DRAFT

2012-13

INTERGRATED DEVELOPMENT PLAN



THIRD GENERATION IDP 2012-16

TABLE OF CONTENT

PART	SECTION	ITEM(S)	PAGE NUMBER.
ONE	SECTION A	1.1. VISION	3
	EXECUTIVE SUMMARY.	1.2. DEMOGRAPHIC PROFILES	4-8
TWO.	SECTION B.		8-34
	STATUS QUO ASSESSMENT.		
	2.1 SERVICE DELIVERY &	2.1.1 WATER.	
	INFRASTRUCTURE DEVELOPMENT.	2.1.1 WATER. 2.1.2. SANITATION.	
		2.1.3. WASTE MANAGEMENT	
		2.1.4 WASTE REMOVAL.	
		2.1.5. ELECTRICITY & ENERGY	
		2.1.6 ROADS.	
	2.2 LOCAL ECONOMIC DEVELOPMENT.	2.1.7. STORM WATER	
	2.3 INSTITUIONAL DEVELOPMENT AND		
	TRANSFORMATION.		
	2.4 FINACIAL VIALIBILITY.		
	2.5 PUBLIC PARTICIPATION.		
TUDEE	DEVELOPMENT STRATEGIES		25.47
THREE	DEVELOPMENT STRATEGIES , ,OBJECTIVES & PROJECTS/PROGAMME		35-47
	,OBJECTIVES & PROJECTS/FROGAININE		
FOUR.	PROJECT PLAN.	4.1 MUNICIPALITY.	48-50
		4.2 OTHER DEPATMENTS	
			•
FIVE	SECTION: E.		
	SECTOR PLANS	5.1 SDF	137-243
		5.2. WSDP.	
		5.3 TRANSPORT PLAN. 5.4 WASTE MANAGEMENT PL	
		5.5 DISASTER MANAGEMENT	
		PLAN	
	1		
SIX.	SECTION F.		51-53
	FINANCIAL PLAN.	6.1 BUDGET.	
		ı	I
SEVEN.	SECTION G.		
	ANNUAL OPERATION PLAN-BUSINESS	7.1 SBDIP.	
	PLAN	7.2 ANNUAL PLAN.	
515::-	T	T	
EIGHT.	ORGANISATIONAL PERFORMANCE		60-130
	MANAGEMENT SYSTEM. & M&E.		



1.1Executive Summary.

Vision

• By 2020 Kopanong Local Municipality to be vibrant and successful through quality services.

Mission.

- The council shall ensure that it upholds the principles of good governance in a transparent manner.
- To promote working relationship with other stakeholders and community at large.
- Promote and provide effective administration and political leadership to ensure safer and healthier environment.
- Financial viability is achieved by strengthen its revenue base.

Spatial description

Kopanong Local Municipality forms the middle section of the Xhariep District and comprises of nine towns of which Trompsburg is the main centre it is the biggest local municipality in the Xhariep District in terms of area and covers 11.7% of the Free state which 1523 407 hectares.

The other Municipalities in the Xhariep District are Mohokare, Letsemeng and Naledi.

The Kopanong Municipal consists of nine towns i.e. Reddesrsburg, Edenburg, Fauresmith, Jagersforntein, Trompsburg, Springfontein, Phillippolis, Bethulie and Gariep Dam

Basic agricultural products are exported from the area for processing and re-imported into the areas as consumer products – very little processing of agricultural products should be considered as a strategy to reduce dependence of the area on production of products that are processed elsewhere

Systematical decisions (Section of Section o

MAP OF KOPANONG LOCAL MUNICIPALITY.

Historical events that took place in the municipality, aspects of the natural and man-made environment and local activities may form the basis for promoting tourism as a significant economic activity. Some of these events, man-made and natural environment aspects are:

- "Lake Gariep" and the Gariep water festival;
- Game reserve at Lake Gariep
- Jagersfontein Mine;

- The "tiger project" at Phillipolis;
- The Orange River Ravine from the Gariep Dam wall to the Water-Kloof Dam Wall;
- Battlefileds of significant battles conducted during the Anglo-Boer War, e.g. Mostert's hoek
- Phillipolis "witblits" festival;
- Historical building in Phillipolis, e.g. the Dutch Reformed Church, library, old jail, the house where Lourens van der Post was born, Adam Kok, the Griqua leadre's house, kraal and structure where gunpowder was kept, and
- Fauresmith horse endurance run.

2.Soils

Southern areas of the Free State mostly have calcareous soils. According to the FSGDS the whole of the Xhariep District mainly has soils of intermediate to poor suitability for arable agriculture or forestry or grazing where climate permits. Xhariep with Thabo Mofutsanyane have the highest percentages of soils for conservation only.

The Kopanong Local Municipality area is situated in the Southern Free State. It has the largest surface area of the four local municipalities in the Xhariep District, covering 15 190 square kilometers (44, 5%). Nine towns from part of Kopanong namely:

- Trompsburg, it is situated approximately 108km south of Bloemfontein, it is a small agricultural town and one of the Free State's best Marino sheep product manufacturers.
- Gariep Dam, it is situated approximately 62 km south of Trompsburg and it is the largest expanse of fresh water in the country.
- Springfontein, it is situated 150 km Southwest of Bloemfontein on the N1, this town history relates directly to the struggle and especially to the hardship.
- Bethulie, it is situated approximately 52 km South of Trompsburg; it serves as the Regional agricultural service centre within Kopanong.
- Jagersfontein, it is the world oldest diamond mining town and the 1st place where the diamond was discovered.
- Phillipolis, It is situated approximately 53km ,southwest of Trompsburg
- Fauresmith, It is situated approximately 77km northwest of Trompsburg, it serves as a general agriculture service centre within Kopanong.
- Reddersburg, it is situated approximately 65km northeast of Trompsburg. The main social and economic functions of the town is to serve as a general agricultural

service centre to surrounding farming areas and social functions such as residence ,education and medical service.

Edenburg, situated 83km south west of Bloemfontein was founded in 1862 when the farm Rietfontein was purchased to build a church.

3. ECONOMY

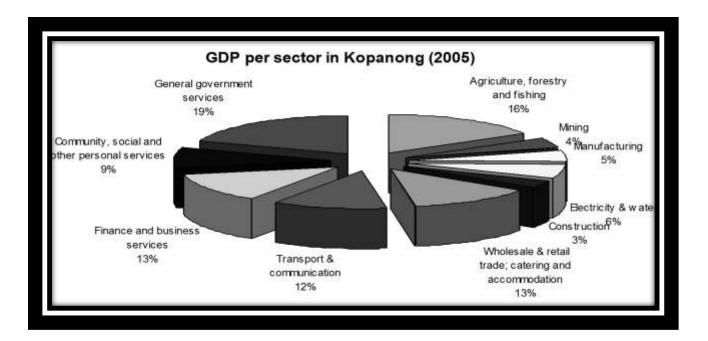
The economy of Kopanong is, like the remainder of the Southern Free State, is dominated by agricultural activities, with Kopanong contributing 45% (R95,545,000) to the GGP of Xhariep in 1996. Almost a third (4,700 persons) of the employed population is employed in the agricultural sector. The agricultural sector is dominated by large/extensive commercial farms with few small scale farms being found in the area.

The predominance of agriculture as primary economic activity in the area means that cycles of prosperity and decline experienced in the agricultural sector, impact on the economic prospects (i.e. whether their economies grow or decline) of the nine urban settlements.

The second biggest contributor to the district's GGP in 1996 was general government, contributing R58, 567,000 followed by financial services with R33, 341,000.

The extremely narrow economic base of Kopanong, i.e. the dependency of local communities on agriculture production, increase the area's vulnerability to economic downturns caused by adverse agricultural conditions, to economic downturns caused by adverse agricultural conditions, such as prolonged droughts, low prices for agricultural goods, e.g. wool prices, rapidly increasing wagein the agricultural sectors and so on. It is therefore important that the central thrust of any economic development strategy for the areas should aim to diversify the economic base.

Economic output is usually measures in terms of Gross domestic Product (GDP). At the national Gross Geographic product (GGP) is used. Figure 2.3.2 (b) provides an overview of annual economic growth since 1995. The overall ten year growth rate between 1995 and 2005 was 19%



1.2 .DEMOGRAPHIC PROFILE

1.2.1 Demographic analysis

Following below is a number of Tables that summarize the population of Kopanong in terms of numbers, growth, gender, age, etc.

1.2.2 Population Distribution

- The total population in the Municipality was **55,9365** in 2001 of which **29 048** were female and **26892** male.and **48 862** in 2007
- It is doubtful whether there is any major migration of people from outside the
 municipality into the municipality. Migration tends to be from commercial farms to
 the nine formal settlements and between the urban settlements within the
 municipality. And due to fact that Trompsburg is the Administrative Headquarters
 of both Kopanong and Xhariep trends of people moving inward.
- The total population were organized as 17,630 households, with the bulk of households (85%) being five or less members.
- Population size as recorded in Census 2001 and Community Survey.

Population of Kopanong	% Distribution

Census 2001	CS 2007	Census 2001	C/Survey 2007
55 944	49 422	1.6	1.3
	ı	Average House hold size	
House holds		Average House noid	SIZE

> Percentage of households by tenure status in Kopanong Census 2001and Community Survey 2007.

Census	Census 2001			Community Survey 2007					
Owned & fully Paid.	Owned not yet paid off	Rented	Occupied rent-Free	Total	Owned & fully Paid.	Owned not yet paid off	Rented	Occupied rent-Free	Total
49.6	11.0	15.0	24.4	100%	60.5	9.6	20.2	9.7	100%

SECTION B

STATUS QUO ASSESSMENT:



WATER						
WARD:1	TOWN	REDDERSB	URG]
	SETTLEMENT DE	MOGRAPHICS	WATER SOURC	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
Matoporong	4821	1607	3 Boreholes		76 House-holds	
WATER NEED DESC	RIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDPinfrastructure need:extentions	Inadequate RDP management need: refurbishment	Inadequate housing interim solutions
566 House-Holds	Old Existing- Need upgrading of Treatment works	1 Existing water pump- Station.		er pressure in d installation to	Town still supplied by old Asbestos pipe.	
SANITATION SANITATION NEED						
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
	No house-holds use buckets		Training to implement all Criteria of Green Drop	Construction completed in2009 Ponds Walls are not compacted		New pump is due for construction

WATER						
	SETTLEMENT DEN	/IOGRAPHICS	WATER SOURCE	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
Harasebei	6570	2190	5-Boreholes			500 Household
WATER NEED DE	ESCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDPinfrastructure need:extentions	Inadequate RDP management need:refublishment	Inadequate housing interim solutions
500 need water				1		
supply due to						
low water						
pressure						
SANITATION	SANITATION NEE	D DESCRIPTION				
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
	1-Household					

WARD	TOWN	TROMPSBUI	RG			
	SETTLEMENT DEN	MOGRAPHICS	WATER SOURCE	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
MADIKGETLA	8250	2750	12 Boreholes	Bethulie dam situated at Bethulie and operate d and maintained by Bloem water		
WATER NEED DE	SCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDP infrastructure need: extensions	Inadequate RDP management need: refurbishment	Inadequate housing interim solutions
400 households need RDP houses			Due to low water areas, town need elevated water to		Town still supplied by old asbestos pipe that affect water quality and cannot be easily repaired as any spares available	

SANITATION	SANITATION NEE	D DESCRIPTION				
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
Some areas still use old day and tar pipes.			Town still supplied by old Infrastructure	Construction completed in 2009, ponds walls are not compacted well and they will need lining to prevent seepage in some ponds.		Pump is still operational but requires regular maintenance.

WARD	TOWN	SPRINGFON	TEIN			
	SETTLEMENT DEN	OGRAPHICS	WATER SOURCE	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
Maphodi	3594	1198	11 boreholes	Bethulie dam situated at Bethulie and operated and maintained by Bloem water	216 households need RDP house	
WATER NEED DE	SCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDPinfrastructure need:extentions	Inadequate RDP management need:refublishment	Inadequate housing interim solutions
400 households need RDP houses		1			Town still supplied by old asbestos pipe that affect water quality and cannot be easily repaired as no spares available anymore	

Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
Some areas still use old day and tar pipes	There are 32 households using bucket toilets		Town still supplied by old asbestos pipe that affect water quality and cannot be easily repaired as any spares available anymore.	Construction completed 2009	12 houses holds usage septic tanks not connected to the sewage	Pump is still operational but require regular network

WATER						
WARD	TOWN BETHULIE					
	SETTLEMENT DE	MOGRAPHICS	WATER SOURCE	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
Lephoi	8500	1200	14 boreholes	Bethulie dam situated at Bethulie and operate d and maintained by Bloem water		
WATER NEED [DESCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDP infrastructure need:extentions	Inadequate RDP management need: refurbishment	Inadequate housing interim solutions
460 households need RDP houses				Due to low water pressure in some area, town need installation of elevate water tank.	Town still supplied by old asbestos pipe that affect water quality and are cannot be easily repaired as any spares available anymore.	

SANITATION	SANITATION NEE	D DESCRIPTIO	N			
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
			Training to implement all criteria's of green and blue drop certificates.	Old existing treatment works which is over capacitated, it needs upgrading.	6 households using septic tanks not connected to the sewerage network.	Old De Stijl pump need refurbishment

WATER						
WARD	TOWN	JAGERSFON	ITEIN]
	SETTLEMENT DEN	OGRAPHICS	WATER SOURCE	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
Itumeleng	6996	2332	5 boreholes	Kalfontein dam situated at Fauresmith		
WATER NEED D	ESCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDPinfrastructure need:extentions	Inadequate RDP management need:refublishment	Inadequate housing interim solutions
542 households need RDP houses		2				
SANITATION	SANITATION NEE	D DESCRIPTION				
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
Some areas still use old	There are 102 households		Training to implement all	Construction completed in	1 household using septic	

day and tar pipes	using bucket toilet	criteria`s of green and blue drop certificate	2009	tank not connected to the sewerage network. Training to implement all criteria`s of green.	

WATER						
WARD	TOWN	PHILLIPOLIS	<u> </u>]
	SETTLEMENT DE	MOGRAPHICS	WATER SOURC	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
Poding tse rolo	4017	1339	3	Gariep Dam situated at Gariep Dam	200	
WATER NEED D	ESCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDP infrastructure need: extensions	Inadequate RDP management need: refurbishment	Inadequate housing interim solutions
346 households need RDP house		1		Due to low water pressure in some areas	Town still supplied by old asbestos pipe that affect	
			_			
SANITATION	SANITATION NEE	D DESCRIPTION				
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
			Training to implement all	Refurbishment was done in		Old pump stations need

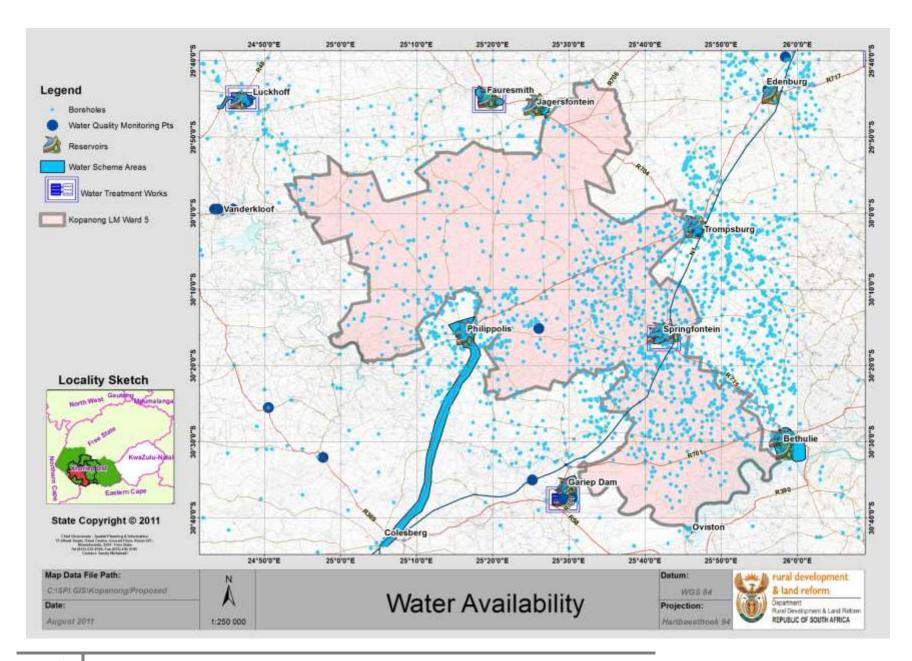
major refurbishment is required.

WATER						
WARD	TOWN	FAURESMIT	 H	<u> </u>		
	SETTLEMENT DEN	OGRAPHICS	WATER SOURCES			
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
lpopeng	3000	1000	7 boreholes	Kalfontein dam situated in Fauresmith	150	
WATER NEED D	DESCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDP infrastructure need: extensions	Inadequate RDP management need: refurbishment	Inadequate housing interim solutions
1000 households need RDP houses.		1		Due to low water pressure in some area, town need installation of	Training to implement all criteria`s of green and blue drop certificate	

				elevate water tank		
SANITATION	SANITATION NEE	D DESCRIPTIO	N			
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
Some areas are still use old day and tar pipes.					1 household s using septic tanks not connected to the sewer network.	

WARD	TOWN	BETHANY				
	SETTLEMENT DE	/IOGRAPHICS	WATER SOURCE	ES		
SETTLEMENT	POPULATION PER SETTLEMENT	Household per settlement	Ground water	Surface water	No water services	House connections
WATER NEED I	DESCRIPTION					
Inadequate housing permanent solution.	Water treatment works	Pump stations	Stand pipe yard connections	Inadequate RDP infrastructure need: extensions	Inadequate RDP management need: refurbishment	Inadequate housing interim solutions
				Boreholes are running dry it		

				will need a bulk		
SANITATION	SANITATION NEE	D DESCRIPTION			1	
Inadequate infrastructure upgrade to RDP need	Bucket eradication	Inadequate interim solutions	Inadequate RDP management need refurbishment	Waterborne waste treatment works	Septic tanks	Sewerage pump station
			Training to implement all criteria's of green			
			and blue drop certificate.			



2.1.3 WASTE REMOVAL AND WASTE MANAGEMENT:

- Most Towns experienced problem with the Refuse removal and waste disposal sites
- Landfill sites are not regulated and lack administrative fundamentals pertinent for waste disposals.
- The urban areas are serviced, with refuse removal on a weekly basis; the effective and the coordinate function of these services need to be addressed.
- Status of Landfill-sites in Kopanong:

Location of	Registration	Fenced	Operational	Remaining
Landfill site	status		status	Life -Span.
Reddersburg	Not Registered	Fenced Partly	Operational	Almost Full
Edenburg	Not Registered	Due for rehabilitation	Operational	4-Years
Jagersfotein	Registered(14/09/92)	Fenced	Operational.	
Faurismith	Nor Registered	Fenced	New	New
Phillipolis	Not Registered	Not Fenced	operational	
Trompsburg	Not Registered	Not Fenced	operational	
bethulie	Not Registered	Not Fenced	operational	Almost Full
Gariep Dam	Not Registered	Not Fenced	Operational	Almost Full
Springfotein	Not Registered	Not fenced	operational	

2.1.4 ELECTRICITY.

• Total backlog of electrification 2012 financial year:

WARD SETTLEMENT(S) Newly	house connection Total connection
--------------------------	------------------------------------

		developed Sites	needed	required.	
One	Matoporong	53	30	83	
Two	Harasebei	0	100	100	
Three	Bethulie	301	119	420	
Five	Springfotein	200	44	244	
Four	Phillipolis	154	28	182	
	Trompsburg	385	17	402.	
Six	Jagersfotein	50	145	195	
Four	Gariep dam	67	0	67	
Seven	Faurismith	207	29	236.	
	Total	1417	512	1929	

2.2. LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE: Create an environment that promotes the development of the local economy and facilitate job creation.

Local Economic	Need review was	
Development Strategy	developed in 2009.	
Unemployment Rate	Female:19%	
	Male.23%	
Level of current economic	Agriculture.	
Activities.	Diamond Mining Activities	
	in Jagersfontein	
Job creation initiatives	Local procurement	None
	EPWP	None
	CWP.	

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC OBJECTIVE: Improved organizational cohesion and effectiveness.

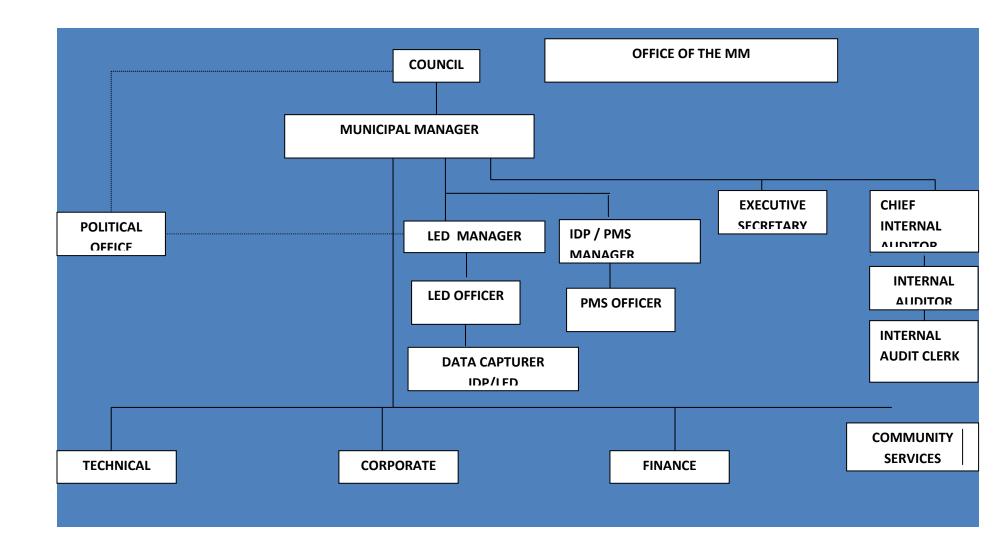
INTENDED OUTCOME: Improved Organizational stability and sustainability.

POLICY	CURRENT STATUS	
Information technology	present	Active web-site
Availability skilled staff	Yes.	
Organizational structure	Present.	
Vacancy rate	97,3%	
Skill Development Plan	Present	
HRM Strategy	Not in place	
_		

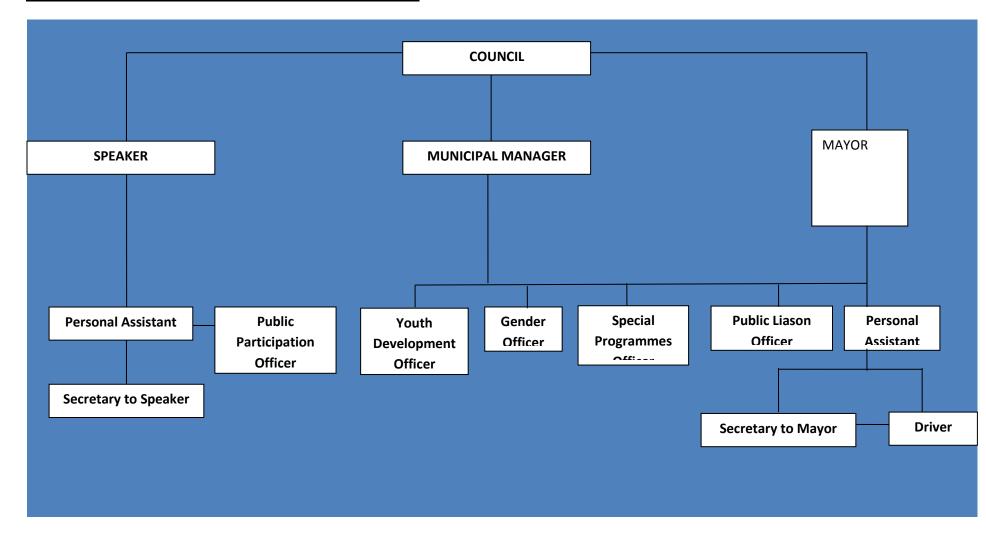
THE ORGANIZATIONAL STRUCTURE

The organizational structure is provided for the functioning of the Municipal council and the Department within the Administration, guided by the Municipal Manager:

Organizational structure office of the Municipal Manager



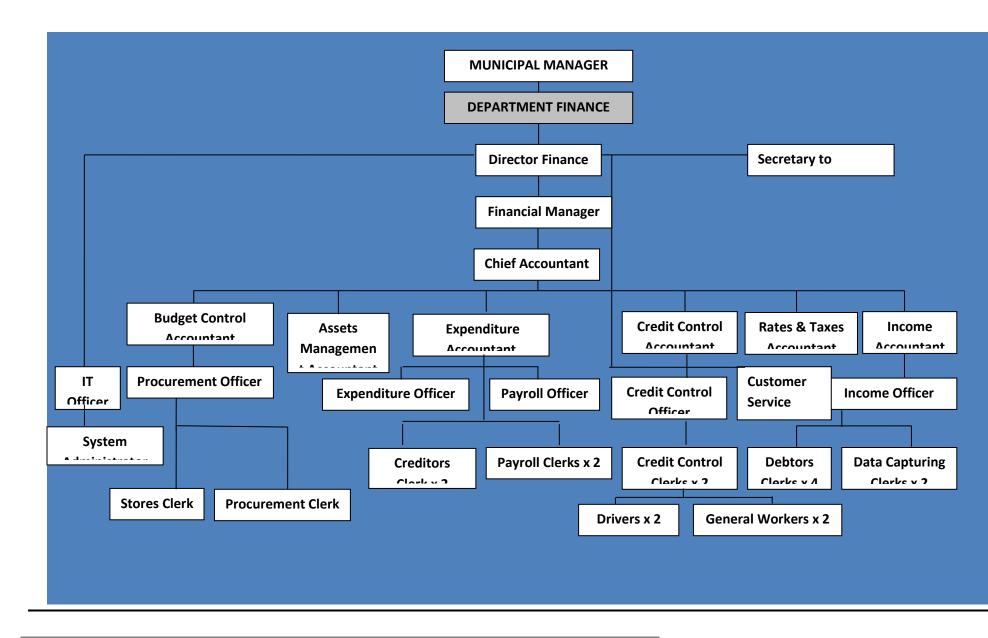
POLITICAL OFFICE ORGANISATIONAL STRUCTURES:





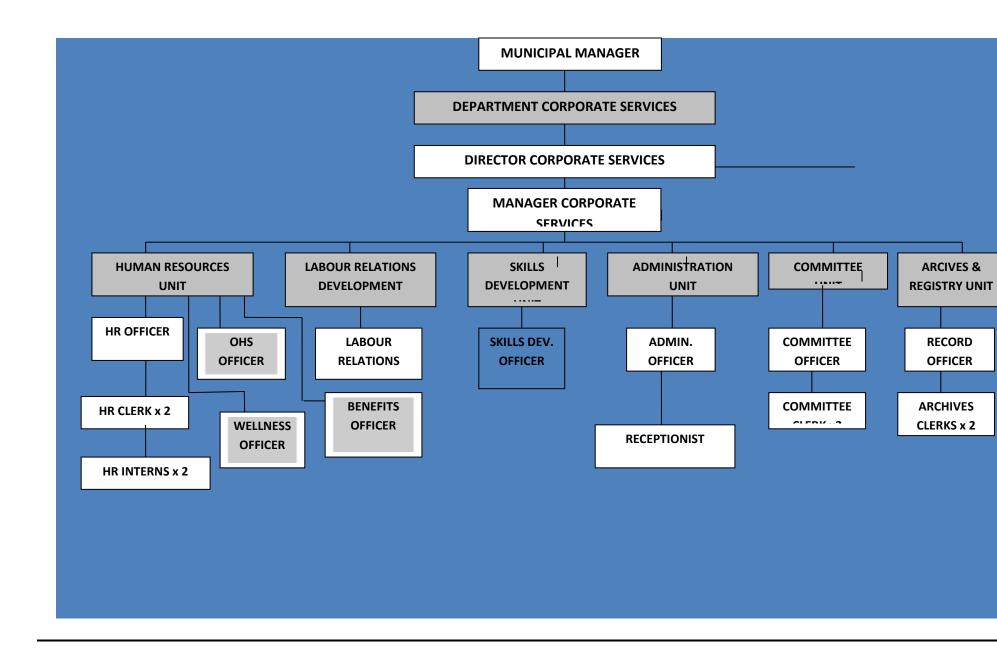
ORGANIZATIONAL STRUCTURE

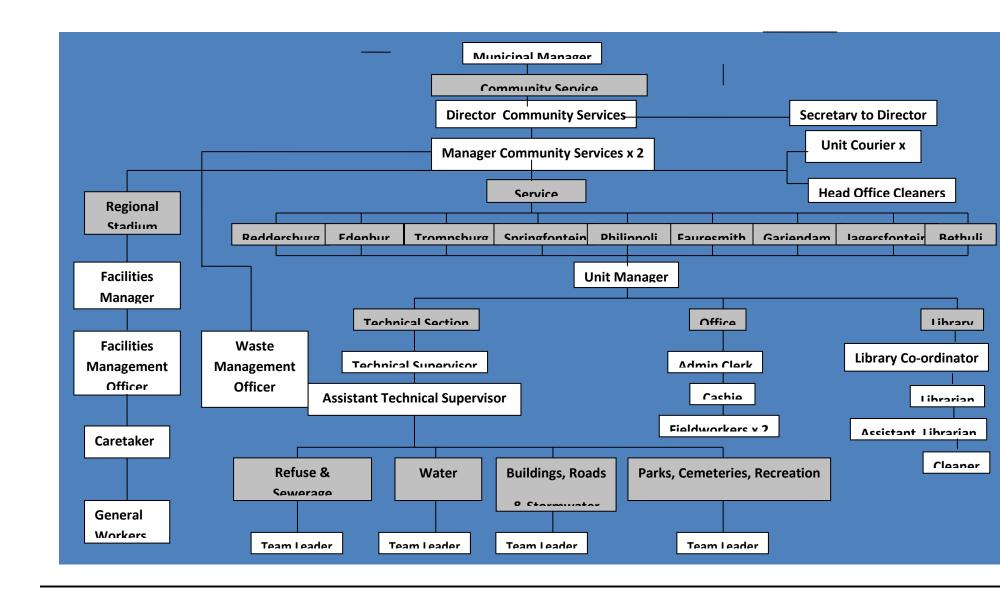
FINANCE DEPARTMENT

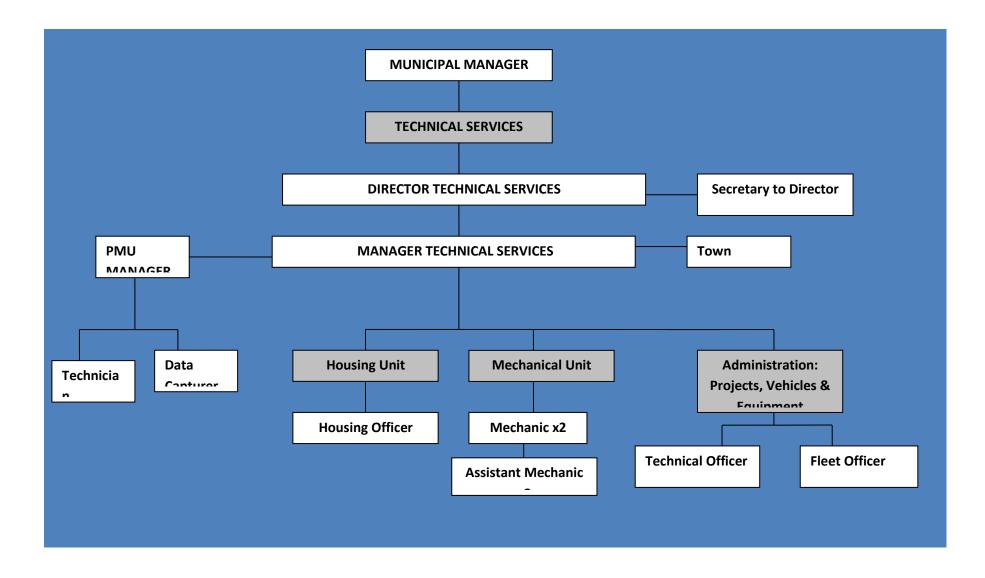


DEPARTMENT COPORATE SERVICES









2.4. FINANCIAL VIABILITY.

POLICY	STATUS.	
TARRIFF POLICY.	PRESENT	
RATES POLICY.	PRESENT	
SCM POLICY.	PRESENT	Supply Chain Committee.
FINANCIAL Management	IN PLACE	
system		
Audit Findings.	2011-Disclaimer.	
	2010-Discliamer.	
	2009-Disclaimer.	

