

KOPANONG MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2002-2006

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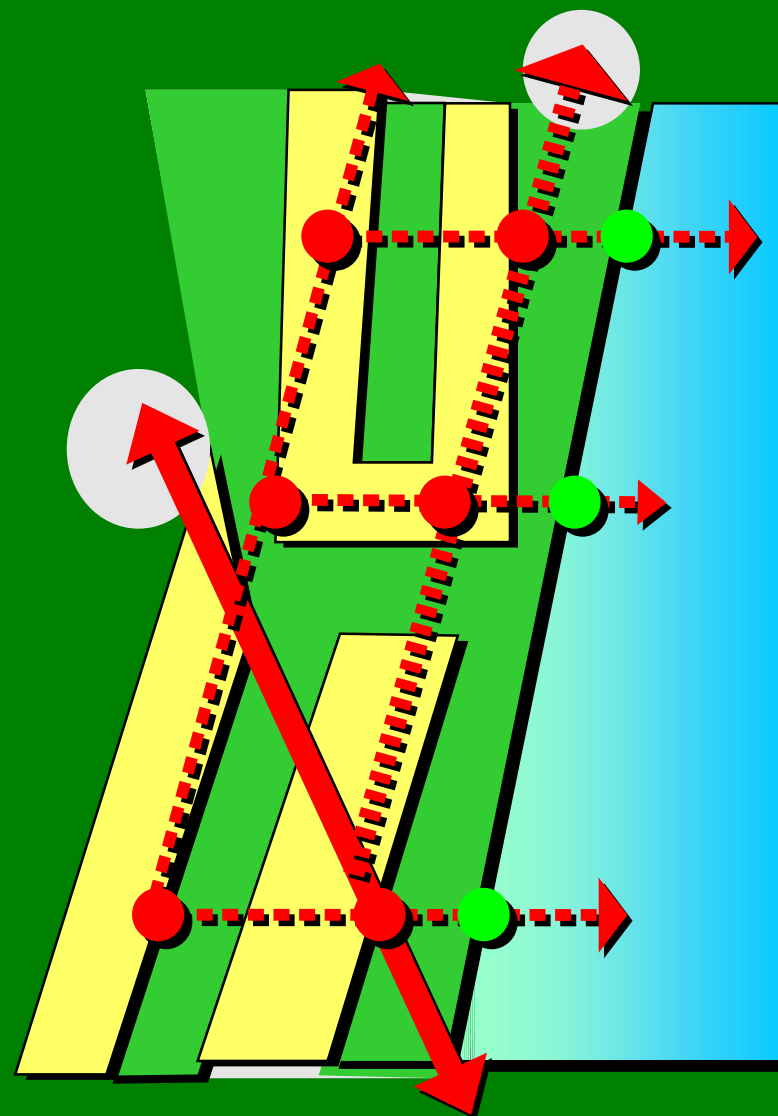


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1 INTRODUCTION

1.1 Introduction

Koponong Municipality is a Category B Municipality. It consists of a conglomeration of 9 previously independent municipalities in the Southern Free State. The towns of Springfontein, Fauresmith, Philippolis, Gariep Dam, Trompsburg, Edenburg, Reddersburg, Jagersfontein and Bethulie and part of the then Southern Free State Rural Council are included into the new structure, with the Municipality's Head quarters situated in Trompsburg.

Koponong municipality is a collective executive system combined with a ward participatory system, with full-time Mayor and Speaker. The Council consists of fourteen (14) Councilors. Ten Councilors are from the African National Congress (ANC) of which (7) are Ward Councilors and the additional 4 Councilors are from the Democratic Alliance (DA).

The total population of Koponong was 45986 in 1996. Four out of the 9 towns are ideally situated near the N1 route, namely Edenburg, Trompsburg, Springfontein and Gariep Dam. Reddersburg is on the N6 route, which via Philippolis passes an alternative route to Colesberg. Jagersfontein and Fauresmith are on the Diamond Winery route to the Northern Cape.

All towns are therefore ideally located for business and tourism. Gariep Dam with the largest dam in the Southern Hemisphere has also been promoted as a tourism destination by the Free State Development Plan (FSDP) as it has much to offer.

All basic services are rendered in the towns on different levels. Towns have their unique cultures and needs as well as histories in terms of services levels.

n

1.1.1 The Executive Committee

The Executive Committee of the Koponong Local Municipal Council shall:

Manage the drafting of the IDP;

Assign responsibilities in this regard to the Municipal Manager, and

Submit the draft plan to the municipal council for approval.

structures required by the Municipal Structures Act (Act 118 of 2000) are already in place and functioning. The IDP Steering Committee, in terms of Section 30 of the Systems Act, is a specific structure established for purposes of preparing an IDP. The responsibility for managing the drafting of the IDP is assigned to the Municipal Manager on his behalf.

1.1.2 The Council

Council is responsible for the following:

n Prepare, decide on and adopt the process plan.

n Undertake the overall management and co-ordination of the planning processes, which includes ensuring that:

n All relevant stakeholders are appropriately involved,

n Appropriate mechanisms and procedures for public consultation and participation are applied,

Planning of events is undertaken in accordance with the set timeframes,

n The planning process is related to the Key Development Priorities in the Municipality; and

n National and Provincial sector planning requirements are satisfied.

- n Adopt and approve the IDP.
- n Amend the IDP in accordance with the requirements of the MEC for Local Government and Housing
- n Ensure that the annual operational business plans and budget are linked to the IDP.

1.1.3 IDP Manager

The Municipal Manager is the responsible person for championing the Integrated Development Planning process. The selection of the appropriate person is crucial for the success of Integrated Development planning, since the IDP manager is also the responsible person for designing the IDP.

1.1.4 IDP Steering Committee

- n
- n The IDP Steering Committee is a technical working team of dedicated Heads of Departments and Senior Officials who support the IDP Manager to ensure a smooth planning process. The IDP Manager is responsible for the process but will often delegate functions to members of the Steering Committee. Relevant portfolio Councilors may be drawn in to be part of the IDP Steering committee.

n

n Composition of Steering Committee:

- n Chairperson – Municipal Manager (IDP Manager)
- n Secretariat – Official of Municipality
- n Members – Heads of Departments
- n Executive Committee Members, Speaker, Personal Assistant of the Mayor.

n

n The IDP Steering Committee will be responsible for the following:

- n Provide terms of reference for subcommittees and the various planning activities,
- n Commission research studies,
- n Consider, comments and inputs,
- n Process, summaries and draft outputs,
- n Make recommendations
- n Prepare, facilitate and minute meetings

1.1.5 IDP Representative Forum

n

- n The IDP Representative Forum is the structure, which institutionalises and guarantees representative participation in the Integrated Development Planning Process. The selection of members to the IDP Representative Forum has to be based on criteria, which ensure geographic and social representation.

The Forum will be responsible to:

- Represent the interests of their constituents in the IDP process;
- Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality;
- Ensure communication between all the stakeholder representatives; and
- Monitor the performance of the planning and implementation (pro.n dance);
- Agenda, facilitation and documentation of meetings;
- Purpose of the Forum;
- Regular feedback to constituents;
- Obtaining majority approval;

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 - n Appropriate mechanisms and procedures for public consultation and participation are applied,
 - Planning of events is undertaken in accordance with the set timeframes,
- n The planning process is related to the Key Development Priorities in the Municipality; and
- n National and Provincial sector planning requirements are satisfied.
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- n Make recommendations
- n Prepare, facilitate and minute meetings

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- Ensure communication between all the stakeholder representatives; and
- Monitor the performance of the planning and implementation process.

1.1.9.1.1.1.1.1 The IDP Representative Forum Code of Conduct

The Code of Conduct will at least include the following:

- Meeting schedule (frequency and attendance);

- Agenda, facilitation and documentation of meetings;
- Purpose of the Forum;
- Regular feedback to constituents;
- Obtaining majority approval;
- Quorum requirements; and
- Resolution of disputes (including Provincial assistance)

- n For a complete copy of the IDP Steering Committee and Representative forums attendance registers see the process plan, Annexure O.

1.1.10 Stakeholders and Community Representatives

- n The Stakeholder and Community Representatives have the following roles and responsibilities to fulfil:
- n
- n Participating in the IDP Representative Forum to:
- n
- n Inform interest groups, communities and organisations on relevant planning activities and their outcomes;
- n Analyse issues, determine priorities, negotiate and reach consensus;
- n Participate in the designing of project proposals and/or the evaluation thereof;
- n Discuss and comment on the draft IDP;
- n Ensure that annual business plans and budgets are based on and linked to the IDP; and
- n Monitoring implementation performance of the IDP.
- n
- n Conducting meetings or workshops with groups, communities or organisations to prepare and follow-up on relevant planning activities

1.1.11 Provincial Government

Provincial Local Government Department and Sector Departments have the following Roles and Responsibilities:

- § Ensuring horizontal alignment with the Xhariep MunicipalityMunicipality;
- § Ensuring vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at Xhariep Municipalitylevel;
- § Efficient financial management of provincial IDP grants;
- § Monitoring the progress of the IDP processes;
- § Facilitation of resolution of disputes related to IDP;
- § Assist Kopanong Municipalities in the IDP drafting process when required;
- § Facilitation of IDP-related training where required;
- § Co-ordinate and manage of the MEC's assessment of Kopanong IDP;
- § Provide relevant information on the provincial sector departments' plans in an accessible manner;
- § Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects; and
- § Engage in a process of alignment with the MunicipalityMunicipality.

1.1.12 Support Providers and Planning Professionals

Support Providers and Professionals such as Consultants, Non-Governmental Organisations (NGO's), and Municipal Planning Officials have the following Roles and Responsibilities:

- 4 Providing methodology/technical guidance to the IDP process;
- 4 Facilitation of planning workshops;

- 4 Documentation of outcomes of planning activities;
- 4 Special studies or other product related contributions;
- 4 Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process; and to
- 4 Ensure the IDP is aligned with the budget and planning requirements of provincial and national departments.

1.1.13 Municipality

- 4 The Xhariep District has the same roles and responsibilities as Kopanong Municipality in relation to the preparation of a Municipality_IDP.
- 4 Co-ordination roles regarding Kopanong Municipality:
 - § Ensuring horizontal alignment of the IDP's of the Local Municipalities in the Xhariep **District**council area;
 - § Ensuring vertical alignment between Xhariep District and local planning;
 - § Facilitation of vertical alignment of IDP's with other spheres of government; and
 - § Preparation of joint strategy workshops with Local Municipalities, Provincial and National role players.

4

1.2 Approach

The approach adopted by the team in consolidating the IDP has been:

to build on the existing base and previous phases of the IDP as undertaken by the Municipality and their consultation teams;

to ensure that a strategic approach is adopted in the integration phase acknowledging that the IDP, needs to be a strategic instrument;

to focus on the consolidation of efforts in the integration phase as opposed to refining a phase by phase process;

to harmonize and integrate priority areas identified in the analysis phase;

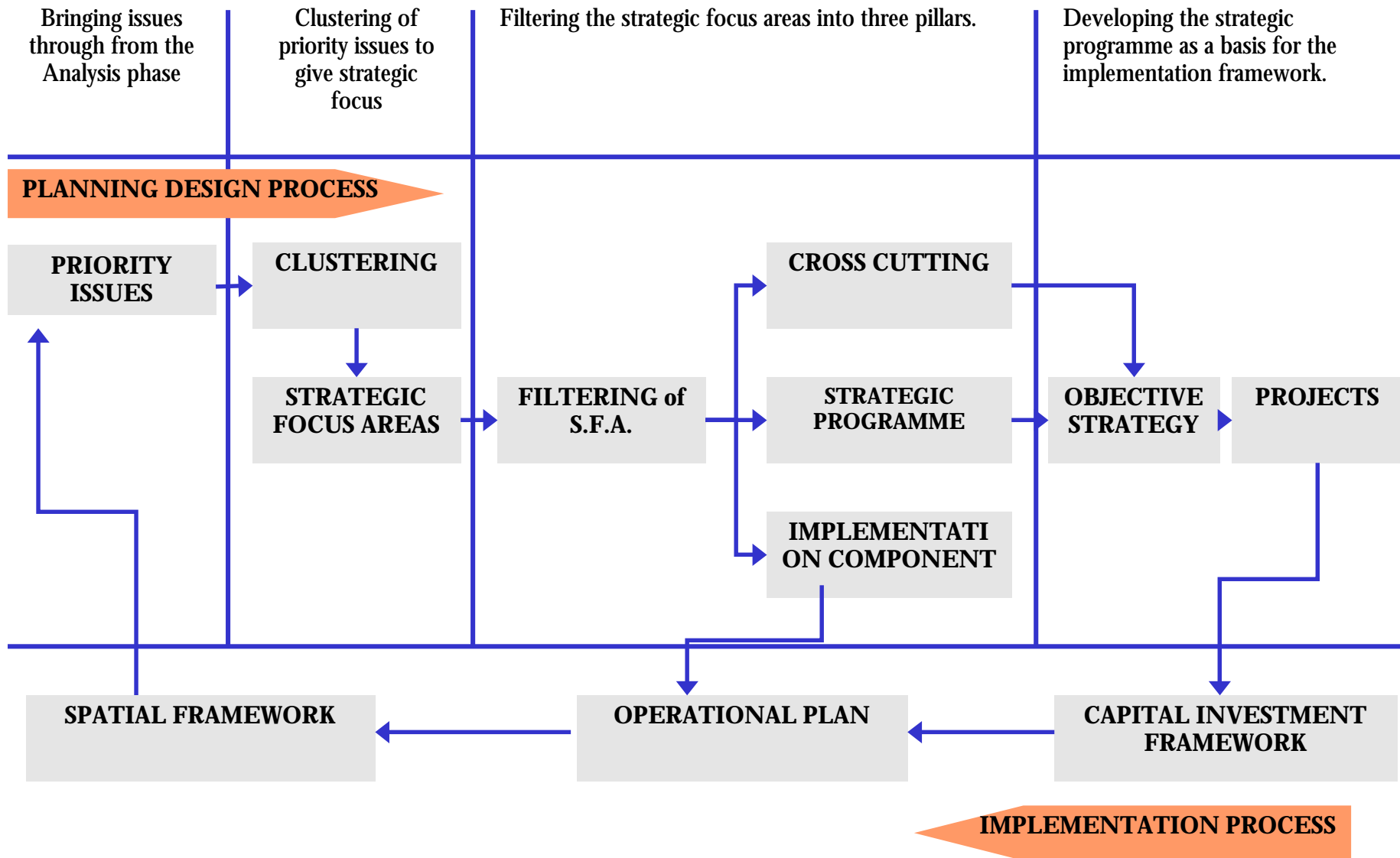
to focus on creating a management tool and identifying those essential ingredients of the IDP required to facilitate development

and which sets an appropriate base for the municipality to operate effectively;

