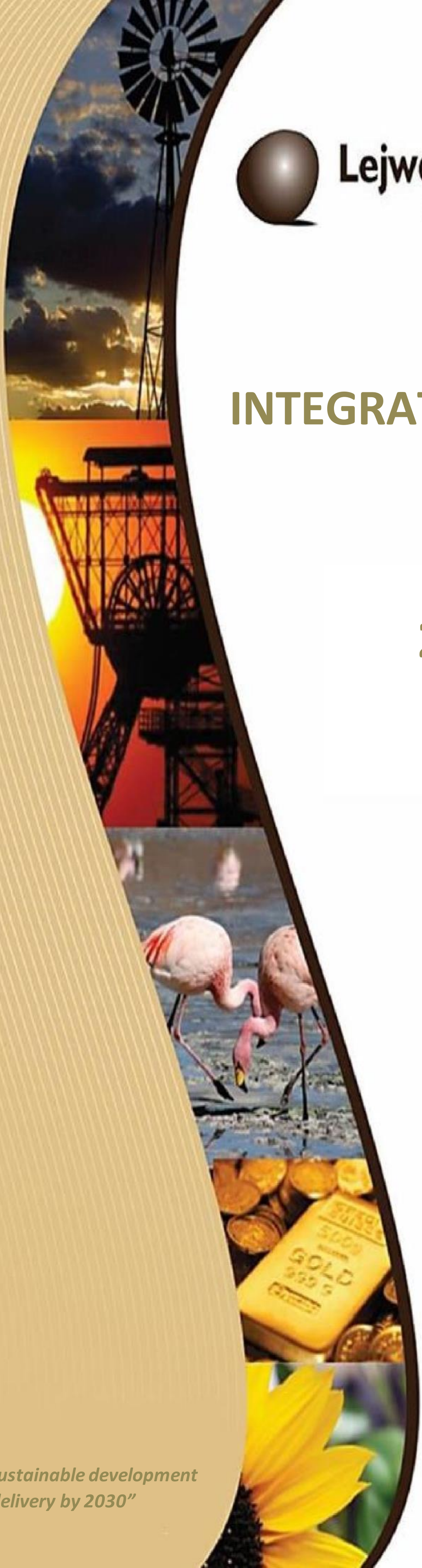

Lejweleputswa
DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2024-2025

"A leader in sustainable development
And service delivery by 2030"

31 MAY 2024

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FOREWORD BY EXECUTIVE MAYOR, CLLR NV NTAKUMBANA

2024/2025 INTEGRATED DEVELOPMENT PLAN (IDP)

LEJWELEPUTSWA DISTRICT MUNICIPALITY

As the Executive Mayor of Lejweleputswa District Municipality, it is my privilege to introduce this 2024/2025 Integrated Development Plan (IDP) during this significant year of national and provincial elections. This IDP reflects our commitment to addressing the needs and aspirations of our community, ensuring sustainable development and fostering inclusive growth. As we embark on this journey, let us reaffirm our dedication to serving our constituents diligently, transparently and with unwavering integrity. Together, let us build a future that is brighter and more prosperous for all.

As I introduce the 2024/2025 IDP, I wish to acknowledge the valuable contributions made by all the stakeholders and the commitment they have demonstrated to their constituencies has been phenomenal. I am humbled by the fact that not a single stakeholder and local municipality were left out in the planning phase and the allocation of funds to our programs has been done equitably within the limited fiscal resources we have.

The 2024/2025 IDP process has had the sufficient public participation. We conducted a needs analysis, where all stakeholders and local municipalities identified their needs as per our priorities and the five National Key Performance Areas of the Municipalities:

- Good Governance and Public Participation
- Municipal Transformation and Organizational Development
- Basic Infrastructure and Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management

It is for this reason that this IDP and Budget must and will be externally focused, driven by the community needs and geared towards meeting our community aspirations gleaned from stakeholder consultations and engagements during the planning process.

In order to deal with the envisaged growth in our economy, Local Economic Development (LED) in partnership with Lejweleputswa Development Agency (LDA) will prioritize the support and capacity building of SMMEs through financial and non-financial support.

It is with great vanity to highlight the efforts taken by the district municipality to ensure that the IDP and Budget processes are aligned; that the SDBIP is linked to the IDP and that public participation has been done as required by legislation.

Our IDP, in its strategic thrust also gives expression to the Free State Growth and Development Strategy, (SGDS) which is for the holistic development of the Free State Province. It is also fully aligned with the District Development Model (DDM) objectives. These alignments signify our commitment to collaborative governance, effective resource allocation and coordinated efforts towards achieving our shared development objectives at district level. By integrating our strategies, resources and actions with the DDM framework, we are better positioned to address complex challenges, leverage synergies and maximize the impact of our interventions for the benefit of our community,

This is the third year of the term of my office and I look back with pride with the amount of work we did in the previous years. I look forward to bettering our performance in the coming year and ensure optimal delivery of services and full implementation of the 2024/2025 IDP.

Best wishes,

____

CLLR NV NTAKUMBANA

EXECUTIVE MAYOR

MUNICIPAL MANAGER'S FORWARD

The municipality's Annual Report for the 2023/2024 Financial Year provides an overview of the work undertaken in the year under review, outlining both its highlights and challenges.

The municipality has five service departments, namely, the Municipal Manager's Office, Finance Department, LED Department, Environment Health and Disaster Management Department and the Corporate Services Department. All the departments have appointed departmental heads, except one department whose Executive Manager, Environmental Health and Disaster Management, resigned.

In pursuit of its excellence, the municipality, monitored and evaluated its performance in accordance with the top layer Service Delivery and Budget Implementation Plan (SDBIP). The Annual Report also seeks to assist our Councilors, Local Municipalities within the area of jurisdiction of Lejweleputswa, the Provincial Legislature, our Communities and other users of this Annual Report, with information and progress made on service delivery in general.

It is with great pleasure to report that the District Municipal Council is functional and continues to develop the requisite capacity to fulfil its Constitutional obligations as enshrined in section 152 of the Constitution. Together with its oversight committees such as the Municipal Public Accounts Committee (MPAC) and the Audit Committee, Council has managed to maintain the unqualified audit opinion.

As the Municipal Manager of the Lejweleputswa District Municipality, allow me to take this opportunity to express my sincerest gratitude to all the staff members for their dedication and commitment, as none of the achievements would not have been possible without them.

In conclusion, I would like to pay a special tribute to the Executive Mayor and her formidable team of Councilors, for their leadership, guidance and support during the period under review. They continue to be good leaders and exemplary to us not to pursue self-interest, but to pursue the interests of all the people of the Lejweleputswa District. Their firm leadership, and relationship in Council, directed our course to excellence.

*

Mr. M.L. Makhetha
Municipal Manager

SECTION: A EXECUTIVE SUMMARY

Area composition of the municipality

Lejweleputswa District Municipality has been established in terms of section 14 of the Local Government: Municipal Structures Act, Act No 117 of 1998 and was published in the Provincial Gazette No 109 dated 28 September 2000 and came into being on 06 December 2000. The district is one of the four district municipalities in the Free State. The other three are; Thabo Mofutsanyane in the north east; Fezile Dabi in the north as well as Xhariep in the south east. There is one Metropolitan municipality, Mangaung, which is located in south east. The area of jurisdiction of Lejweleputswa District Municipality includes the following five municipalities:

- **Masilonyana**
- **Tokologo**
- **Tswelopele**
- **Matjhabeng**
- **Nala**

Masilonyana Local Municipality

The Masilonyana area of jurisdiction is located in the Southern part of Lejweleputswa District Municipality's area of jurisdiction and is surrounded by local municipalities of Matjhabeng, Tswelopele, Tokologo, Mangaung, Mantsopa and Setsoto. The municipal area comprises the towns of Winburg, Theunissen, Brandfort, and Verkeerdevlei. There are no major centers within the municipal area and the closest cities are Bloemfontein, Welkom and Kroonstad. The area has been identified as having contested areas that Municipal Demarcation Board intends to incorporate into Mangaung Local Municipality through processes of boundary re-determination. The most important occurrence over the past few years was the erection of the tollgate on the N1, near Verkeerdevlei.

