

NKETOANA LOCAL MUNICIPALITY

The coat of arms of Nketoana Local Municipality is centered in the background. It features a shield with a blue background. In the center of the shield is a yellow corn cob with green leaves. On either side of the corn are yellow wheat stalks. The shield is topped with a yellow crown. A green banner at the bottom of the shield contains the Latin motto "OPEROR COERTUS AD FELICITAS".

INTEGRATED DEVELOPMENT PLAN

REVIEW 2010/2011

FORWORD BY THE MUNICIPAL MANAGER



S J Thomas

I am glad we have come together to discuss matters central to our service delivery system, never before has the need to come together been as compelling as it is today.

Thus building on the achievement of the past, now we have an Integrated Development Plan, with which we aim to break new ground in service delivery. With this plan we want to tackle problems at the most fundamental level that we are accountable for.

The alignment of resources and coordination of efforts continues to surface as areas for continued improvements. The time has come to re-look carefully at our structure, systems and policies to can adequately capacitate our administration for challenges we have experienced so far, and unwarranted expenditure never occurs. All this been said we need to be in agreement on prioritization to ensure sustainable human settlement.

Finally this plan allowed us to craft a common commitment to deliver to the people and deliver them from their misery, because together we can. Together we share a common inspiration to serve this community, lead government's assault on poverty, spatial segregation and other backlogs. I believe we have developed a plan that will address our challenges.

FOREWORD BY THE MAYOR



M. Mamba

As a municipality, the law requires of us to have and review our IDP, which has to be through the extensive and broad stakeholder's consultation. This document, being the "magna-carta" of service delivery in a Municipality, needs to be comprehensive and naturally loaded with service delivery related projects and community needs.

The process of its review was driven very well by both the Politicians and Administration which ensured unhindered participation of communities

Nketoana Municipality's vision remains our central commitment and challenge. Ours is to ensure the equitable distribution of service delivery projects and alleviation of poverty at all costs. The Municipality remains highly committed to bring about better life for all its citizens.

Quoting from the 2006 Election Manifesto of the ANC, President Thabo Mbeki said "We have an opportunity further to put people at the center of development, not merely as beneficiaries, but as drivers of transformation. We will work to ensure that Councilors are responsive, accountable and effective and that everybody involved in local government understands the honor and duty to respect and serve the people"

Proud to indicate the Nketoana Councilors are mastering the above mentioned task and are ready to ensure that the economy must grow and create more jobs and enable us to reduce poverty.

The Councilors and Administration are bound to put all hands on deck and make this year “Business unusual”

To implement this plan, the Municipality will strengthen popular participation by making ward committees more effective and resolutely fight laziness, arrogance and corruption. We will serve and do our best to build and develop our communities.

We should work together to improve the lives of our people. Community partnership is key to ensure that there is progress in the lives of our people.

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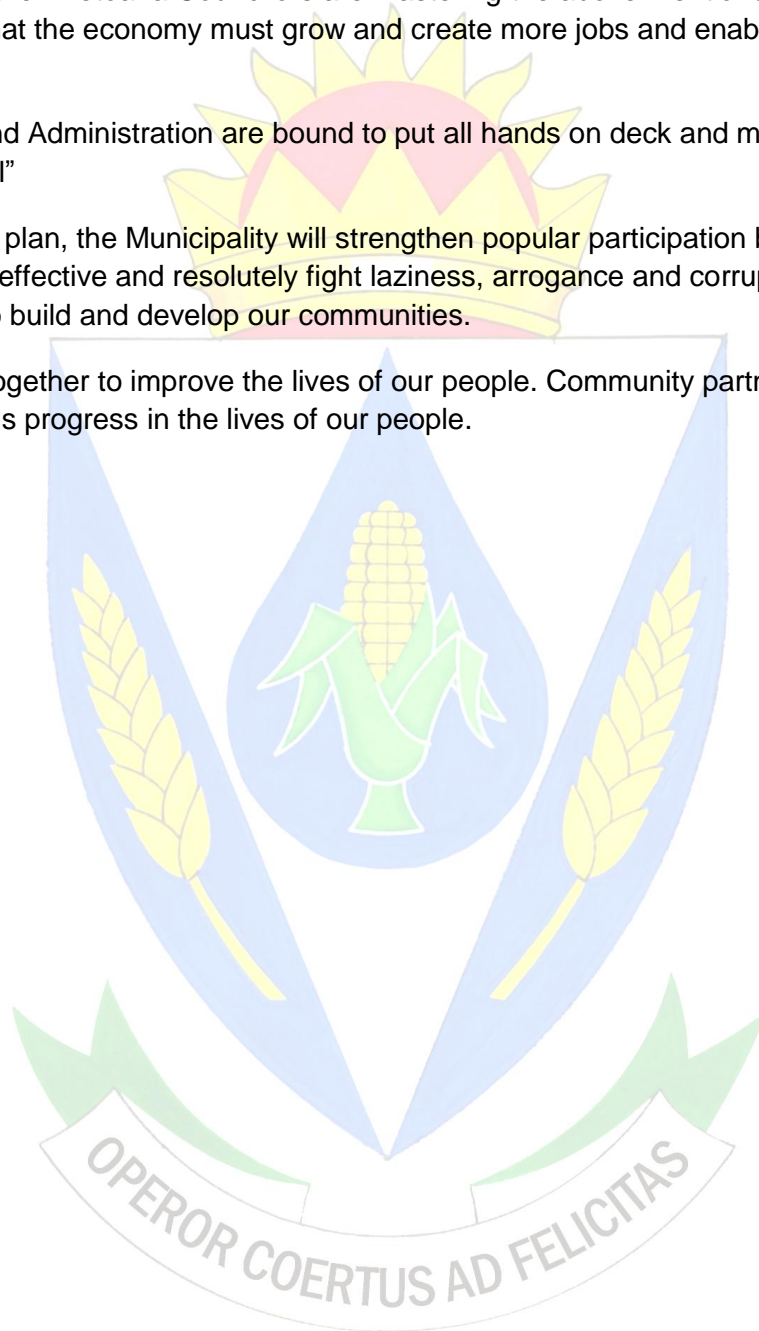


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- The seal of Waterbury County, North Dakota, is a large, faint watermark in the background. It features a shield with a yellow sun rising over a blue river. In the center of the river is a green cornucopia overflowing with yellow corn cobs and green leaves. The shield is flanked by two yellow wheat stalks. Above the shield is a yellow crown with red and white details. A green banner at the bottom of the shield contains the Latin motto "PER OR COERTUS AD FELICITAS".
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CHAPTER 1

INTRODUCTION

1.1 LEGISLATIVE BACKGROUND

The municipalities are required by the law to review their Integrated Development Plans. Chapter 5 of the Municipal Systems Act No 32 of 2000 (Section 34(a) (i)) stipulates that the review must be done annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand. This allows flexibility in ever-changing conditions within the municipality and to allow new innovative ideas that will take the municipality further in its developmental role.

The process of preparing for the reviewed IDPs is contained in the IDP review process plan of which purpose is to guide the review of the whole IDP and serve as a tool for administering and managing the process. The process plan was adopted by the Executive committee of council on the2010 and approved by council on the..... 2010

1.2 ACKNOWLEDGEMENTS

Since the IDP is an inclusive and ongoing process which requires continuous monitoring, inputs and amendments were received from the following structures:

- Department of Local Government and Housing
- Office of the Premier and Provincial Government Departments
- IDP Manager
- Ward Councilors and municipal officials
- IDP Steering Committee
- IDP Representative Forum
- IDP Project Task Team
- District Municipality and PIMSS
- Community members
- Business people/Private Sector

1.3 THE PURPOSE OF THE IDP REVIEW

The purpose of reviewing the IDP document is to check whether the municipality did achieve what it intended to achieve through the monitoring and evaluation phase. It is also to check whether the municipality has been able to implement the projects to realize the objectives set for the municipality. If any strategies are seen not to be assisting the municipality in realizing its goals, those are reviewed and innovative ways are looked at, that will enable the municipalities to achieve its goals.

During the review process the projects are also aligned with the budget for the financial year in review. As in the drafting of the IDP document community needs are then

prioritized since the municipality cannot meet the community needs at once but starts with more required ones. The review is done annually as proscribed by the act.

1.4 METHODOLOGY

The process of reviewing the IDP is event centered and comprises a systematic sequence of planning activities as outlined in the IDP Guide Pack and detailed in the Process Plan. Methodology sets out the steps followed by the municipality in completing the activities within the five (5) phases of the review process. The five (5) phases are as follows:

- Analysis Phase
- Strategies Phase
- Project Phase
- Integration Phase
- Approval Phase

This chapter makes provision for self-assessment of the way in which the methodology complies with the process and procedures described in the IDP 1.5 FACTS ABOUT NKETOANA

Nketoana is home to 62 363 people.

There is 12 310 households in the municipality.

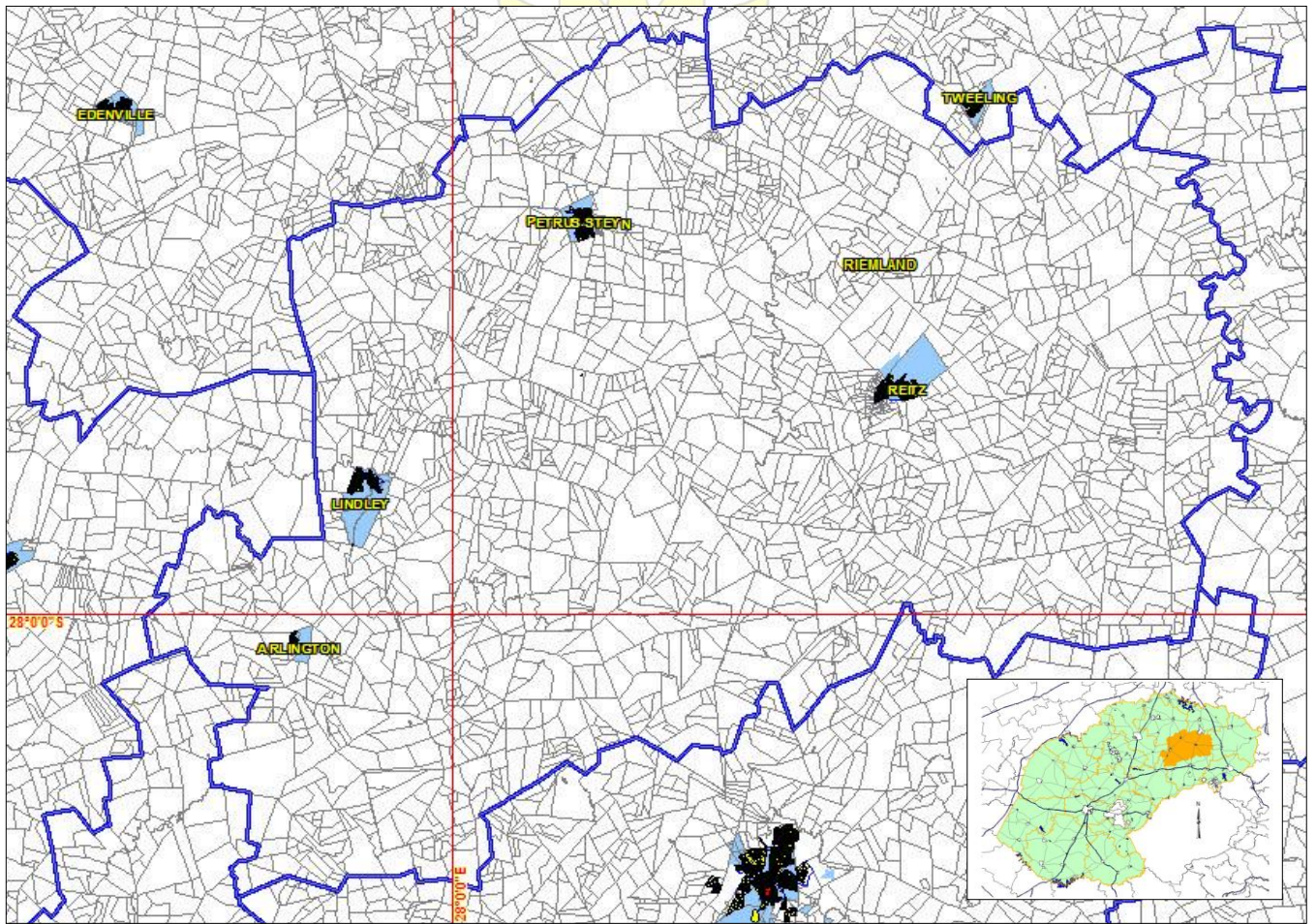
The employed people amount to 10 898

The unemployed people amount to 8 689

Economical in-active people amount to 20 015

Unemployment rate is 44.36%

OPEROR COERTUS AD FELICITAS



CHAPTER 2

2. PHASE 1 - ANALYSIS

2.1 INTRODUCTION

The first step in the IDP review process needs to look at the existing situation of the municipality. During the Analysis phase the review process focused only on the relevant aspects of issues influencing the development of the municipality since the approval of IDP 2008. The purpose of this phase was to ensure that decisions on strategies and projects were based on most recent information regarding the following aspects:

- The qualitative priority needs and challenges of local residents,
- Proper quantitative information on all those priority issues,
- Clear knowledge of the availability of local resources and
- A holistic understanding of the dynamics or key issues determining the various development priorities within the municipality.

Deriving from the current realities and cross-cutting analysis, a list of priority development issues were identified which served as a basis for a more detailed, in-depth analysis.

Finally, the results from the in-depth analysis enabled the representative forum to identify a set of development priorities to be focused on within the next five years. The key issues applicable to each of the development priorities were also taken from the in-depth analysis and form the foundation for the next phase, namely the formulation of the

2.2 CURRENT REALITY PERTAINING TO THE GOVERNMENT INSTITUTION

2.2.1 Level of Government

The Nketoana Local Municipality was established in terms of Section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998 and was published in Provincial Gazette No 109 dated 28 September 2000.

The new Local Municipality is a category B municipality with a collective executive system as contemplated in Section 9 (b) of the Structures Act 1998 (Act No 117 of 1998).

2.2.2 Powers and Functions

The powers and functions assigned to the municipality are stipulated in sections 156 and 229 of the Constitution and Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998.

More specifically, the powers and functions of the municipality relating to Section 84 of the said act were promulgated in Provincial Notice No 2 dated 14 January 2003 and are as follows:

- Section 84 (1) (e) Solid waste disposal sites
- Section 84 (1) (f) Municipal roads
- Section 84 (1) (j) Fire fighting services
- Section 84 (1) (l) Cemeteries and crematoria
- Section 84 (1) (n) Municipal public works relating to any of the above functions

Notwithstanding powers and functions as promulgated by Provincial Government, cabinet of S.A. has decided that the following powers and functions must still be performed by the municipality.

1. Provision of Water and Electricity must be performed by all category B Municipalities.
2. Provision of Electricity must remain within the stakeholders until the restructuring process of electricity is completed.

2.2.3 Performance and Audit Committee

The Internal Audit Section is a very new section in the municipality. After Amalgamation it was established for the first time. The section is not fully functionally due to lack of proper staffing.

The municipality make use of the Performance and Audit Committee appointed by the Council. The cost for the functioning of the Committee is carried by the Council.

The members to the committee were:

Chairperson

- . Member
- . Member
- . Member

The committee had several sittings as audit committee regarding Internal Audit Work for Nketoana Local Municipality. A standard Internal Audit Policy for all towns in the jurisdiction of Thabo Mofutsanyana was developed and adopted. An Internal audit Charter was developed and adopted. The development of an Internal audit Methodology to be applicable in all involved towns is in progress. The committee accomplished much to develop and improve the Internal audit function in the involved towns and added value to Nketoana Local Municipality. The Committee did not yet performed any functions regarding Performance evaluation in Nketoana Local Municipality. It was put as a priority for the 2009/2010 financial year and will assist the Nketoana Local Municipality in evaluation of performance.