2.5 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

GOVERNANCE STRUCTURES	AVAILABILTY	STATUS.
 Internal Audit Function. 	In Place.	Functional
Audit Committee.	In Place.	Shared Audit.
Ward Committee.	All Ward committee in place.	
Council Committee	Three committees: LED& Finance. Institutional Transformation. Rural Development.	All operational and functional.
 Supply –chain committee 	IN PLACE	
MANAGEMENT AND OPERATIONAL SY	STEMS	
 Complaints Management System. 	In place	
Fraud Prevention System.	In place	
Communication Strategy.	Available	
 Stakeholder Mobilization Strategy. 	Not in place.	

SECTION C

DEVELOPMENT OF STRATEGIES



SECTION .C

DEVELOPMENT OF STRATEGIES, PROGRAMME AND PROJECTS.

Service Delivery and infrastructure Development:

STRATEGIC OBJECTIVE: Eradicate backlogs in order to improve access to services and ensure proper operations.

INTENDED OUTCOME: Sustainable delivery of improved services to all households.

IDP-Objective/goal	Strategies	Key Performance outcome	Key Performance Indicator	Project/Programme(s)	Target	Budget	Time - Frame
To provide portable water and in a sustainable manner.	Provide adequate water infrastructure	Ensure that portable water comply with prescribed quality standards Educate local communities about the cost and usage of water Increase water pressure.	Maintenance of bore holes water reservoirs and Distribution networks Monthly water samples are taken and analyzed. 18 Trained process controllers	Training process controller Water services by-laws Educate locals usage and cost of water Increase water pressure	All process controllers to be qualified. Acquire of Blue-drop certification	R2.3 M	2012-13
Provide acceptable	Acquire		Regular	Publication of Green-drop	Acquire	R60 000	ongoing
sanitation infrastructure.	appropriate		maintenance	status.	Green –		
	and		of purification		drop		

	adequate equipment for unblocking sewer systems Set service standards in relation to sewage services	Maintain purification plant ,pumps, reticulation networks, oxidation ponds	plant, waste treatment works, oxidation pond	Training of Supervisors	certificat	tion. R36	0 000	
ELECTRICITY	TECHNICAL I	DEPARTMENT						
To ensure the provision of adequate and sustainable electricity services to all customers.	Extend the existing electricity networks to un services areas		Connecting 420 House- holds	Electrification of the following towns:Trompsburg, Edenburg,Phiilipis,Springfontein and Jagersfotein	House connect of 420.		nillion	2012-13
	Upgrade the existing networks and extend to unserviced area			Connect Five high Mast light per town in Kopanong	5xhigh r light per town		Smilion	2012-14
Cemeteries and Ci	rematorium	s –Commun	ity Departm	ent				
To increase available space for cemeteries in all towns. Ensure cemeteries are secured a fenced.	Identify .set aside suitable land for new &, extending the existing	Ensure proper management of cemeteries	3x fenced gravesides per year	year.	3 fenced cemeteri es.	R750 000	Yea	rly.

	cemeteries.					
ROADS,STREET AND STORM WATER						
To have good trafficable roads and streets		Place of proper road signs Paved Access road- 2km(Phillipoli s)Edenburg Faurismith	Traffic signs are placed in all roads Paved access roads		R 9milion(MIG	ANNUALLY
	Install storm water drainage systems	Installed Drainage water channels in newly established areas	Upgrading and constructing, installation of water drainage systems at newly Established Sites.	All Newly established sites	R26 000000 (MIG)	2012-1216
WASTE MANAGEMENT	(Refuse					
To ensure that landfill sites are managed & operated according to relevant legislations	To register landfill sites. To identify and developed appropriate land for provision of land fill sites		Rehabilitation of Landfills- sites- Reddersburg,Trompsburg,Ga riep Dam. Springfotein,Edenburg		R5 Million MIG	2012/-15
		Waste management treatment works in Gariep Dam	Waste treatment works in Gariep Dam	Complet ed Treatme nt works	R8million	2012/2013

Sports and Recreation	Community department					
Upgrading and maintainace of sports &recreation facilities		Upgrade and Maintained sports Ground.	4 Sport Grounds be upgraded	Up – grade 4-Sport Ground.	R171 000	2012/2013

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION:

STRATEGIC OBJECTIVE: Improve organizational cohesion and effectiveness.

INTENDED OUTCOME: Improve organizational stability and sustainability.

IDP- Objective/goal	Strategies	Key Performance outcome	Key Performance Indicator	Project/Programme(s)	Target	Budget	Time - Frame
To enhance the human capacity & productivity within the municipality	Implement retention strategy through effective promotion.	Low turnover of staff	Number of personnel leaving the municipality	Implementation of retention strategy	0	Operational	Ongoing.
типстранту	Training of personnel	Well trained staff	40% trained personnel in different Departments	Training of personnel	40%	R500 000	Ongoing
	Promote employee wellness	Healthy &Productive workforce.	Number of employee assisted	Employee assistance Programme.	All personnel	R100 000(medical Examination) R100 000(Wellness)	Ongoing.
	Standardization		Standardized				

of systems & policies		policies				
Effective implementation of recognized collective	Healthy and conducive working environment	Reviewed Employment Equity plan.	Workshops with all stakeholders.	All Employee	operational	Annually.
agreement, applicable legislation and policies.	able tion and		Incentives for Excellent performances. Recognition of long services.		R100 000	Monthly.
Collective Bargaining with organized labour	Sound Labour relations.	Functional Local Labour Forum	Number of meetings	6(six) meeting per Year	Operational	Bi- Monthly
	policies Effective implementation of recognized collective agreement, applicable legislation and policies. Collective Bargaining with organized	Effective implementation of recognized collective agreement, applicable legislation and policies. Collective Bargaining with organized Healthy and conducive working environment Sound Labour relations.	Effective implementation of recognized collective agreement, applicable legislation and policies. Collective Bargaining with organized Effective Healthy and conducive working environment environment Equity plan. Equity plan. Functional Local Labour Forum	Effective implementation of recognized collective agreement, applicable legislation and policies. Collective Bargaining with organized Effective Healthy and conducive working environment Reviewed Employment Equity plan. Equity plan. Incentives for Excellent performances. Recognition of long services. Functional Local Labour Forum Number of meetings	Effective implementation of recognized collective agreement, applicable legislation and policies. Collective Bargaining with organized Effective implementation conducive working environment Reviewed Employment Equity plan. Employee Stakeholders. Incentives for Excellent performances. Recognition of long services. Functional Local Labour Forum Number of meetings 6(six) meeting per Year	Effective implementation of recognized collective agreement, applicable legislation and policies. Collective Bargaining with organized Collective agraining with organized Collective Effective implementation of recognized conducive working environment Reviewed Employment Equity plan. Conductive Employment Equity plan. Conductive Employment Equity plan. Conductive Employee Conductive Employee Incentives for Excellent performances. Recognition of long services. Recognition of long Services. Conductive Employee Conductiv

FINACIAL VIABILITY.

STRATEGIC OBJECTIVE: To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.

INTENDED OUTCOME: Improved financial management and accountability:

IDP- Objective/goal	Strategies	Key Performance outcome	Key Performance Indicator(s).	Project/Programme (s)	Target	Budget	Time - Frame
To improve financial management	To implement sound budget management.	No irregular, unauthorized and wasteful expenditure	Outstanding debtor's be reduced by 10%	Legal collections of all outstanding debtor`s.	200 summons es issued each	R4 million Income R4 million	30/06/20
			Outstanding		month	Expenditure	

		creditors be				
Compliance with GRAP and other relevant standards.	GRAP compliant financial statements.	reduced by 10% No GRAP related audit queries.	Implementation of GRAP and compiling of	Qualified Audit Report	R1.5 million	30 Nov 2012
Maintain an effective payroll management system.	Payment of salaries and salary creditors on time each month	No late payments	financial statements Detection of any ghost workers Compiling and adhering to timetable of submitting of information	100%	No impact	Monthly
All income are levied and collected.	Correct accounts are sent out on time	All accounts contain the correct levies and all documentation are in place	The income section to embark on a 100% audit of all accounts	No audit queries on accounts	No impact	31/08/2012
Effective rates levies	On time and complete rates levies	All rates levies on accounts are correct and complete	Compiling a rates recon for 2010/11 and 2011/12	100%	No impact	31/08/20
Effective and efficient credit control	Credible debtors book	100% of outstanding debtors can still be collected	Verify all outstanding balances and write off of all debt that can't be collected	No unverified balances	No impact	31/08/20
Effective control over water levies	All water consumption is metered	100% working water meters	Purchase and installation of water meters	100%	R1,5 million	31/08/20
Improving the procurement processes	Effective transparent and fair supply chain management practices	90% reduction on irregular and unauthorized expenditure	Beefing up of Procurement Section with an accountant	100% adherence to the SCM policy	R340 000	30/09/20

	Creditors are paid within stipulated time frames	No wasteful expenditure	100%of creditors paid on time	Implementation of revenue enhancement	100%	No impact	On-going
				Effective payment system be implemented			
	Effective and credible budget and in house GRAP financial statements	Linked budget with IDP,PMS and SDBIP In house	Budget not over or under spending with more than 5%	Spending 100%			
		compiled financial statements.	No disclaimer items on financial statements.				
	Effective and efficient record keeping	All documents are complete and available	No audit queries on any documentation	Appointment of a record management clerk	100%	R170 000	30/06/20 ¹ 3
	Effective internal controls	Internal control and procedure manual and financial policies	Up to date financial policies and internal control and procedure manual in place	External review of all updated financial policies and internal control and procedure manual	All	R100 000	31/03/20 ⁻¹ 3
To safeguard and maintain assets	Maintain asset register	GRAP compliant asset register	No disclaimer items on asset register	Projects to be run by IMESA and consultants	100%	R1 million and IMESA to be paid by Provincial Treasury.	31/08/20 2

PUBLIC PARTICIPATION AND GOOD GOVERNANCE.

STRATEGIC OBJECTIVE: Promote a culture of participatory and good governance.

INTENDED OUTCOME: Entrenched a culture of accountability and clean governance.

IDP- Objective/goal	Strategies	Key Performance outcome	Key Performance Indicator	Project/Programme(s)	Target	Budge t	Time - Frame
To provide effective and local governance and administration.	Prepare ,adopt, and implement policy for a compressive risk management policy	Implementation of risk management policy, plan and strategy. Implement anticorruption strategies and plans	Up-date risk registers.	Risk assessment workshop.	Up dated risk register.	operati onal	Ongoing
To provide oversight on the affairs of the municipality	Reduction of risk levels non existence		Meeting of oversight committee		2 meetings per year.	operati onal	Ongoing.
To promote effective communication & provide feedback to the needs of the community	Development and implementation of the communication strategy		8 outreach community meeting.	Outreach programmes to committees. Ward-committee	8 outreach programme	R220 000	Ongoing

To support and capacitate ,Councilors, ward committees,CD W in enhancing our performance	Regular workshop and training. Hold conferences for all ward committees to shares experiences and best practices.	Promote the effectiveness of ward-committees.	Trainings of ward Committees	-induction workshop. -Workshop for Counsillors. Trainings of W/committees	Training of ALL ward committees	R120 000	Ongoing
To improve the effectiveness internal controls	Ensure effective internal controls	The implementation of the audit action plan	Improved audit reports	Audit committee/Performan ce meeting		Operat ional.	Ongoing
To ensure the development/ review of credible IDP	To facilitate IDP processes and to ensure compliance with relevant legislations and policies	Reliable and Credible IDP		Public participation in all communities. IDP-forums. IDP-Steering committees	Two x per ward. 2x per Year. 5 meetings in a year.	R500 000	
To ensure the implementation of performances management	Develop performance plans for the	Effective and efficient performance management			Plan for each Manager and Section 56		

systems	Department	systems			Employee		
	Monitoring and reporting of performance information.	Reports submitted to Council	Number of performance evaluations	Preparation of quarterly,Mid year and Annual reports	4	R320 000	ONGOIN G

LOCAL ECONOMIC DEVELOPMENT.

STRATEGIC OBJECTIVE: Create an environment that promotes the development of the local economy and facilitate job creation.

INTEENDED OUTCOME: Improve municipal economic viability.

IDP- Objective/goal	Strategies	Key Performance outcome	Key Performance Indicator	Project/Programme(s)	Target	Budget	Time - Frame
to create and promote the local economy	Promote local tourism	Good tourism activities.	Establish a tourism information office.	Packaged marketing for Kopanong,		R50 000	ongoing
			Ensure improvement of roads and signage	Route marker signs			

	Promote and support local festivals e.g. Garie water festival	Involvement in Faurismith Endurance run,gariep water festival ,phillipolis witblit fees,	
To facilitation and support public and private initiative to promote agricultural extension programmes			
To create an environment that is conducive for Business environment.		Facilitation of management skills development. Establishment of cooperatives.	

PLANNING:

2.1 Service Delivery and Infrastructure Development

Status Quo	Objective	Indicator	Baseline		5 Yea	r targets		
				Yr 1.	Yr 2.	Yr 3.	Yr 4.	Yr5.
				2012/13	2013/14	2014/15	2015/16	2016/17.
1929	To extend the	Electrification of	1929 backlogs	420				
Electrification	existing	Households						
connection	electricity to	without		43%				
required	unserviced	electricity.						
	areas							
rehabilitation of								
landfill sites								
Eradicate Bucket	Eradication of		112					
system	bucket system		· · -					
	in Faurismith.							
Provision of water								
in Households								
without access.								
Reduce vacancy								
rate								
Fencing of Grave								
side								

SECTION D PROJECT PLANS

PROJECT FROM OTHER DEPARTMENTS

	Project from other sector departments									
DEPARTMENT PROJECT NAME		TOWN	BUDGET AMOUNT	TARGET DATE (INCEPTION- COPLETED)						
Sport Art and Culture	New Library	Gariep	12 000 000	April 2012-March 2013						
II	NEW LIBRARY	Madikgetla	20 000 000	April 2013-March 2016						

Springfontein

Trompsburg

Fashion Show

Water Affairs	Jagersfontein/Fourismith BWS	Jagersfontein/Faurismith	
II	Evaluation of RBIG WTW	Jagersfontein	

15 000 000

100 000

April 2013-March 2016

April 2012-August

2012

Department of Health	Trompsburg District Municipality	Trompsburg	390,753	01/04/2008-31/04/2015
II	Trompsburg Health Technology	Trompsburg	25,000	01/04/2011-01/03/2013

Provincial	Municipal	Kopanong	4,000	2012/2013
Development Planning	Electrification			
and Implementation	programme			
Department of	Kopanong Infrastrural	Kopanong	300 000	01/04/2012-31/03/2013

Development				
Xhariep broiler abattoir	Kopanong	2 500 000	01/04/2012-31/03/2013	
Edenburg Commonage	Edenburg	168 000	01/04/2012-31/03/2013	
Philippolis Commonage	Philippolis	150 000	01/04/2012-31/03/2013	
Reddersburg Commonage	Reddersburg	168 000	01/04/2012-31/03/2013	
		2 000 000		
			23/03/2011	
	Bothano	7,000,000	20/00/2011	
II ,	Gariep Dam	4,779,575	19/10/2010	
II	Springfontein	18,104,450	20/08/2010	
11	Trompsburg	10,862,670	12/10/2010	
11	Philippolis	2,579,459	14/10/2010	
Special Project	Faurismith	221,536	20/11/2009	
IRDP-Site Development Phase	Bethulie	1,382,553	14/01/2011	
	Bethulie	102,600	17/01/2011	
11	Philippolis	465,117	14/01/2011	
II	Reddersburg	541,865	14/01/2011	
Rates & TAXES	Kopanong	2,029	2012/04/01-2013/03/31	
	Xhariep broiler abattoir Edenburg Commonage Philippolis Commonage Reddersburg Commonage Upgrades and Additions Progress Payment Housing Project II II II Special Project IRDP-Site Development Phase II II	Xhariep broiler abattoir Edenburg	Xhariep broiler abattoirKopanong2 500 000Edenburg CommonageEdenburg168 000Philippolis CommonagePhilippolis150 000Reddersburg CommonageReddersburg168 000Upgrades and AdditionsTrompsburg – philippolis2 000 000Progress Payment Housing ProjectBethulie7,965,958IIGariep Dam Springfontein4,779,575IISpringfontein18,104,450IITrompsburg Philippolis10,862,670IIPhilippolis2,579,459Special ProjectFaurismith 	

SECTION G FINACIAL STRATEGY

MULTI -YEAR BUDGET OF KOPANONG.

FS162 Kopanong - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2008/9	2009/10	2010/11	Cı	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework			
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15		
Revenue - Standard												
Governance and administration		21,542	18,863	24,148	26,429	26,429	26,429	33,761	31,139	33,894		
Executive and council		4,134	4,888	5,444	6,050	6,050	6,050	7,552	6,929	7,613		
Budget and treasury office		16,476	12,992	17,663	19,274	19,274	19,274	25,038	22,969	24,990		
Corporate services		932	983	1,041	1,105	1,105	1,105	1,171	1,241	1,291		
Community and public safety		3,882	5,055	6,423	6,987	6,987	6,987	7,750	8,304	8,936		
Community and social services		3,143	4,135	5,291	5,762	5,762	5,762	6,420	6,881	7,413		
Sport and recreation		83	88	93	98	98	98	82	87	90		
Public safety		601	774	977	1,061	1,061	1,061	1,179	1,262	1,357		
Housing		55	58	62	66	66	66	70	74	77		
Health		_	_	_	_	_	_	_	_	_		
Economic and environmental services		31	32	34	36	36	36	39	41	43		
Planning and development		15	15	16	17	17	17	18	19	20		
Road transport		16	17	18	19	19	19	21	22	23		
Environmental protection		_	_	_	_	_	_	_	_	_		
Trading services		80,091	106,436	116,660	131,601	131,601	131,601	143,626	153,804	163,27		
Electricity		23,496	37,007	39,734	45,517	45,517	45,517	45,482	47,814	50,324		
Water		29,431	37,164	41,714	47,799	47,799	47,799	56,215	60,507	64,508		
Waste water management		16,029	19,085	20,961	22,779	22,779	22,779	24,958	27,365	29,155		
Waste management		11,135	13,180	14,251	15,506	15,506	15,506	16,971	18,118	19,283		
Other	4	_	ı	-	_	-	_	_	-	_		
Total Revenue - Standard	2	105,546	130,386	147,265	165,053	165,053	165,053	185,176	193,288	206,143		
Expenditure - Standard												
Governance and administration	-	37,211	46,395	51,014	58,105	63,606	63,606	75,104	80,266	83,110		
Executive and council		18,920	24,917	28,387	24,281	27,523	27,523	30,436	33,459	33,926		
Budget and treasury office		14,499	17,290	16,640	28,207	29,753	29,753	38,118	39,771	41,775		
Corporate services		3,792	4,188	5,987	5,617	6,329	6,329	6,551	7,035	7,408		
Community and public safety		6,840	8,09 2	7,7 98	8,452	8,534	8,534	10,436	8,895	9,385		
Community and public safety Community and social services		4,122	6,092 4,817	5,456	5,432 5,931	5,452	6,334 5,452	7,006	5,560	5,871		
Sport and recreation		1,916	1,990	1,850	1,464	1,876	1,876	2,047	1,856	1,957		

Public safety		441	673	304	464	502	502	633	675	706
Housing		361	612	188	593	704	704	750	805	851
Health		-	_	_	_	-	_	_	_	-
Economic and environmental services		10,246	9,755	8,733	9,583	8,603	8,603	9,122	9,810	10,356
Planning and development		786	927	1,271	1,437	1,092	1,092	1,193	1,281	1,349
Road transport		9,460	8,828	7,462	8,146	7,510	7,510	7,929	8,530	9,006
Environmental protection		-	_	_	_	-	_	_	_	-
Trading services		52,366	71,603	81,911	95,915	91,099	91,099	97,515	104,272	108,335
Electricity		18,074	29,485	32,961	39,334	39,334	39,334	39,334	41,714	43,383
Water		20,202	26,937	29,607	39,452	33,664	33,664	38,111	40,505	42,447
Waste water management		9,941	10,767	13,426	10,159	12,062	12,062	11,039	12,417	12,414
Waste management		4,149	4,414	5,917	6,970	6,039	6,039	9,030	9,636	10,092
Other	4	-	_	-	ı	-	-	-	-	-
Total Expenditure - Standard	3	106,663	135,845	149,456	172,055	171,842	171,842	192,177	203,243	211,185
Surplus/(Deficit) for the year		(1,117)	(5,459)	(2,191)	(7,002)	(6,789)	(6,789)	(7,000)	(9,956)	(5,042)

References

^{1.} Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

^{2.} Total Revenue by standard classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

Vote Description	Ref	2008/9	2009/10	2010/11		Current Year 2011/12				Medium Term Re enditure Framew	
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote2 - FINANCE & ADMIN		-	-	_	_	_	-	_	-	_	_
Vote4 - COMMUNITY & SOCIAL		-	-	_	_	_	-	_	_	_	_
Vote9 - WASTE WATER MANAGEMENT		_	_	_	_	_	_	_	_	_	_
Vote4 - Example 4		_	_	_	_	_	_	_	_	_	_
Vote5 - Example 5		_	_	_	_	_	_	_	_	_	_
Vote6 - Example 6		_	_	_	_	_	_	_	_	_	_
Vote7 - Example 7		_	_	_	_	_	_	_	_	_	_
Vote8 - Example 8		_	_	_	_	_	_	_	_	_	_
Vote9 - Example 9		_	_	_	_	_	_	_	_	_	_
Vote10 - Example 10		_	_	_	_	_	_	_	_	_	_
Vote11 - Example 11		_	_	_	_	_	_	_	_	_	_
Vote12 - Example 12		_	_	_	_	_	_	_	_	_	_
Vote13 - Example 13		_	_	_	_	_	_	_	_	_	_
Vote14 - Example 14		_	_	_	_	_	_	_	_	_	_
Vote15 - Example 15		_	_	_	_	_	_	_	_	_	_
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote2 - FINANCE & ADMIN		_	500	1,100	1,100	650	650	_	959	_	_
Vote4 - COMMUNITY & SOCIAL		765	765	1,000	1,000	500	500	_	750	_	_
Vote9 - WASTE WATER MANAGEMENT		_	_	_	_	_	_	_	600	_	_
Vote4 - Example 4		_	_	_	_	_	_	_	_	_	_
Vote5 - Example 5		_	_	_	_	_	_	_	_	_	_
Vote6 - Example 6		_	_	_	_	_	_	_	_	_	_
Vote7 - Example 7		_	_	_	_	_	_	_	_	_	_
Vote8 - Example 8		_	_	_	_	_	_	_	_	_	_
Vote9 - Example 9		_	_	_	_	_	_	_	_	_	_
Vote10 - Example 10		_	_	_	_	_	_	_	_	_	_
Vote11 - Example 11		_	_	_	_	_	_	_	_	_	_
Vote12 - Example 12		_	_	_	_	_	_	_	_	_	_
Vote13 - Example 13		_	_	_	_	_	_	_	_	_	_
Vote14 - Example 14		_	_	_	_	_	_	_	_	_	_
Vote15 - Example 15		_	_	_	_	_	_	_	_	_	_
Capital single-year expenditure sub-total		765	1,265	2,100	2,100	1,150	1,150	-	2,309	-	-

Total Capital Expenditure - Vote		765	1,265	2,100	2,100	1,150	1,150	-	2,309	-	-
Capital Expenditure - Standard											
Governance and administration		_	-	-	_	-	_	_	-	_	-
Executive and council											
Budget and treasury office											
Corporate services											
Community and public safety		-	-	-	-	-	-	-	-	-	-
Community and social services											
Sport and recreation											
Public safety											
Housing											
Health		222	0.000	40.400	40.000	40.000	40.000				
Economic and environmental services		300	6,393	16,122	19,390	19,390	19,390	-	-	_	_
Planning and development		300	676	40.400	40.000	40.000	10.000				
Road transport		_	5,717	16,122	19,390	19,390	19,390		-	_	-
Environmental protection				4					40 -00		
Trading services		29,513	26,146	15,000	30,000	30,000	30,000	-	49,500	-	-
Electricity		129									
Water		29,384	18,600	15,000	30,000	30,000	30,000		27,000		
Waste water management		-	7,546						8,000		
Waste management									14,500		
Other									1,021		
Total Capital Expenditure - Standard	3	29,813	32,539	31,122	49,390	49,390	49,390	-	50,521	-	-
Funded by:											
National Government		29,813	32,539	31,122	49,390	49,390	49,390		50,521		
Provincial Government		20,010	02,000	01,122	10,000	10,000	10,000		00,021		
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	29,813	32,539	31,122	49,390	49,390	49,390	_	50,521	_	_
Public contributions & donations	5	20,010	02,000	01,122	10,000	10,000	.5,550		55,521		
Borrowing	6										
Internally generated funds		765	1,265	2,100	2,100	1,150	1,150		2,309		
Total Capital Funding	7	30,578	33,804	33,222	51,490	50,540	50,540	-	52,830	-	-

References

^{1.} Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

^{2.} Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

SECTION H

Organizational & Individual Performances



KLM's approach to performance management

KLM's performance management approach must be part of a broader system of strategic management. This strategic management process must ensure that the Municipality is managed and directed through the integrated development planning, budgeting and performance management processes. The figure below shows how the performance management processes both mirrors and integrates with the planning process.

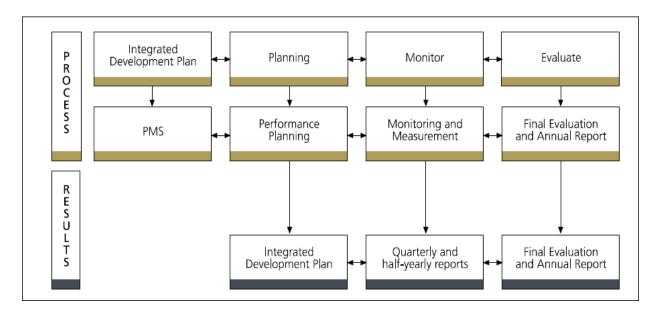


Figure 1: Relationship between the performance management and the planning process

The performance management process then unfolds at a number of different levels, each aligned to the next.

Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a municipality including strategic (sometimes also referred to as organisational, institutional or corporate) level, operational (also referred to as services, departmental or section/team) level and lastly, individual level.

At strategic level, the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will

have a long-term focus, measuring whether a municipality is achieving its IDP objectives. The SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The **key performance indicators and performance targets** set for the Kopanong Municipality at strategic level are captured in organisational scorecard. The organisational scorecard has been divided into the following key performance areas:

- Financial Viability and Management
- Democracy and Governance
- Infrastructure and Services
- Institutional Transformation & Development
- Social and Economic development

A separate scorecard was also developed for reporting on the general key performance indicators set by the Minister of Provincial and Local Government.