Tokologo Local Municipality

The area of jurisdiction in the Tokologo Local Municipality is situated in the Lejweleputswa District Municipality region. The former Dealesville, Boshof, Hertzogville Transitional Local Councils and sections of the former Western, Central South and Bloemfontein District TRCs are included in the regions. The residential areas include the following areas: Hertzogville/Malebogo, Boshof/Kareehof/ Seretse and Dealesville/ Tshwaraganang and covers an area of approximately 11 933.24 km2.

Tswelopele Local Municipality

The Tswelopele 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 and came into being on 06 December 2000. The new Local Municipality is a category B Municipality with a plenary executive system as contemplated in Section 3(b) of the determination of types of Municipality Act, 2000 (Act No 1 of 2000). Tswelopele Local Municipality is situated in the North Western part of the Free State within the regional boundaries of Lejweleputswa District Municipality. The Local Municipality comprises two urban areas/ centers namely Hoopstad/ Tikwana and Bultfontein/ Phahameng, which are 60 km from each other, as well as their surrounding commercial farmland, and rural areas as demarcated by Municipal Demarcation Board[1].

Matjhabeng Local Municipality

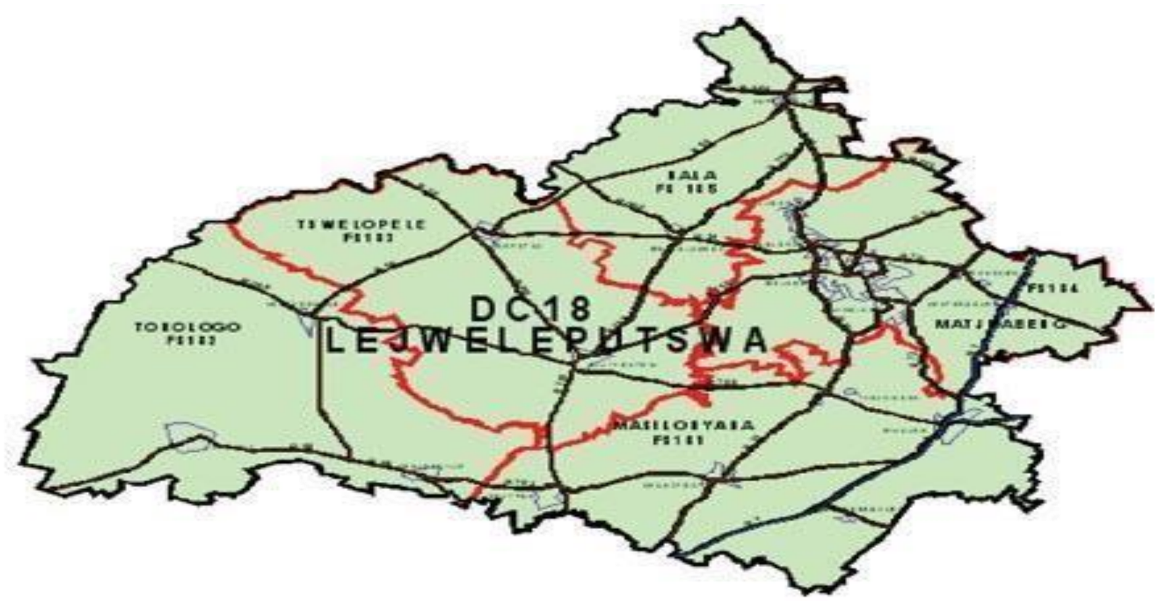
Economic factors also played a role and a number of towns originated as service centers for the surrounding farming community of the town resulted in a fast-growing city where economies of scale started to play a role.

The mining sector has been in a process of restructuring for some years and is still retrenching staff, which is particularly affecting the mining towns of Welkom, Virginia, Odendaalsrus and Allanridge. The sudden surge in petrol prices nationwide would indeed exacerbate the already negative economic growth in the area in terms of employment opportunities. It is also estimated that most of the retrenched labour, mainly unskilled, remains in the region and adds to the social problems associated with declining economic conditions. As local municipalities plan, it is incumbent upon all of us to ensure that we take into account estimated figures of retrenched staff to project future service delivery demands. This will be reinforced by the development of an indigent policy and implementation of the same.

Nala Local Municipality

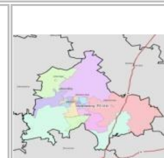
Wesselsbron and Bothaville function as individual administrative unit with the bulk of the administration being done from Bothaville, which is also the seat of the Council in the area. Technical expertise in all fields of local government, including town planning, engineering, financial, legal and health services is either available from in-house professionals or from specialist consultants in these fields, located either locally or in nearby towns.

Map 1 – Lejweleputswa District



The following maps indicate spatial locations of each of the municipalities and can be compared to map 1 as shown above.

Governance issues

				
Masilonyana Theunissen Verkeerdevlei Brandfort Winburg	**Tokologo** Dealesville Boshof Hertzogville	**Tswelopele** Bultfontein Hoopstad	**Matjhabeng** Welkom Ventersburg Hennenman Virginia Allanridge Odendaalsrus	**Nala** Bothaville Wesselsbron

The municipality is currently governed by the troika. The executive Mayor- **Cllr Ntombizodwa Veronica Ntakumbana** at the political helm of the municipality, together with The Speaker of council who presides over council meetings. The third is the Municipal Manager, who is the administrative head of the municipality.

The Speaker is the chairperson of council and responsible for managing and setting council meetings. Council sits at least four times a year on ordinary council meetings whilst there is also a plan for special council sittings in the same financial year. Members of the mayoral committee who are effectively the political heads of departments in the municipality assist the role of the Executive Mayor.

This is the second structure that provides oversight on municipal programs. The sessions are called once a quarter to discuss progress and challenges that the municipality faces. Next to the mayoral committee are the portfolio committees of each department, whose meeting schedule complies with mayoral committee sittings. The flow of information and items that must serve in council is such that the management committee, chaired by the municipal manager, first convenes meetings on a monthly basis to develop items and discuss challenges faced during program implementation.

Audit Committee Members	
MEMBER	MR. P.V. CHWENE
CHAIRPERSON /MEMBER	MR. T.J. MACHOLO
MEMBER	MR. N.J. LETHABO
MEMBER	MS. T.L. PINO
MEMBER	MS. N.R. PHATLANE

TABLE 2

Other structures of council are the audit committee which has five members sourced externally for a period of three financial years (**see above table 1**); the municipal public accounts committee on the Annual Report (see **below TABLE 3**), chaired by Cllr **MOETI MOLEFI**, appointed for a term which corresponds to the term of sitting council.

TABLE 3

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE		
1	CHAIRPERSON	Cllr MOETI MOLEFI
2	MEMBER	Cllr N.W SPEELMAN
3	MEMBER	Cllr N, P NKONE
4	MEMBER	Cllr I.P. MPHORE

5	MEMBER	Cllr B.N MKHONDWANE
6	MEMBER	Cllr V. SOTENJWA
7	MEMBER	Cllr M.G FOSI
8	MEMBER	Cllr A.J.J. KRUGER
9	MEMBER	Cllr STYGER A
10	MEMBER	Cllr M.T. MACINGWANE
11	MEMBER	Cllr PIENAAR
12	MEMBER	Cllr M.E. MAHLANGU
13	MEMBER	Cllr L.J. MAILE

The audit committee is an on-going function compliant to legislation and supports the internal audit unit on matters of internal audits of the municipality. Part of the responsibilities is to ensure that portfolio of evidence for work done is readily available for the external audit. Other internal committees established in line with legislation and functional in the municipality are supply chain linked bid committees. These are the specification committee, the evaluation and adjudication committees.