2.2.4 Income And Expenditure

A brief summary of the capital and operational for the previous 2008/2009 financial year is indicated in Annexure B attached to the document.

In Annexure B a clear indication is given of what is planned to strengthen the financial position of the municipality. Clear actions plan to better the opinion of the Auditor-General as viewed in audit reports are in place. The credit enhancement of revenue by debt management and credit control is also outlined in Annexure B.

For the first time in years the municipality is having the financial capacity to embark on capital projects with own funds combined with still external funding for capital projects. The municipality is not solely dependent on external funding for this purpose.

2.3 CURRENT REALITY PERTAINING TO THE AREA OF JURISDICTION

2.3.1 Location, composition and size

Nketoana is situated in the north eastern parts of the Free State within the regional boundaries of the Thabo Mofutsanyane District Municipality. The local municipality area measures 5 598.16 km² in extent and comprises four urban areas namely Reitz, Petrus Steyn, Lindley and Arlington as well as their surrounding rural areas.

The compositions of these areas are indicated in the table below

COMPONENT	NUMBER OF ERVEN	NUMBER OF FARMS	SIZE KM ²	% OF AREA
Reitz	4 894		25.78	0.46
Petrus Steyn	3 435		10.96	0.21
Lindley	2 796		23.33	0.42
Arlington	1 185		5.69	0.10
Farmland		3 216	5 532.40	98.83
TOTAL	12 310	3 216	5 598.16	100.00

2.3.2 Population profile

Age Group	Black		White		Coloured Indian Asian		TOTAL
	Male	Female	Male	Female	Male	Female	
0-6	4 352	5 250	52	84	-	-	9 738
7-17	6 036	6 567	295	285	-	44	13 227
18-35	9 003	9 628	310	613	69	-	19 623
36-55	4 625	6 462	716	622	-	53	12 505
56 and Older	2 659	3 484	531	587	6	3	7 270
R	26 702	31 391	1 904	2 191	75	100	62 363
	42.82%	50.34%	3.05%	3.51%	0.12%	0.16%	
	93.15%		6.57%		0.28%		

2.4 SUMMARY OF PRIORITY ISSUES

2.4.1 Priority issues from the community and stakeholders

Following a process of community and stakeholder meetings in each ward as well as meetings held with business people and the private sector during March 2009, a whole range of needs, issues and aspirations were identified. These needs were then tabled to the representative forum who were asked to indicate the relevance in respect thereof for each of the units and wards. The results of the survey are unpacked in the following table.

Roads and Storm water	All wards
Water - Sufficient Bulk supply	Wards 1,2,5
Water - Clean drinking water	Ward 5
Roads and Storm water maintenance	All wards
Refuse removal	All wards
Illegal dumping	All wards
Skip bins on strategic places	All wards
Streetlights	All wards
High mast lights	All wards
Clinic upgrading, more doctors and nurses	All wards
Improved service at clinics Batho Pele principles	Wards 3,4
Recreational facilities, upgrading of stadiums	All wards
Ablution facilities at cemeteries	All wards

2.5 SPATIAL ANALYSIS

2.5.1 Transport and infrastructure

2.5.1.1 REITZ

Roads

Reitz-Petsana is linked to a number of surrounding urban centers via various road connections. Primary roads include provincial road R26 linking the town with Bethlehem to the south-west and Frankfort to the north-east, as well as the R57 linking Reitz with Petrus Steyn to the north and Kestell to the south. Secondary roads, S/589 and S/74 link the town with Vrede and Warden.

The roads conditions vary from fair to very poor. There are numerous potholes that is a hazard to road users. Although the relevant provincial department constantly fixes potholes, it is not a permanent solution. The R57 between Reitz and Petrus Steyn is in the process of being rebuilt and will upgrade the road infrastructure.

Rail

The Reitz-Petsana station is situated adjacent to the industrial area and is situated on the main railway line between Gauteng and the eastern Free State. The railway line is mainly used for the transportation of goods such as agricultural products.



Air

Reitz-Petsana has an aerodrome for light aircraft and is situated to the north of the urban builtup areas. The aerodrome does not have a tarred runway and is mostly used by crop sprayers.

2.5.1.2 PETRUS STEYN

Roads

The R67 between Reitz and Heilbron forms the main access route to the town. Other road linkages include the R707 linking the town with Lindley and Frankfort and the secondary route S66 to Edenville.

The condition of the roads is very poor. The R707 between Petrus Steyn and Lindley is very poor with dangerously deep potholes posing a hazard for all traffic using the road.

Rail

The railway line between Heilbron and Lindley traverses the town. The line is mainly used for the transport of goods, especially products to and from the town's Grain silos. The buildings on the railway station is worn down and vandalized.

Air

There are no airfields or landing strips in close proximity of Petrus Steyn

2.5.1.3 LINDLEY

Roads

The Arlington/Petrus Steyn road R707 forms the main road link and separates the urban areas of Lindley and Ntha. Other major road links include road P19/1 linking Lindley with Steynsrus and Bethlehem respectively as well as road S192 forming a link with Reitz.

Rail

The railway line between Petrus Steyn and Arlington extends adjacent to the town to the south. The station is no longer functioning and is envisaged to be upgraded to enhance both industrial and economic development.

Air

There is an existing informal landing strip in Lindley.

2.5.1.4 ARLINGTON

Roads

Arlington is situated next to the intersection of the major road between Lindley and Senekal P40/1

The condition of the road varies from fair to poor. The surface contains potholes that can be hazardous to road users.

Rail

The railway line between Bethlehem and Steynsrus runs through the town and played an important role in the founding of Arlington. Currently the railway line has an important economical function in the development of the town.

Air

There are no airfields or landing strips in close proximity of Arlington.

2.5.2 Land uses and settlement patterns

REITZ

Trade and services

Reitz has a well-developed CBD in the centre of Reitz with a variety of retail businesses and related services including agricultural suppliers, wholesalers, retailers, general dealers, hair dressers, funeral parlours, pharmacies, bakeries, professional service providers and many more.

Apart from the above formal businesses, a substantial number of business activities are also to be found in Petsana, including spaza shops, vegetable shops, backyard repair shops, panel beaters, car washes, builders, ect.

Industrial

Reitz has two industrial areas situated directly to the north of Petsana and Reitz respectively where a variety of light and heavy industries can be found. Most of these industries are however related to and in support of the agricultural sector.

Residential

Reitz consists of approximately 1 300 residential sites of which 1 245 are occupied by single dwelling units and 55 flats. Petsana consists of approximately 3 605 residential erven all of which are surveyed and occupied. No additional land is however available for the expansion of Petsana. Approximately 500 families have settled in Petsana informally awaiting the allocation of sites. Approximately 80% of Petsana consist of formally built houses.

Agricultural

The Reitz district supports one of the most progressive and productive farming communities in South Africa, which is particularly stable and economically viable. Reitz is also home to the head office of the Free State agricultural Co-operative. It is one of the largest co-operative agricultural societies in South Africa.

The area is extremely suitable for crop farming of which maize and wheat are the most important. Also of importance is the large-scale cultivation of apples and vegetables for Woolworths South Africa. Other products produced in the area include sunflower, grain sorghum, soya, dry beans and potatoes. There are also 2 farms in the district producing roses for the market in Johannesburg as well as for the export market. Roses are produced for the whole year except in the month of July when the plants are pruned. The grain silos is situated to the east of Reitz and have a storage capacity of 100 000 tons.

Apart from the above, sheep and cattle farming also takes place on a large scale within the area.

Education

There are quite a number of schools in Reitz and Petsana. It includes primary and secondary schools as well combined schools. There are also quite a number of farm schools that still functions. The farm schools are however closing down at an alarming rate and that places pressure on the schools in town that is quite often overcrowded.

Additional educational and day care facilities include one boarding school and a number of crèches.

Health Services

Reitz has a well equipped provincial hospital with 2 wards with 65 Beds. There is one municipal clinic in Petsana and a community clinic in Reitz at the hospital. There is also a trauma centre and step down facility. From all the facilities mentioned it is only the hospital that offers a 24 hour service.

Welfare Services

The department of Social Welfare renders a number of services in Reitz as indicated below

- Social worker from KMD
- Social worker from the Department of Welfare who visits once or twice per week.
- Two development workers stationed at Bethlehem
- Social security (pension) applications done every Tuesday
- Existing facilities and projects
- Four registered crèches in Petsana
- Women's group
- Jo creation projects
- Two old age homes
- People involved in home care

Churches

A large number of churches are found in Reitz and Petsana representing all major denominations.

Government

A number of Government and semi-Government functions are represented in Reitz and Petsana. These include the magistrate's office, post office, South African Police Service, Provincial Traffic and Roads, agricultural and regional Education Department.

Sports and recreation

Reitz has two sport stadiums, namely the Piet Geyer Park situated in Reitz and the Petsana sports grounds in Petsana. These two facilities are multi-purposed and offer a wide variety of sport including soccer, rugby, tennis, netball, volley ball, basket ball, cricket, athletics and swimming. A 9-hole golf course is also situated just outside the town next to the Vrede road. The condition of the Petsana Sports Ground needs to be upgraded.

Other forms of recreation includes a caravan park and a variety of parks and open spaces as well as the "Bietjie-Water" holiday resort situated 8 km from town on the Warden Road.

Apart from the above, there is also a game park situated within Reitz, where a number of species are found such as the black wildebeest, zebras, ostriches, bles buck, spring buck etc.

Emergency Services

The ambulance service at Reitz is still using the local call centre at Reitz when service is needed. The ambulances in Reitz are

servicing Reitz urban and rural area as well as the urban and rural area of Petrus Steyn. The service is slow and even inadequate.

The municipality is rendering the fire brigade services. The staff and equipment in Reitz has to service the whole of Nketoana. This is totally inadequate. There is only one bakkie equipped with a fire fighter with. In Reitz there are water hydrants at strategic places, but in Petsana there are no water hydrants. The hoses used at the hydrants need to be replaced.

The municipality is not rendering a complete service in the rural area. The service is usually done in co-operation with the farm owners. The farmers are well equipped for veld fires. Almost all farms are having fire fighters that can be fitted on bakkies. When veld fires occur the farmers in the vicinity of the fire assist all to extinguish the fire.

Safety and Security

There is one police station in Reitz to service Reitz, Petsana and the adjacent farms. The Community Police Forum functions well and strengthen safety and security in the area.

Public Transport

Taxis are the only public transport available. Lots of people do make use of it as a means of transport to work places. Due to the proximity of Reitz and Petsana numerous people are still walking to and from work places. Petsana has however expanded quite extensively and the new extensions are quite far from the CBD and thus the use of taxis as transport to and from work places.

Other Community facilities

Other community facilities include two community halls and libraries in Reitz and Petsana respectively.

PETRUS STEYN

Trade and Services

Petrus Steyn has a well defined CBD. Businesses found within the CBD include the co-operation, a supermarket, retail shops and general dealers

and liquor stores, a hotel and hair dressers. Other services of interest include financial institutions, medical doctor's practices, a pharmacy, an estate agency and funeral houses.

Mamfubedu accommodates quite a number of formal businesses, which is mostly situated at the entrance to Mamafubedu. There are quite a large number of residential sites used for mixed uses such as businesses, taverns, funeral parlours, fuel depots and spaza shops. These properties have not been rezoned as such.

Industrial

One of Petrus Steyn's largest assets is the grain silo situated to the northwest of the town next to the railway station. The silos have the largest storage capacity of 102 000 tons in the Lindley district. According to the co-operation, approximately 25 000 tons of maize are stored during May to August, whilst approximately 35 000 ton of wheat are stored during December to February each year. The industrial area itself is completely served and has good access from both external roads and the railway line, but is currently completely under utilized. There is ample land available for expansion should the need arise. Several other enterprises are situated in the town itself which include a warehouse, engineering works, a mill and bakery, 2 potato wash facilities, a fuel depot and various light industrial workshops.

Residential

Petrus Steyn consists of 506 residential erven, of which 332 are occupied by single dwelling units and 172 are still vacant. The average size of residential erven measures approximately 2 000 sq m.

Mamfubedu consist of approximately 2 390 residential erven with sizes between 250 and 300 sq m.

Tourism

The accessible location of Petrus Steyn makes it ideal to develop the tourist potential of the town. Accommodation in the guest houses is available. Other attractions include three game farms as well as the renowned Kruispad missionary church.

Agricultural

As mentioned previously, agriculture form the base for the Lindley district. Maize, wheat and potatoes are the most important agricultural products produced in the district. Other products include sunflower, grain sorghum, hay, soya and dry beans.

Education

Petrus Steyn and Mamafubedu have several schools ranging from primary to secondary schools. There are several crèches accommodating pre-primary kids.

Health Services

There is one clinic for the community. A mobile clinic also serves the rural area on the farms. The Reitz hospital is used by Petrus Steyn. Home based care services are also rendered.

Churches

Several churches are found in Petrus Steyn and Mamfubedu which represent all denominations.

Sport and Recreation

Various sports facilities can be found in the community but is insufficient to provide for the community. Sports that can be done are soccer, rugby, golf, horse riding, bowls, tennis netball, basket ball,, squash, athletics, badminton, jukskei, volley ball, table tennis and pool.

Emergency Services

Emergency services regarding ambulances are rendered from Reitz. This includes services in the urban as well as rural area. Access problems are encountered especially in Mamafubedu. The condition of the roads are very poor and it prevent the ambulances to reach the emergency points in time or sometimes prevent the ambulances to reach the points of emergency at all.

A further constraint to the community with the service is that the call centre has been removed to Bloemfontein. The ambulances are dispatch through this centre. The community experienced this as a serious problem. They often do not get answer at the centre and long waiting periods are encountered.

Emergency services are rendered from Reitz. It is inadequate due to insufficient staff and equipment. It must be considered to expand and upgrade the service to enable the municipality to render a better standard of service to the community.

The municipality is not rendering a complete service in the rural area. The service is usually done in co-operation with the farm owners. The farmers are well equipped for veld fires. Almost all farms are having fire fighters

that can be fitted on bakkies. When veld fires occur the farmers in the vicinity of the fire assist all to extinguish the fire.

Safety and security

A local police station in Petrus Steyn as well as a well functioning Community Police Forum strengthens the safety and security of the area.

Public transport

Taxis transport people to and from work in town centre but due to the proximity of Petrus Steyn and Mamafubedu, most of the people work to their places of employment.

Other facilities

The municipal offices are situated in the center of the town where the library is situated. Mamafubedu also has a well equipped library. Other facilities include a magistrate's office, port office, Telkom offices and welfare organizations. In Mamafubedu a community hall and a multi-purpose sports field are found.

LINDLEY

Trade and Services

Lindley has a well defined CBD consisting of several businesses linear along the main road to the north and south of the CBD. Ntha has not yet a well defined CBD although a concentration of businesses exists in the township. A need exists for the development of the large business site adjacent to the access road to Ntha to serve as an activity or business node.

Industrial

No provision is made for light industrial sites in a designated industrial area in Lindley. A definite need exists for light industries sites. A few light industrial sites were provided in Ntha along the main collector roads through Ntha.

Residential

Growth in Lindley is moderate and has 481 fully occupied sites. The open sites are ± 30 . Growth in Ntha has boomed in the last 2 financial years. The sites in Ntha number 2 621. The need was identified through a waiting list at the municipality.