By cascading performance measures from strategic to operational level, both the IDP and the SDBIP, form the link to individual performance management. This ensures that performance management at the various levels relate to one another as required by the Municipal Planning and Performance Regulations. Once the municipality has finalised the SDBIP it should be integrated/included with the performance management system to ensure the cascading of performance measures into the performance agreements of the Municipal Manager and managers directly accountable to her.

The MFMA specifically requires that the annual performance agreements of senior managers must be linked to the SDBIP and the measurable performance objectives approved with the budget.

Figure 2 demonstrates the alignment between the three levels and also indicates the different measurement and the tools used in each level.

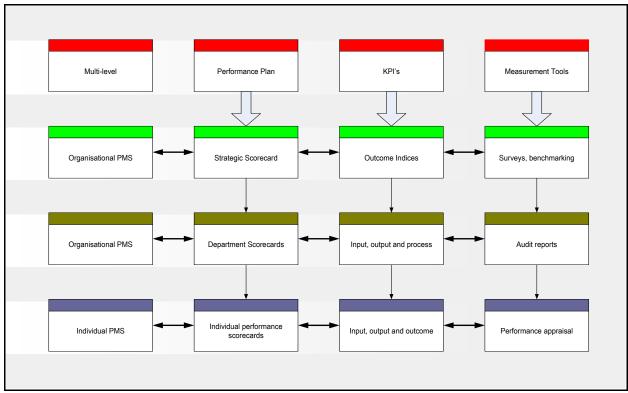


Figure 2: Levels of performance management

The Municipality's performance management system should be both dynamic and evolving. It is premised on principles of continuous need for improvement. In ensuring continuous improvement to the Municipality's performance management system, a number of initiatives should be undertaken to nurture and harness the system's capability at all three levels:

- Cascading of the performance management to individuals within the Municipality is the cornerstone of the system. The performance management system at the individual level is aimed at clearly identifying what it takes to achieve the strategic agenda and political priorities;
- Ensuring that management and staff understand what they are responsible for in achieving the Municipality's goals. The following initiatives should be undertaken to ensure that accountability for performance is constantly assigned and well understood:
 - Managers and strategic support officials, once an appropriate and userfriendly system is adopted, need to be capacitated on the operationalisation and utilisation of the appropriate system to simplify performance management and performance reporting;

- Performance agreements of all section 57 employees must be concluded within one month after the beginning of the municipal financial year;
- New scorecards (2012/2013) must outline both the annual as well as quarterly targets to accommodate the performance tracking system as shall be developed by the Municipality;
- All employees must be encouraged to develop individual development plans in order to acquire competencies necessary to ensure higher levels of performance on their respective key performance areas.

4. Objectives of the Performance Management System

As indicated above the Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The PMS should seek to achieve the following objectives:

Facilitate increased accountability

The PMS should provide a mechanism for ensuring increased accountability of employees to the Council and councillors to local communities and other external stakeholders

Facilitate learning and improvement

The PMS should facilitate learning in order to enable the Municipality to improve service delivery.

Provide early warning signals

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if and when necessary.

Facilitate decision-making

The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

5. Principles governing the PMS of the Municipality

The process of developing a PMS for the Municipality was guided by the planning framework, which includes the principles that informed the development of the Municipality's PMS. The said principles are the following:

- **simplicity** so as the facilitate implementation given any current capacity constraints,
- **politically acceptable** to all political role-players
- administratively managed in terms of its day-to-day implementation,
- **implementable** within any current resource constraints,
- **transparency and accountability** both in terms of developing and implementing the system,
- **efficient and sustainable** in terms of the on-going implementation and application of the system,
- **public participation** in terms of granting citizens their constitutional right to participate in the process,
- **integration** of the PMS with the other strategic management processes within the Municipality including the IDP,
- **objectivity** based on credible information and lastly,
- **Reliability** of the information provided on the progress in achieving the objectives as set out in its IDP.

6. Preferred performance management model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework for what aspects of performance are going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard, Performance Excellence Model and the Key Performance Area Model. KLM has chosen the Key Performance Area Model as its preferred model. In terms of the said model all indicators are grouped together into five key performance areas namely financial viability and management, institutional transformation and development, infrastructure and service delivery, social and economic development and democracy and governance, and all the Municipality's performance scorecards have been structured accordingly.

7. The process of managing performance

The annual process of managing performance at organisational level in the Municipality involves the steps as set out in the diagram below:

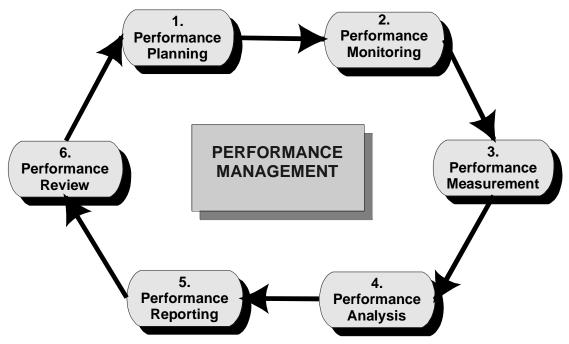


Figure 3: Performance management process

The following table spells out in more detail the role of all relevant role-players in each of the above steps:

Stakeholders	Performan	ce Plan	ning		Measurement Analysis	and		rformance Reviews	Reporting
Citizens and	 Influen 	ce the	choice	of			Be	given the	opportunity
Communities	indicato	rs and	setting	of			to	review	municipal

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
	targets		performance and suggest new indicators and targets
Council	 Adopt indicators and set targets 		Review municipal performance bi-annually
Executive Committee and the IDP Steering Committee	 Recommend indicators and targets Communicate the plan to other stakeholders 		Conduct the major reviews of municipal performance, determining where goals had or had not been met, what the causal reasons were and to adopt response strategies
Municipal Manager + HODs	Assist the Executive Committee in Identify and propose indicators and targets Communicate the plan to other stakeholders	 Regularly monitor the implementation of the IDP, identifying risks early Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organisation Intervene in performance problems on a daily operational basis 	 Conduct regular reviews of performance Ensure the availability of information Propose response strategies to the Executive Committee

7.5.3 Summary of various performance reporting requirements

The following table, derived from both the statutory framework for performance management and this PMS framework, summarises for ease of reference and understanding, the various reporting deadlines as applied to the Municipality:

Re	port	Frequency	Submitted for consideration and/or review to	Remarks
1.	Departmental SDBIPs	Continuous	Manager of Department	See MFMA Circular 13 of National Treasury for further information
2.	Monthly budget statements	Monthly	Executive Mayor	See sections 71 and 54 of the MFMA
3.	Organisational scorecards	Six monthly	Executive Committee	This PMS framework (see section 7.5.1 above)
4.	Mid-year budget and performance assessment	Annually during January of each year	Executive Mayor	See sections 72 and 54 of the MFMA

Report	Frequency	Submitted for consideration and/or review to	Remarks
5. Performance report	Annually	Council	See section 46 of the Municipal Systems Act. Said report to form part of the annual report (see 7 below)
6. Annual report	Annually	Council	See chapter 12 of the MFMA

Table 1: PMS reporting requirements

8. The auditing of performance measures

8.1 The role of internal audit in performance management

The MFMA requires that the Municipality must establish an **internal audit unit**. Section 45 of the Municipal Systems Act stipulates **that the results of the Municipality's performance measures must be audited by the Municipality's internal auditors as part of the internal auditing process**. The Auditor-General must annually audit the Municipality's performance measurement results.

The Municipal Planning and Performance Management Regulations stipulate that the internal auditors must on a continuous basis, audit the performance measurements of the Municipality and submit quarterly reports on their audits to the Municipal Manager and the Municipality's performance audit committee. Internal performance auditing must include an assessment of the following:

- (i) The *functionality* of the municipality's performance management system.
- (ii) Whether the municipality's performance management system *complies* with the Act.
- (iii) The extent to which the municipality's performance measurements are *reliable* in measuring the performance of municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

• Functionality

A system, process or mechanism functions properly if it operates as expected. Applied to the Municipality's PMS it means that the internal auditors must determine and give an opinion on whether the PMS and its various components operate as intended.

Compliance

To comply means to act in the way as was commanded by the law-maker. Applied to the Municipality's PMS the requirements of the Municipal Systems Act, Municipal Planning and Performance Management Regulations and the MFMA must be met. This compliance check would require that the Municipality's internal auditors, at least on an annual basis, verify that the Municipality's PMS complies with the said legal requirements.

Reliability

To be reliable means to be trustworthy or dependable. Reliability in the context of PMS refers to the extent to which any performance measures reported upon are reliable, i.e. factually correct and believable. Auditing the reliability of the Municipality's performance measurement results will entail the continuous verification of data supplied as performance results. This will require that the Municipality establishes a proper information management system (electronically or otherwise) so that the internal auditors are able to access information regularly and to verify its correctness.

8.2 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Council establish a performance audit committee consisting of a minimum of three members, the majority of whom may not be employees of the municipality. No councillor may be a member of the performance audit committee.

The performance audit committee must:

- review the quarterly reports submitted to it by the internal auditors
- review the municipality's PMS and make recommendations in this regard to the Council

KEY PERFORMANCE INDICATOR FOR FINANCE DEPARTMENT.

Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

No	Key performance	Evidence of	Target	Progress to Date	Rating
	indicator	performance/	(Date)		(4 5)
	(Objective/planned	achievement			(1 – 5)
	result)				
1	The Municipality consistently complies with the Municipal Supply Chain Management Regulations 2005 (Government Notice No 868 of 30 May 2005); and its supply chain management policy	Reports regarding the implementation of the supply chain management policy, including "deviation reports"	Quarterly		
2	Current skills of employees assigned to the BTO are evaluated against the prescripts of the Municipal Regulations on Minimum Competency Levels, 2007 (Government Notice No R.493 of 15 June 2007), and a personal development plan compiled	Skills assessment report and personal development plan for each employee assigned to the BTO submitted to relevant committee of the Council	30 Jun '12		

for each employee to		
acquire the relevant skills		
she/he lacks		

3	Employees assigned to the Department undergo training in accordance with the WSP	Training report	Quarterly	
4	Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting	Routine departmental report of the Department submitted to the Municipal Manager	Monthly	
5	Incoming correspondence and enquiries regarding the Department are attended to within 5 working days	Routine departmental report of the Department submitted to the Municipal Manager	Monthly	

Weight	25	Total score achieved for KPA	

KEY PERFORMANCE AREA: BASIC SERVICE-DELIVERY

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	An approved asset utilization/ maintenance plan is implemented for assets assigned to the BTO	Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the BTO	31 Jan '12		
2	Debtor enquiries regarding debtor accounts are resolved within 5 working days	Routine departmental report of the Department submitted to the Municipal Manager	Monthly		
wei	ght	Total score achieved for KPA			

KEY					
9					
10					
Weig	ht	10	Total score achieved for KPA		

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	Difference between cash flow projections and actual income and expenditure does not exceed 5%	Monthly budget statement ¹	Monthly		
2	Trade creditors are paid within 30 days of receipt of invoice	Monthly budget statement	Monthly		
3	No budget vote is under spent by more than 5%	Monthly budget statement	Monthly		
4	The liquidity ratio consistently exceeds 1	Mayor's quarterly report in terms of s 52(d) of the MFMA	Quarterly		
5	The solvency ratio consistently is 1 or more	Mayor's quarterly report in terms of s 52(d) of the MFMA	Quarterly		
6	The leave reserve is fully cash backed	Annual financial statements (AFS) for 2009/2010	30 Jun '12		

¹ See section 71 of the *Local Government: Municipal Finance Management Act* 2003 (Act No 56 of 2003)("the MFMA").

7	The bad debt provision is fully cash backed	AFS for 2011/2012	30 Jun '12	
8	Accumulated deficit is reduced by R 3,000,000	AFS for 2011/2012		
9	Budgeted revenue from interest raised on overdue debtors are collected	Monthly budget statement	Monthly	
10	Money owing to creditors for more than 30 days are reduced by R 3,178,000	Monthly budget statement	Monthly	
11	Responses to issues raised in the audit report for 2011/2012 is – • submitted to the audit committee; and • incorporated in the annual report for 2010/2011	Annual report for 2009/2010	31 Jan '12	
12	The Municipality keeps separate financial statements, including a balance sheet of the waste services provided in terms of section 9(2)(f) of the National Environmental Management: Waste Act	AFS for 2011/2012	30 Jun '13	

	2008 (Act No 59 of 200	08) .			
13	The Department did not incur, authorize, comm made – • unauthorised expenditure; • irregular expenditure • fruitless and wastef expenditure	it or e; or ul	 Internal audit reports Annual financial statements for 2009/10 Monthly budget statements 	On- going	
14	Performance standards set for suppliers engage by the Department and compliance therewith enforced	ed	Contracts concluded with suppliers	On- going	
15	Contract variations are comprehensively documented, approved the person who awards the principal contract a annexed to the principal contract	l by ed nd	Contracts concluded with suppliers	On- going	
Wei	ght	40	Total score achieved fo	r KPA	

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	The Municipality has bylaws to give effect to its − ⇒ tariff policy; ⇒ rates policy; and ⇒ credit control and debt collection policy	Bylaws promulgated in the Provincial Gazette in terms of s 13 of the <i>Local</i> <i>Government: Municipal</i> <i>Systems Act</i> 2000 (Act No 32 of 2000)	31 Aug2012		
2	The Municipality consistently complies with the <i>Municipal Budget and Reporting Regulations</i> 2008 (Government Notice 393 of 17 April 2009)	Reports as prescribed in the Regulations	On-going		
3					
4					
5					

PERFORMANCE INDICATORS FOR

DIRECTOR: CORPORATE SERVICES

Purpose

The performance plan defines the Council's expectations of the Director: Corporate Services' performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Corporate Service: Director's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
1	The Municipality complies with the Employment Equity Act 1998 (Act No 55 of 1998)	Employment equity report submitted to the Department of Labour	30 Sep '12		
		Reviewed employment equity plan submitted to the Executive Committee for consideration of the Council	30 Sep '12		
		Appointments are made consistent with the numerical goals in the employment equity plan	30 Jun '13		
2	The Municipality complies with the Skills Development Act 1998 (Act No 97 of 1998)	Employee training/development needs are informed by their job descriptions and performance assessments	31 Aug '12		
		Reviewed workplace skills plan (WSP)is submitted to the Executive Committee for consideration of the Council	30 Sep'12		
		WSP is submitted to the LGSETA	15 Oct '12		
		Employees undergo training in accordance with the WSP	On-going		
		Annual training report for 2010/11 is approved by the Council	30 Jun '12		

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
		Claims for the mandatory training grant and the discretionary training grant submitted to the LGSETA	31 Mar '13		
3	The Municipality consistently complies with the <i>Occupational Health and Safety Act</i> 1993 (Act No 85 of 1993) and regulations	Written occupational safety and health policy, incorporating prescripts regarding the issuing and wearing of protective clothing and safety gear, is submitted to the Executive Committee for consideration of the Council	31 Oct '12		
		The required number of health and safety representatives are appointed for each workplace	31 Oct '12		
		Health and safety committees are established as prescribed in the Occupational Health and Safety Act 1993	30 Nov '11		
		Minutes of quarterly meetings of health and safety committees are on record	Quarterly		
		The prescribed signs are posted and maintained	On-going		
		Incidents of injury on duty (IOD) are reported in accordance with relevant prescripts	On-going		

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
		Departmental reports indicating the level of compliance with instructions relating to the wearing of safety gear and protective clothing	Monthly		
4	The Municipality has an effective records management system	The Provincial Archive Service's approval of the — • file plan and records management procedures; and • records storage facility Securities (e.g. contracts, deeds of transfer, notaries deeds, leases etc), face value documents and personal staff files are stored in a limited access facility	31 Dec '12 On-going		
		Archives registers and files are maintained in terms of records management best practices At least two personnel members have completed accredited	On-going 31 Mar '12		
		records management training	245 (40		
5	The Municipality has an effective human resources/personnel administration system	Electronic human resources/ personnel administration system commissioned and operational	31 Dec '12		
6	The Municipality's human resources management policies are reviewed and complies with	Reviewed human resources management policies submitted to the Executive Committee for	31 Mar '13		

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
	relevant legislation, arbitration awards, judgments and best practice	consideration of the Council			
7	The Municipality's delegation system and delegated powers are reviewed and updated	Proposed amendments to the delegation system submitted to the Executive Committee for consideration of the Council	28 Feb '12		
8	Disciplinary enquiries conducted internally are completed (i.e. sanction issued) within 40 working days of appointment of a prosecutor/initiator	Completed tracking sheet indicating progress with each disciplinary case	On-going		
9	The approved staff establishment is maintained as an electronic database	Copy of the staff establishment	30 Sep '12		
10	Staff members are regularly briefed regarding new collective agreements, changes to collective agreements and new and amended labour legislation	 Attendance registers of briefing sessions; and Copies of presentations made during briefing sessions 	Quarterly		
11	Newly appointed employees receive written particulars of their appointment (complying with s 29 of the <i>Basic Conditions of Employment Act</i> 1997 (Act No 75 of 1997) not later than the day they start working	Copies of appointment letters	On-going		

No	Key performance indica (Objective/planned res		Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
12	Employees assigned to the Department undergo training in accordance with the WSP		 Training report Nomination and attendance records of employees who attended training 	On-going		
13	Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting		Routine departmental report of the Department submitted to the Municipal Manager	Monthly		
14	Incoming correspondence and enquiries regarding the Department is attended to within 5 working days		Routine departmental report of the Department submitted to the Municipal Manager	Monthly		
Weight 50 Total score achieved for KPA						

KEY PERFORMANCE AREA: BASIC SERVICE-DELIVERY

No	Key performance indica (Objective/planned res		Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	Newly appointed employees effectively inducted	are	Induction handbook approved by the Management Team	30 Sep '12		
			Induction programmes are conducted as and when required	On-going		
2	An approved asset utilisation/ maintenance plan is implemented for assets assigned to the Department		Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the Department	31 Jan '13		
3						
4						
Wei	ght	10	Total score achieved for	KPA		

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

No	Key performance indicat (Objective/planned resul		Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	Specifications for construction contracts – • are biased toward labour intensive construction methodologies; • require employment of local labour; • prefer local sub-contractor being engaged	cal	Bid specifications for capital projects	On-going		
2						
3						
Weig	ght	0	Total score achieved for	KPA		

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	No budget vote/sub-vote for which the Department is responsible is under spent by more than 5%	Monthly budget statements	Monthly		

Weight 10		Total score achieved for KI	PA		
8					
7	Contract variations are comprehensively documented, approved by the person who awarded the principal contract and annexed to the principal contract		Contracts concluded with suppliers	On-going	
6			Contracts concluded with suppliers	On-going	
5	The Department did not incur authorize, commit or made – unauthorised expenditure irregular expenditure; or fruitless and wasteful expenditure	;	 Internal audit reports Annual financial statements for 2010/2011 Monthly budget statements 	On-going	
4	An approved asset utilisation, maintenance plan is impleme for assets assigned to the Department		Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the Department	31 Jan '12	
3	3 Expenditure variance reports are dealt with expeditiously		Written explanations for expenditure variations are supplied within 3 working days of receipt of variance report	On-going	
2	relating to the Department is dealt		Written response to audit queries are supplied within 3 working days of receipt	On-going	

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	Draft minutes of council and committee meetings are submitted to the Municipal Manager within a working days of a meeting closing	3	On-going		
2	Official notices are published in accordance with the relevant statutory prescripts	Register of official notices published	On-going		
3	Complete documentation for council and committee meetings distributed at least 48 hours befo the commencement of the meeting to which they relate		On-going		
4	The Municipality's website is maintained regularly	Website	On-going		
5					
6					
Weight 30		Total score achieved fo	r KPA		

CORE COMPETENCY REQUIREMENTS

No	Core managerial competency	Weight	Description/definition	Rating (1 – 5)
1	Financial management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices	
2	People management and empowerment	20	Manages and encourages people, optimizes their outputs and effectively manages relationships	
3	Client orientation and customer focus	15	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (batho pele) into practice	
4	Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the Municipality's mandate	
5	Problem solving and analysis	10	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions	
6	Communication	5	Keeps subordinates and superiors and external stakeholders informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by "walking the talk".	
7	Honesty and integrity	5	Displays and builds the highest standards of ethical and moral conduct	
Tota	l weighting	75	Total score achieved for managerial competencies	

No	Core occupational competency	Weight	Description/definition	Rating
	component,			(1 – 5)
8	Interpretation of and implementation of legislation	5	Knowledge of the legislation and policies applicable to local government and the position and the ability to apply such legislation and policies to the work situation.	
9	Competence in policy conceptualisation, analysis and implementation	5	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.	
10	Skills in mediation/conflict resolution	10	The ability to assist two (or more) disputants in reaching an agreement	
11	Skills in governance	5	Consistent application of the principles of good governance (including honesty, integrity, openness, transparency, performance orientation, accountability, mutual respect and commitment to the Municipality) in management practice, policies, processes and decision-making.	
Tota	l weighting	25	Total score achieved for occupational competencies	

CORE COMPETENCY REQUIREMENTS

No	Core managerial	Weight	Description/definition	Rating
	competency			(1 – 5)
1	Financial management	20	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices	



PERFORMANCE INDICATORS **FOR MUNICIPAL MANAGER**

Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.4 Provide democratic and accountable government for local communities.
- 2.5 Ensure the provision of services to communities in a sustainable manner.
- 2.6 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
1	Service-delivery standards are set and approved for municipal services provided by the Municipality	Document setting out service delivery standards approved by the Council and available on the Municipality's website	31 Dec '12	Documents setting out of service delivery standards available, not available on the municipality`s website	
Wei	ight 25	Total score achieved for	or KPA		

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Rating (1 – 5)
1	The Municipal Manager and each departmental head has a clear job description	Job descriptions for managers approved by the Council	31 JUNE'12	
2	The Municipality's corporate performance management system (PMS) is aligned to the IDP and implemented	Annual corporate performance Report for 2009/2010 submitted to the Council and the Auditor-General.	30 Sep '12	
		Reviewed PMS approved by the Council	31 Oct '12	
		Mid-year budget and performance assessment report for 2009/10 submitted to the Mayor	25 Jan '12	

3	Overtime work and overtime remuneration across the Municipality are reduced by 10%	Variance report indicating savings on budgeted overtime remuneration	Quarterly	
4	Decisions regarding complaints of alleged misconduct received are made within 10 working days of receiving a complaint	Report reflecting on misconduct complaints received and decisions taken in respect of each such complaint	Quarterly	
5	Performance reviews of managers who are directly accountable to the Municipal Manager are conducted Quarterly Employees assigned to the Department undergo training in accordance with the WSP	Reports reflecting on performance review/assessment outcomes and performance review interviews conducted with managers Training report	Quarterly Quarterly	

6	Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting	Routine departmental report of the Office of the Municipal Manager submitted to the Executive Committee	Monthly		
7	Incoming correspondence and enquiries regarding the Department are attended to within 5 working days	Routine departmental report of the Office of the Municipal Manager submitted to the Executive Committee	Monthly		
8	The Municipality has an effective internal audit function	Internal audit charter approved by the Council Audit committee established Risk-based audit plan for the year	30 Nov '12 30 Nov '12 31 Dec '11	Attached	_

		approved by the audit committee			
		Internal audit reports submitted to	Quarterly	Attached	
		the audit committee			
Weight 10		Total score achieved fo	r KPA		

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)		Rating (1 – 5)
1	Specifications for construction contracts – • are biased toward labour intensive construction methodologies; • require employment of local labour; • prefer local subcontractors being engaged	Bid specifications for capital projects	On-going	Technical Services	
2	The Municipality's LED strategy is aligned to the "National Framework for LED in South Africa 2012-16"	Reviewed LED strategy, incorporating inputs by relevant stakeholders, approved by the Council	30 September	Will unfold the 4 th quarter	

Weight	10	Total score achieved for KPA	

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	R 3,000,000 of overdue debtors as at 30 Jun 2010 is collected	Monthly budget statement Mayor's quarterly financial report	On-going		
2	Current debtors collection rate (payment rate) against levies as at 30 Jun 2010 is improved by 10%	Monthly budget statementMayor's quarterly financial report	On-going		
3	The year-end balance of the Municipality's overdraft reflected in the cash book is R 0.00	Annual financial statements for 2009/10	30 Jun '12		
4	There is a marked improvement in the nature	Comparison of the audit report for 2008/2009 with	31 Dec	Audit opinion	

	and volume of issues raised in the audit report for 2009/2010	the audit report for 20011/2012	'12	same, Audit report outstanding	
5	Draft budget and supporting documentation and revisions of the IDP and budget-related policies for 2011/2012, complying with the relevant statutory requirements, are submitted	 Draft budget for 2011/2012; Supporting documentation; Revisions of the IDP; and Revisions of the budget related policies 	31 Mar '12	Will be reported 3 rd quarter	
6	No budget vote assigned to the Department is under- spent by more than 5%	Variance report for budget votes allocated to the Office of the Municipal Manager	Quarterly		
13	The Department did not incur, authorize, commit or made –	 Internal audit reports Annual financial statements for 2010/11 Monthly budget 	On-going		

	 unauthorised expenditure; irregular expenditure fruitless and waster expenditure 		statements		
14	Performance standard set for suppliers engage by the Department and compliance therewith enforced	ged	Contracts concluded with suppliers	On-going	
15	Contract variations are comprehensively documented, approve the person who award the principal contract annexed to the principal contract	d by led and	Contracts concluded with suppliers	On-going	
Wei	ght	40	Total score achieved for	or KPA	

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	Key performance indicator	Evidence of performance/	Target	Progress	Rating
	(Objective/planned result)	achievement	(date)		(1 – 5)
					(1 – 3)

1	The Municipality has and consistently enforces a comprehensive anticorruption strategy/local integrity system	Draft anti-corruption strategy, incorporating inputs by relevant stakeholders, submitted to the Council	28 Feb '12	Will unfold 3 rd quarter	
2	Ward committee members have the skills and knowledge to perform their functions effectively	All ward committee members have completed a comprehensive and suitable training course	31 August 2012	Will unfold 3 rd quarter	
3	Prescribed documents and notices are regularly uploaded to the Municipality's website	The Municipality's website is up-to date	On-going	Will unfold 3 rd quarter	
4	The annual report for 2009/2010, with all the prescribed appendices, is tabled in the Council as prescribed	Annual report for 2009/2010 Council resolution noting tabling of the annual report	31 Jan '13		
5	The IDP is aligned to the OUTCOME 9	IDP review report sets out how the IDP is aligned to OUTCOME 9.	30 Jun '12	Will unfold 4 th quarter	

6	The Municipality's newsletter is published regularly	Newsletter as published	Quarterly	It is not published	
7	The IDP complies with all relevant legislation and planning requirements, including the — • Housing Act 1997 (Act No 107 of 1997) • Disaster Management Act 2002 (Act No 57 of 2002) • National Environment Management: Air Quality Act 2004 (Act No 39 of 2004) • National Environmental Management: Biodiversity Act 2004 (Act No 10 of 2004) • National Environmental Management: Waste Act 2008 (Act No 59 of 2008) • National Land Transport Act 2009 (Act No 5 of 2009)	Reviewed IDP for 2011/2012	30 Jun '12	4 th quarter	

Weight	15	Total score achieved for KPA	

COMPETENCY REQUIREMENTS

No	Core managerial	Weight	Description/definition	Rating
	competency			(1 – 5)
1	Financial management	20	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognized accounting practices	
2	People management and empowerment	15	Manages and encourages people, optimizes their outputs and effectively manages relationships	
3	Client orientation and customer focus	15	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (batho pele) into practice	
4	Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the Municipality's mandate	
5	Problem solving and analysis	10	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions	
6	Communication	5	Keeps subordinates and superiors and external stakeholders informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by "walking the talk".	

7	Honesty and integrity	5	Displays and builds the highest standards of ethical and moral conduct	
Tota	al weighting	80	Total score achieved for managerial competencies	
No	Core occupational	Weight	Description/definition	Rating
	competency			(1 – 5)
8	Interpretation of and implementation of legislation	5	Knowledge of the legislation and policies applicable to local government and the position and the ability to apply such legislation and policies to the work situation.	
9	Competence in policy conceptualization, analysis and implementation	5	The ability to draft and implement a policy due to the arriving at a concept or a generalization as a result of seeing things, experiencing things, being informed of something as well as the ability to analyze, comprehend and implement a policy drafted by somebody else.	