MEMBERS OF BID COMMITTES 2024/25

BID SPECIFICATIONS COMMITTEE		
NO	INITIALS AND SURNAME	DESIGNATION
1	MR D. LINOKO	CHAIRPERSON
2	MS. R. SENOGE	MEMBER
3	MR O. KOLISANG	MEMBER
4	MS. B. PHUNGWAYO	MEMBER
5	MR S. MOYA	MEMBER
	SCRIBE	
	MS D DENGA	ASSISTANT ADMIN OFFICER
	MR T.N. MATSUNYANE	ADMIN MANAGER
BID EVALUATION COMMITTEE		
NO	INITIALS AND SURNAME	DESIGNATION
1	MR. F. D. MASELWA	CHAIRPERSON
2	MS. R. P. ADAM	MEMBER
3	MR. B. LEHLEKISO	MEMBER
4	MR. D.I. MATOLO	MEMBER
5	MRS. M.V. MOLISENYANA	MEMBER
6	MR. T. MASAPO	MEMBER
	SCRIBE	
	MS M. PHARA	SENIOR ADMIN
	MR T.N. MATSUNYANE	ADMIN MANAGER
BID ADJUDICATION COMMITTEE		
NO	SURNAME AND INITIALS	DESIGNATION
1	MR. K.M. KHOABANE	CHAIRPERSON
2	MR. O. MANAKE	MEMBER
3	MR. E. LESENYELO	MEMBER
4	MRS. S. ABRAM	MEMBER
5	MR. M.K. MACHOLO	MEMBER

The municipality also has four (4) section 80 committees established as portfolio committees and they are Finance & IDP portfolio committee, Corporate Services portfolio committee, LED & Planning portfolio and Environmental and Disaster Management portfolio committee. The Members of the Mayoral Committee (MMCs) carry out their duties by ensuring all items that go to the Lejweleputswa council have served before their portfolio's, Mayoral Committee and eventually reach the council head these committees.

TRAINING COMMITTEE

The district municipality has the training committee comprising of officials representing their respective departments and management and it is chaired by the MMC for Corporate Services. The purpose of the training committee is to cater for training needs of the employees and align them with the challenges identified in the IDP of the municipality to empower them to perform their duties efficiently. Any other matter related to training and education is dealt with by this committee (e.g., Bursary policy & Workplace skills Development Plan).

LOCAL LABOUR FORUM

The forum is functional and is constituted by two unions representing the interests of their members, the management represented by Corporate Services Executive Manager and the employer represented by the MMC for Corporate Services.

Other important issues of public participation are dealt with by Office of the Speaker. They are responsible for ward committee oversight at the district level. They ensure that elections take place as well as training of ward councilors and ward committees succeed. The district has 79 wards from all the 5 local municipalities. The method of community consultation is done as per legislation but the municipality has a draft community participation policy which has not yet served in council.

Other policies which served in the council included the fraud prevention policy and code of ethics which were noted and a public consultation process is still to be undertaken. One of the processes that the municipality undertakes to ensure that communities are informed of planning for the district relates to the public hearings on IDP and budget.

LEJWE-LE-PUTSWA DEVELOPMENT AGENCY

Lejweleputswa District Municipality established **Lejwe-Le-Putswa Development Agency** in 2005 in terms of section 84 of chapter 10 of Municipal Finance Management Act, no 56 of 2003 hereinafter referred to as the LDA. The main objectives of the LDA is to promote economic development in the District to create jobs and wealth, reduce poverty levels and promote Lejweleputswa region as a commercial hub and also function as springboard for Private, Public Partnership (PPP) for the District

The LDA receives its developmental mandate from Lejweleputswa District Municipality and thus accounts to the District Municipal Manager with regard to progress reports on projects being implemented. It also provides monthly reports to the Industrial Development Corporation (IDC) because of the funding it receives from the IDC. The LDA consists of administration led by the newly appointed CEO, three (3) permanent staff members and a Finance Manager.

LDA BOARD MEMBERS		
1	CHAIRPERSON	MR S. BESANI
2	MEMBER	MR L. MULE
3	MEMBER	MR T.D. TLADI
4	MEMBER	MS R. MAENETJHA
5	MEMBER	MS M. OLIPHANT
6	MEMBER	ADV S. DLHAMINI

INSTITUTIONAL ARRANGEMENT

The municipality has appointed a Municipal Manager, Mr. Motlatsi Lesley Makhetha who started in October 2023. He heads a structure of employees located within four departments of Finance, Economic Development and Planning, Environmental Health and Disaster Management, Corporate Services as well as Municipal Manager's Office. The other departments of the Offices of the Speaker and the Executive Mayor fall within council general and are therefore reporting to the Corporate Services department but essentially are semi-independent departments on operational issues as they sign for procurement issues from within their respective departments.

The Municipal Manager is responsible for the staff establishment in terms of the Municipal Systems Act, no 32 of 2000 and each financial year a structure that is geared towards implanting the IDP and budget is brought before council as an integral part of the IDP for adoption. Council has approved the revised structure, which added a position of PA to the Municipal Manager, in 2023 and it is therefore anticipated that the planned structure will go through this financial year for implementation in the next financial year. There is currently vacant position of Senior Manager: Environmental Health Services and Disaster Management. The vacant positions of Executive Manager: Corporate Services and Chief Financial Officer have now been filled. Mrs.Setsego Abrams is the responsible Executive Manager for Corporate Services and the new LDM CFO responsible for the Finance Department is Mr. Kevin Khoabane.

The Municipal Manager is responsible for the staff establishment in terms of the Municipal Systems Act, no 32 of 2000 and each financial year a structure that is geared towards implanting the IDP and budget is brought before council as an integral part of the IDP for adoption. It is therefore logical that the municipal structure would be revised as and when conditions arise to beef it up in line with the powers and functions assigned to the Lejweleputswa District Municipality.

Apart from the structure, we also have a **workplace skills plan** that support the structure of council when it comes to skills development and this responsibility is the prerogative of Corporate Services on behalf of council.

The municipality has a functional PMS, which is currently confined to reviews only for senior managers of the institution. It is linked to performance agreements and SDBIP from each department and senior management positions have budget set aside for performance bonuses in instances where such are due through substantive assessments made and qualified as per the Performance Management Policy.

The intergovernmental relations processes have been planned for in the IDP and are an integral part of municipal programs. The accounting officer is the custodian of the IGR process and ensures that all the monitoring and evaluation, technical and political legs sit and are functional in terms of interventions on service delivery.

We are conscious of branding the municipality in as broadly as possible. Whilst ensuring that we perform our legislative mandate, we ensure that we market ourselves through our website where information regarding our structures and related programs are located. As part of our mandate to ensure that we comply with legislation, we ensure that local newspapers are used to disseminate information to the public.