1.3 Methodology

Working within the guidelines of the IDP, the project team has established the integrated report through a work-shopping process with Municipal representatives. Given that this represents a culmination of work undertaken by the Municipality previously, it draws from existing documents completed as part of the earlier phases of the IDP process. In this regard, whilst not referencing to individual parts of the document, the project team acknowledges the work undertaken by the consulting team Africon that has been used as a platform for this report. The diagram (Figure 2) on the next page illustrates the broad process that the team adopted in developing the integration report

FIGURE 2: THE IDP PROCESS



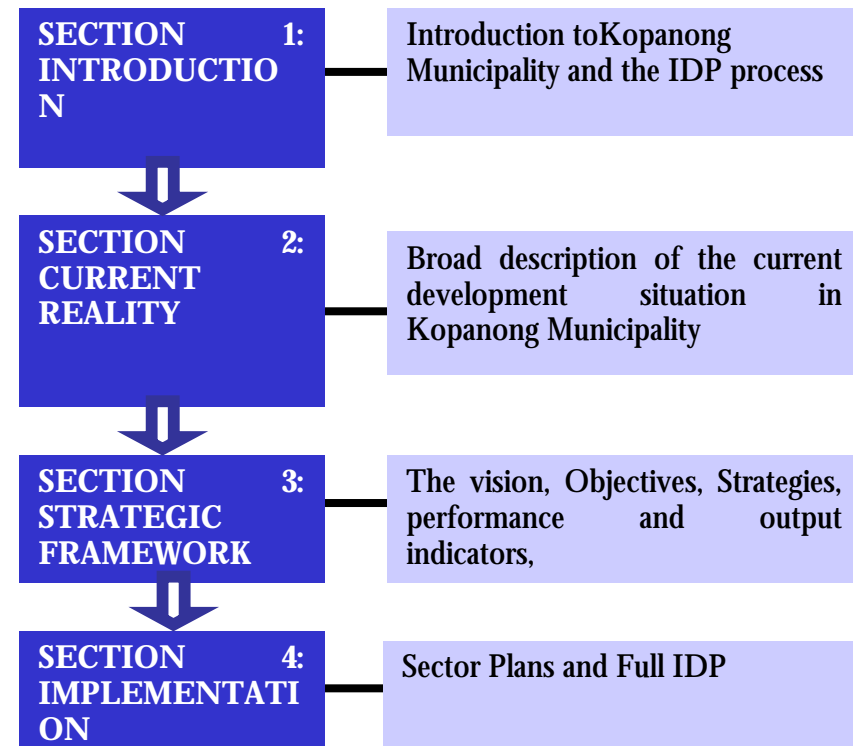
1.4 The Structure of the Report

The focus of this report is integrating previous phases and creating a clear framework to bridge the gap between analysis and implementation. It is structured in a succinct manner presenting key information covering all aspects of the IDP. As such the report presents a summary of the analysis, strategy and implementation phases. The report structure and contents are described below and in the diagram on the right (refer to Figure 3).

- **Section 1: Introduction**, sets out the background and approach to the integration report.
- **Section 2: Current Reality** provides a synthesis of issues and establishes a broad profile for the Municipality. Importantly this sub-section contains the priority issues identified as part of the IDP process through the relevant participation structures. These issues form the basis of the strategic framework.
- **Section 3: Strategic Framework**, sets out a clear framework linking priority with strategies and in developing projects to give effect to the strategies adopted. Importantly, the strategic framework phase is based on a previously prepared strategy working document where considerable involvement of local stakeholders has taken place and where shared objectives have been established. These objectives have not been altered.
- **Section 4: Implementation Framework** is based on the previous phases and establishes clear management frameworks to assist the municipality in achieving integrated development. These frameworks include a Spatial Framework, a Capital Investment Framework, an Operational Plan and an institutional Framework. Whilst the guidelines suggest the needs for a range of sector plans, the project team established that the elements to be contained

within this report, as listed above, are those which are considered as the basic ingredients required for effective management and delivery.

FIGURE 3: STRUCTURE OF THE REPORT



2 KOPANONG MUNICIPALITY IN SUMMARY

2.1 Current Reality and analysis

The aim is to ensure that all actors involved in the planning process are aware of and have access to basic facts and figures related to the present situation, trends and dynamics.

Compilation of the Status Quo Analysis for Kopanong Municipality entailed the sourcing and presentation of vital statistics to the IDP Representative Forum and IDP Steering Committee through formal workshops. Essential correction to base information was effected during the formal workshop sessions where material significance were derived through analysis. The summary of the status quo is provided, based on the Current Reality in Table 1, Annexure A.

2.1.1 Boundaries, Composition, Size

The boundaries of the Local Municipality are indicated on the spatial framework. (See Annexure C)

2.1.2 Demographic

The estimated population figures for the year 2001 are based on the figures of Statistics South Africa, while the figures for the years 2003 and 2005 are based on an average exponential growth rate (2.36%) for males and females in the Free State as provided by Statistics South Africa. It is proposed that a figure of 58613 is accepted as a baseline medium scenario figure for 2003 for the 9 towns.

The average household size in the greater Kopanong municipality is 5.5 people per household with the total households estimated at 10 593 for 2001. For a detail population breakdown see Table 1, Annexure A.

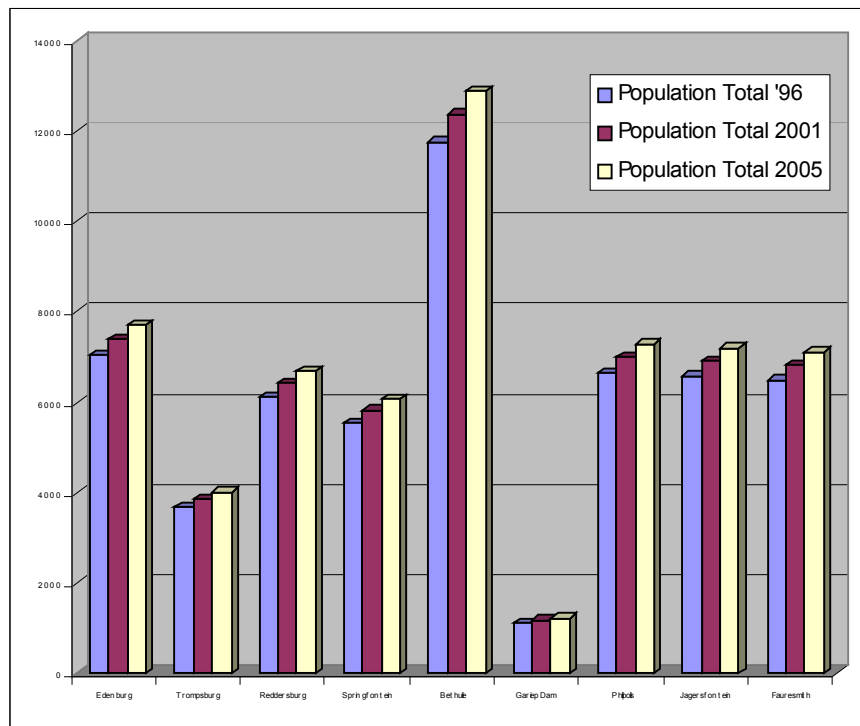
Table 2.3.1. Population Projection

Population Projection	YEAR	POPULATION
	2001	55942
2003	58613	
2005	61411(prediction)	

(SA STATS 1996)

Based on an expected growth to 60 191 in 2005 and with 5.5 people per household another 431 families will need to be housed.

Figure 3.2.1. Population Breakdown
(Demarcation Board 2002)



A.) Trends

- n Municipal area is scarcely populated without any major centres;
- n Bethulie, Trompsburg and Jagersfontein are the main towns;
- n Trompsburg is the administrative headquarters of the Kopanong Municipality and Xhariep MunicipalityMunicipality.
- n

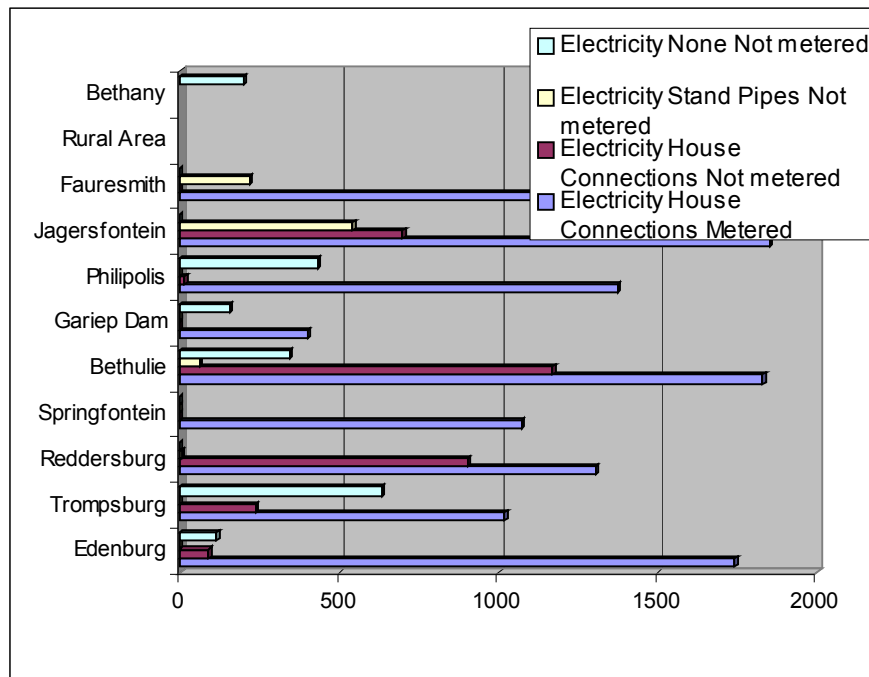
B.) Guiding principles

Continuous urbanization can be expected in all towns
No single node should be favored for growth.
(Kopanong Local Municipality IIDP 2001)

2.1.3 Infrastructure & Services

Water

Figure 2.1.3.1. Water Network. Status
(LDO's & Africon Questionnaire: April 2002)



Trend :

Critical problems in terms of bulk water include:

Edenburg – Water pressure in Ha-Rasebei.

Fauresmith – Replace main line from Jagersfontein (11km) and valves at reservoir.

Jagersfontein – water purification pumps not functioning

Philippolis – Internal leaks place pressure on bulk supply.

Reddersburg – Needs new pipe from reservoirs in town (1km)
(Kopanong Local Municipality IIDP 2001)

B). Guiding Principles

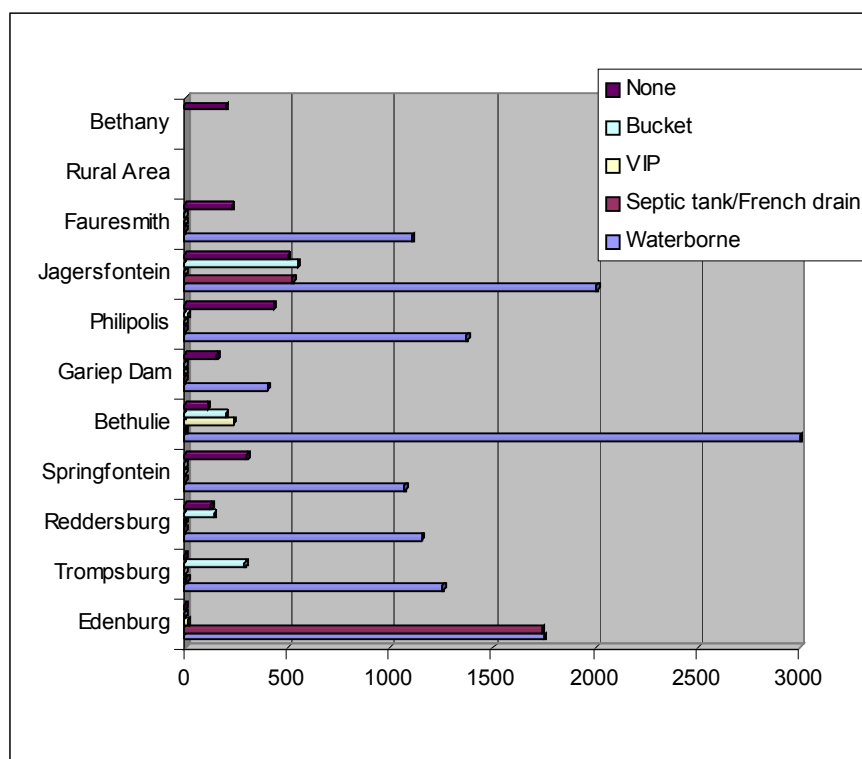
Bulk water is more important than internal reticulation

Take water from Bloemwater into consideration

(LDO's & Africon Questionnaire: April 2002)

2.2.5.2 Sanitation

Figure 2.1.3.2. Sanitation Status

**Trends:****Bulk sewerage problems include:**

Edenburg – extensions to oxidation pond

Fauresmith – Outlet from Dam 1 to dam 2 to be corrected

Gariep Dam – extent ponds

Jagersfontein – Main outfall from Charlesville (2km). Replace six pumps

Philippolis – Water network leaks create problems

Reddersburg – Oxidation ponds overflow to be corrected.

(Kopanong Local Municipality IIDP 2001)

Guiding Principles

Address bulk sewerage before internal reticulation.

Bethulie oxidation ponds.

Edenburg extension of oxidation ponds.

Fauresmith oxidation pond outlets.

Jagersfontein replacement of pumps.