10	Skills in mediation/conflict resolution	5	The ability to assist two (or more) disputants in reaching an agreement	
11	Skills in governance	5	Consistent application of the principles of good governance (including honesty, integrity, openness, transparency, performance orientation, accountability, mutual respect and commitment to the Municipality) in management practice, policies, processes and decisionmaking.	
Total weighting		20	Total score achieved for occupational competencies	



PERFORMANCE INDICATORS FOR

DIRECTOR: TECHNICAL SERVICES

Purpose

The performance plan defines the Council's expectations of the Director: Technical Services' performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Director: Technical Services' performance against set performance indicators:

- 2.7 Provide democratic and accountable government for local communities.
- 2.8 Ensure the provision of services to communities in a sustainable manner.
- 2.9 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Rating (1 – 5)
1	Employees assigned to the Department undergo training in terms of the approved workplace skills plan	Nomination and attendance records of employees who attended training	On-going	
2	Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting	Routine departmental report of the Department submitted to the Municipal Manager	Monthly	
3	Incoming correspondence and enquiries regarding the Department is attended to within 5 working days	Routine departmental report of the Department submitted to the Municipal Manager	Monthly	
4	Personnel assigned to the Municipality's water and sewage services as operators, process controllers and supervisors comply with the qualifications and	Report indicating the qualifications and experience personnel assigned to work as operators, process controllers and supervisors at water and sewage services requires	31 Oct '11	

in terms	ial requiremen s of the <i>Na</i> t 1998 (Act No	ational	Analysis of current personnel's qualifications and experience compared with legal requirements, indicating deficiencies	31 Oct '11	
			Costed plan to upgrade/improve the skills deficiency that may exist submitted to the Executive Committee for consideration of the Council	31 Oct '11	
Weight 10		Total score achieved for	or KPA		

KEY PERFORMANCE AREA: BASIC SERVICE-DELIVERY

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Rating (1 – 5)
1	Approved maintenance plans are implemented for the maintenance of - • sewage networks and	Draft maintenance plans submitted to the Executive Committee for consideration of the Council	30 Nov '11	
	 waste water treatment plant; water networks, water pumps, water meters, reservoirs and water purification works; streets, roads and storm water management systems street and area lighting 	Routine departmental report of the Department submitted to the Municipal Manager indicating execution of each maintenance plan	Monthly	
2	Hard top streets are resealed according to a plan approved by the Council	Costed plan for the resealing of hard top streets submitted to the Executive Committee for consideration of the Council	30 Sep '11	
3	Access roads upgraded – Trompsburg Bethulie Reddersburg Springfontein Jagersfontein	Routine departmental report of the Department submitted to the Municipal Manager indicating progress with each project	Monthly	
4	Sewage network at Springfontein extended to all new sites	of the Department submitted to the Municipal Manager indicating progress with the project	Monthly	
5	Project to improve bulk water supply to Jagersfontein and Fauresmith completed	Routine departmental report of the Department submitted to the Municipal Manager indicating progress with the	Monthly	

			project	
6	Vehicles and equipallocated to the Municipare maintained in particular working order according manufacturers' specifications.	pality roper ng to	•	Monthly
7	complies with Regulations relating Compulsory Na Standards and Measur Conserve	the to tional	to the Municipal Manager	Monthly
Wei	ght	50	Total score achieved for	KPA

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

No	Key performance indi (Objective/planned re		Evidence of performance/ achievement	Target (date)	Rating (1 – 5)
1	 Specifications construction contracts – are biased toward la intensive construction methodologies; require employment local labour; prefer local subcontractors being engaged 	bour n	Bid specifications for capital projects	On-going	
2			Routine departmental report of the Department submitted to the Municipal Manager indicating number of temporary jobs created on construction projects	Monthly	
Weight 20		Total score achieved for	KPA		

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

No	Key performance indicator	Evidence of performance/	Target	Rating
	(Objective/planned result)	achievement	(date)	(1 – 5)
1	No budget vote/sub-vote for which the Department is responsible is under spent by more than 5%	Monthly budget statements	Monthly	
2	Internal and external queries relating to the Department is dealt with expeditiously	Written response to audit queries are supplied within 3 working days of receipt	On- going	
3	Expenditure variance reports are dealt with expeditiously	Written explanations for expenditure variations are supplied within 3 working days of receipt of variance report	On- going	
4	An approved asset utilisation/ maintenance plan is implemented for assets assigned to the Department	Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the Department	31 Jan '12	
5	The Department did not incur, authorise, commit or made – unauthorised expenditure; irregular expenditure; or fruitless and wasteful expenditure	 Internal audit reports Annual financial statements for 2009/10 Monthly budget statements 	On- going	
6	Performance standards are set for suppliers engaged by the Department and compliance therewith enforced	Contracts concluded with suppliers	On- going	
7	Contract variations are comprehensively documented, approved by the	Contracts concluded with suppliers	On- going	

	person who awarded principal contract annexed to the pri contract	and			
8	Budgeted revenue leasing municipal proper collected	from erty is	Monthly budget statements	Monthly	
Weight 15		Total score achieved for	KPA		

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	Key performance indic (Objective/planned re		Evidence of performance/ achievement	Target (date)	Rating (1 – 5)
1	The Municipality promulgated and consistent of the contract of	has stently rvices	bylaws were promulgated	30 Sep '11	
	bylaws contemplated section 21 of the Services Act 1997 (Art 108 of 1997)	Water	Routine departmental report of the Department submitted to the Municipal Manager indicating level of compliance with bylaws	Monthly	
Wei	ght	5	Total score achieved for	KPA	

CORE COMPETENCY REQUIREMENTS

No Core managerial		Weight	Description/definition	Rating
	competency			(1 – 5)
1	Financial management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices	
2	People management and empowerment	15	Manages and encourages people, optimises their outputs and effectively manages relationships	
3	Client orientation and customer focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	
4	Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the Municipality's mandate	
5	Problem solving and analysis	10	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions	
6	Communication	5	Keeps subordinates and superiors and external stakeholders informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by "walking the talk".	
7	Honesty and integrity	5	Displays and builds the highest standards of ethical and moral conduct	
Tota	al weighting	75	Total score achieved for managerial competencies	

		Description/definition	Rating	
	competency			(1 – 5)
8	Interpretation of and implementation of legislation	5	Knowledge of the legislation and policies applicable to local government and the position and the ability to apply such legislation and policies to the work situation.	
9	Competence in policy conceptualisation, analysis and implementation	5	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.	
10	Skills in mediation/conflict resolution	10	The ability to assist two (or more) disputants in reaching an agreement	
11	Skills in governance	5	Consistent application of the principles of good governance (including honesty, integrity, openness, transparency, performance orientation, accountability, mutual respect and commitment to the Municipality) in management practice, policies, processes and decision-making.	
Tota	al weighting	25	Total score achieved for occupational competencies	

ANNEXUR



PERFORMANCE INDICATORS FOR

DIRECTOR: COMMUNITY SERVICES

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (Date)	Progress to Date	Rating (1 – 5)
1	Employees assigned to the	Training report	On-going		
	Department undergo training in	Nomination and attendance			
	terms of the approved workplace	records of employees who			
	skills plan	attended training			
2	Selected employees are trained in	Training report	31 March '12		
	fire fighting and extinguishing fires	Nomination and attendance	12		
		records of employees who			
		attended training			
3	Council and committee resolutions	Routine departmental report of the	Monthly		
	relating to the Department are	Department submitted to the			
	executed within 10 working days of	Municipal Manager			
	the closing of the relevant meeting				
4	Incoming correspondence and enquiries regarding the Department is attended to within 5 working days	Routine departmental report of the Department submitted to the Municipal Manager	Monthly		

No		Key performance indica (Objective/planned resi		Evidence of performance/ achievement	Target (Date)	Progress to Date	(1 - 5)
We	ight		50	Total score achieved for I	KPA		

KEY PERFORMANCE AREA: BASIC SERVICE-DELIVERY

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	The landfill sites used by the	Permit for each landfill site used by	30 Sep '11		
	Municipality are –	the Municipality			
	• licensed; and				
	managed and operated in terms	Reports regarding the operation and	Quarterly		
	of the relevant licensing	management of landfill sites			
	conditions and best practices				
2	The Municipality has appropriate fire fighting equipment	Extract(s) from the asset register relating to fire fighting equipment	30 June 2012		
3	All cemeteries owned by the	Permit for each cemetery used by	30 Sep '11		
	Municipality and that are currently utilised are –	the Municipality			
	licensed; andmanaged and operated in terms	Reports regarding the operation and	Quarterly		
	of the relevant legislation and license conditions	management of cemeteries			
		Internal audit report regarding cemetery plans and grave/burial plot register	31 Oct '11		
4	 Cemeteries are fenced at- Jagersfontein Fauresmith Philippolis Edenburg Trompsburg 	Routine departmental report of the Department submitted to the Municipal Manager indicating progress with each project	Monthly		

5	Ablution facilities at cemeteries are supplied/upgraded at – Bethulie Edenburg	Routine departmental report of the Department submitted to the Municipal Manager indicating progress with each project	Monthly	
6	Springfontein Noticeable reduction in unlawful dumping of solid waste and littering	Supply adequate and suitable litter/refuse receptacles in public places Litter/refuse receptacles in public places are serviced regularly	30 Jun '12 Weekly	
7	Maintenance and upkeep of parks, sports grounds and open spaces are done in accordance with an approved maintenance plan	Reports on the maintenance and upkeep of parks, sports grounds and open spaces	Quarterly	
8	Grave number plates have been purchased and installed at all cemeteries in accordance with the relevant grave plans and grave registers	Project close-out report	31 Dec '11	
9	Gariep Dam swimming pool and pump are renovated and upgraded	Project close-out report	31 Dec '11	
Wei	ght	Total score achieved for I	KPA	

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

No	Key performance indicator		Evidence of performance/	Target	Progress	Rating
	(Objective/planned res	ult)	achievement	(date)	to Date	(1 – 5)
1	-		-	-		-
Weig	ght	0	Total score achieved for h	(PA		
	-					

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

No	Key performance indicate (Objective/planned resu		Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	No budget vote/sub-vote for w the Department is responsible under spent by more than 5%	e is	Monthly budget statements	Monthly		
2	Internal and external queries relating to the Department is of with expeditiously	dealt	Written response to audit queries are supplied within 3 working days of receipt	On-going		
3	Expenditure variance reports dealt with expeditiously	are	Written explanations for expenditure variations are supplied within 3 working days of receipt of variance report	On-going		
4	An approved asset utilization/ maintenance plan is implemented for assets assigned to the Department		Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the Department	31 Jan '12		
5	The Department did not incur, authorize, commit or made – unauthorised expenditure irregular expenditure; or fruitless and wasteful expenditure		 Internal audit reports Annual financial statements for 2010/2011 Monthly budget statements 	On-going		
6	Performance standards are set for suppliers engaged by the Department and compliance therewith enforced		Contracts concluded with suppliers	On-going		
Weig	ght	10	Total score achieved for K	PA		

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	Key performance indicator (Objective/planned result)	Evidence of performance/ achievement	Target (date)	Progress to Date	Rating (1 – 5)
1	The Municipality has and implements appropriate solid waste management bylaws	Solid waste bylaws promulgated in terms of s 13 of the <i>Local</i> Government: Municipal Systems Act 2000 (Act No 32 of 2000)	30 Jun '12		
2	The Municipality has and implements appropriate anti-littering bylaws	Anti-littering bylaws promulgated in terms of s 13 of the <i>Local</i> Government: Municipal Systems Act 2000	30 Apr '12		
3	The Municipality has and implements appropriate cemetery bylaws	Cemetery bylaws promulgated in terms of s 13 of the <i>Local</i> Government: Municipal Systems Act 2000	30 Jun '12		
4	The Municipality has and implements appropriate fire-fighting and prevention bylaws	Fire-fighting and prevention bylaws promulgated in terms of s 13 of the Local Government: Municipal Systems Act 2000	30 Jun '12		
5	The Municipality has and implements	Public swimming pool bylaws promulgated in terms of s 13 of the	30 Jun '12		

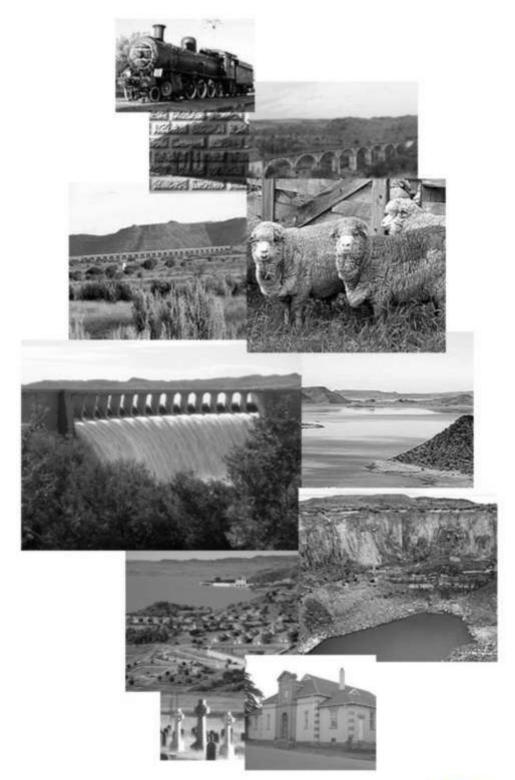
Weig	ght	30	Total score achieved for K	PA	
			Act 2000		
	bylaws		Systems		
	appropriate public swimming	poor	Local Government: Municipal		
	annyanyiata nublic curimmina	nool	Local Covernment: Municipal		

CORE COMPETENCY REQUIREMENTS

No	Core managerial	Weight	Description/definition	Rating
	competency			(1 – 5)
1	Financial management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognized accounting practices	
2	People management and empowerment	20	Manages and encourages people, optimizes their outputs and effectively manages relationships	
3	Client orientation and customer focus	15	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (batho Pele) into practice	
4	Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the Municipality's mandate	
5	Problem solving and analysis	10	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions	
6	Communication	5	Keeps subordinates and superiors and external stakeholders informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by "walking the talk".	
7	Honesty and integrity	5	Displays and builds the highest standards of ethical and moral conduct	
Tota	l weighting	75	Total score achieved for managerial competencies	
No	Core occupational competency	Weight	Description/definition	Rating (1 – 5)
8	Interpretation of and implementation of legislation	5	Knowledge of the legislation and policies applicable to local government and the position and the ability to apply such legislation and policies to the work situation.	
9	Competence in policy conceptualization, analysis and implementation	5	The ability to draft and implement a policy due to the arriving at a concept or a generalization as a result of seeing things, experiencing things, being informed of something as well as the ability to analyze, comprehend and implement a policy	

Tota	l weighting	25	Total score achieved for occupational competencies	
11	Skills in governance	5	Consistent application of the principles of good governance (including honesty, integrity, openness, transparency, performance orientation, accountability, mutual respect and commitment to the Municipality) in management practice, policies, processes and decision-making.	
10	Skills in mediation/conflict resolution	10	The ability to assist two (or more) disputants in reaching an agreement	

KOPANONG SDF REVIEW 2011 / 2012







INDEX

CHAPTER 1

BACKGROUND

- 1) Background and Review Process
- 2) SDF Report Outline and Purpose

CHAPTER 2

LEGISLATION AND POLICY

- 1) Municipal Systems Act, 2000
- 2) The Principles Contained in the Development Facilitation Act
- 3) National and Provincial Policies
- 4) SDF Coordination and Function

CHAPTER 3

OVERVIEW OF THE MUNICIPALITY

- 1) Geographical Location
- 2) Population and Access to Services
- 3) Location and Extent of Traditional Authority Areas
- 4) Economy
- 5) Transport Infrastructure
- 6) Agricultural Potential
- 7) Environmental Considerations
- 8) Water Resources
- 9) Tourism

CHAPTER 4

SPATIAL DEVELOPMENT STRATEGIC FRAMEWORK

- 1) Objectives
- 2) Strategies
- 3) Guidelines for a Land Use Management System
- 4) Programs and Projects for the Development of Land
- 5) Strategic Assessment of the Environmental Impact of the Spatial Development Framework

CHAPTER 5

ALIGNMENT

- 1) Alignment with the District Spatial Development Framework
- 2) Alignment with Provincial Spatial Development Framework

CHAPTER 6

KOPANONG SPATIAL DEVELOPMENT FRAMEWORK

- 1) Spatial Development Objectives
- 2) Kopanong Macro SDF Framework
- 3) Kopanong Micro SDF Framework

CHAPTER 7

APPLYING THE SPATIAL CONCEPTS TO THE IDP

- 1) Link between IDP Programmes and SDF Concepts
- 2) Linkage between Economic Development Programme and SDF Concepts
- 3) Linkage between CBD regeneration and SDF Concepts
- 4) Linking Services for All programmes and SDF concepts
- 5) Linking Clean Environment programmes and SDF concepts
- 6) Linking the Rural Development Programme with SDF Concepts

KOPANONG SDF MAPS

- Map 1: Location of the Kopanong Local Municipality within the Free State Province
- Map 2: Location of Kopanong Local Municipality within the Xhariep District
- Map 3: Location of Kopanong Local Municipality
- Map 4: Population Density for Kopanong Local Municipality
- Map 5: Climate of Kopanong Local Municipality
- Map 6: Educational Facilities in Kopanong Local Municipality
- Map 7: Service Infrastructure in Kopanong Local Municipality
- Map 8: Road Infrastructure for Kopanong Local Municipality
- Map 9: Agricultural Potential for Kopanong Local Municipality
- Map 10: Environmental Data for Kopanong Local Municipality
- Map 11: Minset Environmental Data for Kopanong Local Municipality
- Map 12: Draft Xhariep SDF
- Map 13: Kopanong Local Municipality Macro Draft Spatial Development Framework
- Map 14: Kopanong Local Municipality Micro Draft Spatial Development Framework
- Map 15: Kopanong Tourism Proposal

CHAPTER 1

BACKGROUND

1. BACKGROUND AND REVIEW PROCESS

a) Planning Brief

What is an SDF and why is it needed?

The spatial management of growth in urban and rural environments due to rapid urbanization rates and the subsequent impact on resources was previously done through the Guide Plans and Structure plans. These took the form of rather inflexible master plans which were underpinned by the principles of discrimination and separate development.

The new democratic government, post 1994, adopted a new system of spatial planning described in principle in the Development Facilitation Act and Municipal Systems Act. This new system had two components to it. The first was an indicative plan or Spatial Development Framework (SDF) that was intended to show desired patterns of land use, directions for future growth, indicate the alignment of Urban Edges, and depict other special development areas. The impact of SDFs is limited to providing policy to guide and informing land development and management. They do not change or confer real rights on land.

The second component is the Land Use Management System (LUMS). This is similar to a town planning or zoning scheme. In many instances where they haven't been replaced or repealed these still take the place of LUMS. In contrast to SDF's LUMS have a binding effect on the development rights attributed to land and confer real rights on properties. Because development in Municipalities is dynamic and responds to changing socio-economic and environmental circumstances, it is impossible to predict the exact requirements of development rights in every instance; therefore, LUMS may be amended from time to time to take into account these changing circumstances.

This is normally achieved through the processing of rezonings, subdivisions and removal of title deed restrictions applications. It is in these instances where SDF's play an important role in guiding appropriate future change and helping to guide motivations as to the need and desirability, or not, of proposed land use changes. Because of their guiding and informing nature SDF's also have a number of other important roles in addition to guiding LUMS.

These include:

- 1. Giving effect to the principles contained in the Development Facilitation Act Chapter 1, see Section 2.1.1;
- 2. Setting out objectives that reflect the desired spatial form;
- 3. Defining strategies and policies to achieve these objectives which must indicate, amongst others:

- the desired pattern of land use;
- how spatial reconstruction will be addressed; and,
- Providing strategic guidance in respect of the location and nature of development. (In this
 regard it should be noted that the SDF's should inform the investment decisions of the public
 and the private sectors.)
- Set out a capital investment framework for development programs (this will mainly inform public sector investment priorities);
- Include a Strategic Environmental Assessment (SEA) in the compilation of the SDF;
- Identify programs and projects for development of land;
- Be aligned with neighboring Municipal SDF's; and,
- Provide a visual representation of the designed spatial form with the Municipality in the form of a map which must indicate the following:
 - o public and private land development and infrastructure investment;
 - desired and undesired use of land;
 - o may delineate the Urban Edge;
 - o identify areas for strategic investment;
 - o where policy intervention is needed; and,
 - Indicate where authority spending is required.

b) With good spatial planning the following can be achieved in a municipality:

- Development that does not harm existing natural and agricultural resources.
- New development taking place in areas where it is possible for municipality to provide engineering services because it is close to existing services.
- Important locations in a municipality (for example the intersections of major roads or around train stations) are used for the best possible land uses that will generate the most economic and social benefits.
- People live as close as possible to work opportunities, business opportunities and community facilities.
- All places are connected by the shortest possible movement routes.

c) Project Brief

Mr. Casper Badenhorst from the Development Bank of Southern Africa has been designated by COGTA Free State to review the existing Spatial Development Framework (SDF) of the Kopanong Municipality. Support was provided by both the National Department of Rural Development and Land Reform: Chief Directorate Spatial Planning and Information and the Planning Department of Kopanong Local Municipality. Due to several constrains, the public participation process has been left for the Municipality to convene the SDF to the public for comments and final amendments.

d) Purpose of Review of SDF

Section 26 of the Local Government Municipal Systems Act (MSA), Act No. 32 of 2000 determines that "a spatial development framework which must include the provision of basic guidelines for a land use management system" and …"should be one of the core components of an Integrated Development Plan of a municipality".

Section 34 of the MSA determines that the Integrated Development Plan (IDP) must be reviewed and amended annually in accordance with an assessment of its performance measurements (in terms of section 41 of the MSA) and to the extent that changing circumstances demand. The SDF should therefore also be reviewed in accordance with the annual review of the IDP.

A SDF as part of an IDP should indicate the spatial implications of an integrated development plan and lay down strategies, proposals and guidelines for the future spatial development of the area to which it relates so that the general principles contained on Schedule IV (Section 5(1) (a-c) of the WCPDA, 199 (Act 7 of 1999), and the general well-being of the particular community and orderly planning of the area are promoted in the most effective manner.

The purpose of the revised SDF is the following:

- Integration of the Kopanong SDF with the Xhariep District Municipality SDF;
- Alignment of current SDF with the Free State Provincial SDF (if available) and the National Spatial Development Perspective (NSDP);
- Updating of the SDF to reflect new legislation, proposals and conceptual planning subsequent to the adoption of the current SDF;
- Review current spatial planning proposals and guidelines in response to economic and social trends in the region and its towns; and
- Identification of vacant land and proposals to promote densification and discourage urban sprawl, including the identification of and urban edge.

2. PROJECT AND PLANNING PROCESS

In order to ensure that the SDF is aligned to the IDP review for the current financial year, 2011/2012 the SDF process is to be finalized within the same financial year. Due to the low economic activity in the Kopanong Local Municipality the separated review process should therefore still align with the current IDP.

PHASE 1: STATUS QUO REPORT

PHASE 2: DRAFT SDF

PHASE 3: PUBLIC PARTICIAPTION

Figure 1: Phases of SDF Review Process

Phase 1:

In order to compile the Status Quo report the following steps were taken:

The revised and updated SDF will have the status of a Spatial Development Framework and will be adopted and approved by the Council of Kopanong Municipality in terms of Section 30 of the Municipal Systems Act, 2000 (MSA).

Furthermore "a spatial development framework contained in an integrated development plan prevails over a plan" as defined in section 1 of the Physical Planning Act, 1991 (Act No. 125 of 1991).

It should also be noted that an approved SDF does not provide or withdraw any rights of a legal entity. Where applicable, detailed specialist studies will be required. Decisions of the council will still be subject to relevant policy and legislation with development proposals having to be considered in view of these.

The SDF is a spatial representation of the future development of a Municipality and should provide at least a 20 year vision for future investment and development; this will ensure that the Municipality strives towards transparency, sustainability and economic viability, three critical factors to attract private sector investment within an area.

Lastly, this review of the SDF should be followed by regular updates to ensure its relevance and sustainability in the longer term.

CHAPTER 2 LEGISLATION AND POLICY

The primary sets of legislation covering the Spatial Development Framework are the Municipal Systems Act and the Development Facilitation Act.

1. MUNICIPAL SYSTEMS ACT, 2000 (ACT 32 OF 2000)

As discussed in section 1.2, the MSA sets out the requirements for the establishment of an IDP and SDF.

The aim of the Municipal Systems Act, 2000 is to:

- To provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all;
- To provide for community participation; and
- To establish a simple and enabling framework for the core processes of planning, performance management, resource mobilization and organizational change which underpin the notion of developmental local government.

Chapter 1 of the DFA sets out a number of principles which apply to all land development. The following principles would apply to the formulation and content of a Spatial Development Framework.

2. THE PRINCIPLES CONTAINED IN THE DEVELOPMENT FACILITATION ACT (DFA)

- a) Policies, administrative practice and laws should:
 - i. provide for urban and rural land development;
 - ii. facilitate the development of formal and informal, existing and new settlements:
 - iii. discourage the illegal occupation of land, with due recognition of informal land development processes;
 - iv. promote speedy land development;
 - v. promote efficient and integrated land development in that they:

- promote the integration of the social, economic, institutional and physical aspects of land development;
- promote integrated land development in rural and urban areas in support of each other;
- promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- optimize the use of existing resources including such relating to agriculture, land, minerals, bulk infrastructure, roads,
- transportation and social facilities;
- promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land:
- discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
- contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- encourage environmentally sustainable land development practices and processes.
- b) Members of communities affected by land development should actively participate in the process of land development.
- c) The skills and capacities of disadvantaged persons involved in land development should be developed.
- d) Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should
 - i. promote land development which is within the fiscal, institutional and administrative means of the Republic;
 - ii. promote the establishment of viable communities;
 - iii. promote sustained protection of the environment'
 - iv. meet the basic needs of all citizens in an affordable way: and
 - v. ensure the safe utilization of land by taking into consideration factors such as geological formations and hazardous undermined areas
- e) Each proposed land development area should be judged o its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land.
- f) Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilized for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner.
- g) A competent authority at national, provincial and local government level should coordinate the interests of the various sectors involved in or affected by land development so as to minimize conflicting demands on scarce resources.
- h) Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.

The SDF is in line with the principles of the DFA which include the:

- Promotion of the integration of the social, economic, institutional, and physical aspects of land development;
- Promotion of integrated land development in rural and urban areas in support of each other;
- Promotion of residential and employment opportunities in close proximity or integrated with each other;
- Optimization of the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promotion of a diverse combination of land uses, also and the level of individual erven or subdivisions of land;
- Discouraging of the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
- Contribution to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- Encouragement of environmentally sustainable land practices and processes.

3. NATIONAL AND PROVINCIAL POLICY

a) CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996 (ACT NO. 108 OF 1996)

The Constitution states that everyone has the right:

- a) To an environment that is not harmful to their health or well-being; and
- b) To have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that
 - i. prevent pollution and ecological degradation;
 - ii. promote conservation; and
 - iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

b) ENVIRONMENTAL CONSERVATION ACT, 1989 (ACT 73 OF 1989)

The regulations made in terms of Section 21 of the Act, list the activities that may have a detrimental effect on the environment. When undertaking the strategic assessment of the proposed developments/projects, the listed activities should be borne in mind. Detailed studies must be done where listed activities are involved. It is important to note that the SDF does not grant or withdraw any rights of a legal entity. Detailed environmental studies should still be undertaken were needed.

c) NATIONAL ENVIRONMENTAL MANAGEMENT ACT, 1998 (ACT 107 OF 1998)

This Act (NEMA) makes provision for integrated environmental management, which is geared to inform all decisions that may have a significant effect on the environment, socio-economic conditions and cultural heritage, in order to ensure the negative impacts are minimized. NEMA enables the achievement of sustainable development by establishing:

- Principles for decision making on all matters relating to the environment; and
- Environmental implementation plans (EIP) and environmental management plans (EMP).

Chapter 2 of NEMA provides principles which apply to "the actions all organs of state that may significantly affect the environment" to guide the decision making processes relating to the "protection of the environment, and guide the interpretation, administration and implementation of NEMA, and any other law concerned with the protection or management of the environment,".

d) NATIONAL LAND USE BILL

Section 26(1) of the Land Use Bill gives a comprehensive list of components, which should be included in a SDF (See Annexure B for a list of these components). The Bill is still in draft form and subject to a national process, which could imply that the Bill might still change. The following principles contained in the Bill are however not likely to change; the principles of:

- Equality;
- Efficiency;
- Integration;
- Environmental sustainability; and
- Fair and good governance.

e) NATIONAL HERITAGE RESOURCES ACT (ACT 25 OF 1999)

Provincial heritage resources authorities have been given the task of compiling and maintaining a heritage register. This is a listing of the heritage resources in their province which are considered to be conservation-worthy in terms of the assessment criteria set out in Section 3 (3) of the National Heritage Resources Act (Act 25 of 1999).

According to the Section 31 (1) of the Act "A planning authority must at the time of compilation of a town or regional planning scheme, or the compilation of a revision of a spatial plan, or at the initiative of the provincial heritage authority where the opinion of the provincial heritage resources authority the need exists, investigate the need for the designation of heritage areas to protect any place of environmental or cultural interest". Those heritage resources, which fulfill the assessment criteria, will then be listed in the heritage register.

In order to help local municipalities with heritage issues, Heritage Western Cape was established to give assistance in identifying assets to be added to the heritage register.

f) LESS FORMAL TOWNSHIP ESTABLISHMENT ACT, 1991 (ACT 113 OF 1991)

This act was promulgated to expedite the process of establishing townships, less formal residential settlements and residential tribal land. When a critical need for less formal (informal) settlement exists,

the Premier is empowered to designate land on which to settle individuals in a less formal manner. The Premier is further empowered to suspend servitudes or conditions of title if these are considered to be inconsistent, undesirable or if the cancellation thereof through formal procedures will cause undue delays in the opening of a township register. The Premier is further authorised to establish or cause the establishment of a township if there is a justifiable demand for housing in the designated area and may further make State land (controlled by him through purchase, expropriation or any other means of acquisition) available. Typical town planning restrictions and building standards are not applicable to less formal settlements.

g) NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (MARCH 2003)

The National Spatial Development Perspective (NSDP) was published by the President's Office in 2003, which suggests inter alia that Provinces determine the potential for economic growth and human need in towns in the Provinces. The Growth Potential of Towns in the Western Cape research study (2004) was undertaken as part of this initiative and is discussed in more detail under section 2.2.5.

The main purpose of the NSDP is to guide the alignment of investment in social and economic infrastructure across departments and spheres of government in order to tackle development challenges effectively. It also provides national objectives for spatial development and addresses the changing spatial economy and its impact on commitment to social reconstruction, sustainable growth, social justice and environmental integrity. Lastly, it responds to spatial trends in terms of impact on infrastructure investment and development spending.

h) MINERALS ACT, 1991 (ACT 50 OF 1991)

The Minerals Act, Act 50 of 1991 constituted the first substantial mining legislation aimed at environmental conservation. The Act determines that considerations relating to surface rehabilitation may operate as a prerequisite to the granting of prospecting permits or mining authorization. The Act also subjects any land user to the rehabilitation plan of the relevant authority. The definition of mining and prospecting includes quarrying as it also results in the disturbance or removal of vegetation and thus requires rehabilitation.