SECTION: B

VISION

"A LEADER IN SUSTAINABLE DEVELOPMENT AND SERVICE DELIVERY BY 2030"

MISSION STATEMENT

THE LDM STRIVES TO ACHIEVE ITS VISION THROUGH

1. **PROVIDING SOUND FINANCIAL MANAGEMENT**
2. **PROVIDING EXCELLENT, VIBRANT PUBLIC PARTICIPATION AND HIGH QUALITY LOCAL MUNICIPAL SUPPORT PROGRAMMES BY MAINTAINING GOOD WORKING RELATIONS IN THE SPIRIT OF CO-OPERATIVE GOVERNANCE**
3. **ENHANCING HIGH STAFF MORALE, PRODUCTIVITY, CAPABILITY AND MOTIVATION**

THE VALUES OF THE LDM ARE THE FOLLOWING

1. **INTEGRITY**
2. **HIGH WORK ETHICS**
3. **OPENNESS AND TRANSPARENCY**
4. **HONESTY**
5. **CONSULTATION**
6. **PROFESSIONALISM**

SECTION: C

POPULATION AND DEMOGRAPHIC INFORMATION, LEJWELEPUTSWA

PROVINCE, DISTRICT AND LOCAL MUNICIPALITY

Province, district and local municipality	CENSUS 2011						CENSUS 2022					
	0 - 4	5 - 14	15 - 34	35 - 59	60 +	Total	0 - 4	5 - 14	15 - 34	35 - 59	60 +	Total
Free State	**295 896**	**503 019**	**1 002 786**	**715 100**	**228 789**	2 745 590	**263 108**	**526 871**	**1 001 248**	**857 571**	**315 573**	2 964 371
Xhariep	**13 426**	**23 650**	**42 033**	**31 341**	**11 496**	121 946	**12 086**	**24 885**	**43 230**	**36 569**	**15 128**	131 898
FS161 : Letsemeng	4 202	7 275	13 551	10 358	3 242	38 628	4 100	8 200	14 569	11 677	4 554	43 100
FS162 : Kopanong	5 298	9 310	16 616	12 904	5 043	49 171	4 625	9 801	16 175	14 514	6 717	51 832
FS163 : Mohokare	3 926	7 064	11 866	8 079	3 211	34 146	3 361	6 884	12 487	10 378	3 857	36 967
Lejweleputswa	**68 099**	**112 370**	**224 174**	**171 537**	**48 566**	**624 746**	**62 563**	**124 467**	**227 240**	**195 396**	**70 073**	**679 746**
FS181 : Masilonyana	6 536	11 237	20 616	16 366	5 140	59 895	5 394	11 924	21 119	18 095	7 267	63 799
FS182 : Tokologo	3 214	5 829	9 861	7 543	2 540	28 987	3 099	5 731	9 697	7 842	3 087	29 456
FS183 : Tswelopele	5 851	10 224	16 518	11 170	3 862	47 625	5 764	11 344	19 391	15 204	5 193	56 896
FS184 : Matjhabeng	42 412	68 630	149 324	116 913	29 739	407 018	39 890	77 988	146 883	129 429	44 838	439 028
FS185 : Nala	10 085	16 450	27 854	19 545	7 286	81 220	8 416	17 480	30 151	24 826	9 688	90 561
Thabo Mofutsanyane	**84 177**	**150 210**	**264 090**	**176 138**	**61 064**	735 679	**77 684**	**154 592**	**281 476**	**232 231**	**85 420**	831 403
FS191 : Setsoto	13 077	22 920	39 697	26 624	9 721	112 039	12 427	24 628	41 420	36 287	13 153	127 915
FS192 : Dihlabeng	13 786	24 075	45 895	34 119	10 829	128 704	11 660	22 130	43 195	39 534	13 913	130 432
FS193 : Nketoana	7 118	12 364	21 129	14 368	5 346	60 325	5 772	12 146	21 974	19 181	7 414	66 487
FS194 : Maluti a Phofung	38 991	70 706	122 745	76 695	26 648	335 785	37 564	75 914	138 654	106 730	39 586	398 448
FS195 : Phumelela	5 212	9 924	16 479	11 857	4 300	47 772	5 023	9 108	17 781	14 786	5 526	52 224
FS196 : Mantsopa	5 994	10 221	18 146	12 475	4 219	51 055	5 238	10 667	18 451	15 712	5 828	55 896
Fezile Dabi	**51 617**	**85 543**	**174 673**	**131 356**	**44 847**	488 036	**43 006**	**87 123**	**164 157**	**153 820**	**61 802**	509 908

FS201 : Moqhaka	16 324	27 038	55 682	45 448	16 040	160 532	13 421	25 746	49 326	46 804	20 111	155 408
FS203 : Ngwathe	13 504	22 779	40 601	30 602	13 034	120 520	11 496	23 499	41 935	39 101	18 930	134 961
FS204 : Metsimaholo	15 401	23 836	58 096	41 298	10 478	149 109	13 036	27 019	52 542	50 014	15 777	158 388
FS205 : Mafube	6 388	11 890	20 294	14 008	5 295	57 875	5 053	10 859	20 354	17 901	6 983	61 150
Mangaung	**78 576**	**131 246**	**297 816**	**204 729**	**62 816**	775 183	**67 769**	**135 803**	**285 146**	**239 555**	**83 150**	811 423