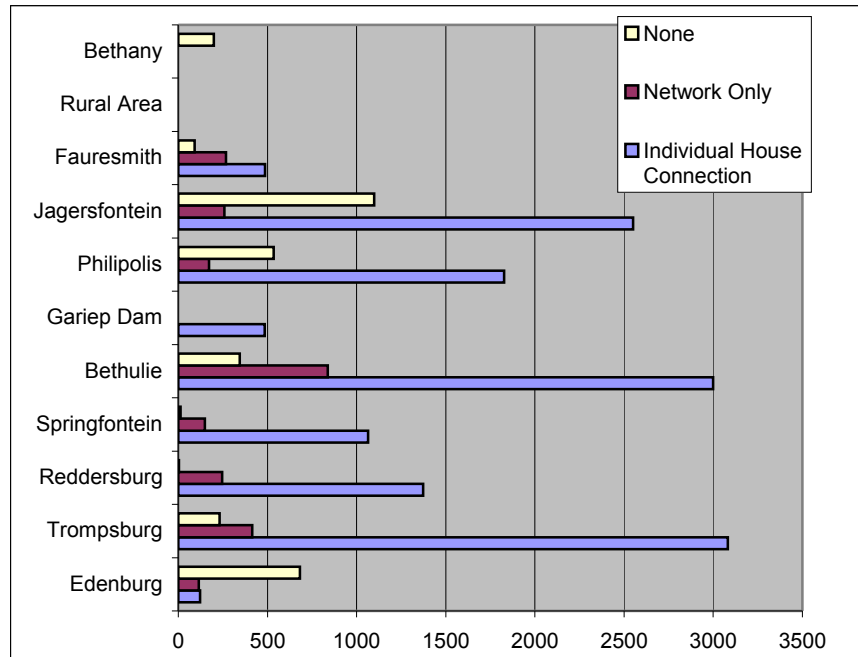
Reddersburg overflow problem.

Provide services on formal erven only.

(Kopanong Local Municipality IIDP 2001)

2.2.5.3 Electricity

Figure 2.1.3.3. Electricity Status



(LDO's & Africon Questionnaire: April 2002)

A.) Trends

⚡ Eskom is the main supplier

Power failures occur from time to time.
Many households do not have access to electricity.

b.) Guiding Principles

⚡ Supply electricity to those families living without services first.

⚡ Supply streetlights/high mast lighting to areas without service.

⚡ Provide services on formal erven only.

(Kopanong Local Municipality IIDP 2001)

Streets and Stormwater

Trends

Rural roads are in constant need of maintenance.

Urban streets are generally in a poor condition

Most of the streets in Poding-Tse Rolo are in a state of disrepair and not graveled, except for the main access streets.

Access roads into Madiketla, Lephoi, Itumeleng, Maphodi are in poor condition and need urgent repairs.

All access roads in Gariep Dam are in a good condition

Guiding Principles

Focus should be placed on the upgrading of access routes first.

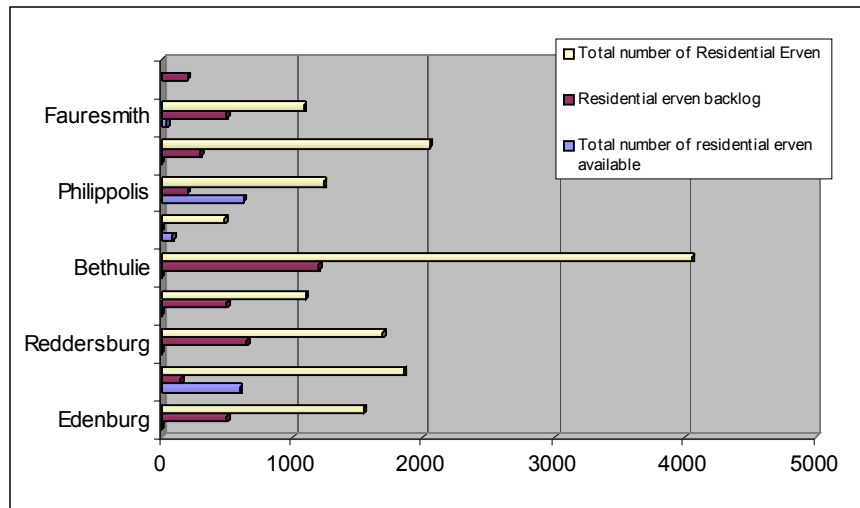
Focus on areas that may be subjected to storm water damage first.

Provide services on formal erven only.

(Kopanong Local Municipality IIDP 2001)

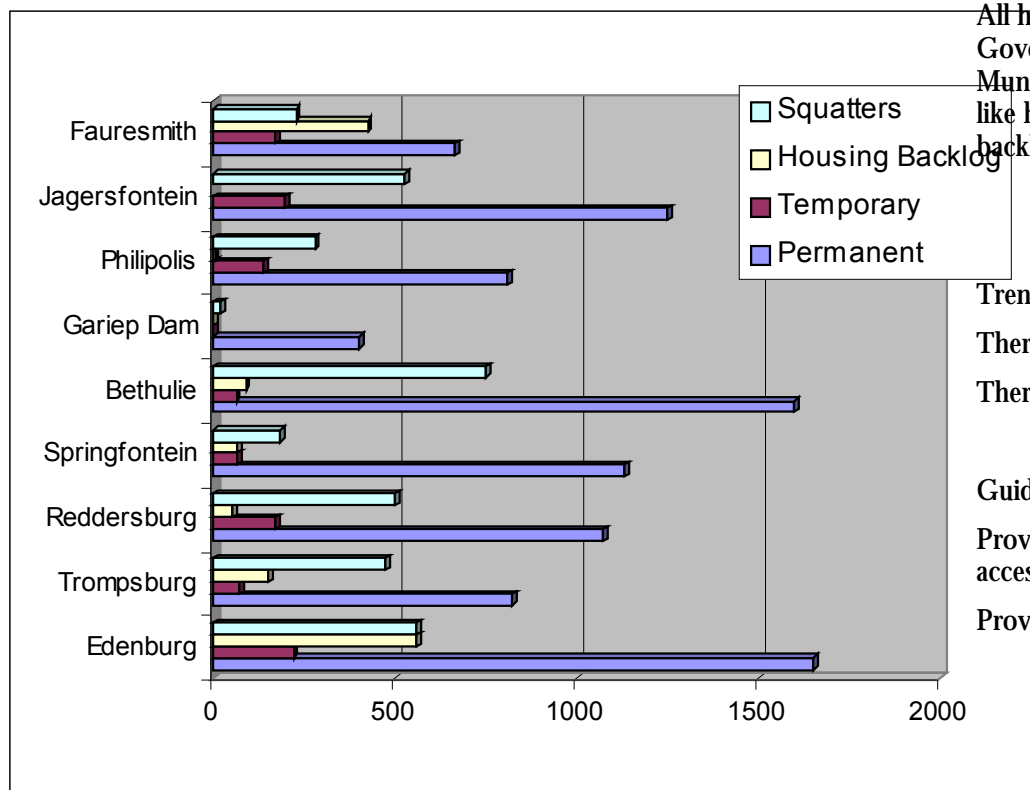
Housing and Erven

Figure 2.1.3.5. Residential Erven Status



(LDO's & Africon Questionnaire: April 2002)

Figure 2.1.3.5. Total number of Households



All housing statistics were based on the Department of Local Government and Housing's questionnaire that was sent to the various Municipalities in February 2002. This questionnaire included questions like housing backlog, squatters, backyard dwellers and residential erven backlog.

Trend

There is a large need for serviced residential erven.

There is a large need for formal housing.

Guiding Principles

Provide serviced residential erven first in order to give people legal access to housing and services

Provide housing on serviced erven only.

(LDO's & Africon Questionnaire: April 2002)

Waste Management

Trend

All urban areas are provided with refuse removal.

Some refuse sites are in need of upgrading

Gariep Dam, Bethulie and Springfontein landfill have not permit for operations,

All other landfill have permits for operations but do not apply with the minimum requirements. See Waste management Plan for more details.

Guiding Principles

All urban area should continuously be supplied with a refuse removal service.

All refuse sites should comply with the minimum standards for waste disposal sites.

2.2.62.1.4 Safety and Security

Table 2.1.4. Safety and Security Status

	Safety & Security		
	Police Station	Station	Mobile Stations
Edenburg	1	0	0
Trompsburg	1	0	0
Reddersburg	1	0	0
Springfontein	1	0	0
Bethulie	1	0	1
Gariep Dam	1	0	0
Philippolis	1	0	0
Jagersfontein	1	0	0
Fauresmith	2	0	0
Total	10	0	1

(LDO's & Africon Questionnaire: April 2002)

Trends

Common crimes that occur in Kopanong include:

Stock theft.

Domestic violence.

Petty crimes such as break-ins.

Unreported serious crimes occur in especially rural areas such as rape, assault, etc.

Kopanong has a relative low crime rate compared to other South African regions.

The roles of the municipality in terms of crime prevention are limited.

Guiding Principles

The roles of the municipality should be restricted to;

Support and involvement in Community Policy Forum

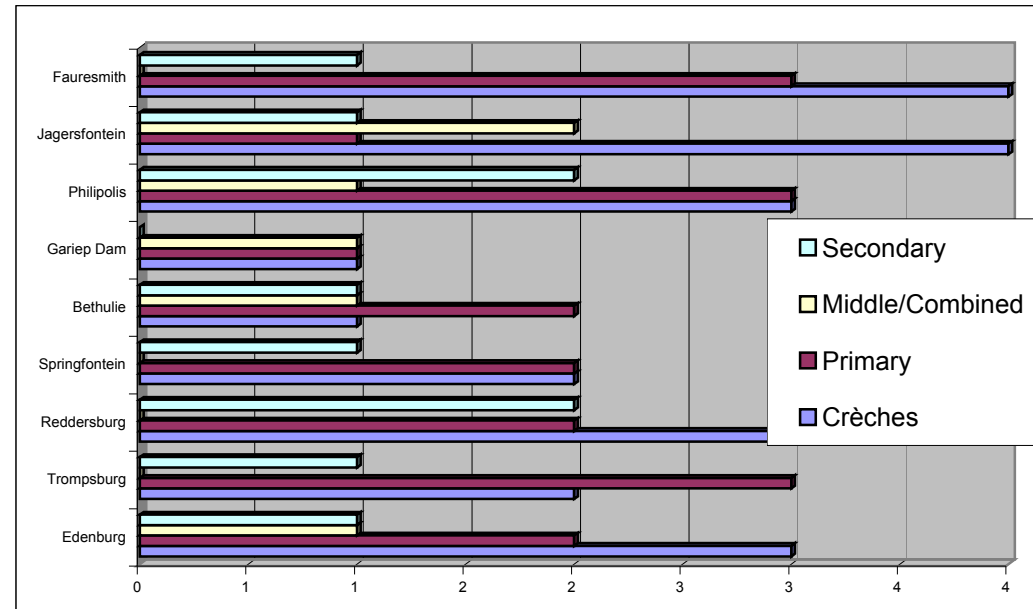
Facilitate a good relationship with the South African Police Service and communicating needs.

Traffic policing

Enforcement of by-laws. (Kopanong Local Municipality IIDP 2001)

2.2.72.1.5 Education and Training

Figure 2.1.5. Education Status



(LDO's & Africon Questionnaire: April 2002)

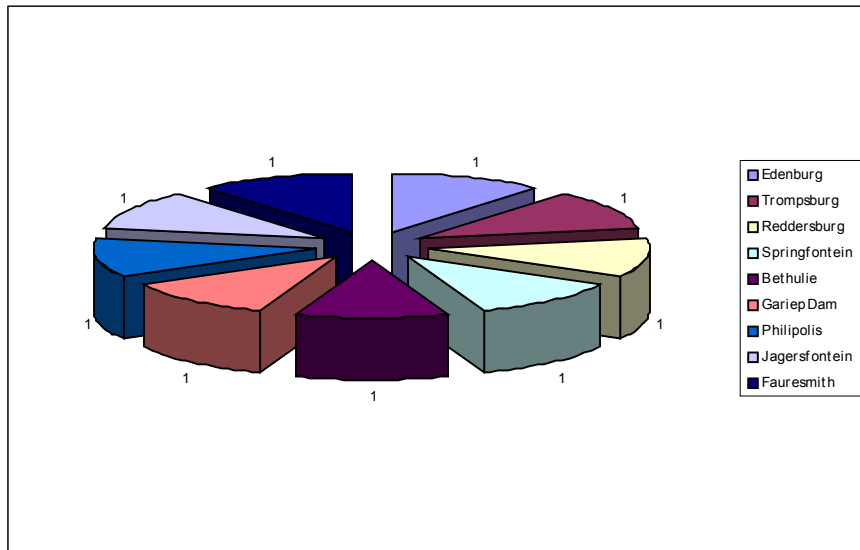
Education is not the direct responsibility of the municipality but the responsibility of the FPG. The municipality can however play a role towards improving education in terms of:

- n Becoming involved in Student Governing Bodies and Education Forums.

- n Strengthening of ties between the municipality and schools and utilising opportunities to influence children positive.

2.2.82.1.6 Health

Figure 2.1.6. Health Facilities Status



(Demarcation Board 2002)

As Education, Health is also not the direct responsibility of the municipality but the responsibility of the FPG. The municipality can however play a role towards improving health services in terms of:

- Becoming involved in Health Forums.
- Assisting in Awareness campaigns.
- Provide basic services for clinics

2.2.92.1.7 Land Reform

The following are essential land needs and accompanying critical issues:

- Farm workers require security of tenure and job opportunities;
 - Tenure security: household on informal settlement require accommodation;
 - Access to agricultural land: extension to commonage are urgently needed to provide food and safety;
- n Table 2.1.7. shows the designated, transferred and new land reform projects, their type, location and current enterprise. Location of all projects are indicated on the spatial framework, Annexure C.