Section 63 of the Minerals Act, 50 of 1991 relates to water pollution, rehabilitation and other environmental management aspects. The Act requires all operating and prospecting mines to submit an Environmental Management Programme Report (EMPR) which includes pollution management

strategies. According to section 24 of this Act, mineral rights and other rights in land may be expropriated in the public interest against compensation.

i) SPATIAL INFORMATION INFRASTRUCTURE BILL

As part of the SDF review process, BKS has to establish a Geo-graphic Information System data base for the municipality. This is in line with some of the main objectives of this Bill, as set out below.

Three of the main objectives of this legislation, as extracted from the Bill itself, are to:

- Provide for the establishment of a South African Spatial Information Infrastructure in order to facilitate the capture, management, maintenance, integration, distribution and utilization of spatial information;
- Provide for the establishment, composition, functions and powers of a Committee for Spatial Information to facilitate, promote and safeguard an environment supportive of efficient capture, management, distribution and utilization of spatial information; and
- Provide for the establishment and maintenance of an electronic metadata catalogue to enable users of spatial information to search for and gain access to such information.

j) NATIONAL ENVIRONMENTAL MANAGEMENT: BIODIVERSITY BILL (2003)

The objectives of this legislation, as extracted from the Bill itself, are:

- a. To provide, within the framework of the National Environmental Management Act, for:
 - i. the management and conservation of biological diversity within the Republic:
 - ii. the use of indigenous biological resources in a sustainable manner; and
 - iii. the fair and equitable sharing of benefits arising from the commercialization through bioprospecting of traditional uses and knowledge of genetic resources;
- b. To give effect to international agreements relating to biodiversity which are binding on the Republic;
- c. To provide for co-operative governance in biodiversity management and conservation; and
- d. To provide for a National Biodiversity Institute to assist in achieving the above objectives.

4. THE COORDINATION FUNCTION OF AN SDF

Of all the different roles and functions of an SDF, one of the most important and critical functions is the ability to coordinate the actions of all role-players in the physical environment and to direct them towards the implementation of a common spatial vision.

Physical or spatial development is not the responsibility or even jurisdiction of a single role-player. Spatial development is done by a large number of stakeholders. These include private sector, government, environmental organizations and communities.

None (or at the very best only a few) of these role-players however understand the overall functionality of space (i.e. the "bigger picture"). Each of the role-players is typically concerned with its own situation or their own mandate. Left to their own devices, each of them would make locational choices based on their own interests without considering the implications for the larger context or for other spatial elements.

Spatial Planning is concerned with **coordinating and guiding** the actions of all these role-players to ensure that all investment that is made actually contributes to a physical environment that works in its totality.

Development of different spatial elements in a particular area can therefore either merely happens (which will lead to uncoordinated development with-out any **synergy**) or it can take place in accordance with a predetermined plan.

Spatial planning does not purport to deliver services and facilities to people. It does not build houses and it can't build roads. Those are the responsibilities of different departments in local government that are responsible for service delivery. What spatial planning **can do** is to indicate **where** certain actions need to take place to ensure the greatest synergy and benefits for everybody.

An Example of Project Coordination through an SDF

- A municipality must purchase a piece of land on which it can build a new settlement. However:
- The land must be serviced with engineering infrastructure and community services and transport facilities must be provided in the area;
- The land should not be located in an environmentally sensitive area, an area with high potential soils for agriculture or an area with geotechnical problems;

151 | Page

RELATIONSHIP WITH OTHER PLANS

The SDF links the development objectives taken from the Integrated Development Plan (IDP) and the Budget of the particular municipality. Therefore, the SDF becomes the spatial presentation of the IDP objectives that guide projects funded through the budget of the local municipality. This link between the SDF, IDP and Budget is shown in Figure 1.3.

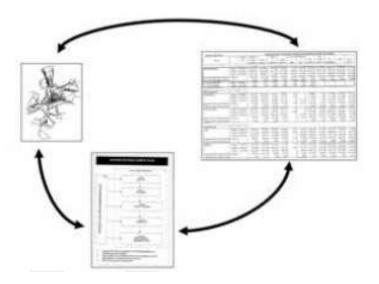


Figure 1.3 Relationships with other plans

The Kopanong Municipal SDF is further linked to other spatial policies at different levels of detail depending on their level of jurisdiction. The National Spatial Development Perspective (NSDP) provides the broad national development goals, objectives and strategies. This informs the Free State Provincial SDF (FS-PSDF). The FS-PSDF in turn informs the District Municipal SDF. The District Municipal SDF

then informs the preparation of the Kopanong Municipal SDF. It should be noted that the hierarchy is not only top down but also bottom up, i.e. the lower level plans also inform the higher level plans through the updating process as a result of more local level detailed information. The lower the level of the plan the more detailed the plan becomes and vice versa.

The spatial development framework not only incorporates town planning aspects, but a whole range of aspects affecting and affected by town planning. Therefore, the SDF looks at the impact of the natural environment (rivers, sensitive areas) as well as built environment aspects such as housing, infrastructure, etc. and socio-economic aspects relating to economy, human development indicators etc. Although prepared for the Department of Community Services the SDF must guide all of the Municipality's departments. The SDF is therefore informed by and in turn informs various line departments

CHAPTER 3 OVERVIEW OF THE MUNICIPALITY

1. GEOGRAPHICAL LOCATION



Map 1: Geographical Location of Kopanong LM

Kopanong Municipality is located within the Xhariep District which is regarded as the Southern Free State. **MAP 1** shows the location of the District within the Free State Province. **MAP 1** shows the Local Municipalities and the District Management Area that fall within the District.

Kopanong is situated on the centre of the Xhariep District, and shares a boundary with Letsemeng Local Municipality to the east, Mohokare Local Municipality to the West, Mangaung Metropolitan Municipality to the north and bordering both the Eastern Cape and Northern Cape to the south.

The Kopanong Local Municipal area, in the Xhariep district has three local municipalities and is situated in the south-eastern Free State. The towns in the Kopanong Municipal area are Reddersburg, Edenburg, Trompsburg, Jagersfontein, Fauresmith, Philippolis, Bethulie, Gariep Dam and Springfontein.

Spatial background of the towns mentioned in Kopanong Local Municipality are as follow:

a) Trompsburg

Trompsburg/ Madikgetla serve as the regional administrative seat within the Kopanong Municipality and is situated approximately 108 km south of Bloemfontein. Access to the town is gained from N1 route between Bloemfontein and Colesberg. The main social and economic functions of the town is to serve as (a) main local municipal administrative centre, (b) regional agricultural services Centre, (c) regional social centre for health services, (d) transport support services on major route.

b) Reddersburg

Reddersburg/ Matoporong serves as a general agricultural service centre within the Kopanong Municipality and is situated approximately 65 km northeast of Trompsburg. Access to the town is gained from the R717 route between Edenburg and Dewetsdorp. The main social and economic functions of the town is to serve as (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.

c) Edenburg

Edenburg/ Ha-Rasebei serves as a general agriculture service centre within the Kopanong Municipality and is situated approximately 39 km north of Trompsburg. Access to the town is gained from the R717 route between Trompsburg and Reddersburg. The main social and economic functions of the town is to serve as (a) general agricultural service centre to surrounding farming areas, (b)social functions such as residence, education and medical services, and (c) transport support services on major route.

d) Jagersfontein

Jagersfontein/Itumeleng serves as a commercial and social service centre within the Kopanong Municipality and is situate approximately 67 km northwest of Trompsburg. Access to the town is gained from the R704 route between Fauresmith and Trompsburg. The main social and economic functions of the town is to serve as (a)b diamond mining operations, (b) regional social centre for health services, (c) general agricultural service centre to surrounding farming areas, and (d) social functions such as residence, education and social services.

e) Fauresmith

Fauresmith/ Ipopeng serves as a commercial and social service centre within the Kopanong Municipality and is situate approximately 77 km northwest of Trompsburg. Access to the town is gained the R704 route between Koffiefontein and Jagersfontein. The main social and economic functions of the town is to serve as a (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.

f) Springfontein

Springfontein/ Maphodi serves as a general agricultural service centre within Kopanogng Municipality and is situated approximately 22 km south of Trompsburg. Access to the town is gained from N1 route between Bloemfontein and Colesberg. The main social and economical functions of the town is to serve as (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route.

g) Philippolis

Philippolis/ Poding-tse-Rolo serves a general agricultural service centre within the Kopanong Municipality and is situated approximately 53 km southwest of Trompsburg. Access to the town is gained from the R48 route between Koffiefontein and De Aar. The main social and economic function of the town is to serve as (a) key regional tourist destination, (b) secondary agricultural service centre, and (c) social functions such as residence, education and medical services.

h) Bethulie

Bethulie/ Lephoi serves as a regional agricultural service centre within Kopanong Municipality and is situated approximately 52 km south of Trompsburg. Access to the town is gained from the R701 route between Gariep Dam and Smithfield. The main social and economic function of the town is to serve as (a) key regional destination, (b) secondary agricultural service centre, and (c) social functions such as residence, education and medical services.

i) Gariep Dam

Gariep Dam serves as a service centre and tourism attraction within the Kopanong Municipality and is situated approximately 62 km south of Trompsburg. Access to the town is gained from the N1 route between Bloemfontein and Colesberg. The main social and economic functions of the town is to serve as (a) key regional tourist destination, (b)general agricultural service centre to surrounding farming areas, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.

2. POPULATION AND ACCESS TO SERVICE

The total population in the Municipality was 55,936 in 2001 of which 29 048 were female and 26 892 male. It is doubtful whether there is any major migration of people from outside the municipality into the municipality. Migration tends to be from commercial farms to the nine formal settlements and between the urban settlements within the municipality.

The total population were organized as 17,630 households, with the bulk of households (85%) being five or less members. Approximately 10,500 of households reside in the nine urban settlements.

These activities should include opportunities in formal employment capitalizing on national policy provisions such as broad based black empowerment initiatives, Equal Employment Act and employers being gender sensitive in their quest to bring parity of gender in their employment strategies.

In terms of age, slightly less than half of the total population (42.4%) is younger than 20 years and 6,8% is 65 years old or older. Of the population that is younger than 20 years old 73% are of pre-school and school-going age. More than half of the population (50.8%) is between 20 and 64 years old.

The age categories suggest quite a number of interventions in the area. For instance, in age category 5-19 the number is moderately high and thus indicating the need for quite a number of primary schools, sports and recreation facilities for children, among other initiatives especially where none or a few exist relative to such infrastructure. In particular, the age group 5-14 have a higher % population in the combined categories of 0-4. Their population category indicates a 15.71 to 16.47% of the total population in the province and is among the other three municipalities like Phumelela and Letsemeng in the province. On the 15-64, it should be assessed especially when it comes to employment creation, employment opportunities in the district, and a number of training institutions around and/or in the nearby municipalities. The Municipality must be prepared to equip the youth to be competitive in case they decide to migrate to other areas in order to find employment For the aged, thought must be given to existing infrastructure meant for their livelihood like old age homes as well as the existing family support structures for their safe keep in their times of need.

a) Electricity

The bulk electrical network is well established specifically around Xhariep area. Eskom serves all towns in the Municipal areas and thus there is sufficient bulk infrastructure available to serve the whole area. The bulk electricity network is well established although an alarmingly high number of people still use candles.

b) Waste Management

Most towns experience problems with the management of their waste disposal sites and to meet the requirements of the Department of Water Affairs. A plan to establish a regional framework for effective waste disposal is required including the possibility of regional dumping sites and how to deal with toxic waste. The own dump of refuse could be investigated to introduce alternative methods.

c) Housing

The Municipality estimated current housing backlogs to be 5842 units. However, recorded as the latest official statistics, is 4340. The highest need is recorded for Bethulie, followed by Philippolis, Edenburg and Trompsburg.

3. ECONOMY

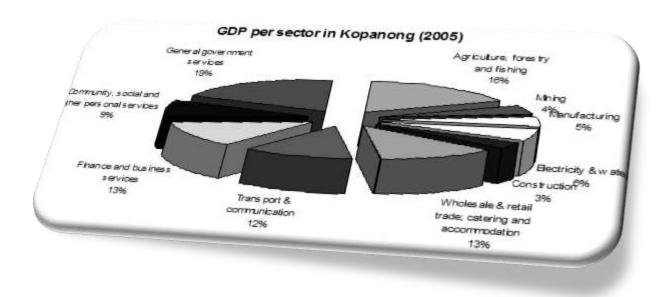
The economy of Kopanong is, like the remainder of the Southern Free State, is dominated by agricultural activities, with Kopanong contributing 45% (R95,545,000) to the GGP of Xhariep in 1996. Almost a third (4,700 persons) of the employed population is employed in the agricultural sector. The agricultural sector is dominated by large/extensive commercial farms with few small scale farms being found in the area.

The predominance of agriculture as primary economic activity in the area means that cycles of prosperity and decline experienced in the agricultural sector, impact on the economic prospects (i.e. whether their economies grow or decline) of the nine urban settlements.

The second biggest contributor to the district's GGP in 1996 was general government, contributing R58, 567,000 followed by financial services with R33, 341,000.

The extremely narrow economic base of Kopanong, i.e. the dependency of local communities on agriculture production, increase the area's vulnerability to economic downturns caused by adverse agricultural conditions, to economic downturns caused by adverse agricultural conditions, such as prolonged droughts, low prices for agricultural goods, e.g. wool prices, rapidly increasing wagein the agricultural sectors and so on. It is therefore important that the central thrust of any economic development strategy for the areas should aim to diversify the economic base.

Economic output is usually measures in terms of Gross domestic Product (GDP). At the national Gross Geographic product (GGP) is used. Figure 2.3.2 (b) provides an overview of annual economic growth since 1995. The overall ten year growth rate between 1995 and 2005 was 19%



Three (3) sectors are proofing to provide mechanisms to unlock investment in the Kopanong Local Municipality; these areas should be used as a framework to attract investment within the Towns along the major trade routes, therefore all the major towns, the sectors to be prioritized are as follow:

- Agriculture (Existing produce to be further exploited by means of ancillary spin offs from the agriculture sector to create more local job opportunities, there should be a sustainable link between commercial farmers and commonage farmers.
- General Government Services (further support of government offices should be initiated and proposal be developed to attract more government offices towards Kopanong, such as the support towards the Xhariep Disaster Management Centre)
- Wholesale and accommodation (Local produce should be reworked to final product and then
 exported out of the Municipal Area, more initiatives are to be investigated to utilize the N1
 bisecting the Municipality by looking at accommodation establishments that are accessible and
 visible)

Kopanong Municipality and their personnel need to see themselves as delivering a service to enterprises as their customers. Their services influence the performance of businesses in many ways: being relevant to business needs (also in terms of quality), on time (saving time to business people, allowing them to act promptly and focus on real business problems). To change the established

administrative procedures, it requires attention and support at the highest political level, e.g. the full determination of the mayor and to develop a business –like administration.

Kopanong Local Municipality could act along the following directions:

- to represent interests of the (local) business community toward the central government on legislation, regulatory practices and tax policy
- the staff in municipal administration should be made aware of the circumstances of business through training, information and awareness
- best practices among municipalities should be readily identified and subsequently adapted in other municipalities as well;
- the public procurement process should be open to SMMEs through better information on tendering opportunities;
- Kopanong Municipality could establish a "one stop shop" approach, one single location for registration purposes for business startups with staff experienced in procedures, as well as for other permits, licenses and various documents;
- all administrative procedures have to be simplified as much as possible within existing regulation, made more transparent, time left to the administration to act should be shortened, with the focus on avoiding bribes and corruption;
- Kopanong municipality has to allocate appropriate resources to improve this area of public administration (staff, training, ICT equipment);
- the information about standard procedures has to be readily available through the leaflets (with the localized contents), practical guides as well as mass media to raise the "business literacy" among would be entrepreneurs and existing owner managers;
- Kopanong municipality could establish "roundtables" as means to exchange information, experience, complaints, to enable business to consult with administration before issuing new administrative practices/obligations.
- Other approaches to assist with the implementation of the plan are identified:
 - Attract investment into the local area;
 - Support local businesses through research, loans, grants, premises, technical infrastructure, etc;
 - Link urban and rural development plans;
 - Developing human resources to improve local skills base;
 - Community based approaches:
 - Linking profitable growth to redistribution.
 - Aligning LED programmes with EPWP
 - Developing a Capital Investment Framework linked to the further review of the SDF to indicate in detail where all development should occur throughout the Municipality, a centralized vision is to be linked to the SDF/LED and Capital Investment Framework. This map should be marketable and placed on the Kopanong website to attract further investors.

4. TRANSPORT INFRASTRUCTURE

Kopanong is bisected by the N1 National Road system. Although the main road (N1 is bisecting 50% of the Municipality not much has been contributed leaving Kopanong marginalized in an economic sense.

The existing road system should be captured with an Integrated Transport Management Plan to identify areas where upgrading and resurfacing is required. Potential tourism road linkages should be earmarked and to gain priority to unlock further potential to Kopanong Tourism sector.

5. AGRICULTURAL POTENTIAL

Agriculture plays a major role in the economy of Kopanong as a generator of income, as well as an employment provider.

Land reform and commonage projects must be supported with access to proper infrastructure and financial and technical support. Furthermore, projects identified by NAFU are aimed at enhancing the primary agricultural sector by introducing more emerging farmers into the industry as primary farmers

a) List of Catalytic Projects

- Stock farming Nguni cattle, heifers/bulls/steers sheep
- Crop farming soya beans, cassava
- Fish farming

b) Areas of opportunity for Kopanong Municipality

- Grain crops the Free State province is major producer of maize and from this competitive
 advantages can be derived in the manufacturing sector through producing maize meal right
 in Kopanong. Right now, the raw material is taken to Gauteng and KZN for processing and
 production of this product. More land can be used to plough other grain crops such as barley
 and wheat.
- Oilseeds there is an opportunity to plant soyabeans, groundnuts and sunflower, with opportunities in the tertiary sector for production of cooking oil and other products.
- Fruits with the availability of grapes, opportunity exist for the wine industry to grow.

- Vegetables with two of South Africa's busiest freeways, N1 and N6, cutting across the Kopanong municipal area, the potential for fresh vegetable production is high. Free State is well known for producing potatoes. Opportunities for warehousing and transport logistics exist, as well as processing of vegetables.
- Floriculture again this is a big industry and export opportunities exist, especially with the Bloemfontein airport just 120 kilometers away from Kopanong.
- Aquaculture while the Free State province is land-locked, Kopanong has the right climate and water resources for fresh water fish farming and processing for export and national markets.
- Cash crops Kopanong municipality can explore the possibility of engaging in cash crops such as cotton and other innovative crops.
- Red meats livestock such as cattle and sheep are already in stock in Kopanong. This leads to opportunities for establishment of abattoirs for production of red meat, such as beef, mutton lamb, venison, etc.
- White meats poultry production provides ample opportunity for small and new entrants. The processing can be down-scaled to SMME levels.
- Dairy farming the municipality is particularly poised for economic comparative advantage in milk production due to existence of stock farming.
- Non-edible animal products leather hide, wool and other by-products are comparative advantages that can be used in conjunction with livestock production already in place within the municipality to package or produce leather and wool products
- Agro-based pharmaceuticals cultivated and indigenous medical plants and crops present
 a wide possibility of economic opportunities. This relatively new field that can be exploited to
 the benefit of new entrants in agriculture and agro-processing. Products for tourism can also
 be produced from these plants.
- Bio-fuels this field has a high potential of growth with the increase of cost of fossil-based crude oil on the world market. There is a prevalence of alternative bio fuels that can be produced and processed in the municipality, e.g., soyabean and sunflower based

c) Potential Catalytic Projects

- Tannery
- Dairy products
- NAFU's integrated supply chain model using emerging farmers formed into Commodity Associations
- CASP projects
- Xhariep value adding project in Trompsburg
- Commonages projects



MAP 9 shows the agricultural potential of Kopanong,

6. ENVIRONMENTAL CONSIDERATIONS

The open space system currently revolves around the existing marshes and streams draining through the area. The marshes and streams surrounding some of the towns in Kopanong provide a physical restraint that will guide future development and form part of the open space system. Due to the topographical characteristics of some of the areas, several areas were identified as being environmentally sensitive. The low-lying area along the rivers, should where possible be reserved for recreation purposes, or public open spaces and not developed.

Development within the 1:100 year floodline is to be prohibited at all cost as Kopanong is vulnerable to flooding.

The following summarizes the SDF proposals for environmental interventions:

- Flood lines naturally restrict any development in the specific areas.
- The need exists to develop open areas in all extensions of Mofulatshepe and in doing so prevent squatting and refuse dumping.
- Existing large open spaces or portions of open spaces are proposed to be more effectively utilised and developed by means of infill planning to ensure the optimum utilisation of available land and desirable densification. Cognisance is, however, taken that adequate functional open spaces for sport and recreation purposes will be available.
- Certain insignificant open spaces, primarily adjacent road reserves are proposed to accommodate the informal sector. Although these are formal park erven, utilisation is largely restricted due to its dysfunctional shape and location. It must be emphasised that development on land zoned for open space is subject to Environmental Impact Assessment (EIA) Procedures
- The need exist to develop open areas in all extension of Roleleathunya and in doing so prevent squatting and refuse dump.
- Areas of ecological significance should timely be identified and reserved as natural areas.
- The need exists to develop passive open areas in all towns where these passive open park areas restrain integration between formal township areas and urban areas, and in doing so ensuring that access to trade and employment opportunities could be more sustainable.

7. WATER RESOURCES

Kopanong contains a key water resource area which is of importance at both a provincial and national level. The farms making up the head waters of the Orange River in the south are designated as a Strategic Water Production Area. This area and the surrounding vlei areas have an extremely important water production function which needs to be taken into account in the SDF and the formulation of development proposals for the area.

8. TOURISM

One of the main elements of the District Tourism Strategy is that the district as a whole should be promoted and marketed as a destination, expanding the eco-tourism and cultural heritage themes that have proven so successful across the whole District. It further recommends that stronger linkages be established with the existing Tourism Routes (Lake Xhariep Route and the new proposed Diamond (Horizon) Route). Kopanong with its links to Gariep and Van der Kloof dam, together with its position to enable a link between the Diamond route and Maluti route seems ideally placed to be included in terms of tourism priority. Optional routes that will attract more tourist to the area should be identified do provide an alternative for tourist traveling though the Municipality from Bloemfontein down to Colesberg on their way to the Western, Northern and Eastern Cape Provinces.

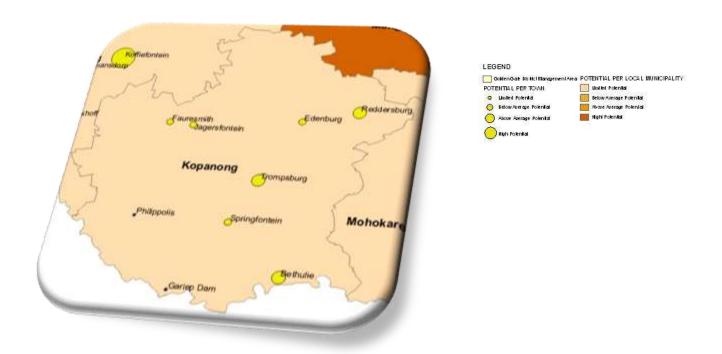
Tourism nodes offer leisure and tourism products to the consumer. Tourism nodes will attract tourists to a town or region due to its unique features, historic value, special character or surroundings.

Tourism development potential of these nodes needs to be enhanced in order to improve its attractiveness to tourists visiting these areas. Particular attention should be paid to the marketing of these nodes to tourists and therefore it should be included in the tourism strategy of the regions. Many of these nodes incorporate environmental sensitive areas and thus a cautious approach should be followed not to impact negatively on the environment. Valuable agricultural land should preferably be preserved for agricultural productivity.

Careful consideration should be given to advertising and building design when new developments are established in towns earmarked as tourism nodes, as this can negatively impact on the marketability of such towns as tourist destinations. The existing ambiance of these towns should therefore be enhanced with sensitive development.

Areas surrounding regional dams are well suited for tourism. Development in these areas should be sensitive towards these natural features.

Tourism initiatives should specifically focus on the following; Lake Gariep, Game reserves, Jagersfontein Mine, Battle fields, Historical buildings, and Fauresmith horse run



Map 13 indication the towns with tourism potential

CHAPTER 4 SPATIAL DEVELOPMENT STRATEGIC FRAMEWORK

1. OBJECTIVES

Flowing from the Chapter 3 overview of the municipality, National and Provincial policies and the Frameworks of the District and adjacent local municipalities the following objectives are set for the spatial development of Kopanong:

- Improve accessibility within the municipality;
- Promote linkages with the adjacent local municipalities;
- Stimulate local economic development through agriculture and tourism;
- Provide and maintain services to the local communities;
- To achieve a balance between developmental needs of the local communities, the demands of tourism and agriculture, and sound environmental management principles.
- That Flood Lines do naturally restrict any Development in the specific affected areas.
- To develop a policy or strategy on Infill development to prevent squatting and illegal refuse dumping on open areas
- To redevelop the Vision and Mission of development of all the Towns in Kopanong, for example Jagersfontein, Fauresmith, Philippolis, Gariep Dam and Bethulie should focus on Tourism development and ensure that infrastructure is accommodating tourism projects and initiatives towards the future growth of these towns.
- The transient traffic through Trompsburg should be optimally utilized and a "Petro Park" development could be further investigated to establish the potential economic viability thereof.

2. STRATEGIES

The following strategies are proposed to achieve the objectives set out above:

- Identify a hierarchy of access corridors that aligns with the District SDF and indicate where upgrading should be focused on;
- Identify a system of development nodes to serve the community and to implement developmental strategies;
- Retain land with high agricultural potential for agricultural use only;
- Identify land for promotion of small scale commercial agriculture;
- Promote cultural tourism and communal agriculture in low income areas;
- Identify formally conserved areas in and around the municipality;
- Protect the strategic water production area at the Orange River Banks and the surrounding vlei;
- Identify areas where tourism could be promoted and the type of tourism, bearing in mind that the agricultural and natural landscapes must not be compromised.
- Ensure that tourism proposals benefit the local community;
- Ensure that environmental objectives are taken into account in the formulation and adjudication of development proposals.
- To redevelop the Jagersfontein, Fauresmith and Philippolis Central Business Area so that the area could unlock further Tourism Potential for the Kopanong Community.
- Develop a Commonage Land Strategic Development Plan that links with the high and good Potential Agricultural Land with detailed guidelines on the sustainable utilization of high Potential Agricultural Land.

 Develop action Plans on the optimal usage of the N1 Development Corridor for Trompsburg to attract investment opportunities such as Truck Stops, Petro Park Developments and other opportunities. Areas should be earmarked for potential investors and land uses be put in place to ease the process for investors.

3. GUIDELINES FOR A LAND USE MANAGEMENT SYSTEM

3.1 Objectives of the LUMS:

Land use schemes form the basis of a land use management system. The 3 local municipalities constituting the Xhariep District Municipality will be managed by edge-to-edge land use (planning) schemes. Objectives of these land use schemes are:

- To be applicable to the whole area of a local municipality
- To establish single regulatory land use management systems that can be applied uniformly throughout each local municipally.
- To provide municipalities with tools from which they can draw to manage the use and development of land within their urban and rural areas as required.
- To integrate different regulatory land use management systems within municipalities (town planning schemes, physical planning permits and Annexure F of the Township Establishment and Land Use Regulations (GNR 1897/1986) of the Development of Black Communities Act, 1984 [Act 4 of 1984])
- To address the concerns and issues of rural land use management.
- The rural component of a land use scheme should primarily be applied to ensure that prime agricultural land is protected, to ensure that important areas of environmental significance and biodiversity are protected and impact of agricultural and non-agricultural land uses of business nature (previous permit applications in terms of the Physical Planning Act, 1967 (Act 88 of 1967)) are facilitated.

3.2 Purpose of the LUMS

- a) To provide regulatory measures to:
 - accommodate desirable land uses
 - promote certainty of land use
 - promote efficient use of land

- protect the amenity of adjacent land uses
- protect natural resources including agricultural resources
- protect cultural resources
- protect unique areas or features
- b) To give effect to the spatial development framework and the integrated development plan of a municipality. In this regard, the associated spatial development frameworks of Integrated Development Plans establish the broad framework for land use planning.
- c) To contain such policies, guidelines and documents as shall be considered necessary by the municipality and which relate to the visions and objectives contained in the IDP.
- d) Future land use change of a land use scheme must be guided and informed by the spatial visions, policies and strategies of an IDP and as reflected in the SDF. It therefore needs to provide a strong policy link to the IDP.
- e) Land use schemes thus provide the detailed management mechanisms required to put into effect the spatial policies, strategies and development objectives of IDPs, by way of the following:
 - Proposals of spatial development plans are linked as earmarkings to the land use scheme.
 A land use scheme is thus considered to be a combination of planning by allocating zonings
 to premises from the onset, as well as the spatial framework/ micro spatial frameworks
 functioning as an earmarking to the land use scheme and legally bound by the land use
 scheme.
 - Statements of intent for different zonings follow from the IDP and spatial development framework and have the aim to establish such a link.
- f) Each zoning and Management area should identify by way of a statement of intent the following in order to ensure that it is linked back to the IDP and spatial development framework:
 - a detailed statement of its intention, and even for specified areas (transitions area, CBD, etc.)
 - type and intensity of development that shall be permitted or encouraged, and even for a particular area
 - determines how any current or future development shall be phased
 - provides for the inclusion of specific urban design criteria
- g) Management areas are land that is deemed to require a level of special treatment (additional development controls and/or providing of guidance) over and above that provided by an underlying zoning.