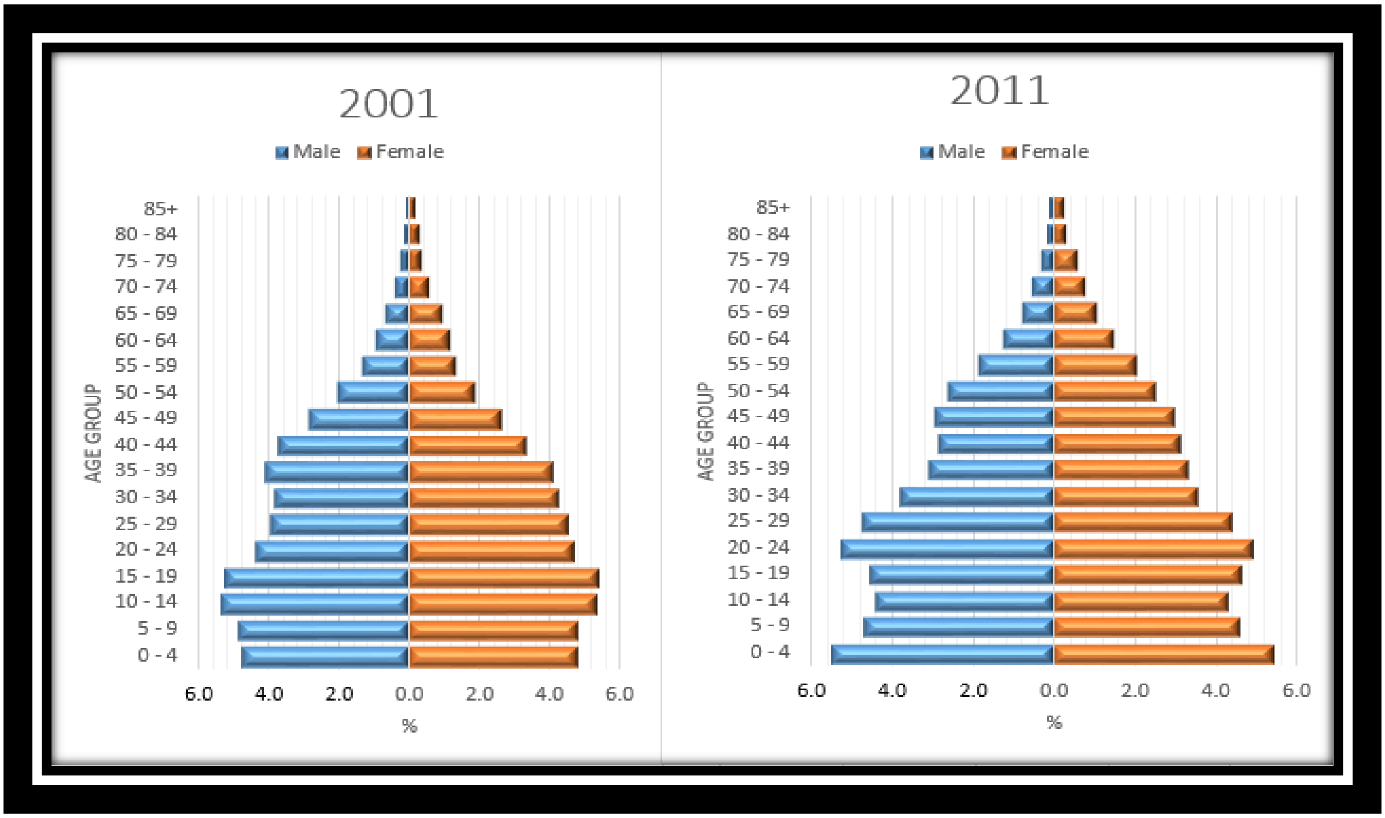
SOURCE: CENSUS, 2022

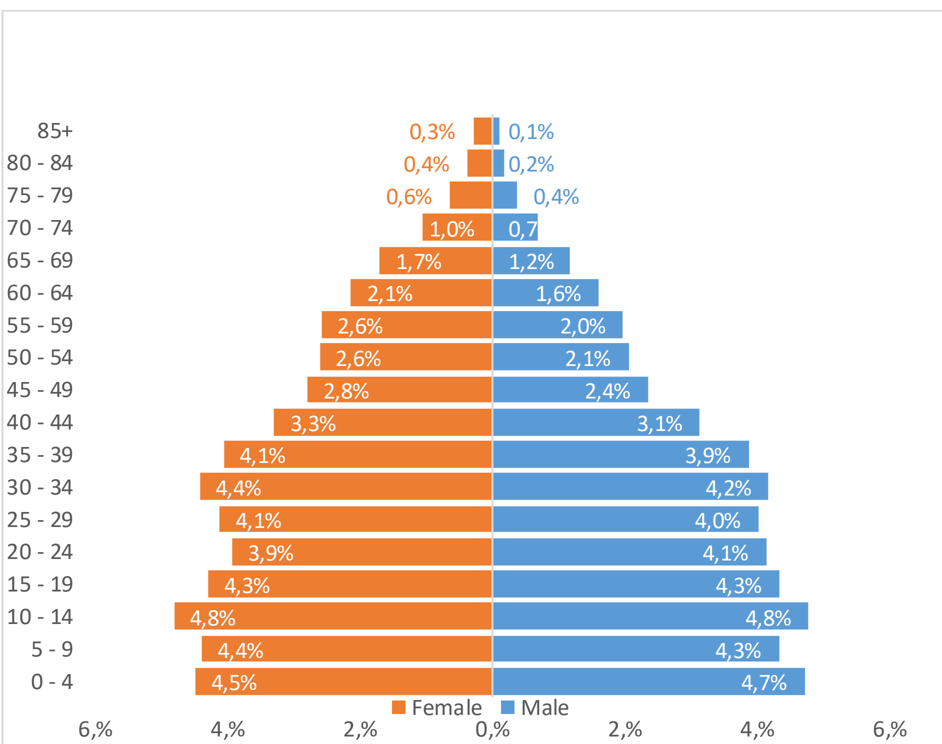
AGE IN COMPLETED YEARS BY SEX FOR POPULATION, LEJWELEPUTSWA

	Male	Female	Total
0 - 14	93956	93074	**187030**
15 - 34	113251	113989	**227240**
35 - 59	91040	104356	**195396**
60+	27930	42151	**70080**
Total	**326177**	**353569**	**679746**

SOURCE: CENSUS, 2022

The cooperative analysis of the table above (PROVINCE, DISTRICT AND MUNICIPALITY) indicates that the population of the District has increased from 624 746 in 2011 to 679 746 2022. The population increased over a ten-year period happened in all the five municipalities within the District. Masilonyana increased from 59 895 in 2011 to 63 799 in 2022, Tokologo from 28 987 in 2011 to 29 456 in 2022, Tswelopele from 47 625 in 2011 to 56 897, Matjhabeng from 407 018 in 2011 to 439 028, and Nala from 81 220 in 2011 to 90 561 in 2022.





SOURCE: CENSUS 2022

	Male	Female	Total
0 - 4	32054	30509	62563
5 - 9	29406	29850	59256
10 - 14	32496	32715	65211
15 - 19	29441	29170	58611
20 - 24	28098	26745	54843
25 - 29	27298	28009	55307
30 - 34	28414	30065	58479
35 - 39	26294	27598	53892
40 - 44	21341	22398	43739
45 - 49	15995	19008	35003
50 - 54	13957	17774	31730
55 - 59	13454	17577	31032
60 - 64	10931	14521	25452
65 - 69	7874	11558	19432
70 - 74	4720	7104	11824
75 - 79	2570	4393	6964
80 - 84	1154	2586	3740
85+	680	1988	2668
Total	326177	353569	679746

	Male	Female
0 - 4	4,7	-4,5
5 - 9	4,3	-4,4
10 - 14	4,8	-4,8
15 - 19	4,3	-4,3
20 - 24	4,1	-3,9
25 - 29	4,0	-4,1
30 - 34	4,2	-4,4
35 - 39	3,9	-4,1
40 - 44	3,1	-3,3
45 - 49	2,4	-2,8
50 - 54	2,1	-2,6
55 - 59	2,0	-2,6
60 - 64	1,6	-2,1
65 - 69	1,2	-1,7
70 - 74	0,7	-1,0
75 - 79	0,4	-0,6
80 - 84	0,2	-0,4
85+	0,1	-0,3

The population pyramid depicts that the population at the bottom of the pyramid, between the ages of (0-4) has shrank from 68 099 in 2011 to 62 563 in 2022, (5-14) has increased from 112 370 in 2011 to 124 467 in 2022, (15-34) increased from 224 174 in 2011 to 227 240 in 2022, (35-59) increased from 171 537 to 195 396 in 2022

DISTRIBUTION OF HOUSEHOLDS, HOUSEHOLDS SIZE AND TYPE OF MAIN DWELLING 2011 AND 2022

Province, district and local municipality	Households				Type of main dwelling						
	2011		2022		2011						
	Total House holds	Avera ge	Total House holds	Avera ge	Forma l dwelli ng	Traditi onal dwelli	Inform al dwelli ng	Other	Total	Forma l dwelli ng	Traditi onal dwelli
Free State	**823 285**	**3,3**	**845 250**	**3,5**	**667 734**	**19 541**	**128 986**	**7 025**	823 286	**748 304**	**10 497**
Lejweleputswa	**182 247**	**3,4**	**189 807**	**3,6**	**144 220**	**754**	**35 155**	**2 119**	182 248	**167 356**	**746**
FS181 : Masilonyana	16 476	3,6	17 853	3,6	13 614	79	2 655	128	16 476	16 246	84
FS182 : Tokologo	8 698	3,3	8 061	3,7	7 292	43	1 290	72	8 697	6 739	12
FS183 : Tswelopele	11 991	4,0	14 798	3,8	9 641	52	2 244	54	11 991	12 613	111
FS184 : Matjhabeng	123 382	3,3	126 068	**3,5**	96 835	490	24 313	1 744	123 382	111 125	440
FS185 : Nala	21 700	3,7	23 027	3,9	16 837	89	4 653	121	21 700	20 632	99

Source: Cencus2022

The distribution of the households in the District increased from 182 247 in 2011 to 189 807 in 2022.