Project	Type	Unit	Enterprise
Designated Projects			
Mnebe Trust	Restitution	Bethulie	Livestock/Dairy
Mokhoto Khooa	Restitution	Philippolis	Poultry/Vegetables
Moroke Khooa	Restitution	Philippolis	Poultry/Vegetables
Handevat	Restitution	Fauresmith	Crop
New projects			
Phindiso	State Land	Fauresmith	Establish livestock
Rethabile	LRAD	Fauresmith	Pig production
Zakheleni	LRAD	Jagersfontein	Mixed
Oerson	LRAD	Philippolis	Lucern, vegetables, sheep
Siyakhula	LRAD	Springfontein	Livestock

2.3.2.2 Community and Stakeholder level analysis

n Community and stakeholders level analysis has been done in the different towns located in Kopanong Municipality. Kopanong Municipality and PIMSS Motheo facilitated community participation through workshops in every town as an IDP process. The aim was to identify the key issues for the preparation of the IDP. The analysis was done through community participation in which the social groups (elderly, women, youth, unemployed, disabled) within the respective community were gathered to raise their concerns.

n

2.3.12.2.1 EDENBURG

Desired outcomes of Edenburg community:

Physical infrastructure

- q Accessibility to land
- q Upgrading of internal streets and roads
- q Fencing of graveyards
- q Upgrading and improving the existing mud houses
- q Construction of old age home
- q Construction of taxi rank
- q Improving facilities to existing halls
- q Upgrading storm water management
- q Extension of existing telephone lines to new extensions

Economic development

- q Construction of Shopping complex
- q Job creation

Health services

- q Availability of ambulance services 24 hours a day

Educational services

- q Construction of a new library
- q Availability of Technikon/Technical College

SWOT-Analysis of Edenburg

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Various skills -Welding, building, Agricultural/farming, Sewing and Carpentry skills • Other youth members have matric. 	<ul style="list-style-type: none"> • Illiteracy • Misinformed community about relevant sector departments • Lack of defensible space • Untrained initiation school teachers • No confidence from the community to start the projects
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Availability of industrial sites • Availability of office space • Availability of farms that can be used for agricultural purposes 	<ul style="list-style-type: none"> • No funds are easily available • HIV/AIDS • Crime rate is very high • Teenage pregnancy • Alcohol and drug abuse • Lack of cooperation in the community • No funds for further

	studies
--	---------

- q Construction of parks for entertainment
- q Sports facilities e.g. ground tennis court

2.3.22.2.2 REDDERSBURG

The desired outcomes of Reddersburg can be summarised as follows:

Physical infrastructure

- q Upgrading dilapidated/old houses
- q Waterborne sanitation for 134 erven and taxi ranks
- q Upgrading and paving roads
- q Stormwater management
- q Streetlights
- q Accessibility to the land
- q Construction of taxi rank

Economic development

- q Job Creation

Health services

- q Improving accessibility to the clinics in the form of a 24 hour a day service
- q Funding home-based care for patients

Educational services

- q Construction of library
- q Availability of bursaries for further studies

Recreational facilities

SWOT-Analysis of Reddersburg

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Various skills • Sewing, baking, hairdressing shoe repairing, baking, art, fishing and electricity 	<ul style="list-style-type: none"> • Illiteracy • No confidence from the community to start the projects
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism potential (historical building) • Guest houses with horse riding school • Arable land • HIV/AIDS support group • Availability of dam 	<ul style="list-style-type: none"> • HIV/AIDS • Informal settlement through land invasion • Some of the municipal offices are closed and no hope for employment opportunities. • Unfenced dam threatening children security

- q Availability of bursaries for further studies

Social welfare services

- q Availability for grant for aged people
- q Unfair distribution of grant to community members
- q Accessibility to welfare department
- q Problem solving mechanisms for street kids

2.3.32.2.3

PHILIPPOLIS

Outcomes of Philippolis can be summarized as follows:

Physical infrastructure

- q Construction of more RDP houses
- q Upgrading dilapidated/old houses
- q Upgrading the road linking Philippolis to Jagersfontein, Trompsburg, and Springfontein
- q Storm water management
- q Proper sanitation in the new houses
- q High mast/ streetlights

Economic development

- q Construction of shopping complex
- q Job creation

Health services

- q Availability of emergency services/ambulance

Educational services

- q Construction of library in the township

SWOT Analysis of Philippolis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Various skills • Sewing, agriculture, painting, paper making, shoe repairing, technician 	<ul style="list-style-type: none"> • Lack of trade skills • Lack of equipment to apply their skills. Lack of cooperation in the community
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism potential historical buildings • Arable land 	<ul style="list-style-type: none"> • Family violence-child abuse, marital abuse. • Substance abuse. Petty crime • Chronic disease-cancer, TB, and diabetes, Unsustainable projects • There is no pension for farm workers

n
n
n
n

nn**2.3.42.2.4 BETHULIE****Outcomes of Bethulie community****Physical infrastructure**

- q Provision of service to the new erven
- q Upgrading of roads and storm water management
- q Renovation of dilapidated houses
- q Upgrading of existing three halls
- q Building a new clinic and rezone the current clinic into a day care centre
- q Public toilets in town and in cemeteries

Economic development

- q Job creation
- q Re-opening and development of the Bethulie resort

Recreational facilities

- q Upgrading of existing stadiums and sports ground
- q Sports, facilities-tennis court

Educational services

- q Construction of pre-school
- q High school, combined school, adult based education
- q Skills development centre

SWOT Analysis of Bethulie

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Various skills • Bricklaying, carpenters, plumbing, welding, car mechanic 	<ul style="list-style-type: none"> • Lack of trade skills • Lack of cooperation in the community
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism potential • Fish hatching • Gariep Dam • Crime rate is low • Well developed area • Nature reserve 	<ul style="list-style-type: none"> • Insufficient land • Scarce job opportunities • Segregation/discrimination
•	•

SWOT Analysis of Gariiep dam**2.3.52.2.5 GARIEP DAM**

Outcomes of Gariiep dam community:

Physical infrastructure

- q Upgrading and extension of water reservoir and pressure towers
- q Low cost housing
- q Dumping sites
- q Storm water management in Hydropark extension
- q Extension of graveyards
- q Provision of land and fencing commonage area
- q Upgrading of sewerage system
- q Fencing of commonage fields

Economic development

- q Job creation
- q Equipment for farming

Health services

- q Emergency services /ambulance

STRENGTHS	WEAKNESSES
Various skills <ul style="list-style-type: none"> • Bricklaying, carpenters, plumbing, welding, car mechanic • Sewing, baking hairdressing, shoe repairing, and art 	<ul style="list-style-type: none"> • Lack of trade skills and training skills • Drop outs at primary school • Lack of cooperation in the community • Lack of funds and business skills
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism potential • Fish hatching • Gariiep dam • Crime rate is low - well developed area • Nature reserve • Resort • Processing of farming products e.g. wool • More sand for building is available 	<ul style="list-style-type: none"> • Insufficient land • Scarce job opportunities • Segregation/discrimination • Crime rate • Bad roads and streets

2.3.62.2.6 SPRINGFONTEIN

- q Indoor games

Outcomes of Springfontein community are:

Physical infrastructure

- q Houses for farmers
- q High mast electricity
- q Upgrading roads and pavement
- q Fencing of graveyards
- q Upgrading of taxi ranks/Spoornet station
- q Sanitation
- q Access to ownership of the land/title deed

Economic development

- q Construction of a business centre
- q Construction of a multi-skills centre
- q Job creation

Health services

- q Construction of a hospice for disabled and abused children

Educational services

- q Improving and upgrading of the existing library
- q Provision and improving of school facilities e.g. computers

Recreational facilities

- q Upgrading and improving existing swimming pools

Safety and security

- q Construction of a prison

SWOT Analysis of Springfontein

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Various skills • Car mechanics, hairdressing welding, plumbing, sewing, carpentry, shoe repairing, art, bricklaying 	<ul style="list-style-type: none"> • Hatred among community members • Lack of knowledge • Lack of trade skills • Unsustainable projects • No assistance from the govt to small entrepreneurs
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The area is located • Closer to N1 	<ul style="list-style-type: none"> • Crime • Hunger/poverty • Teenage pregnancy • Not enough support from the police

2.3.72.2.7**FAURESMITH****SWOT –Analysis of Fauresmith**

Outcomes of Fauresmith, especially Frayville community is:

Physical infrastructure

- q Completing RDP houses
- q Upgrading housing units
- q Storm water management
- q High mast /streetlights
- q Improving telecommunication services
- q Provision of sewerage network
- q Erven backlog

Economic services

- q Ambulances services for elders during pension days

Education services

- q Information centre to train people with various skills

Welfare services

- q Unfair payment of pension of grants

Recreational facilities

- q Upgrading of sports ground

STRENGTHS	
<ul style="list-style-type: none"> • Various skills • Building, fencing, cooking, welding, plumbing, agriculture/farming and brick making 	<ul style="list-style-type: none"> • Lack of cooperation within the community • Lack of discipline • Unemployment
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Low crime rate 	<ul style="list-style-type: none"> • HIV/AIDS

2.3.82.2.8 TROMPSBURG

Outcomes of Trompsburg community are:

Physical infrastructure

- q Housing and title deed
- q Dumping sites
- q High mast/ streetlights
- q Upgrading roads, streets and pavements
- q Upgrading the unused sites in the old location
- q Electricity, lights in Spoornet station
- q Construction of a taxi rank
- q Camp for the livestock
- q Improving the availability and convenient water supply

Economic development

- q Construction of a shopping complex

Health services

- q *Construction of a hospice for the elderly*
- q Twenty-four hours clinic services and a doctor
- q Ambulance services

Educational services

- q High school with classes until grade twelve
- q Construction of a library
- q Upgrading the crèche

Recreational facilities.

- q Construction of a youth centre
- q Construction of a playground and parks
- q Construction of a swimming pool

SWOT Analysis of Trompsburg

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Various skills • Brick making, plumbing, carpentry, welding, catering, shoe-making, typing, poultry farming, painting 	<ul style="list-style-type: none"> • Work conflicts • Lack of cooperation • Lack of a business plan • Inaccessibility to information centre • Theft
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Old unutilised location • Dam • Golf course 	<ul style="list-style-type: none"> • Nepotism • Crime • Floods • Pollution

2.3 Priority ISSUES from a Municipal Perspective

The following list indicates the priority issues identified by the Kopanong Municipality IDP Steering Committee. These issues have been prioritized according to a weight modeling system, ensuring that all issues are addressed according to local needs.

- n Outdated electricity Network
- n Upgrading of internal roads
- n Poor condition and access to sanitation services
- n Increase in HIV/AIDS
- n Poor economic development
- n Poverty
- n Lack of youth entertainment
- n Irregular public transport and inadequate shelter for public
- n Conditions of Schools and equipment
- n Underdeveloped agriculture facilities
- n Under utilised commonage
- n Lack of facilities for the Disabled
- n Poor payment for services
- n Environmental degradation
- n Lack of Disaster management plan
- n Lack of job opportunities e.g. development of Tourism
- n Insufficient water storage capacity

2.4 Environment Analysis

- n The purpose of an environmental analysis is to ensure that municipal development strategies and projects take existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.
- n
- n The National Environmental Management Act, 1998 (Act 107 of 1998) (Hereafter referred to as NEMA) together with various other environmental policy documents promote Integrated Environmental Management (IEM) in South Africa to support sustainable development. Section 2 of NEMA requires all organs of the State to implement and adhere to the general principles as reflected in Chapter 1 of the Act. It is therefore a prerequisite of Xhariep Municipality to incorporate the Municipalitywide environmental analysis
- n
- n Specific references are based on in-depth analysis that is determining causes, effects, location, and people affected of major environmental problems, threats and risks.

2.5 ECONOMIC ANALYSIS

Primarily, the aim of economic analysis is to ensure that municipal development strategies and projects take existing economic potentials and limitations of the area into account. Economic analysis of Kopanong Municipality is based on the following economic activities:

Basic economic data (employment, major economic sector)

Major economic trends (growth, decline by sector/constraints)

Major economic potentials (under-utilised resources)

2.5.1 Basic economic data

Kopanong Municipality can be regarded as a predominantly agricultural orientated region, though not much value is being added. Therefore there is much potential for job creation in this sector.

However, the local economy is experiencing increasing pressure which is aggravated by the following:

The strong service centre and accessibility of Colesberg.

The amalgamation of TLC's in the Free State and Trompsburg becoming the new administration town and seat of the new Municipality council.

Important events took place in many towns of Kopanong Municipality and the possibility is that tourism can be regarded as a major source of economy specifically in Gariep dam, Jagersfontein, Reddersburg and Philippolis. The study area is crucial because of its location. Since it is situated in-between Cape and Gauteng tourism is already functioning, with aggressive marketing the tourism can be expanded.

Agriculture and tourism are the main economic activities. Agriculture and trade skills need to be developed in order to promote sustainable approach based on government policy that seems to be prevalent and inevitable,

rather than the dependency syndrome

2.5.2 Major economic trends.

The long-standing drought condition has led to the decline of agricultural sector to absorb labour in large enough quantities to have an impact on the unemployment rate. This has led to large-scale lay off of labour and closure of marginal mines, which has negatively affected the migrant labour system.

Other factors that could lead to economic decline are as follows:

- q Droughts and other natural phenomenon may hamper the agriculture sector.
- q Lack of job creation activities in the town.
- q Lack of marketing strategy that will attract tourists and investment.
- q The business sector is not well developed in town.
- q Lack of human resources.
- q Limited capacity.
- q Local resources such as wildlife, cultural elements are not optimally utilized.
- q Local products are exported without any value being added.
- q Government funding is not adequate to meet existing needs.

In most of the towns in Kopanong residents depend heavily on pension and welfare subsidies. In Springfontein and

Trompsburg Spoornet is the major job supplier, followed by the municipality and government.

2.5.3 Major economic potentials

Kopanong Municipality has tourism potential. For example Reddersburg played a significant role in the S.A War of 1899-1902. Other battles fought within the town such as:

- q The battle of Mostertshoek .
- q Hospital to treat the injured people during war.
- q Graves of the citizens in the town cemetery.
- q Mostertshoek museum.
- q A monument was erected at the Reformed church for the citizens that died during the Anglo Boer war

Other tourist centers prevalent in Philippolis include:

- q Various historical buildings such as the Dutch Reformed Church, library, old jail and the house where Lourens van der Post was born.
- q Adam Kok, the Griqua leader's house, Kraal and structure where gunpowder was kept.
 - q Scenic beauty.