Sports and recreation

Lindley has a well developed multi-purpose sport facility in the proximity of the Vals River to the north of the town. Various undeveloped parks exist in Ntha. A need exists for an adequately developed multi-purpose sport facility in Ntha.

Tourism

The Vals River stretches adjacent to the town to the north. The riparian and various vleis through the area are very sensitive ecological systems that need to be protected. The Piekniekdraai resort has an immense potential as tourist attraction and need upgrading and development. The open area next to the river between Lindley and Ntha is not developed due to topographical limitations. The Vals River is the only water supply in Lindley. Storage dams were built to assist in providing a more stable water source for the community.

Agriculture

Agriculture in Lindley is also the base of the economic activities. Various products are produced including maize, wheat, sunflower, grain sorghum, dry beans and hay. Potatoes are planted by few farmers. There is also a flower farm producing mainly Inca lilies and greens for the Johannesburg market. There is also a farm with Pecan nuts. A successful bird breeding farm also exists.

Education

In Lindley and Ntha several schools in the range of primary to secondary level exists. There is also several crèches and day care facilities in the community.

Health Services

Lindley has a well equipped clinic rendering primary health care services to the community. During the ward meetings held as part of the public participation in the IDP review process it was established that the service at the clinic is not satisfactory to the community. According to the community there is a lack of nursing staff and doctors. Furthermore it seems as if the "Batho Pele Principles" are not practiced by the existing staff.

Emergency Services

In Lindley is an ambulance station that serves the Lindley urban and rural area. The call centre has been moved to Bloemfontein. If an ambulance is

needed, the request is done at the Bloemfontein call centre. The ambulance is dispatched by Bloemfontein. The community experience in convenience as the call centre is not functioning well yet. This results in a slow service that causes danger to the people in need of emergency service.

The emergency service for fire is rendered from Reitz. In Lindley is a bakkie with a fire fighter to assist in case of emergency.

The municipality is not rendering a complete service in the rural area. The service is usually done in co-operation with the farm owners. The farmers are well equipped for veld fires. Almost all farms are having fire fighters that can be fitted on bakkies. When veld fires occur the farmers in the vicinity of the fire assist all to extinguish the fire.

Churches

In Lindley an Ntha several churches exists. Churches of various denominations play an active role in the community activities throughout the area. In Ntha is the historic Dutch Reformed Church, a very old building with a rich history as part of the community.

Safety and security

There is one police station in Lindley as well as a well functioning Community Police Forum. It strengthens the safety and security in the area.

Public transport

Taxis are the main public transport available to the community. A proper taxi rank needs to be developed to ensure accessibility to the community.

Other community facilities

There are community halls in Lindley and Ntha. The town hall in Lindley is a beautiful old sand stone building but needs urgently upgrading. Other services include a magistrate's office, well equipped libraries in Lindley and Ntha, post office and a police station.

ARLINGTON

Trade and Services

Arlington has a well defined and accessible CBD adjacent to the major road between Bethlehem and Steynsrus. Lerastwana has a small business activity node consisting of community facilities and shops

adjacent to the access road. The business areas described indicate limited growth potential.

Industrial

Arlington has no industrial sites available due to the lack of available land.

Residential

In Arlington there are 80 sites and in Leratswana 1 76. New sites in Leratswana were obtained by infill planning as well as acquiring of adjacent agricultural land. There is a waiting list at the municipality for residential sites.

Tourism

Arlington has several game farms that attract visitors for hunting. Walking trails also exists.

Agriculture

Arlington has a vibrant agricultural community. The farming activities are diverse with products like maize, wheat, sonneblom, grain sorghum and dry beans. Cattle also play a big role in the activities. The well known Whispering Willows stud farm for Simmentalers and Wood View stud farm for Aberdeen Angus cattle are situated in Arlington.

Education

There are no schools in Arlington and in Leratswana there is a primary and secondary school. Two crèches operates in Leratswana.

Health Services

There is one clinic in Leratswana. Hospitals in Reitz and Bethlehem are used by the community.

Churches

Several churches are found in Arlington. All denominations are represented. The churches fulfill a binding factor in the community.

Sports and recreation

There are limited sport facilities in Arlington. The stadiums in Arlington and Leratswana are in need of upgrading. Other sports that can be done

with the insufficient facilities available are badminton, tennis, soccer and rugby. The community seriously lacks multi-purpose sport facilities.

Emergency services

There is no ambulance station in Arlington. Ambulances are dispatched through the Bloemfontein call centre when a request or emergency call is received. It is found that Bloemfontein often dispatches an ambulance from Senekal instead of from the ambulance station in Lindley. This is seriously slowing down the services and leave it inadequate and ineffective.

Emergency services regarding fire are rendered from Reitz. In Arlington is no equipment or staff.

The municipality is not rendering a complete service in the rural area. The service is usually done in co-operation with the farm owners. The farmers are well equipped for veld fires. Almost all farms are having fire fighters that can be fitted on bakkies. When veld fires occur the farmers in the vicinity of the fire assist all to extinguish the fire.

Safety and security

A local police station in Arlington as well as a well functioning Community Police Forum strengthens safety and security in the area.

Public transport

Taxis are the only means of public transport available to the community. Although a taxi rank does exist, it is in need of proper development and upgrading.

Other community facilities

Other community facilities include community halls in Arlington and Leratswana. There are a post office and police station. The library is housed by the primary school but it places a serious burden on accessibility on the community. A new library building is envisaged to be built by the Provincial Government in the near future.

5.5.3 SWOT Analysis

Subsequent to the information discussed above, a spatial SWOT analysis was conducted. The results are shown in the diagram below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good and accessible transport network • Reitz serves as a well established service centre • Nketoana supports one of the most progressive and productive farming communities • Relatively well developed social infrastructure in urban areas • Several physical resources to be found within the area such as water and scenic areas 	<ul style="list-style-type: none"> • Poor condition and poor maintenance of transport infrastructure • Community services in the rural areas are not as good as in urban areas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Agro-processing is seen as a great opportunity to add value to the agricultural sector • Several tourism destinations offer great opportunity to generate income and create employment 	<ul style="list-style-type: none"> • Insufficient capacity and financial resources to maintain and upgrade road infrastructure.

2.6 SOCIAL ANALYSIS

2.6.1 HEALTH

Nketoana has only one hospital situated in Reitz. It is a provincial hospital, well equipped with 3 wards with 65 beds. The hospital is also having a well equipped trauma unit for emergencies.

Reitz and Petsana have each a clinic. The need in Petsana is growing urgent for another clinic to be situated in the new residential developments. At this stage the people have to cover quite extensive distances to reach a clinic. Petrus Steyn has one clinic situated between Petrus Steyn and Mamafubedu. Lindley is having one clinic rendering primary health care. Arlington is also having one clinic.

During the community participation meeting an urgent request was received in all areas for more nursing staff and doctors at the clinics. People are complaining that they sometimes wait the whole day for service and are even send back to return the next day. At Lindley serious complaints were received regarding attitude and professionalism towards patients. It seemed from discussions that there is a serious lack of “Batho Pele Principles” in the Lindley clinic.

It is only the hospital in Reitz that is rendering a 24 hour service in Nketoana

2.6.2 WELFARE SERVICES AND FACILITIES

Welfare services are rendered by KMD. Social workers from the provincial department from the Bethlehem office also render service one a week. A number of welfare services and facilities provided for the aged, disabled and impoverished are summarized in the table below:

AREA	AGED	DISABLED	IMPOVERISHED
REITZ	2 old age homes 1 service centre for the aged	None	None
PETRUS STEYN	2 old age homes	Centre for Disabled	None
LINDLEY	1 old age home	None	None
ARLINGTON	None	None	None

2.6.3 EDUCATION

The schools in Nketoana fall in several categories. It includes Primary schools, Secondary schools, Intermediate schools, Combined schools, Farm schools and Private schools. The schools are relative stable with a learner/educator ratio within the norm set by the Department of Education.

There are still several farm schools in operation but the number of learners is declining quite rapidly thus the closure of farm schools that is no longer economical to operate. As soon as a farm school is closed the learners and educators are relocated to another farm school or school in town.

The Department of Education considers closing down a school when the school has 20 learners or less. It is then considered to be un- economical to operate.

The following statistics were received from the regional office of the Department of Education at Reitz. It reflects the schools, the type of school, the nearest town, number of educators and number of learners.

Name of School	Type	Nearest town	Number of Educators	Number of Learners
Wolwas	PF/S	Reitz	2	41
Vishoek	PF/S	Reitz	1	21
Vetpan	PF/S	Reitz	1	20
Vaalbankspan	PF/S	Reitz	1	31
Torpedo	PF/S	Reitz	1	23
Swartberg	PF/S	Reitz	2	20
Susannaskop	PF/S	Reitz	2	50
Sephesha	PF/S	Reitz	1	24
Sekhaahla	PF/S	Reitz	1	24
Rondebosch	PF/S	Reitz	1	10
Reitz Christian Academy (Private)	CI/S	Reitz	2	48
Reitz Combined School	C/S	Reitz	24	406
Rehatelapele	P/S	Reitz	30	962
Reatile	I/S	Reitz	31	800
Pommern	PF/S	Reitz	1	39
Pietersfontein	PF/S	Reitz	1	21
Phinduzame	P/S	Reitz	25	772
Phalla	PF/S	Reitz	1	28
Petsana	I/S	Reitz	32	1 119
Perdehoek	PF/S	Reitz	1	30
Oosthuizenhoek	PF/S	Reitz	1	27
Mullershoop	PF/S	Reitz	1	6
Mosbank	PF/S	Reitz	1	18
Lekutu	PF/S	Reitz	1	20
Leifo Iziku	S/S	Reitz	15	502
Kleinwater	IF/S	Reitz	6	230
Kgotso-Uxolo	S/S	Reitz	29	787
Itekeng	PF/S	Reitz	2	45
Ikemeleng	PF/S	Reitz	1	3
Hesterdal	PF/S	Reitz	1	30
Groenkoring	PF/S	Reitz	4	100
Grasnek	PF/S	Reitz	1	33
Etembeni	IF/S	Reitz	3	38
Emammoho	PF/S	Reitz	2	36
Betersgift	PF/S	Reitz	3	73
Uitkyk	PF/S	Petrus Steyn	1	33
Tokkie Botha	PF/S	Petrus Steyn	1	13
Thebe	P/S	Petrus Steyn	35	1 213
Success	PF/S	Petrus Steyn	2	29
Steilfontein	IF/S	Petrus Steyn	5	89
Sekgutlong	PF/S	Petrus Steyn	1	26
Modiya	PF/S	Petrus Steyn	1	10
Maple Leaf	PF/S	Petrus Steyn	1	10
Mamafubedu	P/S	Petrus Steyn	27	959
Makatela	PF/S	Petrus Steyn	1	10

Lerato	PF/S	Petrus Steyn	1	21
Kwetlisong	S/S	Petrus Steyn	26	803
Kopano lthuteng	IP/S	Petrus Steyn	2	53
Khutlo e Ntle	PF/S	Petrus Steyn	1	10
JA Malherbe	P/S	Petrus Steyn	6	108
Ikaheng Zakheni	S/S	Petrus Steyn	33	910
Hans Rautenbach	PF/S	Petrus Steyn	2	38
Goedvertrou	PF/S	Petrus Steyn	1	7
Eendrag	PF/S	Petrus Steyn	1	25
Calverton	PF/S	Petrus Steyn	1	14
Arras	PF/S	Petrus Steyn	1	4
Thuto Tsebo	P/S	Lindley	33	1 149
Skerppunt	PF/S	Lindley	3	48
Reikemiseditse	I/S	Lindley	21	578
Ramaele	PF/S	Lindley	2	27
Phukalla	S/S	Lindley	31	619
Phellapedi	PF/S	Lindley	2	39
Pauci Flora	PF/S	Lindley	3	41
Lindley	I/S	Lindley	7	108
Lindley	C/S	Lindley	11	329
Komspruit	PF/S	Lindley	2	47
Fateng sa Thuto	P/S	Lindley	34	1 071
Falarona	PF/S	Lindley	1	20
Whispering Willows	PF/S	Arlington	1	15
Leratswana	S/S	Arlington	25	567
Lerapo	P/S	Arlington	20	685
Dimo	PF/S	Arlington	1	20
Chicago	PF/S	Arlington	1	20

In summary the following table indicates the Learner/Educator ratio in all types of schools in Nketoana.

Type/ Level	Indicators	Reitz	Petrus Steyn	Lindley	Arlington	Rural
Pre -School Crèches		4	7	7	2	2
Primary	Schools	2	3	2	1	6
	Learners	1 734	2 280	2 275	685	222
	Educators	55	68	676	20	13

	Learner/Educator Ratio	35:1	33:1	34:1	34:1	
Intermediate	Schools	2	0	2	0	
	Learners	1 919	0	686	0	
	Educators	63	0	28	0	
	Learner/Educator Ratio	30:1	0	24:1	0	
Secondary	Schools	2	2	1	1	
	Learners	1 289	1 713	619	567	
	Educators	44	59	31	25	
	Learner/Educator Ratio	20:1	29:1	20:1	23:1	
Combined	Schools	1	0	1	0	
	Learners	406	0	11	0	
	Educators	24	0	329	0	
	Learner/Educator Ratio	17:1	0	30:1	0	
Private	Schools	1	1	0	0	0
	Learners	48	2	0	0	0
	Educators	2	53	0	0	0
	Learner/Educator Ratio	24:1	27:1	0	0	0
Primary Farm School	Schools	25	14	6	3	
	Learners	773	250	222	55	
	Educators	35	16	13	3	
	Learner/Educator Ratio	22:1	16:1	17:1	18:1	
Intermediate Farm School	Schools	2	1			
	Learners	268	89			
	Educators	9	5			
	Learner/Educator Ratio	30:1	18:1			

2.6.4 PUBLIC SAFETY AND SECURITY

There is a local police station in Reitz, Petrus Steyn, Lindley and Arlington. At each police station is a functioning Community Police Forum and it strengthens the stability of the communities. The crime rate is relatively low and that contribute to the stability in the communities.

The following trends were observed out of information received from the SAP:

- Burglaries at businesses:
There is a decrease in this crime. The SAP is running awareness campaigns to sensitize business owners to safe guard their premises.
- Housebreakings
This crime has a tendency of increase and decrease. It is also found that when previous offenders are in goal, it tends to decrease but as soon as such persons are out on parole, it increase.
- Assault – Common
This crime usually stems out of domestic violence. It usually happens inside the building. There is a decrease in this crime.
- Assault to cause bodily harm
There is an increase in this crime. This is assault with a dangerous weapon like knives, pangas and broken bottles. It is interesting to take notice that these crimes usually happen outside the building. It is common at taverns or facilities where people gather for leisure. In most instances liquor is available at such facilities. It is also often at places where the youth gather.
- Rape
Cases of rape increased. Violence against women and children is still a prominent problem in the community. The age of victims is as small as 5 years until 43. A serious concern is that victims are not always reporting these incidents. The reason is sometimes lack of communication or lack of proper supervision, especially where children are staying with grandparents or family.
- Murder and Robbery
There is a decrease in these crimes. Most street robbery incidents are focused at cash and cell phones.
- Livestock Theft
There is a decrease in this crime. There are still areas that are more vulnerable than other due to the locality of the area, like near main roads. It is also found that the theft is focused on female animals.

2.6.5 SPORT AND RECREATION

There is one multi-purpose stadium each in Reitz and Petsana. These two stadiums offer a wide variety of sports including soccer, rugby, tennis, netball, volleyball, basketball, cricket, athletics, and swimming. A 9-hole golf course is also situated just outside the town next to the Vrede road.