In terms of the type of main dwelling (formal), increased from 144 220 in 2011 to 167 356 in 2022, (traditional) slightly decreased from 754 in 2011 to 746 in 2022 and (informal) sharply decreased from 35 155 in 2011 to 20 608 in 2022.

TYPE OF MAIN DWELLING

Province, district and local municipality	MIIF CATEGORY	Government transfers and	Households				Type of main dwelling									
			2011		2022		2011					2022				
			Total Househo	Average	Total Househo	Average	Formal dwelling	Traditional	Informal dwelling	Other	Total	Formal dwelling	Traditional	Informal dwelling	Other	Total
Free State			**823 285**	**3,3**	**845 250**	**3,5**	**667 734**	**19 541**	**128 986**	**7 025**	823 286	**748 304**	**10 497**	**81 693**	**4 757**	845 250
Xhariep	**C1**	**91,6%**	**37 678**	**3,2**	**36 064**	**3,7**	**33 001**	**147**	**4 347**	**182**	37 677	**32 814**	**122**	**2 939**	**189**	36 064
FS161 : Letsemeng	B3	49,1%	11 242	3,4	10 940	3,9	9 358	17	1 812	55	11 242	9 279	33	1 586	43	10 940
FS162 : Kopanong	B3	47,9%	15 643	3,1	14 578	**3,6**	14 293	57	1 213	80	15 643	13 797	50	663	68	14 578
FS163 : Mohokare	B3	51,0%	10 793	3,2	10 546	3,5	9 350	74	1 322	47	10 793	9 739	39	689	78	10 546
Lejweleputswa	**C1**	**96,5%**	**182 247**	**3,4**	**189 807**	**3,6**	**144 220**	**754**	**35 155**	**2 119**	182 248	**167 356**	**746**	**20 608**	**1 097**	189 807
FS181 : Masilonyana	B3	39,8%	16 476	3,6	17 853	3,6	13 614	79	2 655	128	16 476	16 246	84	1 316	207	17 853
FS182 : Tokologo	B3	48,5%	8 698	3,3	8 061	3,7	7 292	43	1 290	72	8 697	6 739	12	1 125	185	8 061
FS183 : Tswelopele	B3	59,4%	11 991	4,0	14 798	3,8	9 641	52	2 244	54	11 991	12 613	111	1 984	91	14 798
FS184 : Matjhabeng	B1	21,3%	123 382	3,3	126 068	**3,5**	96 835	490	24 313	1 744	123 382	111 125	440	13 987	516	126 068
FS185 : Nala	B3	42,5%	21 700	3,7	23 027	3,9	16 837	89	4 653	121	21 700	20 632	99	2 197	99	23 027
Thabo Mofutsanyane	**C1**	**84,9%**	**217 689**	**3,4**	**244 415**	**3,4**	**168 216**	**14 839**	**33 244**	**1 390**	217 689	**211 287**	**6 660**	**25 082**	**1 386**	244 415
FS191 : Setsoto	B3	51,9%	33 496	3,3	36 471	3,5	23 485	894	8 942	176	33 497	30 369	349	5 452	301	36 471

FS192 : Dihlabeng	B2	27,9%	38 590	3,3	41 468	3,1	29 598	1 896	6 904	192	38 590	35 430	646	5 283	109	41 468
FS193 : Nketoana	B3	32,7%	17 318	3,5	19 738	**3,4**	12 735	655	3 879	50	17 319	16 587	148	2 790	213	19 738
FS194 : Maluti a Phofung	B3	62,5%	100 226	3,4	115 151	3,5	80 585	9 676	9 157	808	100 226	101 408	4 405	8 806	531	115 151
FS195 : Phumelela	B3	59,7%	12 888	3,7	15 605	3,3	9 407	1 269	2 136	77	12 889	12 937	836	1 765	67	15 605
FS196 : Mantsopa	B3	37,5%	15 170	3,4	15 982	3,5	12 406	450	2 226	87	15 169	14 556	275	986	164	15 982
Fezile Dabi	**C1**	**96,7%**	**144 971**	**3,4**	**145 539**	**3,5**	**120 700**	**717**	**22 254**	**1 300**	144 971	**130 089**	**815**	**13 790**	**845**	145 539
FS201 : Moqhaka	B2	31,2%	45 661	3,5	42 789	**3,6**	40 495	215	4 705	246	45 661	38 915	202	3 357	315	42 789
FS203 : Ngwathe	B3	36,7%	37 099	3,2	36 793	**3,7**	30 172	159	6 510	257	37 098	33 560	181	2 718	335	36 793
FS204 : Metsimaholo	B2	24,2%	45 752	3,3	49 060	**3,2**	38 380	126	6 524	723	45 753	43 311	215	5 364	170	49 060
FS205 : Mafube	B3	50,1%	16 459	3,5	16 896	3,6	11 653	216	4 515	74	16 458	14 303	216	2 351	26	16 896
Mangaung	**METRO**	**24,5%**	**240 700**	**3,2**	**229 426**	**3,5**	**201 598**	**3 084**	**33 986**	**2 034**	240 702	**206 758**	**2 155**	**19 274**	**1 239**	229 426

Households		Type of main dwelling									
2011	2022	2011					2022				
Total Households	Total Households	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total
100,0	100,0	81,1	2,4	15,7	0,9	100,0	88,5	1,2	9,7	0,6	100,0
4,6	4,3	87,6	0,4	11,5	0,5	100,0	91,0	0,3	8,1	0,5	100,0
1,4	1,3	83,2	0,2	16,1	0,5	100,0	84,8	0,3	14,5	0,4	100,0
1,9	1,7	91,4	0,4	7,8	0,5	100,0	94,6	0,3	4,6	0,5	100,0
1,3	1,2	86,6	0,7	12,2	0,4	100,0	92,3	0,4	6,5	0,7	100,0
22,1	22,5	79,1	0,4	19,3	1,2	100,0	88,2	0,4	10,9	0,6	100,0
2,0	2,1	82,6	0,5	16,1	0,8	100,0	91,0	0,5	7,4	1,2	100,0
1,1	1,0	83,8	0,5	14,8	0,8	100,0	83,6	0,1	14,0	2,3	100,0
1,5	1,8	80,4	0,4	18,7	0,5	100,0	85,2	0,8	13,4	0,6	100,0
15,0	14,9	78,5	0,4	19,7	1,4	100,0	88,1	0,3	11,1	0,4	100,0
2,6	2,7	77,6	0,4	21,4	0,6	100,0	89,6	0,4	9,5	0,4	100,0
26,4	28,9	77,3	6,8	15,3	0,6	100,0	86,4	2,7	10,3	0,6	100,0
4,1	4,3	70,1	2,7	26,7	0,5	100,0	83,3	1,0	14,9	0,8	100,0
4,7	4,9	76,7	4,9	17,9	0,5	100,0	85,4	1,6	12,7	0,3	100,0
2,1	2,3	73,5	3,8	22,4	0,3	100,0	84,0	0,8	14,1	1,1	100,0
12,2	13,6	80,4	9,7	9,1	0,8	100,0	88,1	3,8	7,6	0,5	100,0
1,6	1,8	73,0	9,8	16,6	0,6	100,0	82,9	5,4	11,3	0,4	100,0
1,8	1,9	81,8	3,0	14,7	0,6	100,0	91,1	1,7	6,2	1,0	100,0
17,6	17,2	83,3	0,5	15,4	0,9	100,0	89,4	0,6	9,5	0,6	100,0
5,5	5,1	88,7	0,5	10,3	0,5	100,0	90,9	0,5	7,8	0,7	100,0
4,5	4,4	81,3	0,4	17,5	0,7	100,0	91,2	0,5	7,4	0,9	100,0
5,6	5,8	83,9	0,3	14,3	1,6	100,0	88,3	0,4	10,9	0,3	100,0
2,0	2,0	70,8	1,3	27,4	0,4	100,0	84,7	1,3	13,9	0,2	100,0
29,2	27,1	83,8	1,3	14,1	0,8	100,0	90,1	0,9	8,4	0,5	100,0