There is major tourism development potential in Gariiep dam, Philippolis, Bethulie and Fauresmith which forms part of the Transgariiep Tourism route. Bethany has also some tourism potential once the area is developed. The existing and proposed tourism

attractions and sites have the potential to be upgraded and expanded to attract more tourists to the area. Some of the other tourism attractions include Guest farms and Aventura Midwaters, Bushmen paintings exist in the area.

2.6 SPATIAL ANALYSIS

- n The aim of a spatial analysis is to ensure that the municipality's spatial strategies and land use management decisions are based on a general awareness of:

n

- q Spatial constraints, problems, opportunities, trends and patterns
- q The necessity for spatial restructuring
- q The need for land reform

2.6.1 Spatial constraints, problems, opportunities, trends and patterns

The following were identified as causes of spatial constraints, problems:

- q Influx of new families from surrounding farms leading to rapid growth of informal settlements
- q Influx of rural people
- q Informal structure on informal erven.
- q Urban landless

2.6.2 The necessity for spatial restructuring

Many towns in Kopanong Municipality have a South African Spatial pattern where there is a clear division between three racial groups:

Africans, Coloureds and Whites are divided by a physical barrier such as a road or a buffer strip. On the other hand land uses in the White areas are controlled by Town Planning Schemes while Annexure F of the Black Communities Development Act controls most of the remaining urban areas.

A need exists to compile one control mechanism that will integrate all the areas, therefore an IDP process plan of Kopanong Municipality should align the control mechanisms of the area.

2.6.3 The need for land reform

A need for land reform exists. Many communities are still adapting themselves to the process of land reform. The previous regime denied the majority of South Africans ownership of the land. The system of forced removal was legalized by many legislations and the restoration of the land is done in accordance with the Restitution of Land Rights Act, Act 22 of 1994.

- n For a complete copy of the IDP Steering Committee and Representative forums attendance registers see the process plan, Annexure O.

2.6.4 Stakeholders and Community Representatives

- n The Stakeholder and Community Representatives have the following roles and responsibilities to fulfil:
- n Participating in the IDP Representative Forum to:
 - n
 - n Inform interest groups, communities and organisations on relevant planning activities and their outcomes;
 - n Analyse issues, determine priorities, negotiate and reach consensus;
 - n Participate in the designing of project proposals and/or the evaluation thereof;
 - n Discuss and comment on the draft IDP;

- n Ensure that annual business plans and budgets are based on and linked to the IDP; and
- n Monitoring implementation performance of the IDP.
- n
- n Conducting meetings or workshops with groups, communities or organisations to prepare and follow-up on relevant planning activities

2.6.5 Provincial Government

Provincial Local Government Department and Sector Departments have the following Roles and Responsibilities:

- § Ensuring horizontal alignment with the Xhariep MunicipalityMunicipality;
- § Ensuring vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at Xhariep Municipalitylevel;
- § Efficient financial management of provincial IDP grants;
- § Monitoring the progress of the IDP processes;
- § Facilitation of resolution of disputes related to IDP;
- § Assist Kopanong Municipalities in the IDP drafting process when required;
- § Facilitation of IDP-related training where required;
- § Co-ordinate and manage of the MEC's assessment of Kopanong IDP;
- § Provide relevant information on the provincial sector departments' plans in an accessible manner;
- § Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects; and
- § Engage in a process of alignment with the MunicipalityMunicipality.

2.6.6 Support Providers and Planning Professionals

Support Providers and Professionals such as Consultants, Non-Governmental Organisations (NGO's), and Municipal Planning Officials have the following Roles and Responsibilities:

Providing methodology/technical guidance to the IDP process;

Facilitation of planning workshops;

Documentation of outcomes of planning activities;

Special studies or other product related contributions;

Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process; and to

Ensure the IDP is aligned with the budget and planning requirements of provincial and national departments.

2.6.7 District Municipality

4 The Xhariep District Municipality has the same roles and responsibilities as Kopanong Municipality in relation to the preparation of a Municipality IDP.

4 Co-ordination roles regarding Kopanong Municipality:

§ Ensuring horizontal alignment of the IDP's of the Local Municipalities in the Xhariep District Municipality Council area;

§ Ensuring vertical alignment between Xhariep Municipality and local planning;

§ Facilitation of vertical alignment of IDP's with other spheres of government; and

§ Preparation of joint strategy workshops with Local Municipalities, Provincial and National role players.

2.6.8 Consultant

Mabena P. Consulting was appointed as Consultants for the IDP review process

Key Development Issues

Based on the detailed analysis of the Municipality and consultation with relevant stakeholders, the following were identified as key and priority issues within Kopanong:

- 1 Poverty alleviation
- 2 HIV/AIDS
- 3 Infrastructure Development
 - n Water Sanitation and Sewerage
 - n Electricity
 - n Roads Streets and Storm water Management
 - n Cemeteries
 - n Sports and Recreation facilities
- 4 Social Welfare
 - n Education
 - n Clean and Health environment
- 5 Safety and Security
- 6 Land Reform
- 7 Transport
- 8 Local Governance
- 9 Human Development

SECTION B:

DEVELOPMENT FRAMEWORK

3 DEVELOPMENT STRATEGIES

3.1 Setting the Strategic Agenda

The approach adopted in this section is based on developing a strategic framework, which is firmly entrenched in:

Responding to the key development issues identified and analysed as part of the analysis phase.

Developing a strategic focus, which identifies a clear and concise approach to meeting the challenges of the Municipality in a strategic manner.

Ensuring a multi-sectoral but integrated response to key issues.

Developing a strategic programme based on a 'shared vision' established as part of the participation process.

Based on the above, the approach that has been adopted is to develop a methodology which:

Identifies those priorities which represent cross cutting dimensions applicable across all programmes and activities;

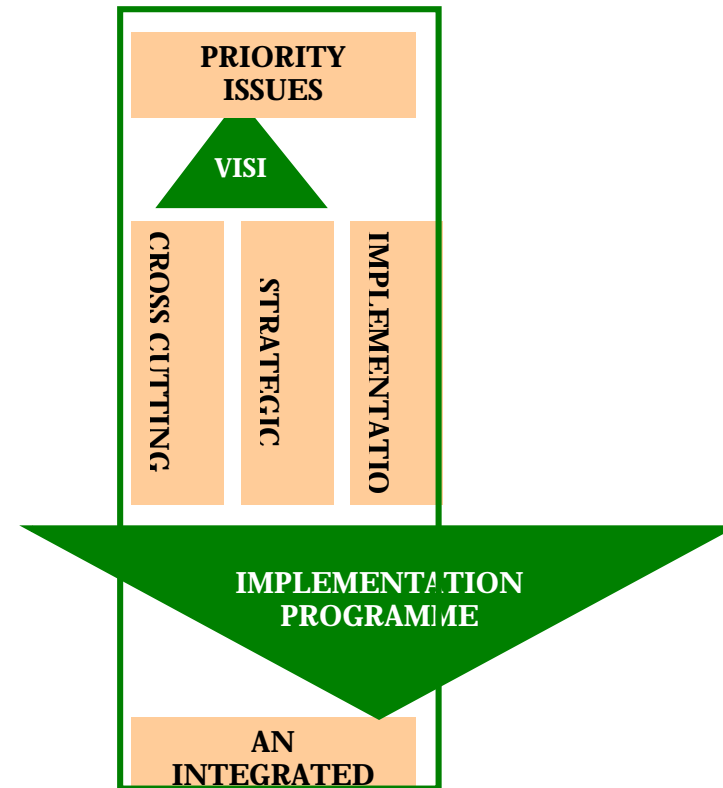
Seeks to cluster key priorities into clear strategic programmes, and

Ensures that certain issues, which represent 'non-negotiables', are taken through as part of the implementation framework.

The Constitution of the Republic of South Africa, (Act No. 108 Of 1996) require municipalities to adopt and set up systems that will give them a developmental outlook. Kopanong, as a local government structure, stands at the threshold of an exciting and creative era in which it can and will make a significant impact on reconstruction and development as well as democratisation process as part of the developmental agenda. The following are the key attributes of a

developmental municipality, and are herein used as overarching concerns that informs the development strategy:

FIGURE 15: METHODOLOGY



3.2 Categorisation of Key Issues

The issues were categorized according to focus into strategic, cross cutting and implementation aspects (refer to Table 8). Crosscutting issues affects implementation and strategic programmes, and should be

addressed in each of these. Strategic issues are those that will form the basis for strategic programmes while implementation issues relates to the implementation of the IDP.

TABLE 8.: CATEGORISATION OF ISSUES

<i>ISSUES</i>	<i>CROSS-CUTTING</i>	<i>STRATEGIC</i>	<i>IMPLEMENTATION</i>
<i>Poverty Alleviation</i>	XXX		
<i>Impact of HIV/AIDS</i>	XXX		
<i>Economic development</i>		XXX	
<i>Provision of infrastructure</i>		XXX	
<i>Social Services</i>		XXX	
<i>land and housing</i>		XXX	
<i>Safety and security</i>		XXX	
<i>Environment and land use management</i>		XXX	
<i>Institutional and corporate development</i>			XXX
<i>Financial plan</i>			XXX
<i>Spatial imbalance</i>			XXX

3.3 The Challenge of Developmental Local Government

Social development, which includes promoting access to social services, addressing vulnerability, discrimination and poverty, and broadening access to the assets base for the poor.

Economic development geared towards creating for employment and sustainable livelihoods.

Infrastructure development as a means to address service backlogs and create opportunities for economic development.

Institutional transformation focusing mainly on democratisation, shift from control to governance, etc

Establishment of legal and financial management systems as a means to enable efficient allocation of scarce resources.

Further to the constitutional imperatives, a development strategy for Kopanong builds on the notion of integrated development and the sustainability.

3.3.1 Integrated Development Approach

The following are key aspects of an integrated development approach:

- Emphasis on interconnections of various aspects of development.
- Efficient and integrated development
- Facilitating developer interaction with local government

- Clear administrative procedures
- No one land use is more important than any others
- Coordination of land development
- Promotion of open markets and competition
- Cohesive spatial development

3.3.2 Sustainable Development

The following are key aspects of sustainable development:

- Satisfaction of basic human needs and economic viability and integrity
- Maintenance of ecological integrity and social justice and equity
- Public participation and accountability.
- Strategic partnerships and linkage between local and global dimensions
- Use of local skills, talents, resources, knowledge
- Training and capacity building

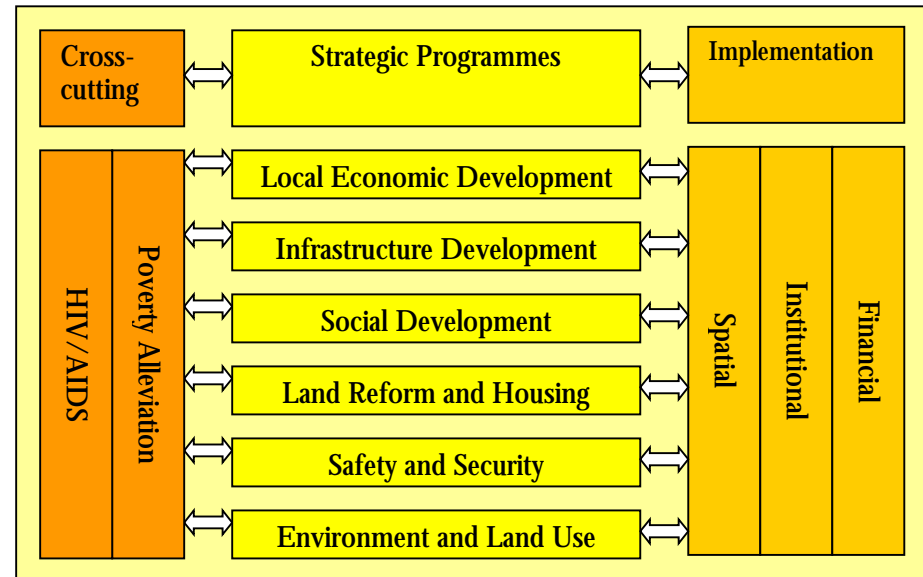
3.4 The Municipal Vision

OVERALL VISION

Is a wealthy and successful municipality That: Provides excellent services that, are sustainable and affordable and focusing on tourism as core economic activity and governs the residents within the municipal area in a participatory and democratic manner

3.5 Development Strategy

FIGURE 16: STRATEGIC FRAMEWORK



In line with the legal and constitutional mandate, Kopanong Municipality seeks to address the key issues in a strategic and integrated manner. Six strategic development programmes have been identified. Implementation process in each of these programmes will also consider HIV/AIDS and poverty alleviation, and will be informed by the spatial, institutional and financial development frameworks (refer to Figure 16).

The Municipality acknowledges that the implementation of these programmes is a mammoth task, which cannot be accomplished

without the support and cooperation with various stakeholders and role-players.

4 ADDRESSING CROSS-CUTTING PROGRAMMES

4.1 HIV/AIDS Programme

Kopanong Municipality is developing a multi-dimensional approach that incorporates a range of strategies across almost all sectors to address this challenge. The challenge is a complex one, and in the light of this it is considered a crosscutting issue. It impacts on the fabric of the Municipality and on all aspects of social life.

4.1.1 Approach to Addressing the Challenge of HIV/AIDS

Preventative action programs aimed at addressing the spread of HIV/AIDS.

Programs for addressing the consequences of the disease through assisting and providing support to those infected and those who are affected by the disease.

4.1.2 Developing the Strategy

Targeting young people is the highest priority.

Prevention requires a change in behaviour.

The need to integrate prevention with care and support.

Addressing HIV & AIDS requires a multi-sectoral approach.

Targeting the leadership is a critical factor for HIV & AIDS prevention

Targeting The Youth as the Highest Priority

The UNAIDS report, whilst acknowledging that effective HIV prevention needs society-wide strategies, stresses the fact that young people needs to be at the centre of all HIV strategies – principally because most HIV infection occur during, and/or soon after, adolescence. In addition young people are more amenable to infection than the older people. Sexual behaviour change achieved early in more effective and sustained for a longer period. In every country where HIV transmission has been reduced, it has been among people that the most spectacular reductions have occurred.