Other forms of recreation include a caravan park situated within Reitz and open spaces as well as the “Bietjie-Water” resort situated 8km from town on the Warden Road.

There is also a game park situated within Reitz where a number of species are found such as the black wildebeest, zebras, ostrich, bles buck, spring buck etc

In Petrus Steyn the sports grounds is situated to the north-east of the town and in conjunction of facilities situated throughout the town, it offers a variety of sports including soccer, rugby, golf, horse riding, bowls, tennis, netball, basketball, squash, athletics, badminton, jukskei, karate, boxing, softball, table tennis and pool.

Both Lindley and Ntha has multi-purpose stadiums. Various sports can be enjoyed there like soccer, rugby, netball, tennis, cricket etc. The “Piekniekdraai” caravan park is adjacent to the river. The facilities are almost all in urgent need of upgrading.

In Arlington there is a rugby field and tennis courts. Leratswana has a stadium that is mainly used for soccer. The community hall in Arlington can be used for badminton.

In summary follows a table of Sport facilities in Nketoana

Facilities	Reitz	Petrus Steyn	Lindley	Arlington
Multi-function Stadiums	2	1	2	2
Soccer	Yes	Yes	Yes	Yes
Rugby	Yes	Yes	Yes	Yes
Golf	Yes	Yes	No	No
Athletics	Yes	Yes	Yes	Yes
Swimming pool	Yes	No	Yes	Yes
Cricket	Yes	Yes	Yes	Yes
Hockey	No	No	No	No
Tennis	Yes	Yes	Yes	Yes
Netball	Yes	Yes	Yes	No
Squash	Yes	Yes	No	No
Bowls	Yes	Yes	Yes	No
Badminton	No	Yes	No	Yes
Boxing	No	Yes	No	No
Karate	Yes	Yes	No	No
Basketball	Yes	Yes	No	No
Jukskei	Yes	Yes	Yes	No
Horse riding	Yes	Yes	Yes	No

2.6.6 SWOT Analysis

The outputs of the IDP process are aimed at improving the lives of the local community and it is therefore important to ensure that the municipality's strategies and projects sufficiently consider the social realities and needs of all residents, but especially the disadvantaged and/or marginalized population groups, as this will guide affective poverty reduction efforts. The Representative forum created an overview of social strengths and weaknesses within the municipal area. This enabled the identification of social needs and constraints that need to be considered and addressed during the process. The main priority issues to be analyzed and addressed further within the IDP process were then identified as indicated below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Lower crime rates compared to other areas• Positive attitudes from the community• Fairly well developed infrastructure	<ul style="list-style-type: none">• Lack of public transport• High unemployment and dependency rates• High rate of poverty, especially women and children• Poor maintenance of roads influence service delivery
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Development of skills	<ul style="list-style-type: none">• Increasing mortality rates as a result of HIV/AIDS• Financial constraints• De-population of rural areas• Redeployment of teachers

2.7 ECONOMIC ANALYSIS

2.7.1 General economic trends

The total population in Nketoana is 62 363

Employed people 10 898

Unemployed people 8 689

Economic in-active people 20 015

Unemployment rate

The following table indicates the various industries and sectors for the employment of the economic active group. This group consists of the work force aged between 18 and 60 years.

INDUSTRY OR SECTOR OF EMPLOYMENT	PERCENTAGE
Agriculture, Forestry & Fishing	20.63%
Private households	0.42%
Community, Social & Personal services	3.56%
Construction	0.62%
Other industries	7.55%
Wholesale & Retail	7.90%
Transport, Storage & Communication	4.90%
Manufacturing	2.49%
Electricity, Gas % Water Supply	26.38%
Financial, Insurance, Real Estate % Business services	24.51%
Mining & Quarrying	0.01%
Diplomatic services	1.05%

2.7.2 Agricultural development

The area of which Nketoana exists can be described as one of the most fertile agricultural regions within the Free State with a high gross income per hectare and a production capacity well above the average for that of the Free State.

Agriculture forms the economic base for Petrus Steyn, Lindley and Arlington It is only in Reitz that other industries and sectors play a more significant role. Agriculture contributes a great deal to the Gross Geographic Product of Nketoana. Maize, wheat and potatoes are the most important agricultural products produced in Nketoana. The other products like sunflower, grain sorghum, vegetables, soya, dry beans, apples, hay and roses confirm the versatile potential of the agricultural activities in Nketoana. The red meat industry is also vibrant. Several Feed Lots for cattle exist. Sheep also forms part of this industry. Cattle and sheep are produced for the abattoirs in Gauteng and Kwa Zulu-Natal

The Reitz district supports one of the most progressive and productive farming communities in South Africa, which is particularly stable and economically viable. Reitz is also home to the Free State Agricultural Co-operative's head office, one of the largest co-operative agricultural societies in South Africa.

The Reitz area is extremely suitable for crop farming of which maize and wheat are the most important. Also of importance is the large-scale cultivation of apples and vegetables for Woolworths South Africa. Other products produced in the area include sunflower, grain sorghum, soya, dry beans, potatoes and roses. The grain silos situated to the east of Reitz have a storage capacity of 100 000 tons. Sheep and cattle farming also takes place within the area.

Agriculture also forms the economic base for Petrus Steyn, Lindley and Arlington as the towns are situated in a predominantly agricultural area. The primary economic sector of all the towns is the agricultural sector. Consequently the unemployment rate is high and increasing with the population growth due to limited economic activities in the larger town areas.

The farming units in Nketoana municipality are 2 423 and the number of owners in Nketoana is 1 244. In Nketoana a total of 8 589.26 hectares of land were involved in the Land Reform process. IN Thabo Mofutsanyane District Municipality 300 new owners or projects were registered.

The following table gives an indication of the average composition of a farm unit and the ratio between hectare and workforce on the farms.

Year	2005/2006	2006/2007	2007/2008
Average Hectors per farm unit	1 885	2 522	2 110
Number of workers	12	13	12
Hectares per worker	157	194	176

The following table indicates to hectares farmed in Nketoana as well as the use of agricultural land.

Type of Cover	Hectares
Indigenous Forest	-
Woodland	-
Thicket, Bushland	1 340.96
Shrubland	-
Herbland	-
Grasslands	306 366.03
Plantations	532.43
Waterbodies	2 879.07
Wetlands	2 101.37
Erosion	1 006.34
Cultivated land	245 532.27
Urban lands	1 353.49
Mine	-

Total	561 111.95
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Livestock in Nketoana is indicated in the table below

Type of livestock	Number
Cattle	114 081
Sheep	571 702
Goats	579
Total	686 362

Cultivated or potentially cultivated fields

Type of Cultivation	Hectares
Pivot Irrigation	2 768.93
High Cultivation	83 463.66
Medium Cultivation	162 839.04
Low Cultivation	18 122.02
Total	267 192.65

2.7.3 Tourism development

The table below provides a brief overview of tourist attractions and facilities within the various towns.

ATTRACTION EVENTS FACILITIES	REITZ	PETRUS STEYN	LINDLEY	ARLINGTON
ATTRACTIONS	Flower farms Bird farms 2 Lion farms Bietjie Water Holiday Resort Various national monuments Driefontein Event	Flower and nut farm Bird farm Kruispad Missionary Church 2 Game farms	Birthplace of Dr Danie Craven Yeomanry Koppies Battlefield of Anglo-Boere War Historical Dutch Reform Church building in Ntha	Agri-route

	and conference centre Royal Lodge and Entertainment center Poelanie/Pukanien Guest house and conference centre		Historical graves linked to the Yeomanry Battle Field	
EVENTS	Bieliemielie Festival VKB Rugby week Annual Stud Auctions	Annual Stud Auctions	Riemland Kuierfees	Annual Stud auctions
ACCOMODATION	3 Guest houses 1 Hotel 1 Holiday Resort	4 Guest houses	1 Holiday Resort	1 Game farm 1 Farm guest house

Popular tourist attractions within the area include a number of farms producing flowers for the local market as well as for the export market, bird and lion farms. The nut farm in Lindley is also included in this category. The agri-route that was developed in Arlington and the Bieliemielie Festival in Reitz accentuate the importance of agriculture in the area.

Nketoana houses several historical buildings in all towns and even on farms. The Yeomanry Koppies Battle Field near Lindley is well known and often visited by historians from all over the world.

Several holiday resort and game farms offer an opportunity of a tranquil rural break to the rat-race of the cities. Rural hospitality is in abundance to share.

2.7.4 Light industries

Reitz has two industrial areas situated directly to the north of Reitz and Petsana where a variety of light and heavy industries can be found. Most of these industries are however related to or in support of the agricultural sector. The grain silo is also part of the light industry in Reitz. Due to the availability of sufficient water, Reitz has the potential to be the industrial node in Nketoana.

One of Petrus Steyn's largest assets is the grain silos situated to the north-west of the town next to the railway station. The grain silos have the largest storage capacity in Nketoana. Approximately 25 000 tons of maize are stored during May to August, whilst approximately 35 000 tons of wheat are stored during December to February each year. Although ample industrial sites are available in Petrus Steyn, it is still under developed. The potential is there to develop.

Lindley does not have any industrial area. Restriction in the form of inadequate water plays a significant role in this matter.

Arlington only has the grain silo in the town next to the railway line. The silo has a storage capacity of xxx tons. Due to lack of available land there are no industrial sites available.

2.7.5 Skills development

In Nketoana a vibrant A-Bet program is running. The program aims to solve the challenge of adult illiteracy. Several women groups throughout Nketoana are organized into needlework groups that enable those women to provide for their families. The field of skills development, to capacitate people to be self reliant, has great potential throughout Nketoana.

2.7.6 SWOT Analysis

Local Economic Development within the municipal area will require strategic and focused efforts in those economic areas where Nketoana already shows stability and growth. An economic SWOT analysis is therefore one of the most important tools during the IDP process. An overview of economic strengths and opportunities was created to be used in addressing pressing challenges within the municipal area.

The main economic priority issues or areas to be analyzed and addressed further within the IDP review process were then identified as indicated in the SWOT analysis below. The meetings held with various stakeholders in the business and private sector stressed the need for a well researched and properly developed Local Economic Development Strategy.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • One of the most fertile agricultural regions of the Free state • Strong and versatile agricultural sector • Skilled and semi-skilled labour force • Medium level natural resources (water) • Well developed infrastructure • Tourism destinations • Situation of Nketoana relative central to major markets 	<ul style="list-style-type: none"> • Economy too dependent on Agriculture • High rate of unemployment • High levels of illiteracy • Poor maintenance of roads • Shortage of bulk water supply in Petrus Steyn, Lindley and Arlington
OPPORTUNITIES	THREADS/CONSTRAINTS
<ul style="list-style-type: none"> • Agricultural products offer opportunity for agri-processing • Tourism development • Availability of labour • Recycling of waste • Development of a holistic LED Strategy for Nketoana 	<ul style="list-style-type: none"> • Decline in agriculture • De-population of rural area • Limited job opportunities • Water shortage is a constraint for future development.

2.8 ENVIRONMENTAL ANALYSIS

2.8.1 Topography and drainage

The terrain morphology indicates that the Nketoana are consists of slightly undulating plains and hills and slightly irregular undulating plains and hills. The whole Nketoana area falls in the Vaal River drainage region. A number of small dams located on farms are found in the area

The study area id characterized by a number of rivers which transverse the landscape including the following:

- * Vals River (to the west)
- * Liebenbergsvlei River (central)
- * Tikwe River

2.8.2 Climate and geology

Nketoana falls almost entirely in the 350-500 mm annual rainfall zone. There is only a small strip of land south of Reitz that falls in the 500-650 mm annual rainfall zone. The average daily maximum temperature ranges between 27° C during summer and 16.5° C during winter. The average daily minimum temperature ranges between 13° C during summer and -2° C during winter.

Tarkastad and Adelaide geological formation dominate Nketoana. All the towns are equally underlain by both the Tarkastad and Adelaide geological formations.

2.8.3 Mining activity

No formal mining activities take place in Nketoana, seeing that the main form of income and business activity is Agriculture. There are limited informal mining activities taking place in the Petrus Steyn and Arlington areas, which include mainly the extraction of gravel, clay and building sand.

2.8.4 SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Sufficient supply of natural resources • Few environmentally sensitive areas constraining development • Scenic Value 	<ul style="list-style-type: none"> • Different forms of pollution <ul style="list-style-type: none"> - Air by wood and coal fires - Water through various forms - General through littering • Sewerage spill as potential health hazard • Overgrazing
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Availability of labour for waste management • Electricity provision improves the environment • Rehabilitation of dumping sites 	<ul style="list-style-type: none"> • Potential disasters (Veld fires) • Little water for long term survival • Dissatisfaction of residents regarding waste management

2.9 INSTITUTIONAL ANALYSIS

Since the IDP process is focused on municipal level development, it is important to ensure that formulated strategies and projects take existing institutional capacities and constraints into consideration and that they address institutional problems within the municipality. For this reason an overview of institutional strengths and weaknesses of the municipality in relation to the new requirements of a developmental local municipality was created. This enabled the identification of institutional constraints that need to be considered and addressed during the process. The main issues to be analyzed and addressed further within the IDP process were then identified as indicated by the figure below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Skilled officials in all units • Well established operational systems except PMS • Pioneer in shallow sewer system • Metering of water and electricity improves the income of the municipality 	<ul style="list-style-type: none"> • Shortage of staff to provide effective service • Qualified electrician • Qualified town planner • Refuse collection • Lack of financial resources and poor income • Salary represents 44% of cost structure which is far above 35% guideline from National Treasury •
OPPORTUNITIES	THREATS/CONSTRAINTS
<ul style="list-style-type: none"> • Restructuring of organizational system is a priority for functioning of the Council • Prioritization of functions • Improve payment of services 	<ul style="list-style-type: none"> • Identification of additional sources of income • Uncontrolled land uses

2.9.1 Water

REITZ

Services in Reitz are adequate, although some sections of the networks are old and need to be upgraded. The level of services in Reitz and Petsana is a metered connection to each site. Vacant sites are not connected until occupied. New developments are serviced with communal unmeasured water points gradually converted to site connections as the sites get occupied.

The quality of the water is monitored to ensure that the quality is falling in the parameters for human use. A bacterial test is done once a month at the Provincial Hospital in Bethlehem. The samples are taken at the purification works as well as several points in the residential areas. The placement of the sample points are rotated to ensure that the networks are covered extensively.

Samples are also taken for in house testing throughout each month. Due to lack of equipment the in house testing is only done on CL and PH levels. In the budget of the 2009/2010 financial year provision is made for equipment to enhance the level of tests to be executed in house.

DWAF also take regular samples for testing. It is envisaged that in the 2009/2010 financial year that additional test will be done at Rand Water at Vereeniging

where a fully equipped laboratory exists. This will improve the quality of the water as any deficiencies will be detected in time and adjustments to the treatment process and plants can be done in time.

A BULK WATER SUPPLY

The Lieberbergsvlei River serves as the main water supply of municipal water to Reitz and Petsana. The water purification works is situated on the farm "Geluk" and has been upgraded with a total capacity of 80 lt per second. Reitz has 2 reservoirs with a capacity of 3.5 mega liters each as well as a pressure tower with a capacity of 0.75 mega liters. Petsana has 2 reservoirs with a capacity of 2 mega liters and 1.6 mega liters respectively. Petsana has also a pressure tower with a capacity of 75kl

All the existing reservoirs and water mains have sufficient capacity.

B INTERNAL NETWORK

Internal water reticulation in Reitz is experiencing several problems as a result of old and small pipes. The level of internal water reticulation in Reitz and Petsana is indicated in the table below.