DISTRIBUTION OF HOUSEHOLDS BY SOURCE OF WATER, TOILET FACILITY AND ENERGY FOR COOKING

Province, district and local municipality	Source of water for household use						Toilet facilities								Energy for cooking							
	2011			2022			2011				2022				2011				2022			
	Regional/	Other	Total	Regional/loc	Other	Total	Flush toilet	Other	None	Total	Flush toilet	Other	None	Total	Electricity	Gas	Other	Total	Electricity	Gas	Other	Total
Free State	**742 117**	**81 169**	823 286	**776 522**	**68 728**	845 250	**552 264**	**245 294**	**25 727**	823 285	**644 697**	**186 068**	**14 485**	845 250	**695 565**	**23 897**	**102 258**	821 720	**663 967**	**138 663**	**41 148**	843 777
Lejweleputswa	**165 960**	**16 287**	182 247	**176 502**	**13 304**	189 807	**140 891**	**35 471**	**5 886**	182 248	**163 578**	**23 166**	**3 062**	189 807	**158 687**	**3 521**	**19 698**	181 906	**148 268**	**33 122**	**8 079**	189 469
FS181 : Masilonyana	14 587	1 890	16 477	15 289	2 564	17 853	12 365	3 579	532	16 476	16 162	1 486	205	17 853	14 555	331	1 567	16 453	14 010	2 839	960	17 809
FS182 : Tokologo	6 188	2 509	8 697	7 302	759	8 061	2 265	5 473	960	8 698	4 937	2 913	211	8 061	6 867	193	1 625	8 685	5 975	1 724	342	8 041
FS183 : Tswelopele	9 131	2 860	11 991	12 558	2 241	14 798	9 734	1 504	752	11 990	12 313	2 093	393	14 798	10 514	271	1 191	11 976	11 941	2 366	456	14 762
FS184 : Matjhabeng	117 046	6 336	123 382	119 966	6 102	126 068	101 003	19 302	3 077	123 382	109 797	14 239	2 031	126 068	108 193	2 232	12 715	123 140	97 421	23 402	5 065	125 887
FS185 : Nala	19 009	2 692	21 701	21 388	1 639	23 027	15 524	5 612	564	21 700	20 369	2 436	222	23 027	18 557	495	2 600	21 652	18 921	2 792	1 256	22 969

Source: Census 2022

In terms of the distribution of households by source of water, the **Regional/Local** increased from 165 960 in 2011 to 176 502 in 2022, as compared to the Province which also increased from 742 117 in 2011 to 776 522 in 2022. Other source decreased from 16 287 in 2011 to 13 304 in 2022 and the Province experienced a decline in terms of other sources of water from 81 169 in 2011 to 68 728 in 2022. The toilet facility using flush toilet increased from 140 891 in 2011 to 163 578 in 2022. The use of energy for cooking by electricity decreased from 158 687 to 148 268 as compared to the Free State Province which also decreased from 695 565 in 2011 to 663 976 in 2022.

The usage of Gas for cooking in the District increased from 3 521 in 2011 to 33 122 in 2022 and the Province also experienced an upsurge in the usage of gas as a source for cooking from 23 897 in 2011 to 138 663 in 2022. In terms of other sources used for cooking, the District recorded a sharp decline from 19 698 in 2011 to 8 079 and the Province experienced a decline from 102 258 in 2011 to 41 148 in 2022

POPULATION DISTRIBUTION BY GENDER, SCHOOL ATTENDANCE AND SEX RATIO, 2011 AND 2022

Province, district and local municipality	CENSUS 2011					CENSUS 2022					Growth Rate
	Total population			School attendance (5-24 years)	Sex Ratio	Total population			School attendance (5-24 years)	Sex Ratio	
	Male	Female	Total			Male	Female	Total			
Free State	**1 328 967**	**1 416 623**	**2 745 590**	**736 002**	**93,8**	**1 407 824**	**1 556 588**	**2 964 412**	**759 488**	**90,4**	**0,7**
Lejweleputswa	**308 191**	**316 555**	**624 746**	**158 066**	**97,4**	**326 177**	**353 569**	**679 746**	**175 713**	**92,3**	**0,8**
FS181 : Masilonyana	30 248	29 648	59 895	14 768	102,0	30 652	33 148	63 800	16 808	92,5	0,6
FS182 : Tokologo	14 410	14 576	28 986	7 001	98,9	14 199	15 256	29 455	7 638	93,1	0,2
FS183 : Tswelopele	22 864	24 761	47 625	13 031	92,3	27 428	29 468	56 896	15 704	93,1	1,7
FS184 : Matjhabeng	201 802	205 218	407 020	101 830	98,3	210 469	228 565	439 034	112 067	92,1	0,7
FS185 : Nala	38 867	42 353	81 220	21 435	91,8	43 429	47 132	90 561	23 496	92,1	1,1

SOURCE: CENSUS 2022

The distribution of the District population by gender, school attendance and sex ration by 2011 and 2022 is as follows,

In 2011 female population in the District was higher than male, (female) 316 555 while (male) was 308 191 and the dominance of female population continued in 2022 by (353 569) and (male) 326 177. However it should be noted that they both experienced a positive growth over a period of 10 years (male) in 2011 stood at 308 191 and in 2022 recorded a positive from by 326 177 and female from 316 555 in 2011 to 353 569 in 2022.

The same pattern could be seen repeating itself at the Provincial level of the female population at 1 416 623 in 2011 and male at 1 328 967 in 2011 and female population growing to 1 556 588 and male population growing by 1 407 824.

In terms of school attendance number of population attending school increased from 158 066 in 2011 to 175 713 in 2022 and the Province population attending school also increased from 736 002 in 2011 to 759 488 in 2022

HIGHEST LEVEL OF EDUCATION BY SEX FOR POPULATION

	Male	Female	Total
No schooling	11325	13252	**24577**
Some Primary	66743	69708	**136451**
Primary Completed	16961	18148	**35109**
Some Secondary	93810	105696	**199507**
Secondary Completed	72254	79773	**152026**
Higher	15077	20050	**35127**
Total	**276169**	**306627**	**582796**

Source: Census 2022

In the Lejweleputswa District, there is 24 577 of the population with no schooling in 2022. Those with some primary schooling or education sitting at 136 451 in 2022. Those who completed primary schooling in 2022 was recorded at 35 109. The District population with some secondary stands at 199 507 in 2022.

Those who completed secondary schooling is at 152 026 in 2022. The District population with higher education stands at 35127.