Any intervention has to be credible to the audience (i.e. the audience has to be able identify with it). Interventions aimed at youth must thus match with youth culture. To illustrate, it has been found that the red ribbon symbolizes death to some young people – this is therefore not an effective mechanism to create awareness. For some reason, one should contest the assumption that caps and T-shirts are effective in prevention messages.

The following general strategies are recommended:

- The leadership needs to make a real effort to understand the youth, and the problems and issues they face.
- Establish clinics and outreach programmes that are “adolescent-friendly”, if possible, establish some clinics that offer specialist adolescent clinical services
- Work particularly with youth groups involved in sport and recreation within and outside of school. These are voluntary, and therefore appreciated, activities of the youth so the atmosphere is likely to be more positive than they would be in the classroom, to listen to these issues, which affect them so deeply.

- For the same reason as that outlined above, work with youth groups outside of the school who are involved in a various other activities – such as youth groups within church congregations, clubs and other voluntary associations
- Target school – leavers who may be involved in life-skills training to prepare them for finding and/or creating jobs.
- The youth see HIV & AIDS linked closely to the lack of economic opportunities and the general feeling of hopelessness about the future. Addressing the HIV & AIDS problem in the eyes of the youth, therefore, requires a multi-sectoral beneficial outcome – such as reducing HIV infections, improving job opportunities, improving inter-personal relations – particularly gender – and stopping the drift towards crime.

Prevention Requires a Change in Behaviour

A substantial and sustained reduction in the rate of HIV infection will only come about through behaviour change. As the UNAIDS report attests, although there is no single biological or behavioral factor which determines the spread of HIV infection, most HIV transmission in the sub-Saharan Africa occurs through sexual intercourse, with unsafe blood transfusion and unsafe injections accounting for a small fraction.

Changing behaviour is a learning process

Changing behaviour is a learning process, which has the following steps and requirements:

- People need access to information: Data from 60 countries indicates that more than 50% of young people aged 15 to 24

harbour serious misconceptions about hoe HIV & AIDS is transmitted.

- Information is not the same thing as Knowledge: Individuals need to convert information into personal knowledge before they can be a behaviour change. There has been sustained action arising out of intellectual understanding there must be emotional engagement, which leads to the construction of personal understanding, which forms the bedrock of subsequent behaviour change.
- Individual behaviour change requires social support: The individual behaviour change process needs to be facilitated and natured by a supportive social environment.

The following general strategies are suggested:

- Information needs to be freely available, through a variety of media and in a variety of locations.
- People need the opportunity and the time to convert information into personal understanding.
- For a change in behaviour to result from that personal understanding, there needs to be comprehensive, integrated and sustained intervention in all facets of community life.
- Anti-HIV & AIDS campaigns should always be accompanied by anti-prejudice and anti-discrimination. Scare tactics must be avoided.
- People who are sent for HIV & AIDS training with the aim to come back and educate others needs prior assessment of their motivation to go for training and continuous support by their organizations. Report back mechanisms should be put in place

The need to integrate prevention with care and support

As the UNAIDS report points out, prevention initiatives are enhanced when they are linked to care and support, for the following reasons:

- People are encouraged to come forward for testing of HIV testing if they know treatment will be available
- For those who test positive, treatment, care and support provide additional benefit of decreasing the spread of infectious diseases like tuberculosis and STDs
- Voluntary counselling and resting services are an entry point for behavioural change
- Open and compassionate care for HIV-infected people helps to counter wider societal fears about HIV & AIDS

The following strategies are suggested in this regard:

- Care and support must target those living with HIV, those having AIDS and those family members who are directly affected by the illness within their family, especially women and orphans.
- Care and support strategies within the Municipality must make full use of national and provincial programmes and also tap into international donor funding where possible, and where appropriate.

Addressing HIV & AIDS requires a multi-sectoral approach

This may appear to be an obvious statement, but it is important that it be written into this strategy document. HIV & AIDS does cut across all sectors of the Municipality and the life of the community:

- It affects the economy with increased sick days, people under-performing due to illness, loss of skilled people, loss of income to families, abandonment of fields when parents die so there is a decline in food security
- It affects people socially and psychologically with increased stress levels because of the burdens placed on individuals, families and the authorities through this disease
- Local economic development needs to be addressed to try and improve opportunities for employment and businesses
- Adult education should be accessible at strategic points within the Municipality to enable adults to upgrade their education and skills
- Teachers need to receive real support and capacity building so that they are able to teach more effectively and so that as a whole, they are seen as a group who really lead by example
- Nurses and other medical personnel should have support networks and counselling available to mitigate the enormous stresses they are placed under in their daily work

Targeting the Leadership is a critical factor for HIV & AIDS prevention

The importance of having leaders who support and promote HIV & AIDS campaigns through a very real sense of commitment to the task cannot be overstated. This is recognized locally – it was discussed at the workshop and is confirmed by the research.

It is also critical that those same leaders lead by example. In rural communities, where most families know each other, it is counterproductive for community leaders to convey one message on HIV & AIDS, while their private lives indicate a complete disregard of these very same messages. The following strategies are recommended:

- The leadership structures within the Municipality need to demonstrate unequivocal commitment of talking the HIV & AIDS epidemic, to this end, awareness of all aspects of the diseases and its effects is critical
- The leadership within the Municipality need to lead by example and ensure that they are not contradicting, in their own lives, the support they give publicly to HIV & AIDS campaigns

4.1.3 Specific Areas of Intervention

The following has been identified as specific areas of interventions:

Prevention, which includes a range of activities from virginity testing to the prevention of mother to child transmission.

Care and support which focuses mainly on those living with HIV/AIDS, orphans, and child headed households.

Treatment, which covers both traditional and western systems.

Income generating project.

4.1.4 Conclusion

AIDS is a catastrophe of biblical proportions and yet it seems that all the money being poured into campaigns to prevent it and support those infected and affected is producing limited results. The strategies presented in this section attempts to address the

fundamental reasons why the current programmes experience only limited success.

Prevention is the key – breaking the chain of infection. The only way to do this is to change the behaviour that fuels the spread of the disease. The only way to change behaviour is to transform this mass of information about HIV & AIDS into real, personal knowledge and understanding. This is best done through the medium of intensive workshops with key people in the community where they receive information but more importantly can ask any question that will be answered.

Community based organizations also in these strategies. This was the rationale behind bringing together those who work daily with a wide cross sector of the community. The workshop participants were strategically chosen for this reason and to emphasize that fact that none of the organizations can individually take this on. Support and cooperation between traditional healers and hospitals, between teachers and health workers, between religious an youth, between women's group and traditional leaders, between municipal councilors and the youth – all interacting and supporting their individual and joint efforts, is essential if the corner is going to be turned on the HIV & AIDS epidemic.

4.2 Poverty Alleviation Programme

The primary aim of the poverty alleviation programme is to ensure that the Municipality responds to the needs of the destitute and vulnerable groups in a sustainable manner. As already indicated, Kopanong Municipality views poverty as a crosscutting issue that should be addressed in all strategic and implementation support programmes.

The Department of Provincial and Local Government (April 2000: 29) maintains that poverty in the South African Context is historically, economically and socially defined. It is more than low or inadequate income, and includes deprivation, vulnerability, poor access to production assets, and lack of infrastructure.

4.2.1 Poverty in Kopanong Municipality

Poverty manifests itself in different dimensions with income poverty and human poverty being the most common. Income poverty refers to the lack of sufficient income to satisfy basic food needs and essential non-food needs such as clothing, energy and shelter. It arises from a high rate of unemployment, poor access to productive resources, lack of marketable skills and general lack of job opportunities.

Human poverty broadly refers to the lack of basic human capabilities and it arises from high representation of people who cannot read, write and calculate, food insecurity, malnutrition, declining life expectancy, increase of sickness and deaths related to preventable diseases and poor access to basic services. Overcrowding also contributes to this situation.

4.2.2 Poverty Alleviation Strategy

Kopanong has not developed a detailed poverty alleviation strategy.

In line with the poverty issues within the Municipality, the poverty strategy will focus on the following:

- Service Delivery
- Income Generating Projects

Community based Public Works Programme Service Delivery

The IDP contains a detailed service delivery programme, and prioritises the construction and upgrading of rural roads, water schemes, and delivery of electricity. The following policies will be implemented in this regard:

- Free Basic Water
- Indigent Policy
- Free Electricity

Income Generating Projects

The Municipality has developed a broad strategic framework for local economic development. This framework should be used as the basis for the identification of a range of income generating projects at a local level. The following opportunities have been identified:

- Craft and the associated products.
- Sawing.

- Food gardens.
- Crop production.
- Livestock farming.

A list of sequential projects over a five-year period would then be developed with an estimate of the number of people in the ward that could be employed on the programme. The programme would be converted into a detailed plan of action which would also be costed, and would include a range of scenarios from small pilot project type expenditures to a full mass – based programme which would absorbed a significant portion of the unemployed population.

4.2.2.3 Community Based Public Works Programme

This relates to the need to scale up local economic development and poverty alleviation through large scale, labour intensive, sequential projects, and community based public works programmes. Each Ward Committee would develop a list of potential labour-intensive projects based on their priorities. These projects would be to maximize the content of local labour with as little need for materials or equipment as possible, although the purchase of large numbers of basic implementations such as wheel barrows, spades, picks etc. Examples of such projects could include construction of new or improved rural access roads, sidewalks, small dams (particularly now given the drought), sports fields, woodlots, communal gardens, pipelines, irrigation channels, spring protection and storage tank construction, erosion control, counteracting, terracing, low – income housing, improvement of schools /pre-schools or crèches, fencing of communal areas.

5 STRATEGIC PROGRAMMES

5.1 Economic Development

Objective: To provide an environment that is conducive for investors to invest in both urban and rural areas in our local municipality for job creation

APPROACH

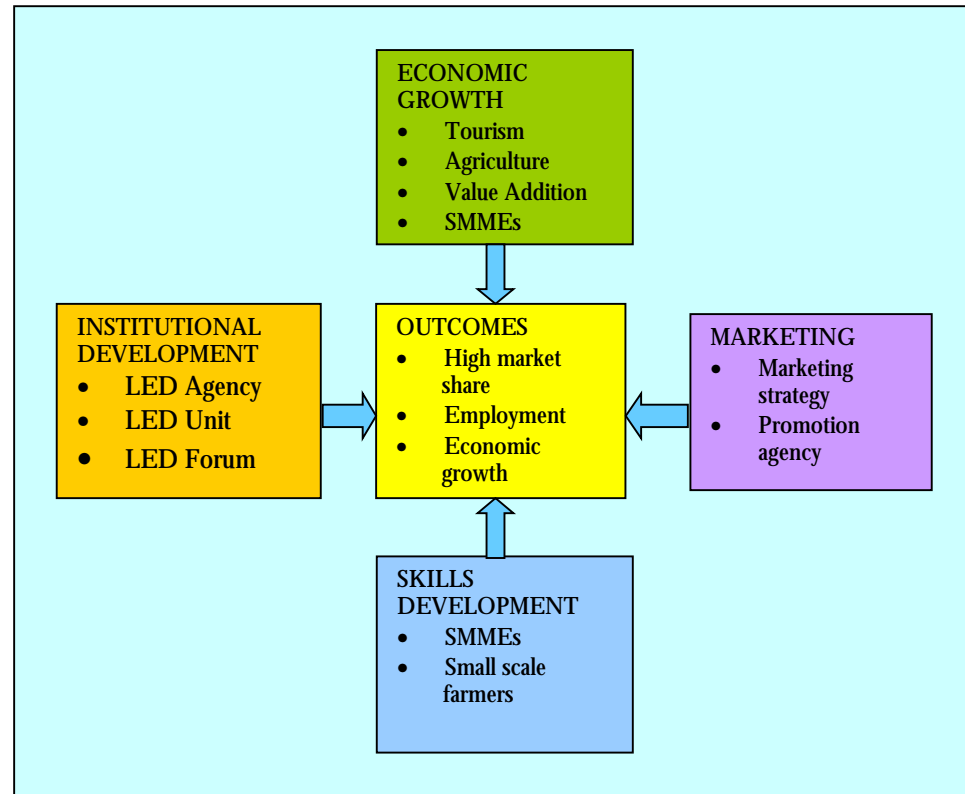
Although planning for coherent local economic development at a municipality level is still at an infancy stage, there have been a number of significant municipal or local level government initiatives towards economic development and poverty alleviation. The importance of these initiatives should be understood in terms of their objectives and contribution towards addressing the pertinent economic issues. Also important are the lessons that could be replicated and improved on in other areas.

Local economic development initiatives implemented at a local level function at a level between national government macro economic development policies and the community based approaches promoted by Non-Governmental Organizations and other social groups. Local economic development focuses at a municipality level are meant to strengthen rather than replace these initiatives. Their potential for success are based, inter alia, upon other municipal responsibilities for the provision of physical infrastructure and the associated services, facilitation of community development, land use management, etc, hence a need for integrated development.

INTENDED OUTCOMES

- Economic growth
- Employment opportunities
- Skills development
- Poverty alleviation.

FIGURE 17: ECONOMIC DEVELOPMENT STRATEGY



5.1.1 Economic Development**Objective: To create an environment that is conducive for investors to invest in both urban and rural areas in our local municipality for job creation**

OVERVIEW		APPROACH	
Building a sustainable economic base is of paramount importance in the context of Kopanong given the present high levels of unemployment, lack of diversity in the economy and general poverty experienced in the area. A viable economic base has a significant impact on the livelihoods of residents of Kopanong and has a bearing on the financial viability of the Municipality as an institution.		The growth strategy seeks to generate economic activity through inward investment. Target sectors are agriculture, tourism and limited manufacturing (value addition). The basic approach adopted by the Municipality is to work with the existing opportunities, including latent and untapped, to ensure vibrancy within the existing sectors and to widen access and diversity within these sectors. The economic base considered by the Municipality is understood to mean more than purely the existing revenue base, to fundamentally include the natural, built, human and cultural platform from which economic activity can emerge.	
OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
n To create an environment that is conducive for investors to invest in both the urban and rural areas in our Local Municipality for job creation	n Percentage of economic growth per annum. n Percentage increase in annual GP. n Number of new sustainable jobs created. n Percentage of municipal budget allocated to LED oriented projects.	n Identification and facilitation of investment opportunities in the Agricultural sector (e.g. assisting emerging farmers, provision of incentives) n To provide infrastructure to to support LED by improving road networks n Promoting the development of Tourism in the Municipality n Promoting the development of manufacturing industry (e.g. processing of agricultural products) . n Promotion of opportunities for Mining development n Promoting the development of SMME's n The development of an incentive system for attracting industry and encouraging the existing industry to expand their operations.	n Developing an LED programme and capacity within the Municipality by 2004. n Growing the economy in line with the national and provincial targets (3% per annum). n Creating a minimum of 500 sustainable jobs per annum.