Town/ Area	Individual connections metered	Individual connections not metered	Communal standpipes	No water	Number of erven
REITZ	996	0	0	0	996
PETSANA	30	3 575	0	0	3 605
TOTAL	1 026	3 575	0	0	4 601

PETRUS STEYN

A BULK WATER SUPPLY

The Kalkoen Spruit via the Middelpunt dam as well as three bore holes outside the jurisdiction of the municipality serves as the main water supply of municipal

water to Petrus Steyn and Mamafubedu. During the dry months the yield from the bore holes decrease dramatically and serious water shortages are experienced. The capacity of the Middelpunt dam is also insufficient for future supply to the growing population. To solve this problem a pipeline from Reitz to Petrus Steyn was built with a flow of 17 lt per second. The existing purification works is situated along the bulk supply line from the Middelpunt dam and has a capacity of 10 lt per second but was renovated for an amount of R 180 000.

The quality of the water is monitored to ensure that the quality is falling in the parameters for human use. A bacterial test is done once a month at the Provincial Hospital in Bethlehem. The samples are taken at the purification works as well as several points in the residential areas. The placement of the sample points are rotated to ensure that the networks are covered extensively.

Samples are also taken for in house testing throughout each month. Due to lack of equipment the in house testing is only done on CL and PH levels. In the budget of the 2009/2010 financial year provision is made for equipment to enhance the level of tests to be executed in house.

DWAF also take regular samples for testing. It is envisaged that in the 2009/2010 financial year that additional test will be done at Rand Water at Vereeniging where a fully equipped laboratory exists. This will improve the quality of the water as any deficiencies will be detected in time and adjustments to the treatment process and plants can be done in time.

B INTERNAL NETWORK

All the sites in Petrus Steyn and Mamafubedu are serviced.

Town/Area	Individual connections metered	Individual connections not metered	Communal standpipes	No water	Number of erven
PETRUS STEYN	579	0	0	0	579
MAMAFUBEDU	4	2 391	0	0	2 395
TOTAL	583	2 391	0	0	2 974

LINDLEY

A BULK WATER SUPPLY

The Vals River on the northern boundary of the town, serves as the main water supply to Lindley and Ntha. The raw water supply is not adequate for the growing

community of Lindely and Ntha. There is two storage dams from which the purification works are fed. To solve the problem of bulk water supply a pipeline from Petrus Steyn to Lindley is envisaged. The purification works will also be upgraded to the amount of R 26 000 000.

The quality of the water is monitored to ensure that the quality is falling in the parameters for human use. A bacterial test is done once a month at the Provincial Hospital in Bethlehem. The samples are taken at the purification works as well as several points in the residential areas. The placement of the sample points are rotated to ensure that the networks are covered extensively.

Samples are also taken for in house testing throughout each month. Due to lack of equipment the in house testing is only done on CL and PH levels. In the budget of the 2009/2010 financial year provision is made for equipment to enhance the level of tests to be executed in house.

DWAF also take regular samples for testing. It is envisaged that in the 2009/2010 financial year that additional test will be done at Rand Water at Vereeniging where a fully equipped laboratory exists. This will improve the quality of the water as any deficiencies will be detected in time and adjustments to the treatment process and plants can be done in time.

B INTERNAL NETWORK

All the existing sites have access to a water reticulation network although some sites are not provided with a house connection. A complete pipe network thus exists in every street in order to provide each house with an individual connection. A large number of sites are not provided with water meters which are urgently needed in order to monitor water consumption and improve income from water consumption. The level of water reticulation is indicated in the table below.

Town/Area	Individual connections metered	Individual connections Not metered	Communal standpipes	No water	Number of erven
LINDLEY	372	0	0	0	372
NTHA	195	2 423	0	0	2 618
TOTAL	567	2 432	0	0	2 999

ARLINGTON

A BULK WATER SUPPLY

The bulk water supply to Arlington and Leratswana is currently inadequate. Raw water is extracted from two boreholes on the farms Port Arlington and Schietkop. The amount of water abstracted annually is approximately 141 912 kl.

The storage dam is silting up at an alarming rate and cause serious water shortages. There is a need for a new pressure tower and upgrading of the water purification works.

The quality of the water is monitored to ensure that the quality is falling in the parameters for human use. A bacterial test is done once a month at the Provincial Hospital in Bethlehem. The samples are taken at the purification works as well as several points in the residential areas. The placement of the sample points are rotated to ensure that the networks are covered extensively.

Samples are also taken for in house testing throughout each month. Due to lack of equipment the in house testing is only done on CL and PH levels. In the budget of the 2009/2010 financial year provision is made for equipment to enhance the level of tests to be executed in house.

DWAF also take regular samples for testing. It is envisaged that in the 2009/2010 financial year that additional test will be done at Rand Water at Vereeniging where a fully equipped laboratory exists. This will improve the quality of the water as any deficiencies will be detected in time and adjustments to the treatment process and plants can be done in time.

B INTERNAL NETWORK

Almost all sites in Arlington and Leratswana are linked to a water reticulation network although a large number of houses are not provided with metered connections. The level of water reticulation in Arlington and Leratswana is indicated in the table below.

Town/Area	Individual connections metered	Individual connections Not metered	Communal standpipes	No water	Number of erven
ARLINGTON	79	2	0	0	81

Town /Area	Service Provider	Individual Connections	Network Only	No Network	Total Number Of Erven
REITZ	Municipality	1 300	0	0	1 300
PETSANA	ESKOM				
TOTAL					

PETRUS STEYN

A BULK SUPPLY

The municipality provides electricity to the residents of Petrus Steyn. ESKOM is directly providing electricity to the residents of Mamfubedu. The “high tension” network consists of overhead 11kV open and bundle conductor cables on wooden, steal and concrete poles.

B INTERNAL NETWORK

All the sites in Petrus Steyn and Mamafubedu are serviced with individual electricity connections. The level of electrical connections is indicated in the table

below.

Town /Area	Service Provider	Individual Connections	Network Only	No Network	Total Number Of Erven
PETRUS STEYN	Municipality	504	2	0	506
MAMFUBEDU	ESKOM				
TOTAL					

LINDLEY

A BULK SUPPLY

Electricity supply to the area is provided by ESKOM to the municipality who distribute it to residents both in Lindley and Ntha. The bulk electricity was upgraded in 2000 and is still adequate.

B INTERNAL NETWORK

All the sites both in Lindley and Ntha are serviced with individual connections. The level of electrical connections is indicated in the table below.

Town /Area	Service Provider	Individual Connections	Network Only	No Network	Total Number Of Erven
LINDLEY	Municipality	372	0	0	372
NTHA	Municipality	2 441	51	0	2 492
TOTAL		2 813	51	0	2 864

ARLINGTON

A BULK SUPPLY

Bulk electricity supply is provided by ESKOM directly to Arlington and Leratswana. Since this system is upgraded by ESKOM from time to time, service problems are sometimes experienced.

B INTERNAL NETWORK

The distribution network in Arlington experiences capacity problems and the existing transformers require upgrading.

All the sites in Arlington have access to individual electricity connections. There is however instances that more than one building on the same property shares the same connection with only one meter. In Leratswana all sites are not provided with a house connection. The latest extension in Leratswana is still without network coverage. ESKOM has to provide the service. Street lights are a real need in especially Leratswana. It is envisaged that high mast lights will be installed in the whole area. The level of electrical connections is indicated in the table below.

Town /Area	Service Provider	Individual Connections	Network Only	No Network	Total Number Of Erven
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ARLINGTON	ESKOM	100	2	0	102
LERATSWANA	ESKOM	995	19	300	1 314
TOTAL		1 095	21	300	1 416

RURAL AREAS

Although electricity is available in most areas, there is a problem with the provision of electricity to farm worker's houses that are situated further than 200m from a connection point.

The cost of providing an electricity connection further than 200m is extremely high and the cost is not covered by the basic subsidy provided by ESKOM and The District Municipality.

Consequently, it is necessary to enter into discussions with ESKOM to provide distribution lines at a lower cost or to investigate alternative methods such as solar panels or generators.

2.9.4 ROADS AND STORM WATER

REITZ

A INTERNAL STREETS

In Reitz and Petsana there is 66km of tar surfaced roads. Approximately 18km is in a poor condition and need to be reconstructed. An additional 30km needs to be re-sealed.

Apart from this, the gravel streets in Petsana are also in poor condition due to lack of maintenance. Gravel streets need to be graded regularly. In the new extensions streets have actually to be build.

In Petsana 6 km street surface will be paved as part of the project of providing bus routes in all towns.

B STORM WATER

The storm water system in Reitz consists of an underground (70%), as well as an open channel (30%) system, whilst almost the entire system in Petsana consists of open channels. Almost 70% of all systems in both Reitz and Petsana are not functioning properly.

The storm water channels in the central part of Reitz are inadequate due to the steep slopes whilst approximately of Petsana do not have proper storm water control due to the conditions of the streets. The new extensions in Petsana have no storm water control due to the absence of properly build gravel streets.

The lack of maintenance of existing storm water systems contribute to the problem. Channels are often so blocked by rubbish that fow of storm water is obstructed.

The upgrading of storm water systems in the areas mentioned is even more urgent due to the steep slopes evident in the area.

PETRUS STEYN

A INTERNAL STREETS

The residential areas in Petrus Steyn and Mamafubedu have a total of 43.8 km of streets of which only 8.8km is tarred, 17.35 graveled and 17.65 un-surfaced. IN Mamafubedu 6km of street will be paved as part of the project to establish a bus route in the area servicing taxis to ensure it is on a suitable standard for public transport.

B STORM WATER

In Petrus Steyn and Mamafubedu the storm water system mainly consists of open channels with pipes underneath roads at certain intersections. The maintenance of existing channels are poor and render the channels in-effective when storm water needs to be controlled. There is however no storm water channels in the majority of streets in Mamafubedu. Urgent upgrading and construction of such a system is required.

LINDLEY

A INTERNAL STREETS

In Lindley most of the streets are tarred but of a poor condition. The gravel streets are also in a poor condition and maintenance is urgently required.

In Ntha only the main access road is partly tarred and partly paved. The fact that most of the residents make use of public transport is reason to the urgency of proper streets. In Ntha 6 km of road will be paved as part of the project to establish bus routes in all towns.

B STORM WATER

In Lindley and Ntha is the storm water an open channel system. The existing channels cover a small portion of the streets and urgent attention to this problem

is required. The current status is continuously deteriorating since the steep slopes in the area.

ARLINGTON

A INTERNAL STREETS

There are 3 km of tarred roads in the total community, but in a poor condition. The remainder of the streets is in a fair to very poor condition. Due to the fact that the largest portion of the community utilizes public transport, the timely upgrading of main and collector roads is imperative. Except for the access road to Leratswana, there are no internal collector roads surfaced in the Leratswana residential area. Access roads to the new extension must still be constructed. In Leratswana 6 km of road will be paved as part of the project to establish bus routes in each town.

B STORM WATER

A proper storm water system is non-existent in Arlington and Leratswana. The maintenance of existing open channels is poor and renders the channels ineffective to control storm water. The current status is continuously deteriorating since the steep slope of the area enhances the matter.

RURAL

Roads in the rural area are generally in a poor condition and deteriorate constantly due to the poor maintenance. The rainy seasons of each year damaged the roads even more and all secondary roads are regarded as priority to be upgraded.

The little maintenance that is carried out is of sub-standard level due to the lack of proper supervision and skills. This results in such damage to road surfaces that it deteriorate beyond repair and must be rebuild.

A number of roads have been identified to be upgraded but the implementation thereof is slow and time consuming. The road between Reitz and Petrus Steyn is under construction and the information is that the standard of the completed work will be excellent. It is however important to keep the roads under constant survey to report the conditions.

2.9.5 WASTE DISPOSAL

REITZ

The waste disposal site for Reitz and Petsana is situated to the west of Reitz and is still adequate. Refuse removals are done on a regularly basis. The need was however identified during the ward meetings that the residents need more frequent removals. The need for a dust bin per site was also mentioned. Uncontrolled dumping still takes place and a request was voiced for skip bins on strategic places in the community.

PETRUS STEYN

At present refuse from Petrus Steyn and Mamafubedu is dumped two old gravel quarries situated to the west of the area, but can be subject to weak soil conditions. The capacity of the sites in use is adequate but for future use new sites should be planned. Proper fencing is also needed. Refuse removal takes place on a weekly basis but in the ward meetings it was established that the community do not find it satisfactorily. More frequent services are required. The placement of skip bins on strategic places throughout the community can also assist with the problem. There is a definite need of dust bins for each site.

LINDLEY

Refuse removal is done in an organized way throughout Lindley and Ntha. The current refuse dumping site is of adequate capacity to serve the community for the next five years. The timely use for a new site for the future is evident. An old dumping site needs to be rehabilitated. The community voiced the need for skip bins on strategic places throughout the community. It is felt that it can assist with the problem of illegal dumping.

ARLINGTON

Refuse removal is done in an organized way throughout Arlington and Leratswana. The current refuse dump has adequate capacity for future use however there is a problem with the location of the site. Due to the expansion of residential areas in Leratswana, the residential areas moved too near to the site in its present location. In order to get Town Registers legally approved, the site has to be re-located. This is seen as a matter of urgency.

2.9.6 CEMETERIES

REITZ

In Reitz and Petsana there are six established cemeteries. Four of the sites are closed and full to their capacity. It is closed and no burials take place there any longer. There are current two site in use with enough space for future use.

PETRUS STEYN

In Petrus Steyn and Mamfubedu there are three cemeteries of which two are full to their capacity and closed. The current site is nearing its capacity and an urgent need exist for a new cemetery. Maintenance and proper fencing of the sites are concerns voiced by the community during ward meetings.

LINDLEY

In Lindley and Ntha there are five cemeteries of which three are closed that reached their capacity. There are two cemeteries in use with enough capacity left for future use. The maintenance of cemeteries stays problematic. A request for ablution facilities at cemeteries was posed by the community during the public participation sessions.

ARLINGTON

In Arlington and Leratswana there are three established cemeteries with two closed due to reaching their full capacity. The cemetery in use is having enough capacity for future use. The need for ablution facilities were voiced by the community.

It is a challenge in Nketoana to ensure that all cemeteries are zoned and registered correctly for the purpose of use as cemeteries.

2.9.7 HOUSING

Housing is the competency of the Provincial Department of Local Government and Housing. The municipality is however assisting on an agency basis to facilitate the applications for house subsidies. The following table indicates the status of houses built in Nketoana:

Area	Previously built	Presently allocated	Applied /Approved	Completed
Petsana	1 489	500	500	214
Mamfubedu	1 100	300	289	164
Ntha		200	183	0
Leratswana	600	200	200	74

The quality of the houses is not always to the satisfaction of the beneficiaries. The municipality needs to assist the beneficiaries to ensure that no final document is sign before they are not satisfied.

The availability of sites is also a challenge. In Petsana there are 500 households that are occupying space illegally. In Mamfubedu the number illegal occupants is 300 and in Ntha 60. Leratswana has no illegal occupants of space. The following table indicates the need for sites and the number under development. In Leratswana the municipality has no additional land available and for future development land has to be obtained from private owners.

Area	People on waiting list for sites	Number of sites under development
Petsana	3 367	1 401
Mamfubedu	2 500	1 000
Ntha	1 318	1 000
Leratswana	609	0

RURAL

The provision of housing in the rural area is currently an aspect that is complicated. The housing subsidy granted by the government cannot be utilized by farm workers as the land they are dwelling on cannot be registered as their property as it is privately owned by the farmer.

The tendency is that farmers provide their workers with property in the nearest town to enable them to own their own site and receive the full benefit of ownership of a house under the subsidy scheme of the government.

