF is SPLUMA compliant	The draft document was tabled to Council for their notice. The process of public participation is unfolding. As soon as it is completed, the SDF will be taken to Council for its final approval.	LED, Tourism and Planning
Disaster Management Plan	Draft	The plan is developed and awaiting Council's approval.	Community Services
Environmental Management Plan	Draft	Public Participation to be completed. Awaiting Council Approval	Community Services
Greening and Open Spaces Plan	Draft	Awaiting Council Approval	Community Services
Water Service Development Plan (Sanitation is included in this plan)	Not Available	Requesting assistance from other spheres of government (DBSA)	Technical Services and Infrastructure Development
Road and Storm water Master Plan	Available however due for review	Engagements with relevant provincial departments	Technical Services and Infrastructure Development
Integrated Energy Plan/ Electricity Plan	Available however due for review	Engagements with relevant provincial departments	Technical Services and Infrastructure Development
5 Year Financial Plan	Plan completed and available	Awaiting council approval	Department of Finance

Draft Budget 2024/2025	Available	Will be attached to the IDP as an Annexure.	Finance
Financial Recovery Plan	Available	Updated	Finance
Draft SDBIP 2024/2025	Not Available	Engagement with internal departments	MM PMS
The Staff Structure	Available	Council approved	Corporate Services
Water and Sanitation Master Plan	Not Available – Need to be developed	Requesting assistance from other spheres of government (DBSA)	Water & Sanitation

8.3 INTEGRATED SECTOR DEPARTMENTS PROGRAMMES / PROJECTS 2024/2025

DEPARTMENT: COMMUNITY SAFETY, ROADS & TRANSPORT

Project Name	Scope	Job Creation 2023/24		APPOINTMENT DATE	COMPLETION DATE	Contract Value	Amount Certified to date
PETRUS STEYN - LINDLEY	SPECIAL MAINTENANCE	N/A	46			R168,150,000	R45,449,396.54
SENEKAL - LINDLEY	SPECIAL MAINTENANCE	N/A	55	Jun-23	Dec-25	R232,420,000	R47,487,527.11

DEPARTMENT: DEPARTMENT OF EDUCATION

Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	
Kwetlisong SS	Petrus Steyn	1	New Administration Block	1/08/2024	30/5/2025	Procurement	5 000 000,00	1 000 000,00	

leifo Iziko C/S	Rietz	7	Convert to Full-Service School	1/10/2024	31/7/2025	Procurement	7 000 000,00	3 000 000,00	-

DEPARTMENT: DEPARTMENT OF FORESTRY, FISHERIES AND ENVIRONMENT

Project name	**Area**		**Coordinates/property description**	**Timeframes**		**Progress/Milestone**	**Actual budget**		
	Location	Ward		Start date	End date		2023/2024	2024/2025	
Thabo Mofutsanyana Municipal Cleaning and Greening Project	Nketoana Setsoto Mantsopa Maluti-a-Phofun Phumelela Dihlabeng	tbc	Street cleaning, Illegal dump clearing, whereby 817 participants will be employed in all municipalities in Thabo Mofutsanyana District	Nov 2023	Nov 2024	Under Implementation	EPWP Stipend	-	

Employment of Youth Environmental Coordinators	All local (6) local municipalities	_	Placement of Youth Environmental Coordinators in all LM in TMD to support with environmental management function.	April 2024	April 2026	Recruitment processes done and currently awaiting approval to appoint recommended candidates	Level 6 government salary entry level	Level 6 government salary entry level	
Employment of Youth Environmental Coordinators	All local (6) local municipalities	_	Placement of Youth Environmental Coordinators in all LM in TMD to support with environmental management function.	April 2024	April 2026	Recruitment processes done and currently awaiting approval to appoint recommended candidates	Level 6 government salary entry level	Level 6 government salary entry level	-

SECTION I: APPROVAL

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9. Introduction

This document contains the final Integrated Development Plan 2024/2025 review of the Municipality and was formulated over a period of nine months, taking into consideration the views and aspirations of the entire community. The Integrated Development Plan provides the foundation for development and will form the basis of the planning process for 2024/2025 & 2026/2027 financial year.

9.1 Invitation for Comments

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

Since the operational activities of the Local Municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of IDPs.

Finally, all residents and stakeholders are also given the opportunity to comment on the contents of the IDP, should they be directly affected. The final IDP will be advertised in local newspapers and all concerned parties will be notified of the adoption of the Final IDP 2024/2025 review in May 2024.

9.2 Adoption and Approval

After all the comments are incorporated in the final Integrated Development Plan document, the Council would adopt and approved the document. The approved document will be submitted to the MEC: Corporate Governance and Traditional Affairs in the Free State, as required by the Municipal Systems Act, 2 of 2000. The final Integrated Development Plan 2024/2025 review, together with all the appendices, annexures and the Budget 2024/2025 as required by legislation will be approved by Council before the start of the new financial year.

Capital (Project) List, 2023/24 -25 CURRENT PROJECTS

ITEM	PROJECT DESCRIPTION	BUDGET 2023/24 & 2024/25	STATUS
	MIG PROJECTS		
1	Leratswana: Resealing of Tar Road	R2,947,298.81	Design
2	Lindley/Ntha: Resealing of Tar Road	R3,430,235.07	Design
3	Leratswana: Upgrading of sports facility Phase 2 & 3	R 2, 875,508.18	Design
4	Purchasing of Specialized vehicle: Waste Removal Truck	R1,680,000.00	Procurement
5	Reitz: Construction of Alternative Dam in Geluk Farm	R 27 393 678,65	Procurement
6	Upgrading of 1.6 km gravel road to tar road: Petsana	R17m	Procurement & Tendering stage
	WSIG PROJECTS		
7	Construction of Matoding Water Supply	R 39, 787,125.00	Procurement

	RBIG PROJECTS	BUDGET 2023/24 & 2024/25	STATUS
8	Lindley: Lindley sewer project	R100,000,000.00	Design & Tender
9	Petrus Steyn: Phase 4 – Construction of 3Ml concrete reservoir	R16,821,144.87	Construction
10	Lindley: Construction of 3ML concrete reservoir - Phase 8.1	R18,996,200.84	Construction
11	Phase 1 B – Construction of New High Lift Pump station	R40,322, 246.00	Construction
12	Phase 2D – Construction of a new 12km long 315mm dia. pipeline from the Reitz WTW to Petrus Steyn	R49,959, 839.19	Construction
13	Lindley: Construction of 2.5ML concrete reservoir - Phase 8.2	R15 498 326.96	Construction
14	Arlington: Construction of 3ML concrete reservoir	R17,425, 411.03	Construction
15	Phase 2A – Construction of a new 5km long 315mm dia. pipeline from the Reitz WTW to Petrus Steyn	R 50 000 000.00	Design & Tender
16	Phase 2C – Construction of a new 15km long 315mm dia. pipeline from the Reitz WTW to Petrus Steyn	R50 000 000.00	Design & Tender
17	Phase 1A – Upgrading of the Reitz WTW from 15Ml/d to 17Ml/d	R120,000,000.00	Planning
18	Phase 2B – Construction of a new 10km long 315mm dia. pipeline from the Reitz WTW to Petrus Steyn	R60,000,000.00	Design & Tender