5.1.2 Local Economic Development Projects

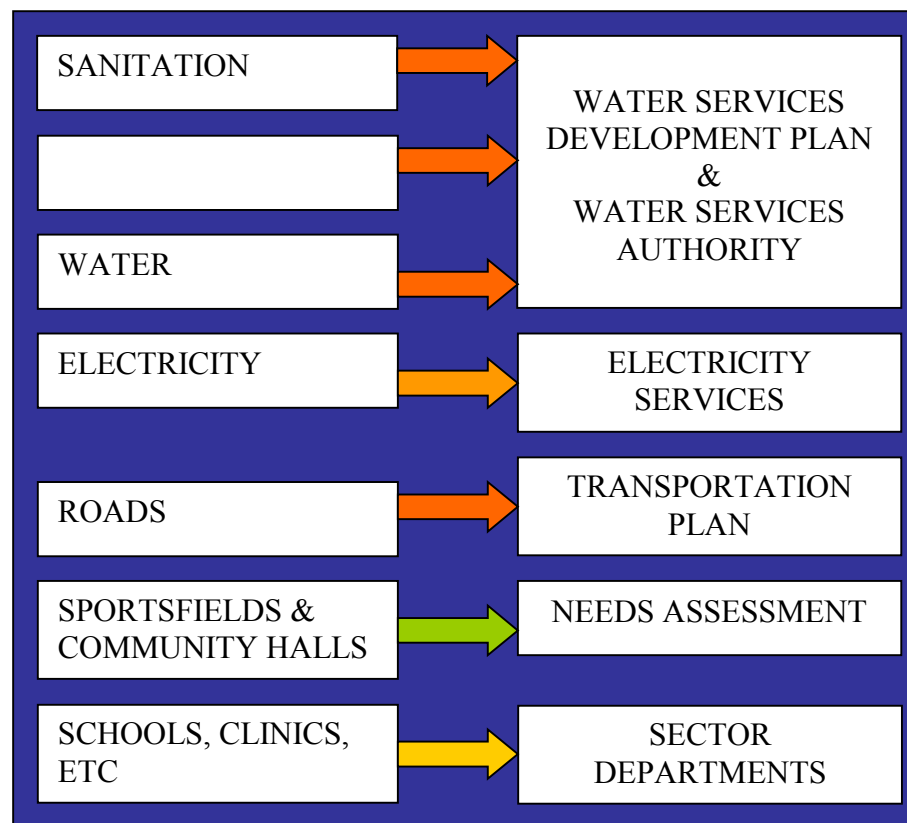
NO	PROJECT DETAILS	PROJECT TYPE	RESPONSIBILITY	FUNDING AMOUNT	FINANCIAL YEARS	FUNDING STATUS	FUNDING SOURCE

5.2 Infrastructure Development

APPROACH

Kopanong is characterized by severe backlogs in the delivery of infrastructural services such as roads, water, sanitation, sewerage and electricity. As depicted on Figure 18, the Municipality will adopt a strategic approach in the delivery of these services as a means to ensure that they complement each other, contribute to social and economic development, and above all they are sustainable. To this, a sector plan for each service will be developed and resourced accordingly. Partnerships with service providers, government departments and other municipalities will also be encouraged in this regard.

FIGURE 18: INFRASTRUCTURE DEVELOPMENT STRATEGY



OBJECTIVES

- n To plan, coordinate and manage the delivery of services within the Municipality
- n Removal of backlogs of infrastructure services
- n Upgrading and maintenance of services
- n To establish an appropriate approach to deal with cemeteries burials and associated infrastructure

INTENDED OUTCOMES

- n Equitable access to physical infrastructure
- n An appropriate understanding of existing services
- n A vibrant and sustainable economic base and continued economic development.

5.2.1 Water, Sanitation and Sewerage			
Objective: To provide clean water and sanitation on a sustainable basis			
OVERVIEW		APPROACH	
Kopanong municipality needs to maintain, improve and provide water, sanitation and sewerage infrastructure		<p>. The objectives for the preparation of Kopanong's Water Sector Plans are:</p> <ul style="list-style-type: none"> n To review the current water and sanitation situation; n To set priorities for future water and sanitation projects; n To set priorities for future upgrading of water and sanitation projects to RDP standards; and n To set targets and timeframes fro the implementation of the agreed priorities. 	
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
<ul style="list-style-type: none"> n To provide clean water and sanitation on a sustainable basis. 	<ul style="list-style-type: none"> n DWAF Guidelines. n Number of households supplied with water and sanitation per annum. n Sustainability of water and sanitation schemes. 	<ul style="list-style-type: none"> n To put in place a sewerage system to all residents in Kopanong n To upgrade and maintain proper sewerage system n To upgrade the current bucket system with a water borne system n To upgrade sewerage dams n n Upgrade / refurbish existing services schemes n Operate and maintain existing schemes in a sustainable manner n Complete existing appropriate water services project n Remove water services backlog 	<ul style="list-style-type: none"> n Existing schemes. n Under-serviced areas. n

5.2.2 Water Sanitation and sewerage Projects

NO	PROJECT DETAILS	DESCRIPTION	2003	2004	2005	2006	MAJOR OUTPUTS
	Upgrading of Sewerage plants	Sewerage plant	1	2	2	2	7 Plants
	Extend sewerage network to houses	House connections	500	500	1051		2051 Connections
	Upgrade Bucket System	House connections	1000	297			1297 x House Connections
	Upgrade water storage						Disinfections line at storage facility
	Extend water network to houses	House Connections		1000	534		1534 Hose connections
	Upgrading of communal standpipes	House Connections		500	326		826 House connections

5.2.3 Electricity			
Objective: To provide adequate and sustainable electricity network to all households in Kopanong			
OVERVIEW		APPROACH	
Kopanong needs to address its electricity needs by ensure that it provides to its citizens a sustainable electricity network		<p>The relationship with Eskom is an important one when it comes to electricity needs of the municipality. Maintaining a good relationship and keeping up with the developments around the electrification process and Eskpom's five-year plan for the roll out of electricity within the region. It is anticipated that Eskom's strategy for new consumers will be demand driven, with priorities being given to areas with greatest population densities, affordability and ability to pay. The Plan indicates areas that will be supplied with electricity per annum within each municipal area.</p> <p>It is important for the municipality to review and communicate its electrification plan to Eskom on a regular basis. Taking the view that the municipality will be the driver of economic development within the region, it follows that the municipality should know the areas of intense opportunity need.</p>	
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
n To provide adequate and sustainable electricity network to all households in Kopanong	n Number of households newly supplied with electricity per annum	n To extend the existing electricity network. Use excessive backlog and SDI status as motivation to gain additional electrification allocations. n To upgrade existing network to ensure sustainability n To maintain electricity network and area lighting n To ensure efficient use of electricity	n Increase in Municipality allocations. n Electrification of 1000 households per annum. <u>n</u>

5.2.4 Electricity Projects

NO	PROJECT DETAILS	DESCRIPTION	2003	2004	2005	2006	MAJOR OUTPUTS
	Upgrade Electricity network	All nine Units					
	Extend electricity network to houses	House Connections					

5.2.5 Roads Streets and Storm Water Management			
Objective: To have a good trafficable Roads and streets in both urban and rural areas of Kopanong			
OVERVIEW		APPROACH	
Kopanong needs to address roads street and storm water management needs		Kopanong would like to ensure that it has a well trained and disciplined personnel to construct and maintain well maintained roads and streets in both urban and rural areas. The relationship with the Provincial Roads is important and the ability of the municipality to influence this Department will speed up delivery on this Strategic outcome	
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
n To have a good trafficable Roads and streets in both urban and rural areas of Kopanong	n Number of new rods Constructed n Maintenance and conditions of infrastructure n Conditions of Storm water drainages n n n n n n n	n To provide and maintain roads infrastructure in both urban and rural areas n To build capacity through staff training nto ensure proper road and storm water infrastructure management n To liaise with Provincial Roads Department to ensure provision of roads infrastructure n To develop storm water drainage systems n To ensure proper traffic signage in all our roads n To ensure that all projects are community based	n

5.2.6 Roads, Streets and Storm water Management Projects

NO	PROJECT DETAILS	DESCRIPTION	2003	2004	2005	2006	MAJOR OUTPUTS
	Upgrade internal roads and storm water		x	x	x	x	Upgrade internal roads and storm water
	Upgrade access road to Ha Rasebei(500m)		x				Upgrade access road to Ha Rasebei(500m)
	Upgrade access road to Maphodi(2km)			x			Upgrade access road to Maphodi(2km)
	Upgrade access road to Madikgetla(1km)		x				Upgrade access road to Madikgetla(1km)
	Upgrade access road to Lephoi (800m)			x			Upgrade access road to Lephoi(800m)
	Upgrade access road to Intumeleng(900m)				x		Upgrade access road to Intumeleng(900m)
	Upgrade Access Road to Bethany(1km)		x				Upgrade access road to Bethany(1km)
	Upgrade access road to Matoporong(1km)						Upgrade access road to Matoporong(1km)
	Fly Over bridge over N1 Springfontein			x			Fly over bridge over N1 Springfontein
	Upgrading of Street in Bethany						Upgrading of Street in Bethany
	Upgrading of rural roads		x				Upgrading of Rural Roads

5.2.7 Cemeteries			
Objective: To provide and maintain a well maintained and peaceful environment in cemeteries			
OVERVIEW		APPROACH	
Kopanong needs to provide and have well maintained and peaceful cemeteries		Access to burial facilities has been previously provided on a segregatory basis and with the increase in number of deaths and burials Kopanong is faced with a challenge of providing for burial infrastructure	
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
n To provide and maintain a well maintained and peaceful environment in cemeteries	n Number of new burial sites provided n Level of maintenance of burial facilities	n To have one cemetery for each town n To provide community access to the cemeteries n To properly fence and maintain cemeteries n To develop policy on burial methods and overall policy on cemeteries n To provide proper facilities in the cemeteries such as public toilets	n

5.2.8 Cemeteries Projects

NO	PROJECT DETAILS	DESCRIPTION	2003	2004	2005	2006	MAJOR OUTPUTS

5.2.9 Sports and Recreation facilities			
Objective: Construct, upgrade and maintain existing sport and recreation facilities			
OVERVIEW		APPROACH	
Kopanong is characterised by a skewed distribution of recreational facilities between the rich and poor communities. The challenge is to be able to adequately address the issue of access and provision of such facilities on an equitable basis		Access to recreational facilities needs to be open to all communities. The management of such facilities to ensure that the use of such facilities is accessible needs to be driven by a policy that addresses the need to promote recreational activities especially to those communities where such infrastructure was not available or accessible. To promote youth activities and programmes to ensure that our communities benefit from the existence of such activities will benefit all at Kopanong	
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
n Construct, upgrade and maintain existing sport and recreation facilities	n Number of new facilities being built n Condition of existing facilities	n To build and maintain community recreational facilities such as Sporting fields and community halls n Promote and facilitate the establishment of Sports Organisations n Increase community access to sporting facilities n Promote Cultural activities n Develop policy on the utilization of sport and recreation facilities	n

5.2.10 Sports and Recreation Facilities Projects

NO	PROJECT DETAILS	DESCRIPTION	2003	2004	2005	2006	MAJOR OUTPUTS

5.3 Social Development

PROVISION OF SOCIAL INFRASTRUCTURE	
OVERVIEW	APPROACH
<p>Redressing past imbalances in the distribution of appropriate social infrastructure is of paramount importance. A wide range of facilities is required in the context of Kopanong particularly additional health, educational and social services. This is important in the context of HIV/AIDS, where increasing access to social services is an important aspect in supporting community well-being and assisting in the war against AIDS.</p>	<p>The Municipality approach to meeting its goals includes:</p> <ul style="list-style-type: none"> n An appropriate understanding of requirements and planning for appropriate development is an important starting point. Consequently the Municipality will establish projects, which create an appropriate planning and implementation framework for the Municipality n The Municipality will endeavour to be strategic in its response acknowledging the need for gearing a range of actors that cover both 'hard and soft' aspects in delivering an integrated response. As such the Municipality will establish an appropriate co-coordinating structure, which would serve as an important management role in promoting, coordinating and integrating development. n Whilst planning for social infrastructure and gearing the involvement of a range of service providers is essential, the Municipality acknowledges the need to improve conditions of existing facilities and in enhancing their performance. As such the Municipality will ensure that existing backlogs are addressed and that appropriate maintenance and improvement of facilities is undertaken. n The Municipality also places emphasis on understanding that social infrastructure services are not solely the responsibility of the public sector and would acknowledge the role of the NGO sector and therefore would
MAIN OBJECTIVES	
<ul style="list-style-type: none"> n To ensure community access to social welfare services n To upgrade the standard and facilities of education n To ensure a clean and Healthy environment on a sustainable basis <p>By:</p> <ul style="list-style-type: none"> n Developing a database of the existing & required facilities n Planning, coordinating and managing the delivery of social services within the Municipality n Upgrading and Maintaining Services n Facilitate the Provision of appropriate support to Vulnerable Groups 	
INTENDED OUTCOMES	

<ul style="list-style-type: none">n Improve access to a wide range of facilities.n Improved service provided in all facilitiesn Appropriate support to vulnerable groups	integrate appropriate home based, outreach and awareness programmes.
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EDUCATION			
Objective: To upgrade the standard and facilities of Education			
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
To upgrade the standard and facilities of Education	n To facilitate the provision of agricultural related institutions	n Facilitate the delivery of social and community facilities.	<ul style="list-style-type: none"> • Classrooms. • Fencing
	n Establish relationships with Schools in Kopanong	n	
	n Provide facilities to improve the teacher/pupil ratio.	n Facilitate upgrading and development of education facilities.	
	n	n Facilitate delivery of health facilities and services	
Social Welfare			
Objective: To ensure communities access social welfare services			
	n	n	•