The need for housing the disabled and elderly people is dire and planning regarding this target group needs to be developed.

2.9.9 JOB CREATION AND LOCAL ECONOMIC DEVELOPMENT

Like most other areas in the country, Nketoana has a very high rate of unemployment. The area's economy is predominantly dependant on the agricultural sector whilst the urban areas are regarded as service centers for surrounding agricultural activities. The difficulties experienced by the agricultural sector over the last few years can be describe as a factor in the high rate of unemployment. This resulted in the depopulation of the rural areas in recent year. Although a number of residents try to make a living through informal trade, there is still not sufficient space and facilities available for this venture to reach its full capacity. The establishment of the stalls for informal trading in Reitz was a good development for this sector.

The area will, however have to systematically diversify its economy to be less depending on agriculture even if this is only through adding value to existing

primary agricultural products currently exported from the area. The processing of processing agricultural products in the area needs to be developed.

Apart from this, it is felt that a wide range of skills are available within the local community, but which are not being applied correctly, or not being utilized during local development projects. In this regard the Department of Social Development can assist tremendously through job creation and self-sustainability programmes as they are funding such activities.

With the exception of Reitz, all the towns have only fairly defined CBDs that offers very little services and products. The result is that a serious outflow of cash is experienced, which reduces spending power on local goods and services and subsequently places local businesses under further pressure. Nketoana is well situated with relation to Gauteng markets of agri-industry products. Apart from agriculture, the strongest economic potential for the area would be in the form of industrial development and particularly relating to agri-industries. The municipality is committed to structure rates and services for industries in such a manner as to attract outside investment in local industries but the community and labour unions should also become involved in such programmes.

Furthermore a number of residents try to make a living of informal trade, but there is not sufficient space and facilities available to them to sell their products. They often lack business skills and knowledge to successfully manage their enterprise. The development of these entrepreneurs into accomplished traders will be an asset for the community.

Lastly, the development of the tourism sector is regarded as having tremendous potential to ensure the economic wellbeing of the area. Although this sector is currently being touched, the potential is still not nearly realized. There are several tourist attractions that can be developed into reasons for passing by travelers to become staying guests. The tourist market can generate income and job opportunities for the community.

2.9.10 SOCIAL SERVICES AND WELFARE

The needs and requirements in terms of social services and welfare is generally the same for all the communities and includes the following:

- Recreational and sport facilities are seen as mechanisms to instill a healthy and balanced community with a strong sense of social unity, it is also believed to reduce crime levels. There is a specific need to provide multi functional centers in a location that will also be accessible to rural people.
- Community halls and libraries are seen as well supported in recent times as people are also stimulated through reading and socializing.

- As many people are depending on public transport, a need has been identified in all urban areas for the provision of more central and accessible taxi facilities.
- There is a great concern from all residents for the welfare organizations to care for the aged and frail in the community. Although old age homes do exist in Nketoana, the financial viability and affordability of the institutions is a concern.

Apart from this, there are also not proper care and facilities available for the disabled in the community. There is currently only one school for the disabled situated in Petrus Steyn that means that disabled must be transported from all the other towns to this facility.

2.9.11 SAFETY AND SECURITY

Safety and security is a major concern both in urban and rural areas. Although serious crimes like farm murders, stock theft, vehicle theft and starting of veld fires still threats the stability of the rural areas. In the urban areas violence against women and children, theft and assaults still poses as problems.

2.9.12 HUMAN RESOURCE

The structure as indicated beneath indicates that there are still key posts vacant. Although it can impact negative on service delivery, the municipality is still able to render services of a high standard. It is always a priority to fill these post as soon as possible.

STRUCTURE

Attached as Annexure J is the organogram of the staff structure. It needs to be mentioned that there is still key posts that is still vacant.

EQUITY BREAKDOWN

The next table indicates the equity breakdown of the employees of the municipality. The municipality is successful in meeting the equity norms of the Free State.

FINANCE DEPARTMENT

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Top Management	1										1	
Senior Management		1	1	1							1	2
Middle Management	2	1									2	1
Junior M/Clerks	6	9		2							6	11
Interns		1										1
<u>Learnership</u>												
Labour/Cleaners	5										5	
Casual Workers	1			1							1	1
Total	15	12	1	4							16	15

CORPORATE SERVICES DEPARTMENT

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Top Management												
Senior Management	1										1	
Middle Management	4	3		1							4	4
Junior M/Clerks		1										1
Interns												

Labourer/Cleaners	1	6									1	6
Casual Workers	1	1									1	1
Total	7	11		1							7	12

MUNICIPAL MANAGER

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Top Management	1										1	
Senior Management												
Middle Management	1	1		1							1	2
Junior M/Clerks												
Interns												
Labour/Cleaners												
Casual Workers												
Total	2	1		1							2	2

COUNCILLORS

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Legislators	10	5	3								13	5
Senior Management												
Middle Management												

	2	1								2	1
Junior M/Clerks		1									1
Interns											
Labourer/Cleaners											
Casual Workers											
Total	12	7	3							15	7

TECHNICAL DEPARTMENT

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Top Management												
Artisan			1								1	
Technical	1		2								3	
Mechanic	2		1								3	
Supervisors/Foreman	3										3	
Operators	7		1								8	
Junior/Clerks				2								2
Labours	62		1								63	
Casual Workers	96	23									96	23
TOTAL	171	23	6	1							177	24

COMMUNITY SERVICE DEPARTMENT

	Black	White	Coloured	Indians	PWD	Total
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	M	F	M	F	M	F	M	F	M	F	M	F
Top Management		1										1
Senior Management	2										2	
Middle Management/Chief Traffic Officer	3										3	
Fire Fighter/Traffic	1		1								2	
Junior Fire fighters/Traffic Officer	2	3			1						3	3
Clerks	2	8		3							2	11
Foreman/Supervisors	2										2	
Labourer/Cleaner	40	14									40	14
Casual Workers	118	29									118	29
Total	170	55	1	3							172	58

FINANCE DEPARTMENT

QUALIFICATIONS

NQF LEVEL	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
8 –Post Doctoral												
-Doctorates												

-Masters Degree												
7 – Professional Qualifications -Honours Degree												
6 – National first Degree -Higher Diplomas	3									3		
5- National Diplomas -National Certificates	2	6		1						2	7	
4- National Certificate	3	2		2						3	4	
3 -Grade 11	1	1	1							2	1	
2 -Grade 10	2									2		
1-Grade 9/ABET 4	1	1								1	1	
1-Grade 8	2									2		
Grade 7												
Grade 6												
Grade 5												
Grade 4												
Grade 3												
Grade 2	1									1		
Grade 1												
Grade 0												

FINANCE DEPARTMENT

AGE GROUP

	Black	White	Coloured	Indians	PWD	Total
--	-------	-------	----------	---------	-----	-------

	M	F	M	F	M	F	M	F	M	F	M	F
-20												
20 - 25		2										2
26- 30	3	1									3	1
31 - 35	3	3									3	3
36 - 40	3	2		2							3	4
41- 45	3	3		1							3	4
46- 50			1	1							1	1
51 – 55	1	1									1	1
56 - 60	1										1	
61 – 65												
+66												
TOTAL												

CORPORATE SERVICE DEPARTMENT

QUALIFICATIONS

NQF LEVEL	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
8 –Post Doctoral -Doctorates -Masters Degree												
7 – Professional Qualifications -Honours Degree												
6 – National first Degree -Higher Diplomas	2	2									2	2
5- National Diplomas -National Certificates	1										1	
4- National Certificate	3	2		1							3	3
3 -Grade 11		1										1
2 -Grade 10												
1-Grade 9/ABET 4												
1-Grade 8	1										1	
Grade 7												
Grade 6												
Grade 5												
Grade 4												

Grade 3												
Grade 2		6										6
Grade 1												
Grade 0												

CORPORATE SERVICES DEPARTMENT

AGE GROUP

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
-20												
20 - 25		1										1
26- 30	1	2									1	2
31 - 35	1	1									1	1
36 - 40	2										2	
41 - 45												
41- 45	1										1	
46 – 50	1	2									1	2

51 - 55		4		1								5
56 – 60												
61 - 65	1	1									1	1
+66												
TOTAL												

COMMUNITY SERVICE DEPARTMENT

QUALIFICATIONS

NQF LEVEL	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
8 –Post Doctoral -Doctorates -Masters Degree												
7 – Professional Qualifications -Honours Degree												
6 – National first Degree -Higher Diplomas												

5- National Diplomas	4	3			1						5	3
-National Certificates	5	5	1								6	5
4- National Certificate	23	12									23	12
3 -Grade 11	5										5	
2 -Grade 10	1	1									1	1
1-Grade 9/ABET 4		1										1
1-Grade 8	1	1									1	1
Grade 7	1			1							1	1
Grade 6	6	0									6	0
Grade 5	2										2	
Grade 4	1										1	
Grade 3	3										3	
Grade 2	2											
	8	10										
Grade 1												
Grade 0												

COMMUNITY DEPARTMENT

AGE GROUP

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
-20												
20 - 25	3	3			1						2	3

26- 30	5	1								5	1
31 - 35	9	5								9	5
36 - 40	13	4								13	4
41- 45	27	5	1	1						28	6
46- 50	14	4								14	4
51 – 55	9	2		1						9	3
56 - 60	9	2		1						9	3
61 – 65	5									5	
+66	1									1	
TOTAL											

MUNICIPAL MANAGER SECTION

QUALIFICATIONS

NQF LEVEL	Black	White	Coloured	Indians	PWD	Total
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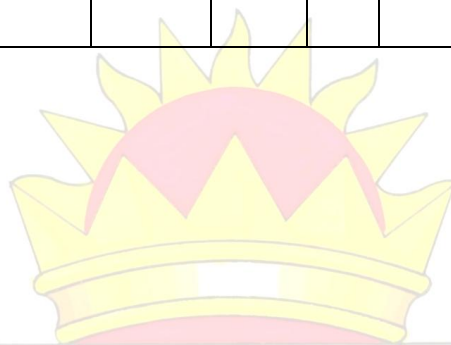
	M	F	M	F	M	F	M	F	M	F	M	F
8 –Post Doctoral -Doctorates -Masters Degree												
7 – Professional Qualifications -Honours Degree												
6 – National first Degree -Higher Diplomas	1										1	
5- National Diplomas -National Certificates		1		1								2
4- National Certificate 3 -Grade 11 2 -Grade 10	1										1	
1-Grade 9/ABET 4												
1-Grade 8												
Grade 7												
Grade 6												
Grade 5												
Grade 4												
Grade 3												
Grade 2												
Grade 1												
Grade 0												

MUNICIPAL MANAGER

AGE GROUP

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
-20												
20 - 25												
26- 30		1										1
31 - 35												
36 - 40	1										1	
41- 45	1										1	
46- 50												
51 – 55				1								1
56 - 60												
61 – 65												
+66												

TOTAL													
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TECHNICAL DEPARTMENT

QUALIFICATIONS

NQF LEVEL	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
8 –Post Doctoral -Doctorates -Masters Degree												
7 – Professional Qualifications -Honours Degree												
6 – National first Degree -Higher Diplomas												
5- National Diplomas -National Certificates	2										2	
4- National Certificate	18	3		1							18	4
3 -Grade 11	16	3									16	3
2 -Grade 10	2	1									2	1
1-Grade 9/ABET 4												
1-Grade 8												
Grade 7												

Grade 6												
Grade 5	2										2	
Grade 4	4										4	
Grade 3	1										1	
Grade 2	9										9	
Grade 1												
Grade 0												

TECHNICAL DEPARTMENT

AGE GROUP

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
-20												
20 - 25	4										4	
26- 30	3	1	1								4	1
31 - 35	10	1		1							10	2
36 - 40	9		1	1							10	1
41- 45	15	1									15	1
46- 50	17	2	2								19	2

51 – 55	10	1									10	1
56 – 60	6	1	2								8	1
61 - 65	4										4	
+66												
TOTAL												

COUNCILLORS DEPARTMENT

QUALIFICATIONS

NQF LEVEL	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
8 –Post Doctoral												
-Doctorates												
-Masters Degree												
7 – Professional												
Qualifications												
-Honours Degree												

6 – National first Degree -Higher Diplomas	1	1	1								2	1
5- National Diplomas -National Certificates	2	4	1								3	4
4- National Certificate	5										5	
3 -Grade 11		1										1
2 -Grade 10												
1-Grade 9/ABET 4												
1-Grade 8												
Grade 7												
Grade 6												
Grade 5												
Grade 4												
Grade 3												
Grade 2												
Grade 1												
Grade 0												

COUNCILLORS DEPARTMENT

AGE GROUP

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
-20												
20 - 25												

26- 30		2									2
31 - 35	3									3	
36 - 40	6									6	
41- 45	1	2								1	2
46 - 50	1	3								1	3
51 - 55			2							2	
56 – 60											
61- 65	1									1	
+66			1							1	
TOTAL											

SUMMARY:

-Total number of employees including temporary workers and councillors

African men: 377

White men: 11

Coloured men: 1

African women: 109

White women: 11

Coloured women: 0

TOTAL # 509

SUMMARY OF QUALIFICATIONS

NB: Majority of employees are without qualifications in their personal files hence terrible figures on qualifications.

QUALIFICATIONS

NQF LEVEL	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
6 – National first Degree	7	3	1								8	3
-Higher Diplomas		1										1
5- National Diplomas	8	14		1							8	15
-National Certificates	8	5	1								9	5
4- National Certificate	53	19		4							53	23

3 -Grade 11												
2 -Grade 10												
3 –Grade 11	22	6	1	1							23	7
2 –Grade 10	5	2									5	2
1-Grade 9/ABET 4	1	2									1	2
1-Grade 8	3	1									3	1
Grade 7	1			1							1	1
Grade 6	6										6	
Grade 5	4										4	
Grade 4	5										5	
Grade 3	4										4	
Grade 2	11										11	
Grade 1	15	10									15	10
Grade 0												

SUMMARY OF AGE GROUP

AGE GROUP

	Black		White		Coloured		Indians		PWD		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
-20												

20 - 25	7	6			1						8	6
26- 30	12	8	1								13	8
31 - 35	26	10		1							26	11
36 - 40	34	7	1	1							35	8
41- 45	47	11	1	2							48	13
46- 50	33	11	3	1							36	12
51 – 55	20	8	2	3							22	11
56 - 60	16	3	2	1							18	4
61 – 65	11	1									11	1
66 +	1		1								2	
TOTAL												

2.9.13 VEHICLES AND EQUIPMENT

The municipality renders services with very old vehicles and equipment. the maintenance is done regularly due to the age of the vehicles spares are not

always available anymore. The municipality is however still rendering basic services with success.