- h) It is indicated as an overlay to the land use scheme map, with area boundaries clearly demarcated. Management areas can also refer to single properties.
- i) These management areas influence and facilitate the development of land in a unique or specific manner a detailed management approach. Management areas usually require the imposition of a further set of development controls for existing zonings (management plans), in addition to the normal controls for the relevant zoning. These development controls can even impose stricter regulatory measures (a further restriction in permitted height, coverage, floor ratio, etc.) for a existing zoning.
- j) Management Area Plans thus contain the fine detail of how a management area will be developed and implemented.
- k) Different level of detail of management area plans:
 - mere vision and/ or policy statements
 - general and/or generic guidelines
 - specific schematic plans
 - Detail plan/ Master Plan/ Micro Spatial Frameworks.
- I) In the above regard, management plans can indicate areas of economic development such as SDIs, development corridors, tourism routes, industrial development zones, areas around dams and rivers, urban design, historical precincts, areas of environmental importance, informal trading areas etc.
- m) Important environmental issues should be included in the statements of intent for the individual zonings, and not only for the environmental zonings - the convergence of spatial and environmental planning.
- n) Ecosystem services (erosion control, waste treatment, biological control, raw materials, soil formation, water regulation, recreation, cultural, climate regulation, etc.) should inform decisions that are made regarding the management of these resources for the benefit of the community. The concept of ecosystem service provision must be embodied in land use management.
- o) The environmental component of the IDP (Environmental Assessment Studies) is a key informant of a land use scheme. Any land use scheme system has thus as a direct consequence of these to address itself to their influence on land management. Arising out of this would be a set of management mechanisms that can be included in management plans of the land use scheme.

- p) Heritage resources/ sites and protected areas/ sites are to be regulated by the following:
 - Heritage Resource Management Areas with objective the identification and management of declared local, provincial or national heritage resources/ sites.
 - Protected Area Management Areas with objective the identification and management of protected areas/ sites.
 - The land use scheme will list by way of an annexure all heritage resource areas/ sites and protected areas/ sites constituting the above management areas.

4. PROGRAMS AND PROJECTS FOR THE DEVELOPMENT OF LAND

a) The following programs flow from the above:

The setting up of a unit and/or mechanism to cover spatial planning in the municipality including a Council Sub-Committee to consider planning matters and report to Council

b) The setting up and regular updating of a data base to include:

- The cadastral base plan for the municipality
- Aerial photography
- Land use
- The Spatial Development Framework
- The Kopanong Land Use Management Scheme
- Any other information relevant to spatial planning
- To participate in the District level planning initiatives and forums.

c) The following projects are proposed:

- Annual Review of the Spatial Development Framework
- The finalization of the Kopanong Land Use Management Scheme
- Setting up of a GIS and related computer system to store and update planning information
- Annual updating of planning information
- Preparation of Local Area Developments Plans for identified nodes, especially with regard to Tourism and Agricultural Nodes.
- Agricultural Report to cover promotion of agriculture and land reform

- Setting up of a PPP in terms of Tourism Sector Development and to identify opportunities for especially Gariep dam, Bethulie, Philippolis, Jagersfontein and Fauresmith to unlock Tourism Potential.
- A Strategic Investment Framework is required to unlock further investment along the N1 that will uplift the communities of Trompsburg in terms of the transient traffic.
- Local Tourism Plan depicting the existing linkages between tourism routes and the potential integration of the Tourism Potential to be unlocked through the proposed Horizon route and the link to the Maluti route.
- Water Resource Management Plan
- Strategic Environmental Assessment,
- Environmental Management Plan and Environmental Management Framework

The above programs and projects will need to be refined business plans prepared, and costs set out. These would need to be included in the Council's capital investment framework.

5. STRATEGIC ASSESSMENT OF THE ENVIRONMENTAL IMPACT OF THE SPATIAL DEVELOPMENT FRAMEWORK

The existing environmental information has been taken into consideration in preparation of the Spatial Development Framework (SDF) input. Once a more refined EMP has been prepared, this will need to be included as part of a review of the SDF. Every development proposal will need to include an environmental assessment at an appropriate level of detail.

CHAPTER 5 ALIGNMENT

1. ALIGNMENT WITH THE DISTRICT SPATIAL DEVELOPMENT FRAMEWORK

Alignment of the SDF should be coordinated at a District level through its IDP Alignment Program. The IDP Program for Alignment is identified as a critical area in particular as far as it relates to those projects which have a cross border influence such as tourism, agricultural and infrastructure projects. Figure 5.1 provides an indication of how the different SDF concepts and models interact with each other to guide further growth in a Municipality.

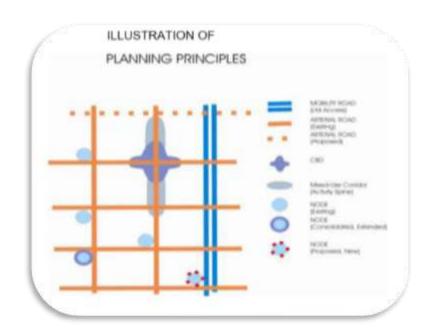


Figure 5.1 Planning principles that provides structure to the SDF

a) Development Nodes and Centres:

Centres represent a classification of localities according to specific and specialized services of regional or provincial importance. Trompsburg is identified as an Administrative centre.

Tourism nodes offer leisure and tourism products to the consumer. Tourism nodes will attract tourists to a town or region due to its unique features, historic value, special character or surroundings.

Tourism development potential of these nodes needs to be enhanced in order to improve its attractiveness to tourists visiting these areas. Particular attention should be paid to the marketing of these nodes to tourists and therefore it should be included in the tourism strategy of the regions. Many of these nodes incorporate environmental sensitive areas and thus a cautious approach should be followed not to impact negatively on the environment. Valuable agricultural land should preferably be preserved for agricultural productivity.

Careful consideration should be given to advertising and building design when new developments are established in towns earmarked as tourism nodes, as this can negatively impact on the marketability of such towns as tourist destinations. The existing ambiance of these towns should therefore be enhanced with sensitive development.

Areas surrounding regional dams are well suited for tourism. Development in these areas should be sensitive towards these natural features.

Gariepdam, and Philippolis are identified as important Tourism Nodes within the Kopanong Local Municipality, based on its predominantly resource and heritage tourism potentials respectively.

The Lake Xhariep Tourism Project for the Gariep Dam will establish an important cross-border tourism node with the Northern Cape and Eastern Cape Provinces.

Nature Reserves and Conservancies nodes are localities protected by legislation for its environmental quality. The Gariep Dam Nature Reserve, Tussen die Riviere Nature Reserve together with a large number of conservancies/ game farms are located in Kopanong Municipality and indicated as tourism nodes. Development in these areas should be sensitive towards these natural features.

Nodes of Specialization:

NODE	AREA OF SPECIALIZATION	SPECIFIC INITIATIVES TO BE PROMOTED
Bethany	Agriculture: emerging farmers	Fruit Irrigation schemes
	Agriculture: intensive (irrigation)	
Trompsburg	Tourism: Information	
	Agriculture: Agro-processing	Tourism information centre
	Agriculture: Special produce	Spring water, Beer brewery, wool spinning, Angora rabbits
	Mining: exploration	
Edenburg	Agriculture: Special produce	Cattle farming
Springfontein	Agriculture: Support Unit	Support unit for surrounding farmers
Gariep Dam	Tourism: Information and Tourism: Attraction	Filling station, tourist information centre, Convention centre, Arts and crafts curio shops
	Tourism Fillingston	·
Philippolis	Tourism: Information and	Tourist information centre
	attraction	Historic sites
Jagersfontein	Mining: Exploration and processing	Diamond mining and cutting
	processing .	
Reddersburg	Agriculture: Emerging farmers	Game farming
		Weigh bridge
Bethulie	Agriculture: Special produce	Fish farming
		Game farming
Fauresmith	Agriculture: Support Unit	Cattle farming
	Agriculture: Special produce	

b) Educational centre

The District Spatial Development Frame work includes a hierarchy of nodes consisting of a Collective Economic Nodes, Specialized Economic Nodes, Retail and Private Services Nodes, Manufacturing Nodes, Mining Nodes, Agricultural Nodes, Tourism Nodes, Biofuel Nodes, Presidential nodes, Industrial Development Zone (IDZ) nodes, Land Reform

Nodes. None of the towns are categorized under these nodes and mostly prevail as service centers. In terms of Tourism Nodes, none of the towns have been identified.

c) Development Corridors:

Presently no development corridor of provincial extent or importance exists or is foreseen to develop However the Xhariep Indicative Framework 2020 locates development corridors for the establishing of agri-industries and tourism developments on the Provincial Transport Corridors (N1, N8 and N6), railway line and District Transport Corridor linking Jacobsdal with Zastron.

The following tourism routes on regional scale have been identified for the Kopanong Local Municipality:

- The Gariep Tourism Corridor linking Bethulie with Gariep dam.
- The Horizon Tourism Corridor linking Kimberly with Jacobsdal, Jagersfontein and Fauresmith.

a) Development Zones:

Zones are areas with common identifying characteristics and usually have a homogeneous land use associated with it. It comprises medium to large sections of the spatial environment and may include land uses associated with agricultural or human settlement developments. Different kinds of zones were distinguished:

Tourism zones are areas that have a high environmental quality or cultural/historic heritage and are characterized by tourist destinations. Supporting infrastructure like arts and crafts stalls, bed and breakfasts, restaurants, etc. should be developed at strategic localities within these zones.

Southern Xhariep Tourism Zone along the southern border of the Province, adjacent to the Orange river is well suited for tourism developments and constitutes the majority of the regional dams (Van der Kloof Dam and Gariep Dam) of the Xhariep District, Lake Gariep project, nature reserves, and conservancies of the area.

Commercial agriculture zones are the larger agricultural land units that accommodate a diversity of agricultural production for the commercial market. These areas usually surround the urban nodes.

The potential of the land depends on the soil quality and the availability of water. It is recognized that all currently cultivated and grazing land be protected from urban development and that future residential extension should be guided by in-depth analysis that takes into account soil potential, carrying capacity, type of agriculture, availability of water, etc.

Smaller subdivision of agricultural land and change of land use will thus be considered on an individual basis and after proper analysis of the present situation and future impact of the proposed development have been done in consultation with the relevant authorities.

Subdivision of farmland will only be approved if proven sustainable.

Agro-processing plants may develop on farms, but only if proven sustainable.

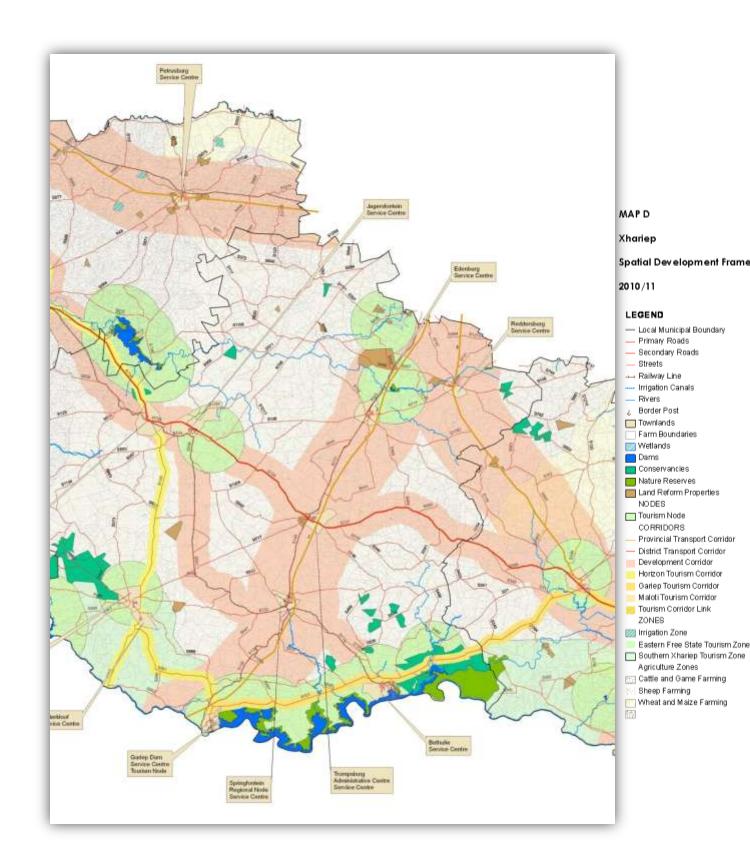
A commercial agricultural zone constituting a large portion of the Kopanong Local Municipality accommodates a variety of mixed farming. *Areas of specialization where viable are promoted.*

Future agricultural growth can primarily be created by value-added supplementary agricultural practices. In this regard, small scale processing industries, abattoirs, etc. are considered to add value to the agricultural products before marketing.

More intensive farming activities like feeding paddocks, chicken farming, maize mills and tunnels for vegetable cultivation have the potential to provide additional employment opportunities.

Small-scale farming is relatively latent and potential exists to provide agricultural smallholdings in irrigation areas and urban areas.

Irrigation zones are areas with smaller commercial agricultural units with normally a higher production yield per hectare. These units incorporate irrigation schemes and are
concentrated along watercourses and dams.



Map 15 Xhariep District SDF proposals

2. ALIGNMENT WITH PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

See District Alignment as all Provincial Spatial Development Framework alignments are discussed.

3. ALIGNMENT WITH THE FREE STATE GROWTH AND DEVELOPMENT STRATEGY

Provincial Development is guided by the FSPGDS. Based on the social and economic development challenges of the province, the Free State Province has identified the following as primary development:

- Stimulate economic development.
- Develop and enhance the infrastructure for economic growth and social development.
- Poverty alleviation through human and social development.
- Ensure a safe and secure environment for all the people of the province.
- Promote effective and efficient government and administration.
- The indicators from the FSPGDS guide this Plan.

a) Socio Economic Analysis:

Based on the minimum requirements listed above, the analysis conducted by Kopanong Local Municipality does not provide adequate feedback on the problems identified through the review/analysis.

Specific Programmes of action were announced to grow the formal economy. These include the following:

- Raise the rate of investment.
- Work to reduce the cost of doing business in the country.
- Particular attention to SMMEs.
- Speed up the process of skills development, focusing on the shortfalls that had already been identified.
- Enhance the country's export performance, focusing on services and manufactured goods.

- Increase spending on scientific research and development.
- To give effect to these developmental objectives, the province has identified the 11 areas that need to be addressed by 2014:
 - 1. To achieve an annual economic growth rate at least equal to the national average economic growth rate.
 - 2. To reduce unemployment from 26% to 20%.
 - 3. To reduce the number of households living in poverty by 5% per annum.
 - 4. To improve the functional literacy rate from 69.2% to 85%.
 - 5. To reduce the mortality for children less than five years to 65 per 1 000 live births.
 - 6. To reduce the obstetrical maternal mortality rate from 65.5 to 20.06 per 100 000 women in the reproductive age group.
 - 7. To stabilize the prevalence rate of HIV and AIDS and reverse their spread.
 - 8. To provide shelter for all the people of the province.
 - 9. To provide free basic services to all households.
 - 10. To reduce the crime rate by at least 7% per annum.
 - 11. To provide adequate infrastructure for economic growth and development.

The Free State PGDS records the provincial mandate as "a prosperous province and that fulfils the social needs of all of the people" (PGDS). Highlights include:

- 10.6% of national land area
- 6.4% of national population (2.95m 3m)
- 4.9% of GDP (underperforming relative to population share)
- 1980 9%
- 1990 6%
- 2002 5%
- This decrease is attributed to the decline in mining on the Free State gold fields.

• Key economic activities include:

- o agriculture;
- o tourism;
- o agro-processing;
- o mining.

• Important indicators include :

- Unemployment 26% (SA 41%)
- o Poverty 49%
- o HDI 0.67 (SA 0.69)

- o Functional Literacy 69.2%
- o Population Growth 1.12% 0.76 (declining) population
- Urbanized 71.7%

Kopanong doesn't feature as a key focus area in tourism, agricultural, mining or manufacturing categories.

b) The Reviewed FSGDS (2006) categorizes the Free State towns and local municipalities in terms of development need.

The developmental needs of the Free State towns are based on the combining of the following indicators:

- Number of disabled people per locality
- The percentage of people without schooling or with limited schooling per locality
- The percentage of people who are unemployed
- Number of households residing in informal dwellings (whether in a backyard or on a surveyed and serviced or un-surveyed and un-serviced site)
- Number of people without access to adequate sanitation (current access in terms of an unventilated pit latrine, bucket or none)
- Number of people without access to water within 200m from their stand
- Number of people with an income below R3 500.

Towns are thus classified as having a High Development Need, Above Average Development Need, Below Average Development Need and Limited Development Need.

CHAPTER 6 KOPANONG SPATIAL DEVELOPMENT FRAMEWORK

1. SPATIAL DEVELOPMENT OBJECTIVES

Table 6.1 shows an overview of the core elements of the vision and mission related to the current spatial reality for Kopanong LM.

Table 6.1 Spatial Implications of the vision and mission of Kopanong LM

The following vision for the SDF is proposed:

- a) Spatial development vision: To provide a long term spatial development form consisting of a macro spatial structure for the Kopanong LM as well as micro spatial plans/structure for its urban and rural spatial components/entities taking into consideration environmental considerations. These plans need to provide for the planning and development of balanced, integrated and sustainable human settlements supported by the optimal management of the interface between urban and rural development from both a spatial and environmental perspective.
- b) **Spatial development mission:** The spatial development vision will be realized through the spatial interpretation of the IDP on both DM and LM level, its sectoral plans supported by a spatial analysis of the current reality, alignment with the policy and legislative framework inclusive specifically of the FSPGDS (2005), NSDP (2006), NATMAP 2050, ASGISA (2006), Housing ATLAS (2006), Resource Book on Sustainable Human Settlement Development (2008), CRDP (2009) and RDLR Strategic Plan (2010)

c) Spatial development objectives:

- To provide certainty and direction for investors by inclusion of preferred locations for development and areas that should be avoided due to environmental considerations.
- To formulate guidelines related to best practices for decision making on planning and development related to land use and environmental considerations.
- To identify priority areas for land development within the study area based on the formulated vision and mission statements above.

- To identify the interrelationships between towns and the rural hinterland within Kopanong LM spatial system.
- o Identification of the role of corridors, activity nodes and sectors within the study area.
- To guide future spatial development based on optimal and realistic conceptual and attainable principles
- In order to understand the spatial vision, mission and objectives as formulated above cognizance should be take of the GTZ Toolkit (2010) that states that space can be defined as the three-dimensional physical environment in which we live. It is made up of land, water and air. Typically, space is seen as an 'empty area' which is then filled with physical (or spatial) elements. These elements can be either natural (trees, dams etc.) or built/man-made (roads, buildings, water pipes etc.). Space also includes the people that inhabit that space.
- Spatial planning and thus the SDF is concerned with (i) how we use space and (ii) how we organize or arrange the spatial elements in that space with the aim of achieving certain development objectives or supporting certain development principles. GTZ (2010) further states that spatial planning deals with the connections between people, places, movement, urban form, nature and the built fabric. How well (or positive) a spatial system functions depends the following spatially related components:
 - Where the different spatial elements are located in relation to each other.
 - How different spatial elements are able to support or reinforce each other.
 - How well different spatial elements are linked and aligned.
- o It is the focus of the SDF to determine where and how the best relationships and linkages within a spatial system can be achieved. GTZ (2010) indicates that spatial planning is a multi-disciplinary activity that involves a range of stakeholders who are concerned with different aspects (or elements) of the physical environment (refer to the terms of reference as applicable to the formulation of this SDF)
- Based on the above mentioned principles, approaches and considerations shows the guiding principles to be included in the SDF for the Kopanong LM.
 For the purposes of this report special attention will be given to the following aspects in the SDF formulation:
 - Priority settlements for CRDP.
 - Urban components for revitalization.
 - Strategic located agri-villages and agro-industries.
 - Priority land for land reform.
 - Strategic land for development: sectors (areas) in need of surveying.
 - Potential areas for Thusong Service Centres (MPCC's)
 - Strategic development areas.
 - Priority areas for investment.
 - Viable land for housing; economic development and supporting infrastructure
 - Functional nodal points, potential nodes, how should it be developed; potential; classification and description of nodes.

- Functional development corridors and supporting nodes.
- Determination of development edge and direction of growth for microframework as well as SDF (macro framework)
- Functional and integrating roads (classification) and public transport system.
- Proposals for new roads where necessary.
- Major bulk infrastructure for SDF: status quo and new and supporting infrastructure.
- Environmental sensitive and conservation areas, supporting nodes and areas with tourism potential.
- Areas of high agricultural potential and areas affected by land claims and that are needed for developmental purposes.
- Areas for urgent policy intervention.

2. MACRO SPATIAL DEVELOPMENT FRAMEWORK (MSDF)

The contents of *Chapter 3* provide the platform for the spatial envisioning within Kopanong LM. However, the SDF functions within a national, provincial and district municipality spatial systems that provide, based on the content of the policy and legislative framework, guides the content and objectives of spatial structuring and future development.

Chapter 5 shows the alignment between the FSPGDS (2005), PSDF (2002); Xhariep DM SDF, IDP and Kopanong IDP (2010). Compliance with these strategic documents were assessed and motivated.

However, vertical and horizontal alignment with the DFA (Chapter 1 principles) (1995); Integrated Sustainable Rural Development Strategy (ISRDS) (2000); White Paper on Spatial Planning and Land Use Management (2001); NSDP (2006); ASGISA (2006); Housing Atlas (2006); Rural Transport Strategy for South Africa (2007); Resource Book on Sustainable Human Settlement Development (2008); Comprehensive Rural Development Programme (CRDP) (2009) and Rural Development and Land Reform Strategy (RDLR) (2010) are taken into account in the formulation of the SDF.

The input contained in these documents is based on the application of the overarching normative principles of:

- Principle of sustainability.
- Principle of equality.
- Principle of efficiency.
- Principle of integration.
- Principle of fair and good governance.

The application principles as contained in NEMA (1998) inclusive of economic rights and basic needs of people; framework for environmental management (EMF); guidelines for environmental management; community needs; and sustainability considerations are basic input in the formulation of the SDF in order to ensure spatial and environmental alignment and integration.

Table 6.2 shows the needs as identified by the communities in Kopanong LM. These needs are of importance as it represents priorities of the communities in a spatially related sense from both a macro as well as micro perspec

Gariep Dam:

DEVELOPMENT SECTOR	DEVELOPMENT ISSUE RAISED
Water	Upgrading of extension of water reservoir and pressure towers
Sanitation	Upgrading of sewerage system Install a new pump oxidation pond
Waste management	Dumping sites
Street and Storm Water	Storm water system in Hydro Park
Housing and Land	Houses Provision of land
Agricultural Development	Fencing of commonage land Equipment for farming
Health and Welfare	Of critical importance is operating hours of the clinics. It is hereby requested that the clinic operate 24 hours
Cemeteries	Extension of cemeteries

Economy	Job opportunities
Sports and recreation	Upgrading of a swimming pool
	Sports facilities for youth
	Luncheon club for the elders

Springfontein:

ITEM	DEVELOPMENT ISSUE
Sanitation	Upgrading
Electricity and lights	High mast lighting
Streets and storm water	Upgrading roads and pavements
	Proper storm-water drainage system
Transport	Upgrading taxi ranks and railway station
Housing and Land	Access to land/ownership and title deed
Health and welfare	Hospice for disabled and abused children
Cemeteries	Fencing of cemeteries
Education and training	Upgrading of existing library
	Provision and improvement of schools
	Building a hall for a primary school
Economy	Construction of Business centre
	Construction of multi-skills centre
	Job creation
Sports and recreation	Building a new community hall

Jagersfontein:

ITEM	COMMENT
Water	Improving the availability and convenient water supply

Sanitation	Waterborne sewerage
Street and Storm	Upgrading of internal streets and roads
Water	Upgrading of storm water system
Electricity	High mast street lightning
Telecommunication	Improving telecommunication services
	Houses
Housing and Land	Upgrading of housing units
Housing and Land	Erven backlog
	Taxi rank
Health and Welfare	24-hour ambulance service
Education	Training centre
Economy	Shopping complex
Loonomy	Job opportunities

Trompsburg:

ITEM	DEVELOPMENT ISSUE
Sanitation	Upgrading and maintenance of sanitation infrastructure
	Maintenance and fencing of oxidation ponds
Electricity and lights	High mast street lighting
	Lightning at rail station
Streets and storm water	Upgrading streets and pavements
Waste Management	Dumping sites
Transport	Construction of taxi rank
Housing and Land	Housing
	Upgrading un-used sites

Health and welfare	Hospice for elderly
	24-Hour clinic service and doctor
	24-Hour Ambulance service
Cemeteries	Fencing of cemeteries
Education and training	New library
	High school with classes to grade 12
	Upgrading of crèche
	Sports facilities for schools
Economy	Camp for live stock
	Fencing of the existing commonages
Sports and recreation	Indoor sports centre

Fauresmith:

ITEM	DEVELOPMENT ISSUE
Sanitation	Upgrading and maintenance of sanitation infrastructure
	Maintenance and fencing of oxidation ponds
Electricity and lights	High mast street lighting
	Lightning at rail station
Streets and storm water	Upgrading streets and pavements
Water	
Waste Management	Dumping sites
Transport	Construction of taxi rank
Housing and Land	Housing
	Upgrading un-used sites
Health and welfare	Hospice for elderly

	24-Hour clinic service and doctor
	24-Hour Ambulance service
Cemeteries	Fencing of cemeteries
Education and training	New library
	High school with classes to grade 12
	Upgrading of crèche
	Sports facilities for schools
Economy	Camp for live stock
	Fencing of the existing commonages
Sports and recreation	Indoor sports centre

Table 6.3 is to provide possible linkages to the Turnaround Strategy through the Spatial Development Framework of Kopanong Local Municipality. It is important to ensure that all future land acquired for Township Establishment is aligned through the Turnaround Strategy in the sense that the proposed access linkages to services are gaining priority in terms of further planning principles. One should ensure that the cost effectiveness of all Local Economic Development Projects and new townships are adequately located to link up with existing services.

An assessment of the needs as included in *Table 6.2* and *Map 16* indicates that it represents functions that are the mandate of all three spheres of government. However, in the spatial envisioning process these needs will be included. Detailed studies will however be required in order to prioritize the identified needs and to formalize it through strategy formulation, planning and implementation processes and project phases.

Abovementioned needs can be divided into spatial needs related to the macro and micro structure within the local spatial systems. It will thus direct the envisioning process.

Map 16 shows the proposed macro spatial development framework for Kopanong LM (SDF). The planning horizon for the MSDF is 20 years.

The SDF for Kopanong LM is indicative of a set of structuring elements that directs the future structure within the urban and rural form of the municipal area based on needs of the community, spatial reality and potential.

The following spatial structuring elements can be identified; the main purpose of these is to:

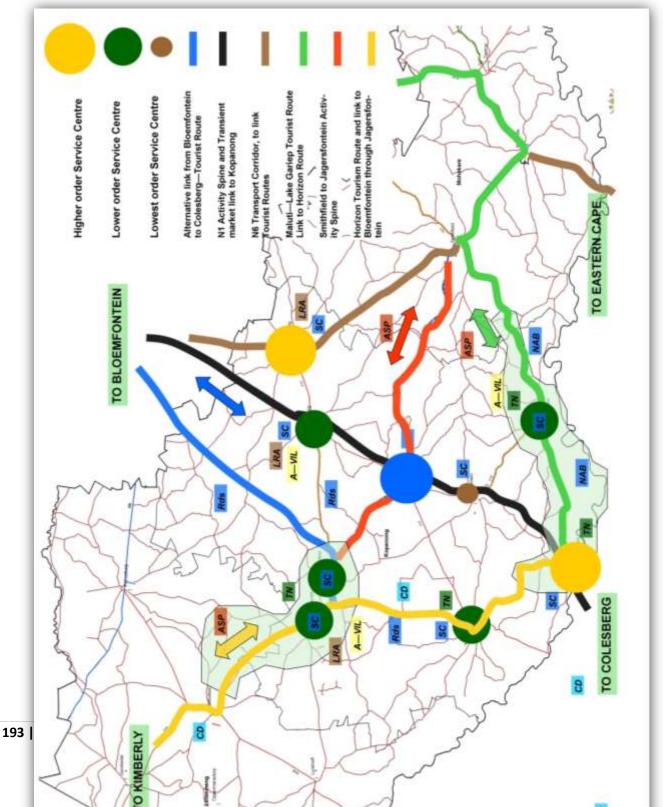
- Ensure that the SDF achieves the desired urban and rural form;
- It links spatial objectives with clear implementation strategies;
- Ensure that infrastructure is carefully planned;
- Policy and institutional instruments are in place;
- Growth is appropriately managed;
- Ensure that all relevant sectors are aligned to the plan.

The structuring components as contained in *Map 16* are described in *Table 6.3*. The following spatial development components are provided for in the SDF:

- Corridor development (CD)
- Activity spines (ASP)
- Roads (Rds) and railway lines (Rwl)
- Tourism nodes (TN)
- Tourism development node. (TDN)
- Administrative node (AN)
- Service centre (SC)
- Land reform areas (LRA)
- Sensitive areas (ESA): breeding areas; historical sites; red data species and habitats.
- Rivers with natural beauty (NAB)
- Agri-village (A-Vil)
- Nature reserve (NatR).
- Wetlands (WL).
- Conservancies (Cons)
- Irrigation schemes (IrS)
- Municipal boundaries (Mun. B)
- Railway lines (RL)
- Rivers and dams (R and Dams)

In the compilation of *Map 16* and *Table 6.3* the founding principles relate to the current spatial reality (what exists) and the proposed spatial framework. The future spatial structure is depended on the interaction between land use and transport; physical factors and restrictions;

existing nodal points and corridors; need for improved interconnectivity; existing and proposed growth patterns; existing location of residential areas and housing backlogs; affordability considerations; sustainability considerations; alignment between policies and plans for all spheres of government; mandates of spheres of government; level of service and accessibility; ongoing MIG projects; addressing the pressing spatial needs as identified in the SWOT analysis impacts such as the LG turn around strategies and HIV/AIDS pandemic; land reform programmes; land ownership; dominant land uses and distribution and the attainment of the CRDP strategy and principles.