<p>To facilitate the Provision of appropriate support to the vulnerable Groups</p>	<ul style="list-style-type: none"> n Number of physically and socially challenged individuals receiving support (e.g. Pensioners and child support grants) n Construction of facilities with appropriate access for physically challenged individuals. n Number of pensioners receiving their pension n Number of children receiving Child Support grants 	<ul style="list-style-type: none"> n Facilitate the establishment of satellite social welfare offices n Involve NGO's in social issues n Develop a database of orphans and child-headed households within the Municipality n Implementation of women and youth programmes. n Co-ordination of programs to support the aged, where the aged are primary care-givers. n To develop a pauper burial policy n Promote and facilitate regular visits by social welfare officials 	<ul style="list-style-type: none"> • Orphans. • Child Headed Households. • Indigent • HIV/AIDS Victims.
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CLEAN AND HEALTHY ENVIRONMENT			
Objective: To ensure the existence of a clean and healthy environment on a sustainable basis			
STRATEGIC OBJECTIVES	INDICATORS	STRATEGIES	TARGETS
To create capacity for the delivery of environmental health services.	n Ratio of staff in relation to the Municipality population.	n To mobilize the community to strive for a clean environment n To provide facilities for waste disposal and management n To enforce environmental health by-laws n To manage a proper and sustainable waste management system n Development of hygiene and nutrition awareness programmes. n Development of a health regulations awareness programme (relating to food and beverage health standards in particular).	<ul style="list-style-type: none"> • Environmental programmes

5.4 Land Reform	
OVERVIEW	APPROACH
Kopanong Municipality adopts a strategic approach to the delivery of land reform opportunities given that such programmes are implemented outside of its sphere of government. Since housing and access to land are Municipality priorities, the Kopanong needs to ensure a role within the provision of such services. The approach adopted by the Kopanong Municipality is principally based on managing and co-ordinating Land initiatives to ensure that the goals are achieved	The approach is based on three pillars. The first pillar adopts the premise of creating a broader understanding within the Municipality on policy, legislation and opportunities available to the Municipality in terms of housing and land reform. Creating an appropriate knowledge base therefore represents a key starting point. This also includes understanding the needs and the means to address them.
MAIN OBJECTIVES	The second pillar is based on gearing delivery through establishing frameworks for housing and land reform and driving the housing process. This includes establishing appropriate policy and delivery programmes.
<ul style="list-style-type: none"> n To redistribute 6% of agricultural land to previously disadvantaged individuals in five years. n To resolve all land claims within 2 years. n To facilitate creation of housing opportunities 	The third pillar is based on coordination of activities to ensure that delivery occurs through creating an appropriate institutional structure to champion delivery. This would include co-ordinating new housing delivery and upgrading housing projects as well as the implementation of the land reform programme.
INTENDED OUTCOMES	INDICATORS
<ul style="list-style-type: none"> n Fair distribution of productive land / wider secure land ownership n LRAD programme is implemented n Equitable distribution of appropriate housing opportunities (rural & peri-urban) n Decent living environments – safe, secure, choice, quality, convenient 	<ul style="list-style-type: none"> n Number of hectares redistributed to the previously disadvantaged people. n Number of people benefiting from the security of tenure programmes. n Number of land claims resolved. n Number of housing opportunities created. n Number of newly settled African farmers n Number of investment sites in traditional authority areas.

5.4.1 Land Reform Projects

NO	PROJECT DETAILS	DESCRIPTION	2003	2004	2005	2006	MAJOR OUTPUTS

5.5 Safety and Security	
Objective: To ensure a safer environment within Kopanong	
OVERVIEW	APPROACH
<p>Ensuring public safety has a wide range of implications for various issues including promoting social stability, economic investment etc. This is underpinned by a range of needs including combating crime, facilitating support in terms of emergencies and so on. The Municipality approach to achieving such is pursuing partnerships and playing a facilitators role.</p> <ul style="list-style-type: none"> n Crime, domestic violence and child abuse n Hazards (floods, fires etc) n Natural disasters n Lack of infrastructure 	<p>A key aspect, which defines the approach by the Municipality, is being proactive and strategic in responding to safety and security. Foremost of this is planning, managing and co-ordinating efforts aimed at enhancing public safety. To this end a range of projects are proposed which deal with managing and planning for public safety.</p> <p>Apart from merely responding in a reactive manner, the approach adopted by the Municipality includes being proactive through programmes, which target outreach, prevention and awareness.</p>
MAIN OBJECTIVES	INDICATORS:
<ul style="list-style-type: none"> n To ensure a safe and secure environment for residents of the municipality n Creating an environment conducive to promoting social stability and economic development. n To create an appropriate response mechanism to combating crime n To ensure appropriate policy response, coordination and infrastructure support for managing disasters n To design and implement disaster management program 	<ul style="list-style-type: none"> n Adoption of a Disaster Management Plan n Number of community members participating in community based policing n Number of new criminal cases n Number of households/properties affected by natural disasters
INTENDED OUTCOMES	STRATEGIES
<ul style="list-style-type: none"> n Safe and secure environment 	<ul style="list-style-type: none"> n Promote proactive crime prevention mechanisms n Enforce the law n Build strong Community Policing Forum at all Police stations n Ensuring appropriate policy response, coordination and infrastructure support for managing disasters

No	Project Details	Project Type	Responsibility	Funding Amount	Financial Years	Funding Status	Funding Source
3.8.4/1	Implementation of a Crime Prevention Strategy						
3.8.4/2	Investigation and Implementation of Early Warning Systems in Case Disaster.						
3.8.4/3	Preparation of a Disaster Management Plan						
3.8.4/4	Building Capacity and Partnerships in Pursuing Disaster Management						
3.8.4/5	Feasibility for the Upgrading of Police Stations and Establishment of Satellite Police Stations						

SECTION 3:

IMPLEMENTATION FRAMEWORK

6 INSTITUTIONAL AND CORPORATE DEVELOPMENT

Kopanong is committed to promoting integration of different aspects of the municipality, and developing effective institutional arrangements and systems for the implementation of the IDP. It is thus critical for the municipality to mobilise adequate and appropriate institutional capacity and resources to plan and implement the development agenda. This will be achieved as follows:

- n Develop internal capacity for effective local governance and coordination of development.
- n Develop appropriate institutional arrangements for integrated development planning and coordinated service delivery involving the Municipality and the service providers.
- n Develop system and procedures for strengthening the Municipality as a developmental municipality.

6.1 Institutional Development Principles

The following key principles underpins the institutional development strategy for Kopanong Municipality (Wendy Force cc and Lead, December 2002: 30-31):

The Municipality has a Constitutional and legal mandate to coordinate development within Municipality. It should thus be at the centre of coordinated development planning and integrated service delivery.

The residents of Kopanong are the key clients and customers of the service delivery programmes, and should thus be seen as active partners rather than passive recipients of development.

Institutional, human resource and structural proposals should give effect to the notion of developmental local government. Council expenditure should thus be directed towards development rather than control.

The IDP is the strategic road-map for the Municipality, and all institutional development initiatives should seek to address its objectives.

Systems and structures should be aimed at integrating and rationalising activities rather than fragmenting and duplicating activities.

Systems and procedures must clearly define roles and responsibilities so as to avoid ambiguity.

Systems and procedures must built synergy between role-players rather than contestation and competition.

6.2 Cooperative Governance in Practice

Kopanong Municipality embraces the principle of co-operative and accountable governance, and seeks to gives effect to this principle by means of a number of strategic partnerships with different stakeholders. The following are thus seen as critical aspects for co-operative governance:

- A cluster approach to engaging service providers and government departments.
- Establishment of a Service Providers Forum (SPF).
- Strengthening of the Integrated Development Plan Representative Forum (IDPRF).

6.2.1 Performance Management Systems

(refer to Annexure

6.2.2 Public Participation

In terms of Chapter 4 of the Municipal Systems Act (Act No 32 of 2000), municipalities should provide for public participation in the affairs of the municipality. It requires municipalities to develop a culture and encourage public involvement in local governance. Section 16 (1) (a) identifies the following as critical areas for public participation:

- Preparation, implementation and review of the IDP.
- The establishment, implementation and review of its performance management system.
- Monitoring and review of its performance.
- Preparation of the budget.
- Strategic decisions relating to the provision of municipal services.

The Act does not prescribe any mechanisms for public participation, but stipulates that a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of a municipality. Public participation should cater for all social groups including the women, disabled and those who cannot read and write. The following are some of the participation mechanisms:

- Local Municipalities and their ward/development committees.

- Public notices by means of radio announcements and newspaper adverts.
- Community meetings.
- Meetings of municipal council open to the public.
- Public Forums such as the IDP Forum and Audit Committee.

6.3 The Role of Traditional Leaders

The role of traditional leaders within municipalities, particularly Municipality, is still being considered by the national government. At present, traditional leaders continue to perform their functions in terms of customary law.

7 THE FINANCIAL FRAMEWORK

7.1 Sector Guidelines and Strategies

The guidelines and strategies considered during the strategies phase were designed, inter alia, to:

Expand the levy revenue base of the Municipality;

Develop a financial structure for the institutional section of the Municipality and staff it on a prioritised basis as funding became available;

Centralize information and specialist skills within the Municipality

Ensure the implementation of standard institutional policies and procedures to direct the operation of the Municipality; and

Provide decentralized access to municipal services by local communities through the establishment of service delivery centres in each of the local municipalities.

The strategies were all developed to address identified objectives and provide a step-by-step or sequential process with timeframes attached to the finalization of each step.

7.2 Financial Management Arrangements

All expenditure will be incurred in strict accordance with the operational budgetary provision

Development of the operational budget on an annual basis will be undertaken in consultation with affected communities/stakeholders

Approval of expenditure and effecting of payment in accordance with documented delegations of authority

The principle of separation of duties will be observed at all times – i.e. a person involved in raising of levy statements cannot be responsible for the collection of the levy

Each financial official will be provided with a job description outlining his/her duties – acceptance of the responsibilities encapsulated in the job description to be by affixed signature

On a monthly basis a cash flow projection will be completed for the ensuing six monthly period to facilitate management of cash flow

A preferred list of suppliers/service providers, based on the principle of supporting the local economy, will be prepared – purchase from any other supplier/service provider will have to be motivated prior to purchase

Where required, tenders will be called for from the list of approved suppliers/service providers; unless specifically excluded, all other purchases require the prior securing of three quotations

Terms of payment will be negotiated with creditors and advantage taken of cash discounts only when economically justified and possible in terms of cash flow

Stocktaking of stores items is to be undertaken on a quarterly basis and any significant variances reported to Council

On an annual basis the asset register, which is updated as assets are acquired/disposed of during the year, is to be reconciled with a physical stock take of assets

All levy payers are to be issued with statements in accordance with the payment arrangement with them

Completed returns from levy payers are to be reviewed and payment reconciled with the return

A credit control policy is to be approved by Council in terms of which strict debt collection procedures will be enforced including the engagement of legal proceedings to elicit payment

The top 20% of levy payers to be subject to an inspection on at least a biannual basis

A monthly report to be submitted to Council reflecting actual revenue and actual expenditure to date against budget, explanation of significant variances, and cash flow projection

An internal audit function reporting directly to the Municipal Manager will provide an independent review facility of the financial management function

7.3 Financial Guidelines and Procedures

Debtor, creditor and bank reconciliation to be complied on a monthly basis and reviewed by Director of Finance

Payment of levies can be affected electronically, by deposit into the Municipality's bank account, by payment at a service delivery centre or by cheque/postal order submitted in the mail

On a daily basis an interim statement is to be obtained from the bank to establish direct deposits, dishonoured cheques etc and levy payer accounts updated accordingly

The debt collection process is to be strictly adhered to and actions specified taken on due date

Payment to be effected on original invoice, duly authorized, only and then only if accompanied by an approved order or requisition

Prior to an order or requisition being forwarded to a supplier, an authorization process is followed including the verification of availability of funds on the operational budget

No person authorizing the issuing of an order or requisition may also be a signatory to the cheque affecting payment to the supplier

The financial system will be subject to a monthly closure at which point reconciliation's will be finalized and month end journals completed

7.4 Capital and Operational Financial Strategies

Available monies are to be used in strict accordance with the approved budgets

The Municipality must ensure the timeous submission of requests for funding to the responsible organizations

Funds allocated for a specific purpose are to be used for that purpose only

Where capital projects are to be funded by donor organizations, the Municipality must ensure that the funds have been secured prior to their inclusion in the capital budget

All participants in capital projects (consulting engineers, contractors etc) are to be engaged in terms of signed municipal service provider contracts, duly approved by Council and following a transparent tender process

Ownership of the capital project will vest in the Municipality upon completion and therefore provision must be made in the operational budget for the operation and maintenance of these assets.

7.5 Revenue Raising Strategies

- All organizations that in terms of the appropriate legislation are required to register as levy payers are to form part of the revenue base
- An inspection service to be instituted to monitor the registration process but also assess the accuracy of returns submitted by levy payers
- The Municipality that includes a debt collection process for errant levy payers must adopt a credit control policy; part of the debt collection process is the levying of interest on outstanding levy payments

7.6 Asset Management Strategies

All assets whether fixed or moveable are to be recorded in a asset register which is electronically maintained

The asset register is updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of

On an annual basis at least there must be a reconciliation between the physical asset holding and that reflected in the asset register

Where capital assets are transferred to the Municipality, budgetary provision for the operation and maintenance of those assets must be included

7.7 Cost Effectiveness Strategies

Development of a functional organizational structure that is staffed with appropriate personnel who contribute to the efficacy of the Municipality

The establishment of service delivery centres located within each of the local municipalities that provide access to local communities to municipal functions and facilities provided by the Municipality

The implementation of internal controls that ensure the management of stock holding (control over shrinkage), management of cash flow to reduce usage of overdraft facilities with attendant penalty interest rates and ensure efficient investment of surplus monies.

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