REITZ

Description	Condition	Water	Electricity	Sewerage	Refuse	Roads
Fiat Tractor	Older than 10 years Working					1
Trailer	Older than 10 years Working					1
Isuzu bakkie	Older than 10 years Working but breaking down often			1		
John deere Tractor	Older than 10 years Working			2		
Ford bakkie	Older than 10 years Not working poor condition			1		
Trailer	Older than 10 years Working but often need for reparations				2	
Landini tractors	Older than 10 years Working				2	
Isuzu bakkie	Old Working	1				
Bantam bakkie	Old working	1				
LDV Bakkies	Old but good condition Working		2			
Cherry Picker	Old but good condition Working		1			
Cable trailer	Old but good condition Working		1			

PETRUS STEYN

Description	Condition	Water	Electricity	Sanitation	Refuse	Roads
Trailer	Old Working				1	
Ford 3000	Old Working				1	
Trailer	Old Working				1	
John Deere Tractor	Old Working				1	
Suction Trailer	Old			1		

	Working					
New Holland Tractor	Old Working			1		
Trailer	Old Working				1	
Grass cutting machine	Old Working				1	
Ford 7610	Old Working				1	
TLB	Good					1
Cherry picker	Old Poor		1			
LDV	Old Poor		1			

LINDLEY

Description	Condition	Water	Electricity	Sanitation	Refuse	Roads
Ford LDV	Old Poor	1				
Ford LDV	Good		1			
Ford LDV	New Good	1				
Ford LDV	New Good		1			
Cherry Picker Trailer	Good		1			
Suction trailer	Old Poor			1		
Trailer	Good				1	
Tipper Trailer	Good				2	
Tanker Trailer	Old Poor					1
Bucket Trailer	Old Poor			1		
Ford 6600 Tractor	Good				1	
M F 185 Tractor	Old Poor			1		
M F 240 Tractor	Good				1	
CAT 416B	Good					1
M F 165 Tractor	Old Poor			1		
M F 188 Tractor	Old Poor			1		
Ford 4000 Tractor	Good					1
Tool trailer	Good					1
Ford 5000 Tractor	Old Poor				1	
Trailer	Old				1	

	Good					
Suction Trailer	Good			1		

ARLINGTON

Description	Condition	Water	Electricity	Sanitation	Refuse	Roads
1.4 Nissan LDV	Old Poor				1	
Ford 5000 Tractor	Old Poor				1	
Ford 5000 Tractor	Old Poor			1		
Trailer	Good				1	
Trailer	Good				1	
Ford 6610 Tractor	Good			1		
Fiat 780 Tractor	Good			1		
Suction Trailer	Good			1		

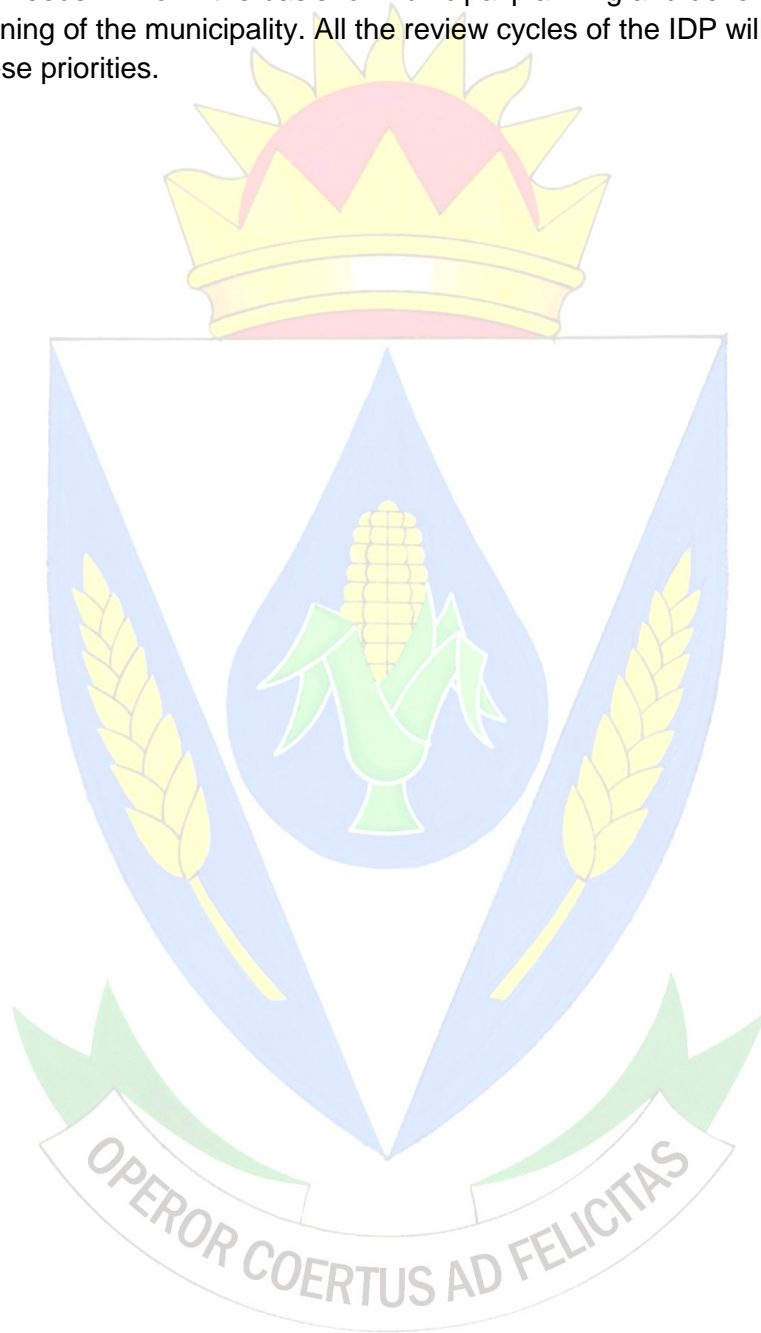
According to these tables it is clear that the municipality is rendering with old equipment mostly in poor condition. The municipality has to develop an fleet management system that includes replacement plans.

2.10 COMMUNITY NEEDS

During the ward meeting as part of the public participation in the IDP review process, several needs were identified by the communities of all towns. The following table indicates the needs and wards in which it was voiced

IDENTIFIED NEEDS	WARD
Roads and Storm water	All wards
Water - Sufficient Bulk supply	Wards 1,2,5
Water - Clean drinking water	Ward 5
Roads and Storm water maintenance	All wards
Refuse removal	All wards
Illegal dumping	All wards
Skip bins on strategic places	All wards
Streetlights	All wards
High mast lights	All wards
Clinic upgrading, more doctors and nurses	All wards
Improved service at clinics Batho Pele principles	Wards 3,4
Recreational facilities, upgrading of stadiums	All wards
Ablution facilities at cemeteries	All wards

The above needs will form the basis for municipal planning and development for the future planning of the municipality. All the review cycles of the IDP will be constructed around these priorities.



CHAPTER 3.

PHASE 2 - DEVELOPMENT STRATEGIES

3.1 INTRODUCTION

The development priorities as identified through the needs voiced by the community serves as primary input to the strategy phase that provide general direction to guide strategy formulation and decision making.

3.2 THE MUNICIPAL VISION AND MISSION

Focusing on the identified needs, development issues and priorities, the common aspirations and local identity of all concerned parties is reflected in the following vision statement:

“To develop an integrated society which is economically sustainable and which will be provided with an affordable service which is up to standard and value for money”

3.3 OBJECTIVES AND LOCALISED STRATEGIES

3.4 RESOURCE FRAMES AND FINANCIAL STRATEGIES

Prior to the formulation of specific development related strategies, it becomes important to first investigate the amount of financial, human/institutional and natural resources can be made available for implementing activities in order to achieve the objectives.

Since the implementation of strategies will put tremendous pressure on the financial resources of the municipality, it becomes evenly important to identify creative and innovative solutions for coping with financial resource constraints.

The Five Year Financial Plan, attached as Annexure B sets out the resource framework as well as the financial strategies for the municipality and aims to provide guidance in the formulation of development related strategies in a realistic way. These strategies primarily relate to increasing revenue, managing assets and improving cost effectiveness within the municipality.

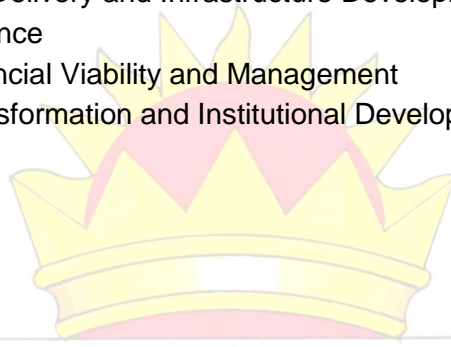
3.5 DEVELOPMENT STRATEGIES AND PROJECT IDENTIFICATION

The development objectives are linked to the strategies to create continuity in the relation to the strategies and projects. Each development objective is preceded with a set of key issues/community needs as identified during the analysis phase.

NATIONAL OBJECTIVES

- Local Economic Development

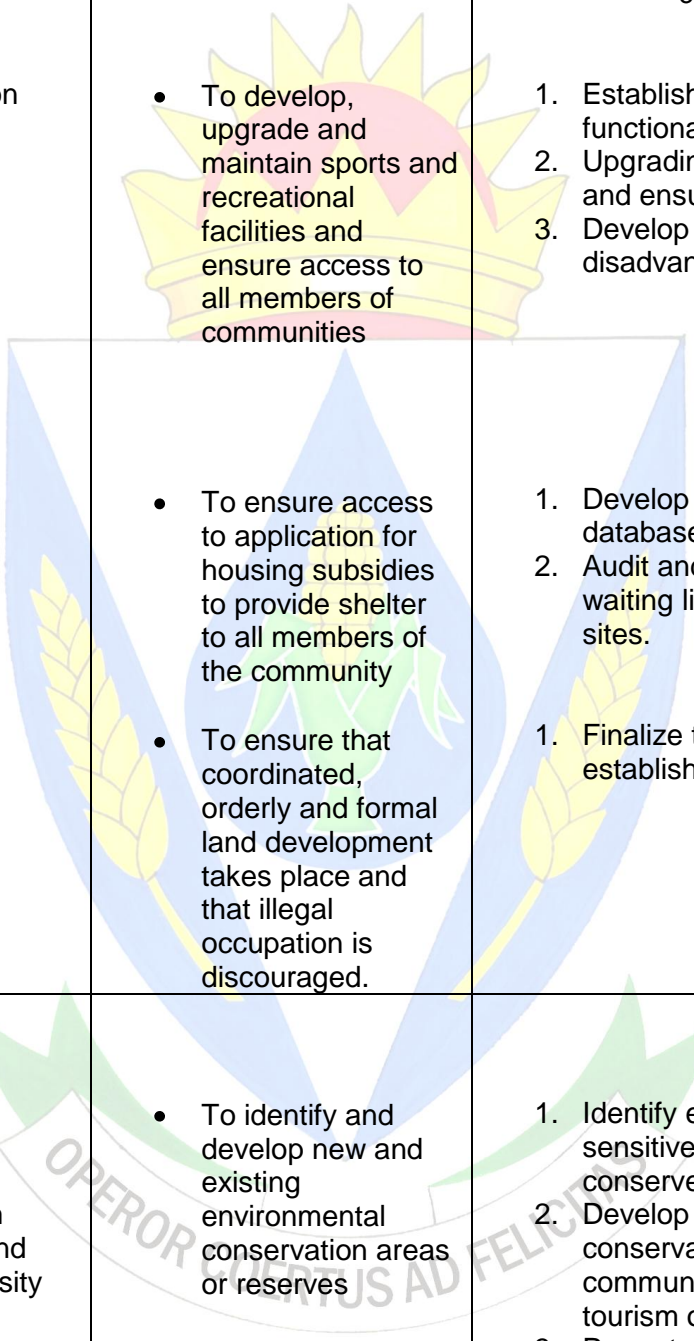
- Basic Service Delivery and Infrastructure Development
- Good Governance
- Municipal Financial Viability and Management
- Municipal Transformation and Institutional Development

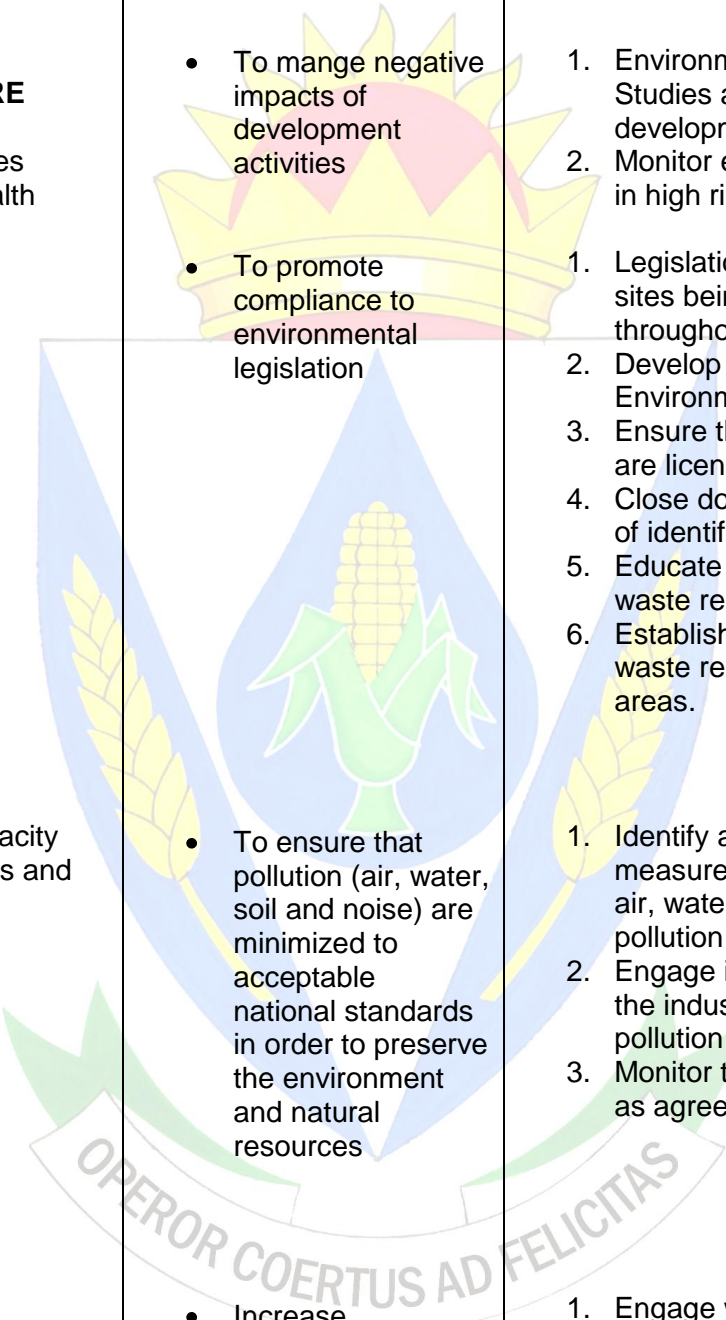



NKETOANA OBJECTIVES AND STRATEGIES

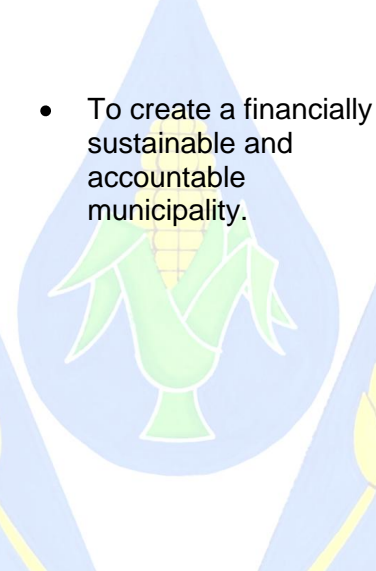
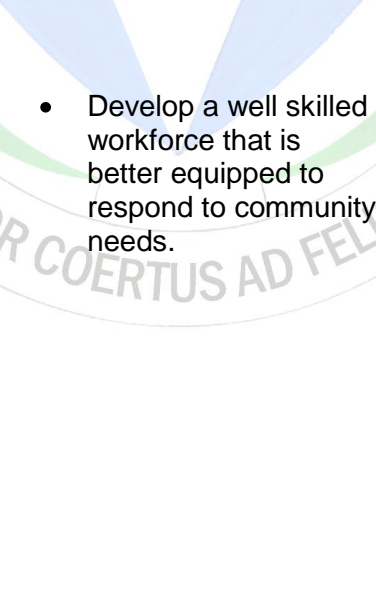
	Objectives	Strategies
LOCAL ECONOMIC DEVELOPMENT Office of the Municipal Manager LED	<ul style="list-style-type: none"> • Reduce unemployment by 7.5% • To strive for an economic growth rate of 4 - 5% per annum • To reduce the number of households living in poverty by 5% per annum 	<ol style="list-style-type: none"> 1. Identify and develop skills within the community. 2. Develop community driven cooperatives <ol style="list-style-type: none"> 1. Create a conducive environment for businesses 2. Identify and develop economic development landmarks 3. Develop Reitz as an economic development hub for manufacturing (Industrial zones) <ol style="list-style-type: none"> 1. Create and develop groups for handcraft, needlework and art 2. Ensure access and registration of people living in poverty for indigent benefits
BASIC SERVICE DELIEVR AND INFRASTRUCTURE DEVELOPMENT Public Works and	<ul style="list-style-type: none"> • To ensure that all 	<ol style="list-style-type: none"> 1. Improve the bulk water