Мар

16 Kopanong Macro SDF prop	oosal		
Table 6.4: Structuring element	ts included in the SDF for Kopano	ng LM	

Towns (urban centres)
represent a classification
of localities according to specific
and specialized services of
regional or provincial
importance.

Policy approach:

- Selected growth and development.
- Unbalanced growth to promote growth centre/point realization

Spatial integration:

- refers to the consolidation of the fragmented urban form through infill development; densification; spatial consolidation; spatial normalization, mixed development and improved movement systems.
- Potential of towns, locational advantages and accessibility forms the focal point for the spatial proposals.
- The forward planning horizon is relative short (5 to 6 years) that the investment decisions should be made in the applicable need and priority.

- The spatial form of the study area consists of nine (9) low hierarchal order urban nodes that is interlinked by a road network that serves the movement of people, goods and services on an intra and inter traffic movement basis
- The nine (9) towns can be grouped in terms middle order
- The urban nodes (depending on its hierarchical order) fulfill the function of provision of basic goods and service to its immediate service areas also known as the hinterland. This forms its sphere of influence.
- These service centers represents each a unique land use mix and urban profile (refer to the micro structure). The predominant land uses consists of residential and related development.
- From a regional perspective these lower order nodes are dependent on specialized a service that is available in the Bloemfontein higher order node.
- From a spatial perspective these urban nodes needs to be optimally developed in terms of its roles and functions. Its internal structuring elements (micro structure) will have to be addressed from a spatial perspective as to integrate the fragmented urban components it consists of.
- No urban node is identical and each one will have to be dealt with in terms of the spatial dynamics that prevails.
- For the purposes of the SDF, the location of the urban nodes forms the anchors in the spatial structure and its interrelationships and hinterlands.

Nodes are areas where development (facilities, services and economic opportunities) tends to concentrate.

Regional nodes have regional significance in terms of attracting people from areas beyond the city due to the variety of goods, services and specialty products found at the node, based on its scale and development intensity. Regional nodes are situated on activity corridors supported by mobility spines*

Different types of nodes can be distinguished such as urban nodes, development nodes, social nodes, rural nodes (villages) and transportation distribution hubs.

Preference should be given to self-employment opportunities like small-scale farming or agro processing within and around the Agri-village.

Management plans for commonages must be compiled and implemented by all local municipalities. Kraals for livestock within commonage areas should be provided where required. Management plans for tribal areas should be developed in consultation with

The functioning of the nodes is described above and applies to the intended description as defined in the first column.

Administrative centre: Trompsburg/ Madikgetla

ruioo o

Service centers: The remaining eight (8) towns.

In terms of the SDF (*Map 16*) the following nodes are identified and included:

Tourism and tourism development nodes: economic development opportunities: Gariep Dam, Lake Xhariep Initiative, Historical Horizon Tourism route.

The following specific activities/spatial components are identified as special development areas:

- Orange River Irrigation Scheme
- Agri-villages.
- Areas subject to land reform.
- Lake Xhariep Initiative should gain priority and will unlock the economic turnaround of Kopanong Local Municipality.
- Road upgrading of the Jagersfontein/Philippolis road (to link the Tourism routes and provides an alternative road for tourism heading down to the Cape provinces from Bloemfontein down to Colesberg, having access to a road without any heavy vehicles.

tribal authorities and		
implemented by local		
municipalities.		
municipalities.		
Notice Browning		
Nature Reserves and		
Conservancies nodes are		
localities protected by legislation		
for its environmental quality.		
Specialized nodes/zones:		
Nodes characterized by a		
concentration of specific land		
· ·		
, , ,		
entertainment, offices or		
commerce, LED or tourism.		
	Kopanong LM area is diagonally transected by	
A development corridor is a	the N1 National road stretching through the	
linear zone of development	Trompsburg/ Madikgetla urban node to	
flanking a public transport or	Bloemfontein and Colesberg respectively	
main route. Public transport	(Map 16).	
facilities mixed land uses and	(**************************************	
people are all focused here,	This implies that some areas within the spatial	
hence a strong relationship	system have good access to a high order	
exists between the	primary corridor running through it.	
	primary corndor running through it.	
transportation route and	The other control of the control of	
surrounding land uses.	The other access and connecting roads can	
	be described as tertiary roads that form local	
A corridor cannot exist and	access corridors.	
operate in the absence of		
nodes. The corridor not only	Railway lines/movement corridors connect	
forms the link between nodes,	most of the Service Centres and could be	
but also relies on nodes along	utilized to further enhance possible Tourism	
its length to generate movement	alternatives as a train route.	
and activity.		
	From the abovementioned spatial analysis	
Nodes form the logical points at	based on nodes and corridors and the	
which to focus economic and	conclusion can be drawn that the local spatial	
social investment.	system is well served with through a system of	
	middle and low order urban nodes that is	
Development corridors are	interconnected by primary, secondary and	

characterized by higher order ribbon-like development along routes that would otherwise be classified as movement corridors.

These occur on various levels.

These occur on various levels, from local development corridors along the main streets of the towns or even along rivers to regional and provincial corridors.

Different types of corridors can be distinguished such as development corridors, movement corridors and activity corridors.

On **micro-scale** a corridor is dependent on the existence of corridor influence due to the movement of people, goods and services between nodal points within spatial systems.

On macro level the corridor is dependent on the attraction of land uses into the corridor, which can ensure that it becomes a magnet or development stimulus for the wider spatial system.

Activityspines:Relatestoroadsthatservesasaccess/movementcorridorsbetweenurbannodesand

tertiary road/rail movement systems.

Map 16 depicts three primary corridors linking the Kopanong area to the spatial systems of Mohokare Local Municipality, Letsemeng Local Municipality and Mangaung Metropolitan Local Municipality. On these corridors the Trompsburg/ Madikgetla urban node, the Reddersburg/ Matoporong urban Jagersfontein/ Itumeleng/ node, the Charlesville and the Bethulie/ Cloetespark/ Lephoi node serves as the activity nodes within the local spatial system serving the primary corridors.

The other primary corridor stretches through Jagersfontein to Kimberly and from Reddersburg to the Eastern Cape this unlocks further economic potential and should be proactively managed by means of accessing the transient markets through LED projects.

The primary corridors are being linked through the identified activity spines as described hereunder.

The potential of Kopanong's economy could be further exploited once the road linkage from Jagersfontein to Philippolis is tarred, this will certainly unlock especially tourism potential for Kopanong. The Local Tourism festivals will bear fruit once this linkage could be formalized.

The local property market may benefit from marketing in this regard.

Map 16 shows an activity spine that connects Smithfield and Trompsburg urban node with the Trompsburg Jagersfontein as an east west activity spine linking Kopanong with Kimberly

transects the rural hinterland.	to the west.	
As in the case of corridors it		
may attracts land uses related	The activity spine system further exist of the	
to economic and development	Bethulie to Smithfield whereby this route links	
location and stimulation.	the Maluti tourism route to the Lake Xhariep	
	and Horizon tourism routes.	
	The activity spine network optimizes	
	accessibility and development potential	
	internally and externally	
	and the state of t	
	The activity spines also provide optimal	
	protection to the sensitive areas in terms of	
	containment as described hereunder.	
Sensitive areas: Includes areas	Refer to <i>Map 16</i> : Protection of the following	
to be protected all forms	areas recommended:	
development and degradation.	areas recommended.	
development and degradation.	Dranding arong (hirda)	
Name allo di san alamaka	Breeding areas (birds)	
Normally these are closely	Historical sites (Jagersfontein, Philippolis,	
related to environmental	Bethulie, and Fauresmith).	
features and natural potential.	Red data species.	
	Rivers and areas with natural beauty.	
	Nature reserves.	
	Wetlands.	
	Conservancies.	
Macro-sectors: Includes the	Urban focus: containment principles related	
macro urban and rural form	to boundaries for the respective urban nodes	
within the local spatial system.	to promote integration and densification based	
	on hierarchy and functions.	
Consists of specific spatial		
structuring elements.	Rural focus: Optimal integration between	
	urban and rural form through forging of	
	movement patterns, accessibility and service	
	delivery.	
	Agriculture focus: protection and	
	optimization of areas identified for	
	sheep/cattle and wheat and maize farming.	
	Promotion of service delivery to such areas.	
<u> </u>	1. Tollion of control delivery to eden dread	

Taking the abovementioned into consideration, the outcome is guided by the following factors:

- The spatial reality, composition and status quo development of the socio-economic and physical environment (in other words: what we have)
- Macro-SDF included above and Micro SDF discussed hereunder reflects the proposals as to guide spatial development within the
 next 5 to 6 year development horizon. The scale of new land, spatial integration and consolidation strategies will be restricted to
 this development horizon. The nature and extend of these proposals will be guided by factors such as backlogs, needs, potential,
 sustainability and affordability, socio economic profile and political and community preferences, policies and strategies.
- In this regard the following spatial factors and realities will influence the eventual outcome of the MSDF
- The existing urban nodes (towns) originated within the municipal spatial system historically fulfilled specific services towards its hinterland (service areas) based the range of goods and services provided. This relationship underwent a change due to one or more of the following impacting factors: migration impacts;
 - o Ageing of existing population; restructuring of the demographic composition.
 - o Integration of schools resulting in outflow of scholars to facilities in higher order centers.
 - o Outflow spending power to higher order urban centers.
 - o Low levels of affordability within the local property markets.
- Changes in agricultural practices in favor of mechanization and GPS technology resulting in local job losses.
 - Slow pace of land reform, capacity building for the new upcoming farmers and access to capital and operational funding.
- o Urban and infrastructure decay and lack of regeneration, renewal and addressing of related backlogs.
- Creation of sustainable employment opportunities and marketing linkages.
 - Abovementioned spatial and socio-economic realty results in functional and hierarchical change related to the role of the respective urban nodes within the Kopanong spatial system. This change impacts of the urban nodes, rural hinterland as well as the relationship between these components within the spatial system.
 - This brings to the fore the key question of whether or not the spatial system can be services by less urban nodes and if it is the case what should happen to the nodes where the role functional and hierarchical role is experienced? From an assessment of *Map 16*, *Table 6.3* and *Table 6.4* it is evident that the functional loss or urban hierarchical change relates to the three urban nodes. The future development of these nodes are important from the perspective of this Development Concept

SDF in the light of the fact that spatial development proposals will impact on decisions where to focus prioritized spending in terms of infrastructure upgrading and other development related initiatives. In this regard the following development proposals are being

formulated:

Structure of the Kopanong spatial system: In the light of the changed socio-economic reality, the range of goods and services being provided by the existing hierarchy of urban nodes clearly indicated that no one of the nodes can be removed from the system without major consequences to service delivery. The implementation of such a scenario will give rise to gaps or areas that will be without services. The lack of public transport implies that such gaps will not be filled by adjacent urban nodes. However, the changing role within the functions and hierarchical roles will need an approach as to strengthen the role of urban nodes within the spatial system. This implies that the bulk of development funding should be focused on such priority urban nodes.

Diversified spatial approach: The Trompsburg/ Madikgetla urban node underwent the biggest functional change in the sense that it attracted in addition to its central place functions, the administrative and trade function that is of economic importance within the Kopanong SDF.

Urban and rural growth: Urban growth should be limited to the higher order urban nodes and only within the perimeter of the urban fringe (edge) as identified within the micro spatial development frameworks. No new large scale settlements should be developed within the rural component of the Kopanong SDF. The higher order urban nodes should be the preferred areas of spatial growth and development although the study of the existing settlement patterns as indicated limited external growth impacts within the development horizon. The growth will be focussed upon formalization of existing settlements and addressing of backyard shack demand (In line with the MDG for 2014)

Movement within the spatial system: From an assessment of the Kopanong spatial system it can be deduced that the proposed corridor development as expressed through the various road classes. Within the development horizon (5 to 6 years) preference should be given to the upgrading and rehabilitation of all roads linking the various urban nodes and the rural hinterland. The promotion of public transport should be an important capital incentive focus.

Environmental development and protection within the spatial system: From *Map 16* and *Table 6.3* the focus on environmental management is indicated and motivated. The core focus from a development perspective is biodiversity protection through application of sound ecological principles. Abovementioned forms the core perspective of the macro spatial development approach to be followed in terms of the Kopanong SDF.

However, the following point will deal with the detailed proposals on the preferred development structure within the micro-framework for each of the urban nodes within the Kopanong SDF. It should be pointed out that notwithstanding the detailed nature of the proposals. No urban node within the spatial systems exists on its own. It forms part of the totality and will it be necessary to point of preferred spatial interventions as to address needs and potential in a realistic way.

- a) The micro-structure framework for the urban and rural components of the spatial system will be discussed hereunder. The focus in the formulation of these frameworks included the following spatial objectives:
 - Urban and rural components for revitalization.
 - Strategic land for development: sectors (areas) in need of surveying.
 - Strategic local development areas.
 - Priority areas for investment.
 - Viable land for housing; economic development and supporting infrastructure
 - Determination of development edge and direction of growth for micro-framework.
 - Functional and integration of road network (classification) and public transport system.
 - Proposals for new roads where necessary.
 - Major bulk infrastructure: status quo and new and supporting infrastructure.
 - Environmental sensitive and conservation areas.
- b) Provision is made in terms of the micro-structure frameworks for the following spatial components (numbered and prioritized):
 - Roads (Rds) and railway lines (Rwl)
 - Rivers (Riv)
 - Tourism nodes (TN); sports facilities (SF); urban edge (fringe) (UE) and CBD-
 - Taxi ranks (TRank); access points (numbered) (AP); cemetery (existing and proposed) (CEM) (prioritized); hospitals (H); medical facilities (MF) and clinics (HC) (prioritized-numbered) and clinics (C) (24 hours)
 - IDP-projects and small business node (SBN) (prioritized)
 - Multi-purpose hall and sports field to be developed at community centers (SPT) (prioritized)
 - Landfill sites (LFS).
 - Bulk services (BES): reservoirs; water care works; and water purification works.
 - Areas for future development (FD) (prioritized)
 - Retail and business areas (RBA).
 - Sensitive areas (SE): 100m river buffers and open spaces.
 - Development corridors (DC) (prioritized)
 - Truck inn (T-inn).
 - Sport facilities (SF).

- Cultural activities (CA) such as churches and schools/education.
- Governmental and municipal facilities (GF).
- Industrial areas (IA and FIA) (prioritized)
- Directions of future growth (DoG) (prioritized)

In the formulation of the Micro-SDF for the urban nodes the following focuses were applied as spatial guiding principles: IDP projects, needs as well as stakeholder needs (prioritized) and distribution in terms of the preferred growth point development; accessibility and capacity of the road network; promotion of corridor and axis development; availability and capacity of infrastructure services to support the spatial proposals; physical and current reality; environmental issues and considerations; preferred nodal point development; inter and intra connectivity; growth potential within the identified urban edge; spatial distribution of housing backlogs; impact of LG turnaround strategy; housing backlogs and formalization of informality in housing provision; access to amenities and facilities; existing ongoing projects; existing land use patterns; vacant land and its distribution within the urban edge; land use needs to support the spatial planning proposals.

In the plan formulation process the content of tables were linked to maps; various scale maps are generated and it clearly shows what is proposed for the planning horizon (5 to 6 years); proposals are linked to access to services (upgrading and/or replacement scenarios) stakeholder needs are shown spatially; development direction are shown based on housing categories; land ownership is taken into consideration; buffer protection is being provided for; surface areas for housing needs were quantified; spatial sensitivities are described; urban integration approach as to address fragmentation phenomenon is addressed; development areas are prioritized and socio-economic profiles are linked to housing categories that will be used for to implement it terms of existing programmes.

Table 6.4 Micro SDF Development Proposals

EDENBURG/ HA-RASEBEI URBAN NODE

Edenburg/ Ha-Rasebei serves as a general agricultural service centre within the Kopanong Municipality and is situated approximately 39 km north of Trompsburg. Access to the town is gained from the R717 route between Trompsburg and Reddersburg. The main social and economic functions of the town is to serve as (a) general agricultural service centre surrounding farming areas, (b) social functions such as residence. education and medical services, and (c) transport support services on major route. The main spatial and/or land issues influencing the future spatial patterns and development of the town include:

- The need for commercial and social integration of the former separated town areas;
- The shortage of especially lower income housing units;
- Access to land by emerging farmers;
- Infill planning and development of the buffer area between the two town areas:
- Sustainable management of land, and
- More direct benefit from major transport route.

- Development within the proposed urban edge inclusive of all land within and between proclaimed townships.
- Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge).
- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition.
- Estimated need for land and housing should be investigated.
- An additional 10ha should be developed within development horizon.
- CBD urban boundary: The CBD was demarcated to include all existing land. Densification for the short term need to take place within this boundary.
- An area based plan to uplift the CDB to attract investment and tourism potential needs to be further reinvestigated to verify the feasibility of urban regeneration.
- To unlock potential Private Public Partnerships within the Agricultural sector to ensure the sustainability of emerging farmers and to enable commercial farmers to opportunity to provide an end product that could be served to clients

throughout the neighboring towns and provinces.

TROMPSBURG/ MADIKGETLA URBAN NODE

Trompsburg/Madikgetla serves as the regional administrative seat within the Kopanong Municipality and is situated approximately 108 km south of Bloemfontein. Access to the town is gained from the N1 route between Bloemfontein and Colesberg. The main social and economic functions of the town is to serve as (a) main local municipal administrative centre, (b) regional agricultural services centre, (c) regional social centre for health services, (d) social functions such as residence, education and social development services, and (e) transport support services on major route. The main spatial and/or land issues influencing the future spatial patterns and development of the town include:

- The shortage of all forms of housing;
- The shortage of municipal land surrounding the existing town and impeding expansion;
- Access to land by emerging farmers;
- Infill planning and development of the buffer area between the two town areas;
- Development and expansion of

- Development within the proposed urban edge inclusive of all land within and between proclaimed townships.
- Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge).
- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition.
- Estimated need for land and housing should be investigated.
- An additional 5ha should be developed within development horizon.
- Need for effective commercial integration of the former separated town areas.
- Shortage of especially lower income housing units.
- Shortage of municipal land surrounding existing town and impeding expansion.
- Access to land by emerging farmers.
- Land availability for social function such a community hall and cemeteries.
- Conservation of areas surrounding local rivers.
- More direct benefit from major transport routes, for example to further investigate the possibility of a Petro Park Development to get the transient traffic passing through Kopanong to stop over

	municipal buildings and functions; • Sustainable management of land, and • More direct benefit from major transport route	and have access to local produce. Construction of a Taxi Rank New library Commonage Management Plan
JAGERSFONTEIN ITHUMELENG URBAN NODE	Jagersfontein/Itumeleng serves as a commercial and social service centre within the Kopanong Municipality and is situated approximately 67 km northwest of Trompsburg. Access to the town is gained from the R704 route between Fauresmith and Trompsburg. The main social and economic functions of the town is to serve as (a) diamond mining operations, (b) regional social centre for health services, (c) general agricultural service centre to surrounding farming areas, and (d) social functions such as residence,	 Development proposal summary: Development within the proposed urban edge inclusive of all land within and between proclaimed townships. Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge). New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is

	<u>, </u>	,
	education and social services. The main spatial and/or land issues influencing the future spatial patterns and development of the town include: • Access to land by emerging farmers; • Infill planning and development of the buffer area between the two town areas, and • Sustainable management of land.	 made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition. Need for effective commercial integration of the former separated town areas. Shortage of especially lower income housing units. Access to land by emerging farmers. Conservation of areas surrounding local rivers. New training centre that specifically place emphasis on the Tourism and Agricultural Sectors The investigation of a viable Taxi rank to enhance access communities with a hawker / formal trading area for local produce. Linking Bloemfontein to Colesberg through Jagersfontein as an alternative route to the Cape Provinces, this will unlock employment opportunities and reopen the Jagersfontein Holiday resort as an option to accommodation to the transient market.
FAURESMITH IPOPENG URBAN		Development proposal summary:
NODE		 Development within the proposed urban edge inclusive of all land within and between proclaimed townships. Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge). New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of

		 proclamation/Acquisition. Estimated need for land and housing should be investigated. An additional 2ha should be developed within development horizon. Need for effective commercial integration of the former separated town areas. Shortage of especially lower income housing units. Access to land by emerging farmers. Land availability for social function such a community hall and cemeteries. Conservation of areas surrounding local rivers. Construction of a Taxi Rank New library Commonage Management Plan Linking Koffiefontein/Kimberly to Colesberg through Fauresmith as an alternative route to the Cape Provinces, this will unlock employment opportunities through the proposed Horizon tourism route. Multipurpose Sports Centre should be investigated. A new Land Fills site should be identified and an application for the required process such as an EIA should be followed once approved.
SPRINGFONTEIN/ MAPHODI URBAN NODE	Springfontein/ Maphodi serves as a general agricultural service centre within the Kopanong Municipality and is situated approximately 22 km south of Trompsburg. Access to the town is gained from the N1 route between Bloemfontein and Colesberg. The main social and economic functions of the town is to serve as (a) general agricultural	 Development proposal summary: Development within the proposed urban edge inclusive of all land within and between proclaimed townships. Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge).

service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route. The main spatial and/or land issues influencing the future spatial patterns and development of the town include:

- The need for commercial and social integration of the former separated town areas;
- The shortage of especially lower income housing units;
- Access to land by emerging farmers;
- Infill planning and development of the buffer area between the two town areas;
- Sustainable management of land, and
- More direct benefit from major transport route.

- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition.
- Estimated need for land and housing should be investigated.
- No additional Land should be developed in Springfontein due to the lack of economic viability of the area, jobs should rather be identified in Trompsburg as Trompsburg should be more favorable towards viability in the long run.
- Need for effective commercial integration of the former separated town areas.
- Shortage of especially lower income housing units.
- Access to land by emerging farmers.
- Conservation of areas surrounding local rivers.
- More direct benefit from major transport routes, for example to further investigate the possibility of a Petro Park Development to get the transient traffic passing through Kopanong to stop over and have access to local produce.
- Investigating Agri Villages as an economic option for Springfontein, could investigate the optimal usage of the commonages.

PHILIPPOLIS/ PODING-TSE-ROLO URBAN NODE

Philippolis/ Poding-tse-Rolo serves as a general agricultural service centre within the Kopanong Municipality and is situated approximately 53 km southwest of Trompsburg. Access to the town is

- Development within the proposed urban edge inclusive of all land within and between proclaimed townships.
- Development restrictions: 100m on all land that

gained from the R48 route between Koffiefontein and De Aar. The main social and economic function of the town is to serve as (a) key regional tourist destination, (b) secondary agricultural service centre, and (c) social functions such as residence, education and medical services. The main spatial and/or land issues influencing the future spatial patterns and development of the town include:

- The need for effective commercial integration of the former separated town areas;
- The shortage of all forms of housing;
- The shortage of municipal land surrounding the existing town and impeding expansion;
- Access to land by emerging farmers;
- Land availability for social function such a community hall and cemeteries;
- Sustainable management of land, and
- Conservation of areas surrounding local rivers.

- abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge).
- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition.
- Need for effective commercial integration of the former separated town areas.
- Shortage of especially lower income housing units.
- Access to land by emerging farmers.
- Conservation of areas surrounding local rivers.
- Upgrading of the CBD to further attract more Tourist and investors once the road between Jagersfontein and Philippolis is upgraded.
- A new Library to be developed that should provide opportunities for the Private sector to gain co ownership to provide more access to the communities and tourist running through the town.
- Linking Bloemfontein to Colesberg through Jagersfontein as an alternative route to the Cape Provinces, this will unlock employment opportunities.

BETHULIE / LEPHOI URBAN NODE

Bethulie / Lephoi serves as a regional agricultural service centre within the Kopanong Municipality and is situated approximately 52 km south of Trompsburg. Access to the town is gained from the R701 route between Gariep Dam and Smithfield. The main social and economic functions of the town is to serve as

- Development within the proposed urban edge inclusive of all land within and between proclaimed townships.
- Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban

- (a) regional agricultural services centre, (b) key regional tourist destination, and (c) social functions such as residence, education and medical services. The main spatial and/or land issues influencing the future spatial patterns and development of the town include:
- Access to land by emerging farmers:
- Sustainable management of land, and
- Conservation of areas surrounding local rivers;

fringe (edge).

- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition.
- Need for effective commercial integration of the former separated town areas.
- Shortage of especially lower income housing units.
- Access to land by emerging farmers.
- Conservation of areas surrounding local rivers.
- Re development of the Bethulie holiday Resort to unlock the economical turn around for the community of Bethulie.
- A new clinic should be identified and investigated to be implemented in close proximity of the needy.
- Upgrading of the community hall
- Development of a Multipurpose sport facility for the community of Bethulie

REDDERSBURG MATOPORONG URBAN NODE

Reddersburg/ Matoporong serves as a general agricultural service centre within the Kopanong Municipality and is situated approximately 65 km northeast of Trompsburg. Access to the town is gained from the R717 route between Edenburg and Dewetsdorp. The main social and economic functions of the town is to serve as (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services. The main spatial and/or

- Development within the proposed urban edge inclusive of all land within and between proclaimed townships.
- Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge).
- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is

land issues influencing the future spatial patterns and development of the town include:

- The need for commercial and social integration of the former separated town areas;
- The shortage of especially lower income housing units;
- Access to land by emerging farmers:
- Infill planning and development of the buffer area between the two town areas;
- Sustainable management land, and
- More direct benefit from major transport route.

- made for the extension of the urban fringe (edge) to include the area in process of proclamation/Acquisition.
- Shortage of especially lower income housing.
- Shortage of municipal land surrounding existing town and impeding expansion.
- Access to land by emerging farmers.
- Infill planning and development of the buffer area between the two town areas.
- Sustainable land management.
- Conservation of areas surrounding local rivers.
- More direct benefit from major transport routes.
- A Commonage Management Plan is to be developed and emerging farmers is to be educated to manage livestock.
- More direct benefit from major transport routes, for example to further investigate the possibility of a Petro Park Development to get the transient traffic passing through Kopanong to stop over and have access to local produce.
- Construction of a Taxi Rank

GARIEP DAM URBAN NODE

Gariep Dam serves as a service centre and tourism attraction within the Kopanong Municipality and is situated approximately 62 km south of Trompsburg. Access to the town is gained from the N1 route between Bloemfontein and Colesberg. The main social and economic functions of the town is to serve as (a) key regional tourist destination. (b) general agricultural service centre to surrounding farming areas, (c) social functions such as residence. education and medical services, and (d) transport support services on major route. The main spatial and/or

- Development within the proposed urban edge inclusive of all land within and between proclaimed townships.
- Development restrictions: 100m on all land that abuts rivers and dams. 500m on all land adjacent to Water Care Works, in or without the urban fringe (edge).
- New township development: to be considered only within the proposed urban fringe (edge) based on urban integration; densification; land infill and consolidation principles. Provision is made for the extension of the urban fringe (edge) to include the area in process of

land issues influencing the future spatial patterns and development of the town include:

- The need for commercial and social integration of the former separated town areas;
- The shortage of all forms of housing;
- Infill planning and development of the buffer area between the two town areas;
- Sustainable management of land;
- Conservation of areas surrounding local rivers, and
- More direct benefit from major transport route.

proclamation/Acquisition.

- Need for effective commercial integration of the former separated town areas.
- Shortage of especially lower income housing units.
- Access to land by emerging farmers.
- Conservation of areas surrounding local rivers.
- New Landfill sites to be identified and registered.
- Nature Reserve to be further upgraded and recreational activities and development should be indentified to further unlock investment opportunities to possible residential developers.
- Upgrading of the Swimming Pool.
- Other local economic development opportunities include Holiday resorts, Petro Park developments, Tourism activities and attractions.

KOPANONG SDF

General Development proposal summary:

Residential sector development:

- The physical integration of residential areas into the urban nodes seems to be unattainable within the time frame to realize the goals and objectives as included in both the macro- as well as micro frameworks. Integration through improved accessibility (travelling distance, time and affordable modal choice) seems to be an important spatial and economic development priority.
- The residential growth directions support the spatial integration objectives. However, densification within the microstructure where applicable should be the preferred option from availing new land for residential development.
- Economy of scale in the provision of services to the existing local urban nodes poses an important challenge in order to ensure sustainable human settlement development.
- The objective of densification can also be promoted through the application of the principles of mixed development as described

Business sector development:

Incorporates all land used for retail and commercial purposes. Includes concentrated financial, administrative, office, health, service and shopping activities. Formal and informal activities are included.

- Business sector development is partly addressed in terms of the nodal approach above. In the case of all urban nodes the regeneration and upgrading of the CBD areas as well as other retail businesses forms an important development focus.
- Upgrading of the retail and business areas not only relates to the quality of the built
 environment but also to aspects such as goods offered, range of services in terms of
 hierarchy realities and to regain local buying power lost to higher order centers in the
 greater region. Promotion of the local buying option should be actively marketed and
 promoted.

Industrial development:

Inclusive of all land zoned for other than residential and business activities and land uses. Characterized by high levels of employment and application of raw material and resources through application of technology into products or services. Includes warehousing, storage facilities, workshops etc. May consist of formal and informal activities. Requires high levels of infrastructure.