Technical Services Water	areas have sufficient and sustainable bulk water supply	supply to Petrus Steyn, Lindley and Arlington.
Electricity	<ul style="list-style-type: none"> To ensure that all areas provided by the municipality have access to electricity 	1. Provide individual connections
Sanitation	<ul style="list-style-type: none"> Eradicate buckets in all areas as means of sanitation 	<ol style="list-style-type: none"> Develop and implement a sewer network and treatment system in Arlington. Convert VIP toilets to water bourn systems.
Roads	<ul style="list-style-type: none"> To ensure that all roads are surfaced with tar, paving or gravel and maintained it to keep it in a good condition 	<ol style="list-style-type: none"> Develop and implement a road management plan. Source funding for the development of roads.
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Community Services Refuse Removal	<ul style="list-style-type: none"> To render an adequate refuse removal service to the community 	<ol style="list-style-type: none"> Provide refuse bins to all households To provide skip bins on strategic places throughout all areas in Nketoana. To ensure that the number of refuse removals is sufficient for the generated refuse per household Provision of equipment for effective and efficient refuse removal.
Cemeteries	<ul style="list-style-type: none"> To have adequate and maintained cemeteries in all towns 	<ol style="list-style-type: none"> Establish a new cemetery in Petrus Steyn Ensure that all

<p>Sports And Recreation</p>	 <ul style="list-style-type: none"> • To develop, upgrade and maintain sports and recreational facilities and ensure access to all members of communities 	<p>cemeteries are fenced</p> <ol style="list-style-type: none"> 1. Establish and ensure a functional Sports Councils. 2. Upgrading sports facilities and ensure security. 3. Develop parks in former disadvantaged areas
<p>Housing</p>	<ul style="list-style-type: none"> • To ensure access to application for housing subsidies to provide shelter to all members of the community 	<ol style="list-style-type: none"> 1. Develop a housing demand database for each town. 2. Audit and verify existing waiting list for allocation of sites.
<p>Urban Planning</p>	<ul style="list-style-type: none"> • To ensure that coordinated, orderly and formal land development takes place and that illegal occupation is discouraged. 	<ol style="list-style-type: none"> 1. Finalize township establishment in all towns
<p>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Community Services Environmental Health Ecological Integrity and protection of Biodiversity</p>	<ul style="list-style-type: none"> • To identify and develop new and existing environmental conservation areas or reserves 	<ol style="list-style-type: none"> 1. Identify environmental sensitive areas to be conserved. 2. Develop the identified conservation areas with community participation to be tourism orientated. 3. Promote greening (green belts) in all town areas to ensure effective urban greening by means of tree planting and landscaping to be maintained as open spaces in future. 4. Identify and develop heritage resources.

<p>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Community Services Environmental Health</p> <p>Environmental capacity building, awareness and empowerment</p>	 <ul style="list-style-type: none"> • To manage negative impacts of development activities • To promote compliance to environmental legislation • To ensure that pollution (air, water, soil and noise) are minimized to acceptable national standards in order to preserve the environment and natural resources • Increase awareness through educating communities about environmental issues and how to preserve the environment 	<ol style="list-style-type: none"> 1. Environmental Impact Studies applied in all development activities 2. Monitor environmental risks in high risk areas 1. Legislation regarding landfill sites being complied with throughout Nketoana. 2. Develop and implement an Environmental Plan. 3. Ensure that all landfill sites are licensed. 4. Close down and rehabilitation of identified landfill sites. 5. Educate the community on waste recycling. 6. Establish and capacitate waste recycle initiatives in all areas. 1. Identify and implement measures to reduce existing air, water, soil and noise pollution incidents. 2. Engage into discussions with the industries to reduce pollution incidents. 3. Monitor the levels of pollution as agreed with the industries. 1. Engage ward committees to highlight waste dumping and littering issues to the community. 2. Encourage the removal of alien plants and vegetation. 3. Support clean-up campaigns. 4. Create and support environmental conservancies. 5. Support celebration of environment calendar days. 6. Organize environmental
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GOOD GOVERNANCE Corporate Services	 <ul style="list-style-type: none"> • Develop and establish good governance that is transparent and accountable. 	<p>management workshops for community leaders.</p> <ol style="list-style-type: none"> 1. Improve on the opinion of the Auditor-General as declared in the Audit report. 2. Comply with all the legislation governing local government.
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MUNICIPAL FINANCIAL VIABILITY AND MANGEMENT Finance Financial management	 <ul style="list-style-type: none"> • To create a financially sustainable and accountable municipality. 	<ol style="list-style-type: none"> 1. Improve on debt collection by recovering R45 million of R120 million. 2. Proper management of all assets. 3. Develop and implement internal controls. 4. Clear all errors as indicated on the 2006/2007 and 2007/2009 audit reports.
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT Corporate Services	 <ul style="list-style-type: none"> • Develop a well skilled workforce that is better equipped to respond to community needs. 	<ol style="list-style-type: none"> 1. Develop and implement skills development programs. 2. Invest in the replacement of old machinery and equipment. 3. Create a caring municipal workforce 4. Ensure compliance with all labour relation legislation. 5. Develop a culture of discipline within the workforce.

4. PHASE 3 - PROJECTS

4.1 INTRODUCTION

The efficiently detailed project proposals have been formulated for an executive direction for the projects implementation.

4.2 DETAILED PROJECT DESIGN

In order to ensure the smooth implementation of a project proposal, it is imperative to check that such a project complies with the principles, objectives and strategies set earlier in the IDP process.

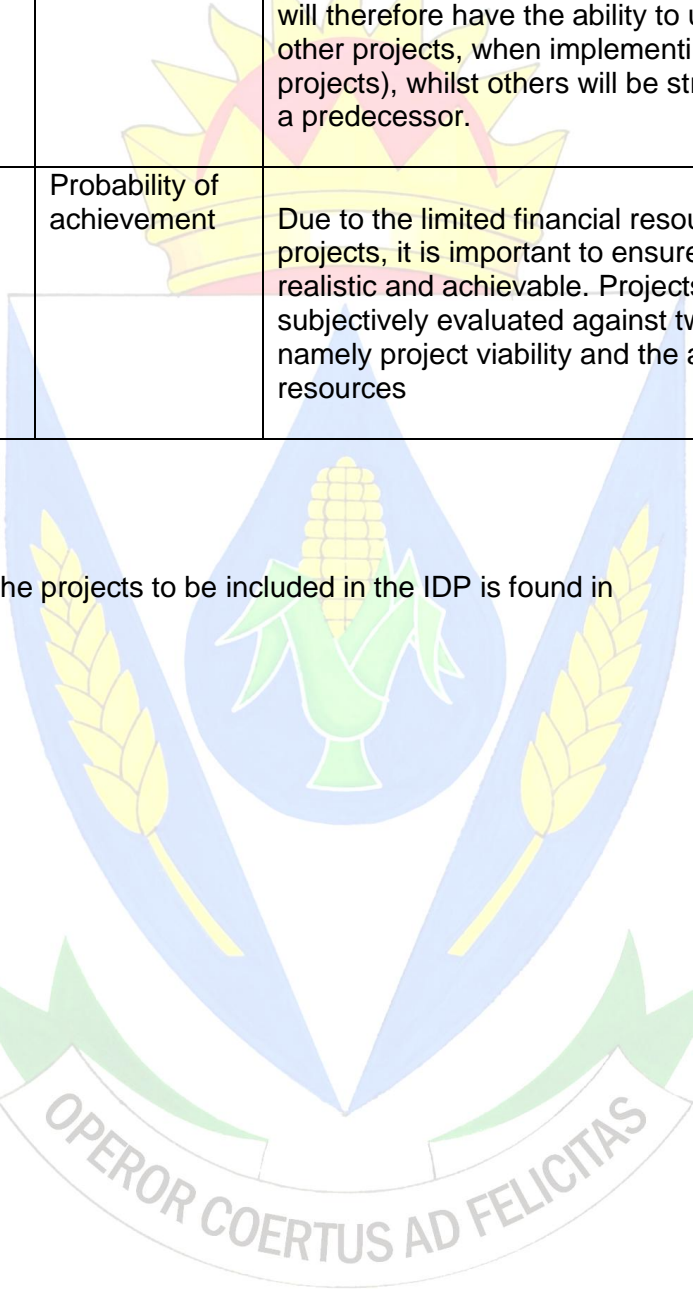
In order to accomplish this each project was numbered in a unique way so as to indicate which strategies and or objectives it aims to achieve.

The different projects are therefore listed under the heading of its related development priority and numbered in accordance with the preferred objectives and strategies.

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

Project objective(s)	Describe the expected positive impact of the proposed project and providing focus and orientation to the project
Indicators	Measurement units which indicates a certain anticipated outcome of the project and useful criterion to measure the progress in the achievement of the objectives too
Outputs	Also described as the deliverables, it acts as a tool for management and accountability. Other than indicators, the outputs relates to the physical and tangible outcome of the project.
Target Groups	Targets/target groups are merely quantification of outputs, which indicates how much will be delivered within a certain period of time and to whom

Location	Indication of the physical size and exact location of the proposed project. The priority status of different locations are also indicated	
Activities	Simultaneous and chronological steps to be taken to make sure that the output can be provided. Activities descriptions	
Timeframes	Emphasis is put on milestones that need to be accomplished by a specific time to implement the project. This information will enable the compilation of a GANTT chart during implementation of the project	
Cost and Budgets	Ensuring a close planning-budgeting link to adjust outputs and objectives to existing financial sources	
Project prioritization	In order to optimize the expenditure of resources within a local government area, it is necessary to prioritize the listed projects in order of importance according to a set criteria.	
	Living Quality	<p>Projects are assessed in terms of their impact on the living standards of the community to determine if the desired outcome will address</p> <ul style="list-style-type: none"> • a life threatening situation (more important), • address basic needs, • improve living standards • simply be convenient to the community(less important)
	Relevance to core issues	<p>Since all the projects derived from a set of underlying causes9core issues) they are evaluated against a number of core issues that will be addressed when implemented</p>
	Economic value	<p>The impact that projects will have on the economy is a key determining factor in ensuring sustainable growth and the improvement of the quality of lives of residents. It is therefore important to determine if a specific project will generate an income, create jobs or pave the way to secure future investments. Projects are prioritized in terms of the number of economic benefits they will address.</p>
	Dependency ratio	Due to the integrated approach, most of the projects

		 <p>relate to specific sectors and are therefore interrelated in some way or another. Some projects will therefore have the ability to unlock a series of other projects, when implementing (enabling projects), whilst others will be strongly dependent on a predecessor.</p>
	Probability of achievement	<p>Due to the limited financial resources available for projects, it is important to ensure that projects are realistic and achievable. Projects are therefore subjectively evaluated against two sets of criteria, namely project viability and the availability of financial resources</p>

A complete list of all the projects to be included in the IDP is found in

CHAPTER 5

PHASE 4 - INTEGRATION

5.1 INTRODUCTION

During this phase of the review process projects and programs are integrated to achieve set objectives. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the IDP and secondly with certain legal requirements.

The projects must be aligned with national and provincial acquirements to ensure uniformity and compatibility with government strategies and programmes. Instead of a simplified "to do" list for the next financial years, the aim is to formulate a set of consolidated and integrated programs for implementation, specifically focusing on contents, location, timing and responsibility of key activities.

The IDP must also inform the budget of the municipality. Alignment of IDP and budget will ensure that applications for external funding of projects will be streamlined. If a project is reflected in the IDP external funders will have the assurance that the project was developed based on a need from the community with priority status.

5.2 INTEGRATED SECTOR PROGRAMMES

Integrated sector plans form the basis for preparing budgets and future sectoral business plans. There are several sectors that require special sector plans as indicated below.

- Water Service Development Plan
- Integrated Transport Plan
- Integrated Waste Management Plan
- Integrated Housing Plan

5.3 INTERNAL PLANNING PROGRAMMES

In order to set up close links between planning and budgeting as well as between planning and implementation, a number of internal planning programmes are required. The following are the different plans within the municipality.

- Financial Plan
- Capital Investment Plan
- Municipal Action Plan
- Performance Management System
- Spatial Development Framework
- Integrated Environment Programme

- Integrated Local Economic Development and Poverty Alleviation
- Integrated Institutional Programme
- Integrated HIV/AIDS Programme
- Disaster Management Plan

6. PHASE 5 - APPROVAL

The review process was conducted taking into account the views and aspirations of the whole community within Nketoana. This document will be the municipal working document for 2009/2010 financial year and will again be revised in the coming financial year. To ensure transparency during the review process the advert was placed in the local newspaper oninviting comments from the public. To intensify the process of public participation ward meetings were held in each ward as well as other community groupings to get their inputs during a direct communication process. These inputs were incorporated in the document and form the base of the community needs.

6.1 ADOPTION

After all the comments were incorporated in the reviewed IDP document, the Council approved the Reviewed UDP 2009/2010 on the The approved document was then submitted to the MEC; Local Government and Housing, as required by the Systems Act, 2000 (32 of 2000)

7. REFERENCES

- STATSSA 2007 Community Survey
- Provincial Gazette Free State Province, No 53, Wednesday 10 April 2002
- Local Government Municipal Structures Act, 2002 (Act 20 of 2002)
- Local Government Municipal Planning and Performance Management Regulations
- Local Government Municipal Systems Act, 2000 (Act 32 of 2000)
- Nketoana Local Municipality, Review and IDP 2005/2006
- Nketoana local Municipality, Community needs assessment 2009
- Provincial Department of Education, Regional Office Reitz, Personal Interview, 2009
- Provincial Department of Agriculture, Regional Office Reitz, Personal Interview 2009
- South African Police, Reitz, Personal Interview, 2009

8. ANNEXURES

A PROCESS PLAN

B FIVE YEAR FINANCIAL PLAN

C DISASTER MANAGEMENT PLAN

D HIV/AIDS MANGEMENT PLAN

E INTEGRATED ENVIRONMENTAL PLAN

F LOCAL ECONOMIC DEVELOPMENT PLAN

It was identified as a serious need that a proper Local Economic Development Strategy must be developed. It is also indicated as a project of this document.

G SPATIAL DEVELOPMENT FRAMEWORK

The only document available at this stage is the 2007/2008 reviewed document. A consultant was appointed to do a review for 2009/2010 but it is not available yet.

H SECTOR PLAN

The only available document is the 2004/2005 WSDP.

I DETAILED PROJECT LIST

J STAFF STRUCTURE

K PERFORMANCE MANGEMENT FRAMEWORK

The document attached is a revised version of the 2004 document. It is in the process of refinement and to be implemented in the 2009/2010 financial year.

L WORK SKILLS PLAN