- Provision should be made for limited future industrial nodes (FIN) in the case of all the urban nodes.
- These sectors should be located within the identified urban fringe (edge) areas.
- Most of the land within the urban fringe (edge) is privately owned and if the goals and objective of urban integration is to be realized, strategically located land should be obtained for the implementation of housing programmes of the Department of Human Settlement. The same considerations applies to the development of other sector needs within the local spatial systems.

Infrastructure services

Water, sewerage, electricity, roads, storm water, solid waste (landfill sites) inclusive of

internal and bulk services and infrastructure services. Normally assigned as a function to a municipality but may be outsourced. Service provision based on specific levels of services as may be applicable.

- The implementation of the spatial planning proposals as contained in the SDF will require renewal and/or upgrading of all bulk infrastructure services.
- Centralization of bulk infrastructure services should be considered. This will however have to be based on detailed bulk services investigations and the completion of Water Services Development Plans (WSDP). Residential formalization and upgrading will also requires capacity upgrading.
- Selective densification within the microstructure frameworks is motivated and described above. This consideration is important in order to realize economy of scale advantages in terms of bulk engineering services provision. A balance needs to be found between the development of new land (land applications in process) and densification from an infrastructure perspective. Due to operational cost implications the duplication of urban infrastructure based on the historical fragmented urban form should be curbed. In some cases consideration should be given to the development of new bulk infrastructure that can serve the urban node as a whole.
- Ad hoc upgrading of existing infrastructure should be avoided.

Cemeteries, Medical facilities, Sports facilities and amenities, Educational facilities, Government/Municipal facilities:

- The most remarkable spatial feature from the maps included in the Document relates to the duplication of such facilities and amenities within the local spatial system.
- Access to facilities and amenities is important from a spatial development perspective. However, the utilization rate and existing duplicative nature of such facilities is an important guiding principle from a spatial development perspective.
- The same viewpoint and considerations apply to the upgrading and provision of new facilities and amenities.
- An important consideration in this regard is the restricted transportation demand impact on movement by local communities, the direct and indirect cost and underprovision of public transport services and lack of modal choice for communities. It once again bring to the fore the role of densification and economy of scale as a spatial development priority.

• Provision for future cemetery sites (CEM) will have to be provided for in the case of the local urban nodes.

Environmentally sensitive areas:

Areas to be protected from all forms of development and degradation. Normally these are closely related to environmental features and natural potential. Impact from physical and spatial development impacts will form an important consideration within each of the microstructure frameworks.

- Map 16 depicts the nature of sensitive areas within the microstructure frameworks.
- As far as rivers are concerned a 100m buffer area was identified as to ensure that no negative impacts will result from implementation of any of the proposed spatial development areas. This principle supports pro-active ecological planning.
- The lack of environmental management frameworks (EMFs) in terms of the EIA regulations (NEMA) (August, 2010) on macro- as well as micro structure frameworks inhibits the principle to integrate spatial planning with environmental management.

CHAPTER 7

APPLYING THE SPATIAL CONCEPTS TO THE IDP

The spatial concepts presented in the preceding sections respond to the spatial issues raised during the planning process and the intentions of the IDP objectives and associated programmes. Table 7.1 below demonstrates how some of the IDP objectives will be supported by the spatial concepts. Only the most directly strategic SDF concept/IDP relationships are indicated. However, indirect support relationships will materialize in most if not all of the others relationships, as well as for the objectives of Kopanong LM.

In overview, the SDF concept's main contributions to meeting the objectives of the IDP can be summarized as follow:

- The creation of improved spatial efficiencies and development patterns
- Improving use of existing investments and resources of the Central business Areas in all urban nodes
- Providing more efficient access to resources for support
- Maximizing existing resources and creating easier access to the supply of new resources
- Creating greater efficiencies to access locations
- Intensifying locations that are more accessible
- Focusing economic investment to maximize the potential of the current situation
- Improving the existing environmental opportunities through consolidation and maintenance to maximizing their benefits; and
- Providing a spatial picture of the proposed approach to development and investment

Table 7.1 outlines each of these contributions by unpacking the relationship between each SDF concept and the 6 most related IDP objectives

1) LINK BETWEEN IDP PROGRAMMES AND SDF CONCEPT

Table 7.1	

SDF CONCEPTS	Promoting Economic Developme nt	Regeneratin g the CBD	Sustainabl e Shelter	Services for All	Clean Environmen t	Promoting Rural Developme nt
Strategic location of economic growth	By maximizing locational advantages to support economic growth	By maximizing well located land and key infrastructure investment	By locating higher density residential environment s in close proximity to employment	By maximizing existing infrastructur e and creating more efficient supply of new services		By locating higher density residential and economic development in closer proximity to support rural development
Balanced city structure	By creating improved spatial efficiencies and so permitting sectors to develop in most appropriate way	By improving use of existing investments and resources of the CBD, and not wasting resources having to recreate what exists in the CBD	By maximizing existing resources & creating easier access to new resources	By maximizing existing resources and creating more efficient supply of new resources	By consolidating the use of the environment for greater benefit	By creating greater efficiencies to access locations for markets
Strengthenin g the Central Business Core	By creating more intense use of existing and new resources and investments	By contributing to the regeneration of the Central Business Area	By creating improved existing and new resources and opportunitie s for livelihoods support	By maximizing existing resources and creating more efficient supply of new resources	By improving the protection, upgrading and maintenance of the valued environment al features	
Intensificatio n densification and infill	By creating more intense use of existing and new resources and investments	By maximizing more holistically the potential and resources of town fabric	By creating improved existing and new resources and opportunitie s for livelihoods support	By maximizing existing resources and creating more efficient supply of new resources	By maximizing the efficiency, safety and benefit of services, the environment and open space	By intensifying locations that are more accessible for the demand of goods and services
Regional transport efficiency	By improving regional access efficiencies	By making the Central Business Area a more accessible	By making livelihoods support services more			By making urban markets and livelihoods services

		resources to promote areas	accessible and effective for remote communitie s			more accessible
Rural market town	By focusing economic investment to maximize the potential of the current situation		By consolidatin g the benefits of small town efficiencies	By focusing one more efficient infill investment to consolidate the planning pattern of the town	By improving the existing environment al opportunities through consolidation and maintenance to maximize their benefits	By reinforcing and consolidating the existing rural economic activities and supporting new activities

The Table below demonstrate in more detail how the SDF concepts contribute to and integrate with six (6) IDP objectives with major spatial relationships:

- Promoting Economic Development
- Sustainable Shelter
- Central Business Area Shelter
- Services for all
- Clean Environment
- Rural Development

2) LINKAGE BETWEEN ECONOMIC DEVELOPMENT PROGRAMME AND SDF CONCEPTS

Table 7.2 Linkage between Economic Development Programme and SDF Concepts

SDF CONCEPTS	PROMOTING ECONOMIC DEVELOPMENT
Strategic location of economic growth	By maximizing locational advantages to support economic growth in the area along the N1/N6 identified for future investment by national and international investors as it links the Free State Province with both Gauteng and the Eastern Cape and Northern Provinces. The N1/N6 transient traffic should be further utilized to create investment opportunities for both Trompsburg and Reddersburg.
Strengthening the inner business core	By creating more intense use of existing and new resources and investments. SMME Service Centre and hawking facilities in all urban nodes and further to develop a Petro Park business node Trompsburg depending on the availability

SDF CONCEPTS	PROMOTING ECONOMIC DEVELOPMENT
	of services and skilled labour force.
Intensification densification and infill	By creating more intense use of existing and new resources and investments including the growth of the SMME sector and jobs created.
Regional Transport efficiency	By improving regional access, transport and mobility efficiencies through a planning and implementation framework for development along the N1/N6 as an activity node for both Reddersburg and Trompsburg.
Rural/Urban Town Market	A tourism and hawking area to be investigated to spatially focus on economic investment to maximize the trade sector in Jagersfontein/Fauresmith, Bethulie, Gariep Dam and Philippolis.

3) LINKAGE BETWEEN SUSTAINABLE SHELTERS AND THE SDF CONCEPTS

Table 7.3 Linkage between Sustainable Shelters and the SDF concepts

SDF CONCEPTS	SUSTAINABLE SHELTER
Strategic location of mixed-use economic growth	By locating higher density residential environments in close proximity to employment. These areas should be promoted along the N1/N6 Activity Spine of urban nodes identified. New Townships should be developed closer to job opportunities.
Intensification densification and infill	By creating improved existing and new resources and opportunities for livelihoods support through the development of high density housing units with various tenure options, investigation the possibility of Social Housing units.
Regional Transport efficiency	By making livelihoods support services more accessible and effective for remote communities.
Balanced City Structure	New township development areas should be in close proximity of the Central Business Area of the all the urban nodes. This will create better efficiency towards access routes and access to sustainable employment opportunities.

4) LINKAGE BETWEEN CBD REGENERATION AND SDF CONCEPTS

Table 7.4 Linkage between CBD regeneration and SDF Concepts

SDF CONCEPTS	REGENERATING THE CBD
Strategic location of mixed-use economic growth	By contributing to the regeneration of the CBD to create a coherent and integrated city centre through:
	Establishing a Tourism/Trade node within Jagersfontein/Fauresmith and Philippolis
	Establish an Business node for both Reddersburg and Trompsburg to fully utilize the benefit of the N6 and N1 bisecting these urban nodes
	Demarcation of pedestrian only zones to enhance the Tourism / trade node.
	Landscaping and planting of grass shrubs and trees with support of the urban regeneration grants.
	Providing street furniture and lighting in the proposed node discussed above and to the nodes proposed in Jagersfontein/Fauresmith and Philippolis.
	Preparing an audit and renovating historic buildings in state of despair in the CBD, especially within the proposed Tourism and Trade nodes.
	Implementing security patrols, more frequent cleaning operations, maintenance of streets and storm water drainage.
	A Street trader management system and the design and erection of suitable structures to accommodate street traders
	All existing Taxi Rank locations should be investigated and new proposals made to uplift access to Taxi's especially along the proposed specialized development nodes.
Intensification densification and infill	By maximizing more holistically the potential and resources of the city fabric to increase the residential density within the CBD's of the major urban nodes to ensure that informal traders are thriving and providing an attractive and useful service for residents and visitors in these areas
Regional Transport efficiency	By making the CBD a more accessible resource to remote areas through providing a more extensive, effective, efficient, convenient, reliable and integrated public transport system through the redevelopment of the Taxi rank area.
Balanced City	By improving use of existing investments and resources of the CBD and not

5) LINKING SERVICES FOR ALL PROGRAMMES AND SDF CONCEPTS

Table 7.5 Linking Services for All programmes and SDF concepts

SDF CONCEPTS	REGENERATING THE CBD
Strategic location of mixed-use economic growth	Maximizing infrastructure and creating more efficient supply of new services to ensure a safe, efficient and reliable traffic and transport infrastructure and engineering services network
Balanced city structure	By maximizing existing resources and creating more efficient supply of new resources through a needs analysis for water, sanitation and roads in formal, informal and rural settlements and through exploring alternative ways of delivering municipal services sustainably and efficiently
Strengthening the city core	By maximizing existing resources and creating more efficient supply of new resources through maintaining a clean road and storm water network and by reducing the occurrence of vandalism and ensuring a safe, efficient and reliable traffic and transport infrastructure network
Regional Transport efficiency	By maximizing existing resources and creating more efficient supply of new resources through upgrading of arterial and other roads to appropriate standards and ensuring a safe, efficient and reliable traffic and transport infrastructure network.
Consolidate, contain and maintain the towns	By improving the existing investments and maximizing benefits through upgrading of major and secondary storm water canals and conduit networks and maintenance of basic sanitation through a needs analysis for water, sanitation and roads in formal, informal and rural settlements and through exploring alternative ways of delivering municipal services sustainability and efficiently
Proactive management for change	By conducting a customer needs analysis for water, sanitation and roads, exploring alternative ways of sustainable and efficient municipal service delivery, development and implementation of a maintenance plan/strategy, development of a Water Demand Management Plan and developing and implementing an affordable levels of service strategy

6) LINKING CLEAN ENVIRONMENT PROGRAMMES AND SDF CONCEPTS

Table 7.6 Linking Clean Environment programmes and SDF concepts

SDF CONCEPTS	REGENERATING THE CBD
Balanced city structure	By consolidating the use of the environment for greater benefit through the developing a greening plan for all the urban nodes
Strengthening the city core	By improving, protecting, upgrading and maintaining valued environmental features including providing adequate public sanitation facilities where people congregate
Intensification densification and infill	By reducing levels of water pollution through sewage contamination, investigating and implementing a infill development plan on areas to effectively utilize un used open spaces
Consolidate, contain and maintain the towns	By improving the existing environmental opportunities through consolidation and maintenance to maximize their benefits including investigating the centralized open spaces to be more effective.
Rural/Urban Town Market	By improving the existing environmental opportunities through consolidation and maintenance to maximize their benefits including investigating the opportunities related to the conservation areas in and around the rural areas of the three urban nodes.

7) LINKING THE RURAL DEVELOPMENT PROGRAMME WITH SDF CONCEPTS

Table 7.7 Linking the Rural Development Programme with SDF Concepts

SDF CONCEPTS	REGENERATING THE CBD
Strategic location of mixed-use economic growth	By locating higher density residential and economic development in closer proximity to support rural development, identifying and demarcating land suitable for peri-urban farming and developing well managed commonages.
Balanced city structure	By creating greater efficiencies to access locations for markets
Intensification densification and infill	By intensifying locations that are more accessible for the demand of goods and services
Regional Transport efficiency	By making urban markets and livelihood services more accessible, through improving the transport system and road infrastructure in rural areas and access to urban services by rural communities, identify transport needs in rural

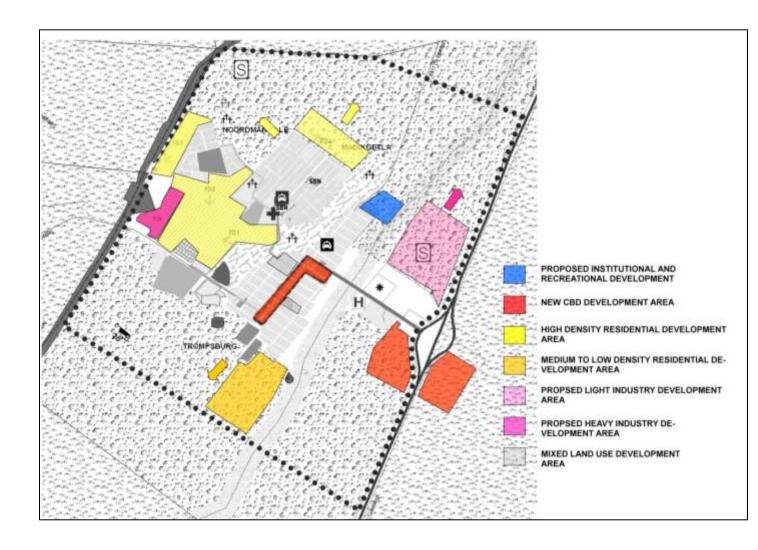
areas and developing and integrated transport plan to address rural transport needs

Consolidate, contain and maintain the towns

By improving the existing investments in and around environments of the towns to maximize their benefits and decreasing rural-urban migration.

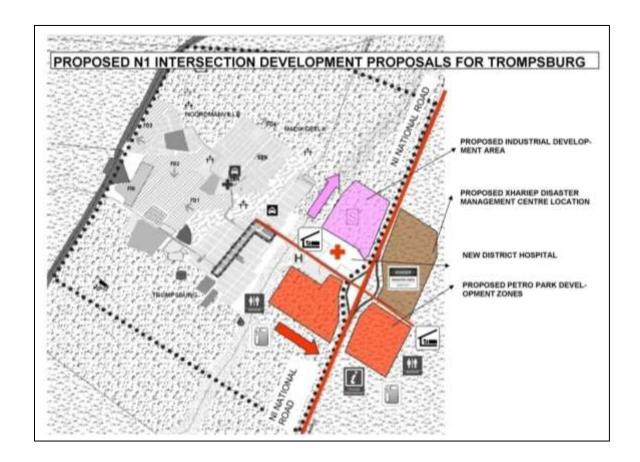
Rural/Urban Town Market By supporting new activities through agricultural activity and supporting emerging farmers to become more commercial in their operations. Kopanong LM should promote agricultural products, agricultural and agri-business projects and establish well managed commonages in all of the nine (9) urban nodes.

TROMPSBURG MICRO SDF:



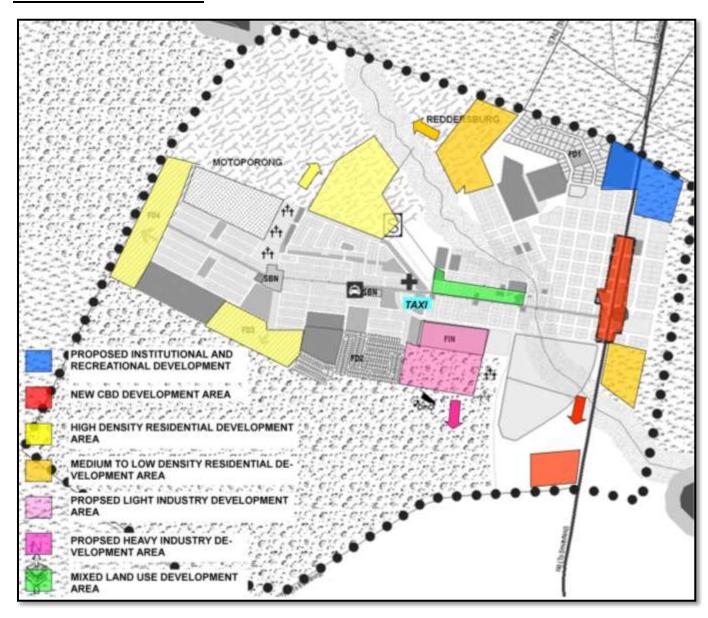
Proposed Development Zones of the Trompsburg Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

- Xhariep Disaster Management Centre
- Xhariep Regional Hospital Development
- Xhariep Petro Park Initiative that would further unlock a shopping centre development alongside the N1 Intersection



Proposed N1 Intersection Development Node

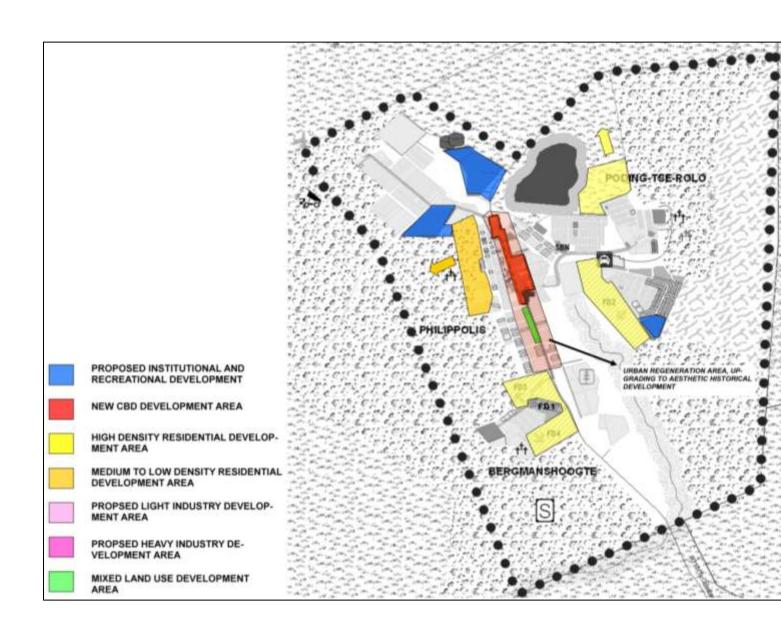
REDDERSBURG MICO SDF



Proposed Development Zones of the Reddersburg Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

- Reddersburg Petro Park Initiative that would further unlock tourism and trade sectors
- Taxi Rank Development to provide access to commuters to employment opportunities

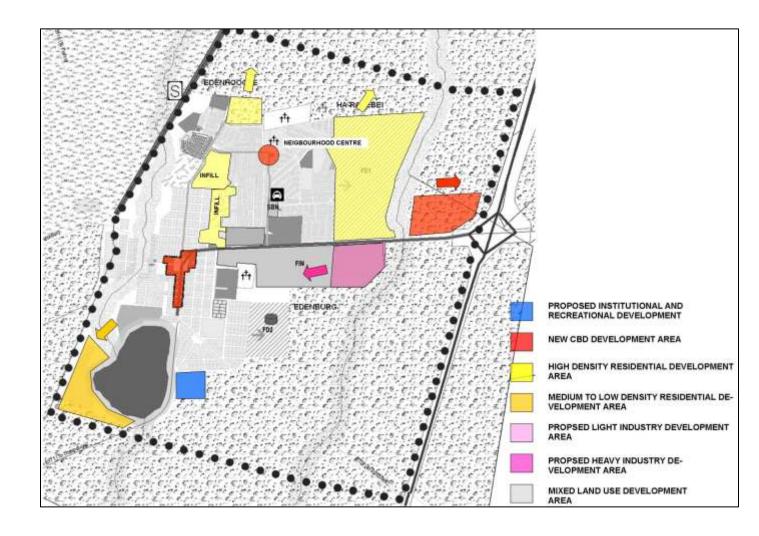
PHILLIPOLIS MICRO SDF:



Proposed Development Zones of the Philippolis Urban Node, these are areas where land use
rights are only allowed and only to be approved once submitted, not other land use outside the
area designated are allowed

- Urban regeneration / upgrading to enhance the aesthetic appeal of the Philippolis historical resemblance to further attract investors to reside in Philippolis and to further unlock the tourism potential.
- Key to the economic viability of Philippolis is the upgrading of the road linking Jagersfontein to Philippolis. This will create an alternative route from Bloemfontein to Colesberg.

EDENBURG MICRO SDF:

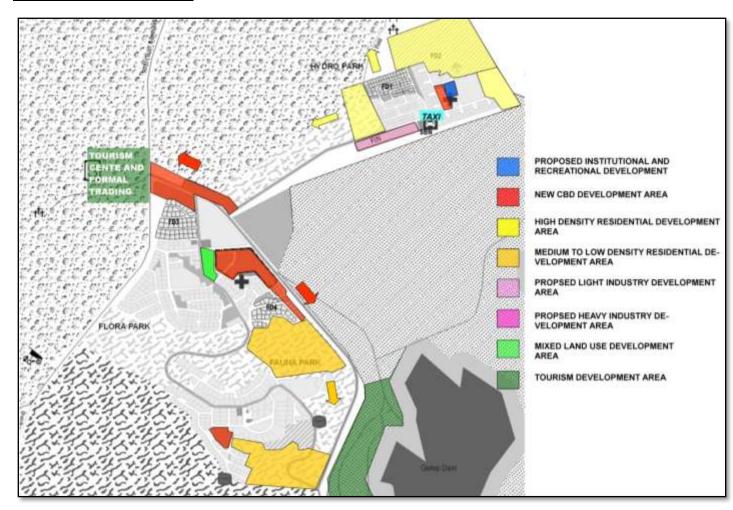


Proposed Development Zones of the Edenburg Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

Key Development Criteria:

 Developing a Business Node close to the N1 Intersection to give local the local business sector access to the transient market Infill development should be investigated to create land tenure options closer to employment opportunities.

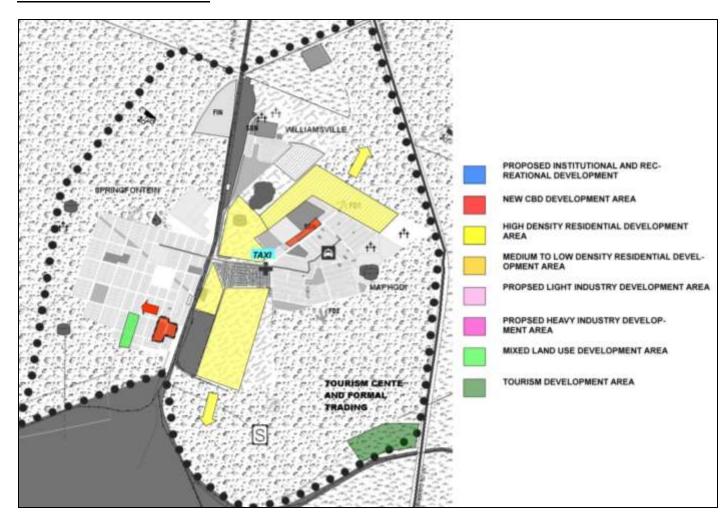
GARIEP DAM MICRO SDF



Proposed Development Zones of the Gariep Dam Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

- Emphasis should be made to allow development that will enhance the recreational theme of Gariep Dam
- Access to medium to low density housing should be further investigated to unlock residential development around the Gariep Dam; this will create more job opportunities.

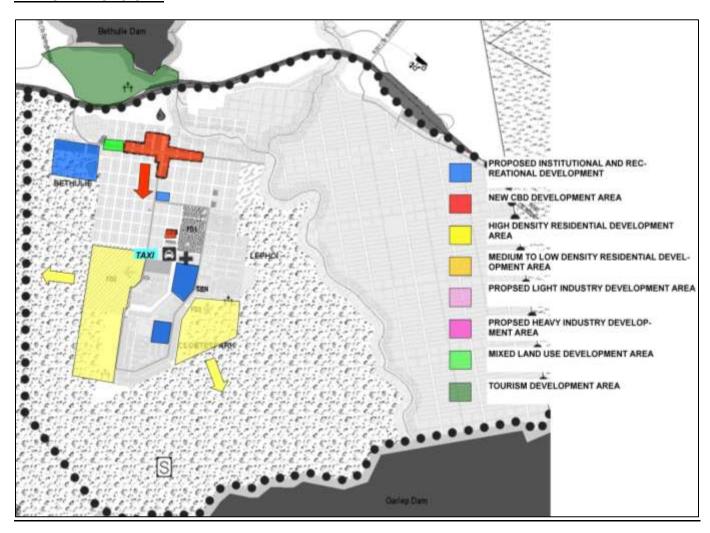
SPRINGFONTEIN MICRO SDF:



Proposed Development Zones of the Springfontein Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

- New residential development should be carefully considered due to low employment opportunities in Springfontein and should rather be motivated to Trompsburg as an Administrative Centre
- A Tourism node should be investigated as indicated close to the N1 intersection to the south west of Springfontein to unlock further trade opportunities to the transient markets.

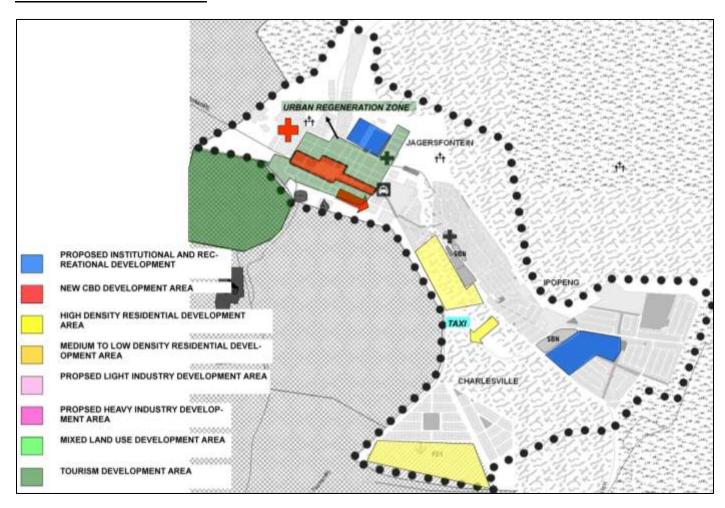
BETHULIE MICRO SDF:



Proposed Development Zones of the Bethulie Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

Kej	/ Development Criteria:			
•	The Bethulie Holiday Resort should gain priority to its economic value to Bethulie and its communities.			

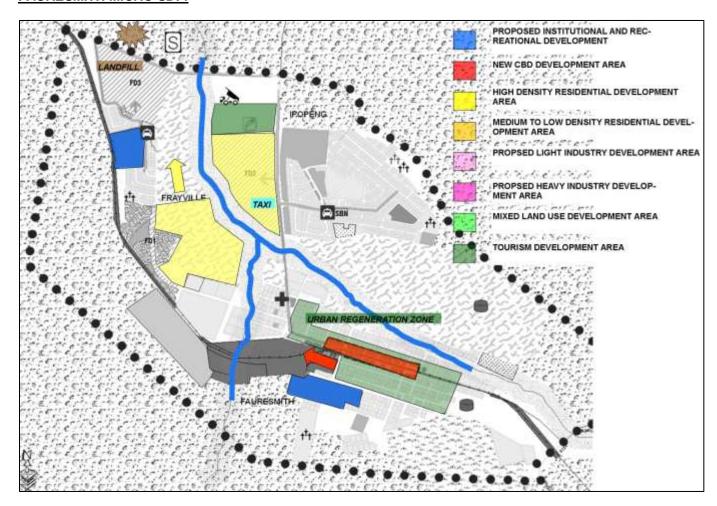
JAGERSFONTEIN MICRO SDF



Proposed Development Zones of the Jagersfontein Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

- The Jagersfontein mine (big hole) should be promoted and re developed as a Tourism Node to the proposed Alternative route from Bloemfontein to Colesberg via Jagersfontein/Fauresmith and Philippolis.
- The historic houses and buildings should be renovated and a fund be established to support these home and business owners to uplift the aesthetic appeal of Jagersfontein as a potential Tourism node.

FAURESMITH MICRO SDF:



Proposed Development Zones of the Fauresmith Urban Node, these are areas where land use rights are only allowed and only to be approved once submitted, not other land use outside the area designated are allowed

- The CBD should be upgraded and landscaping grants be sourced to uplift the town to enhance the aesthetic appeal for tourist passing through the town once the alternative road to Colesberg is upgraded.
- The historic houses and buildings should be renovated and a fund be established to support these home and business owners to uplift the aesthetic appeal of Fauresmith as a potential Tourism node.