MATRIC HIGHER QUALIFICATION, LEJWELEPUTSWA

	Male	Female	Total
Grade 12/ Standard 10/ Form 5/ Matric/ NCV Level 4/ Occupational Certificate NQF Level 4	71224	79290	**150514**
N4/NTC 4/ Occupational Certificate NQF Level 5	1071	1166	**2237**
N5/NTC 5/ Occupational Certificate NQF Level 5	660	934	**1594**
N6/NTC 6/ Occupational Certificate NQF Level 5	1297	1850	**3147**
Higher/ National/ Advanced Certificate with Grade 12/ Std10/ Occupational Certificate NQF Level 5	1024	1202	**2226**
Diploma with Grade 12/ Standard 10/ Occupational Certificate NQF Level 6	3875	5371	**9246**
Higher Diploma/ Occupational Certificate NQF Level 7	1619	2286	**3905**
Bachelors Degree/ Occupational Certificate NQF Level 8	3579	4954	**8534**
Honours Degree/ Postgraduate Diploma/ Occupational Certificate NQF Level 8	1179	1748	**2928**
Masters/ Professional Masters at NQF Level 9	516	368	**884**
PHD (Doctoral Degrees)/ Professional Doctoral Degree at NQF Level 10	254	171	**425**
Total	**86301**	**99340**	**185640**

Source: Census 2022

The number of people with grade 12/ standard 10 qualification in the District is at 150 514 in 2022. Those with N4/ Occupational Certificate at NQF level 5 qualification is at 2 237 in 2022. The number of people with N5/NTC5/ Occupational certificate NQF 5 is 1594 in 2022. The population that possesses N6/NTC6/Occupational certificate NQF 5 in the District is 3147.The number of people in the District with Higher/National/Advanced certificate with grade 12/Std10/Occupational NQF5 is 2 226 in 2022.

The District has a population of 9 246 in 2022 with Diploma with grade 12/Std10/ Occupational certificate NQF 6. The number of people with Higher Diploma/Occupational certificate NQF 7 in the District is 3 905 in 2022. The number of people with Bachelors Degree/Occupational certificate NQF 8 in the District is 8 534 in 2022.

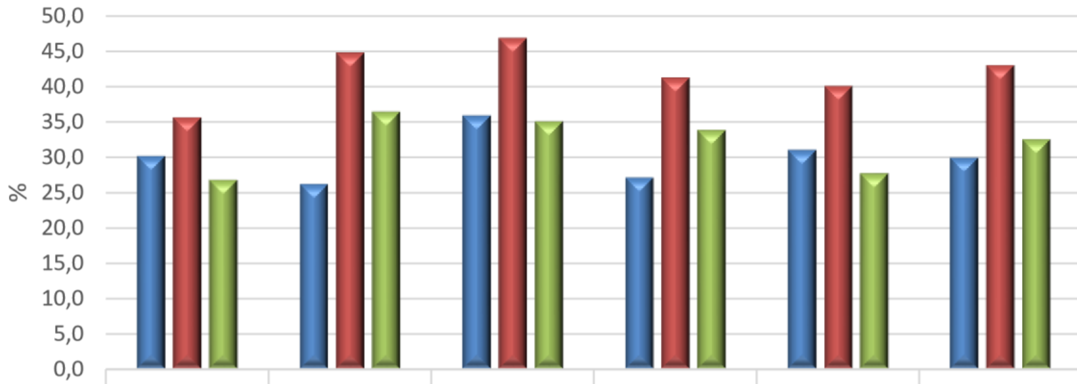
The population of the District with Honours Degree/Postgraduate Diploma/ Occupational certificate NQF 8 is 2 928 in 2022. The number of people with Masters/ Professional Masters at NQF level 9 in the District is at 884 in 2022. The population of the District with PHD (Doctoral Degrees) Professional Doctoral Degree at NQF level 10 is 425 in 2022.

Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a % of	CENSUS 2011					CENSUS 2022					Growth Rate
			Total population			School attendance (5-24 years)	Sex Ratio	Total population			School attendance (5-24 years)	Sex Ratio	
			Male	Female	Total			Male	Female	Total			
Free State			**1 328 967**	**1 416 623**	**2 745 590**	**736 002**	**93,8**	**1 407 824**	**1 556 588**	**2 964 412**	**759 488**	**90,4**	**0,7**
Xhariep	**C1**	**91,6%**	**60 249**	**61 695**	**121 945**	**31 103**	**97,7**	**63 244**	**68 657**	**131 901**	**32 587**	**92,1**	**0,8**
FS161 : Letsemeng	B3	49,1%	19 852	18 777	38 628	9 084	105,7	21 056	22 045	43 101	9 830	95,5	1,1
FS162 : Kopanong	B3	47,9%	24 083	25 087	49 171	12 374	96,0	24 567	27 265	51 832	12 659	90,1	0,5
FS163 : Mohokare	B3	51,0%	16 314	17 831	34 146	9 646	91,5	17 621	19 347	36 968	10 099	91,1	0,8
Lejweleputswa	**C1**	**96,5%**	**308 191**	**316 555**	**624 746**	**158 066**	**97,4**	**326 177**	**353 569**	**679 746**	**175 713**	**92,3**	**0,8**
FS181 : Masilonyana	B3	39,8%	30 248	29 648	59 895	14 768	102,0	30 652	33 148	63 800	16 808	92,5	0,6
FS182 : Tokologo	B3	48,5%	14 410	14 576	28 986	7 001	98,9	14 199	15 256	29 455	7 638	93,1	0,2
FS183 : Tswelopele	B3	59,4%	22 864	24 761	47 625	13 031	92,3	27 428	29 468	56 896	15 704	93,1	1,7
FS184 : Matjhabeng	B1	21,3%	201 802	205 218	407 020	101 830	98,3	210 469	228 565	439 034	112 067	92,1	0,7
FS185 : Nala	B3	42,5%	38 867	42 353	81 220	21 435	91,8	43 429	47 132	90 561	23 496	92,1	1,1
Thabo Mofutsanyane	**C1**	**84,9%**	**342 877**	**392 802**	**735 679**	**218 696**	**87,3**	**387 852**	**443 569**	**831 421**	**223 777**	**87,4**	**1,2**
FS191 : Setsoto	B3	51,9%	52 340	59 698	112 038	32 339	87,7	59 948	67 970	127 918	34 689	88,2	1,3
FS192 : Dihlabeng	B2	27,9%	61 153	67 551	128 704	33 843	90,5	60 864	69 571	130 434	31 000	87,5	0,1
FS193 : Nketoana	B3	32,7%	28 611	31 713	60 324	17 259	90,2	31 260	35 228	66 488	17 055	88,7	0,9
FS194 : Maluti a Phofung	B3	62,5%	153 209	182 575	335 784	108 045	83,9	184 386	214 074	398 459	113 419	86,1	1,7
FS195 : Phumelela	B3	59,7%	23 162	24 611	47 772	13 325	94,1	25 033	27 191	52 224	13 090	92,1	0,9

FS196 : Mantsopa	B3	37, 5%	24 402	26 654	51 056	13 885	91, 6	26 361	29 536	55 897	14 523	89, 3	0,9
Fezile Dabi	**C1**	**96, 7%**	**242 342**	**245 694**	**488 036**	**121 309**	**98, 6**	**244 738**	**265 174**	**509 912**	**123 954**	**92, 3**	**0,4**
FS201 : Moqhaka	B2	31, 2%	79 477	81 055	160 532	37 396	98, 1	74 579	80 831	155 410	37 328	92, 3	-0,3
FS203 : Ngwathe	B3	36, 7%	57 424	63 096	120 520	31 829	91, 0	63 460	71 502	134 962	32 426	88, 8	1,1
FS204 : Metsimaholo	B2	24, 2%	77 636	71 472	149 108	35 503	10 8,6	77 992	80 399	158 391	38 730	97, 0	0,6
FS205 : Mafube	B3	50, 1%	27 805	30 071	57 876	16 580	92, 5	28 707	32 443	61 150	15 470	88, 5	0,5
Mangaung	**ME TR O**	**24, 5%**	**375 308**	**399 876**	**775 184**	**206 827**	**93, 9**	**385 812**	**425 620**	**811 431**	**203 457**	**90, 6**	**0,4**

EMPLOYMENT STATUS

UNEMPLOYMENT RATES (OFFICIAL DEFINITION) OF FREE STATE MUNICIPALITIES, 1996-2011

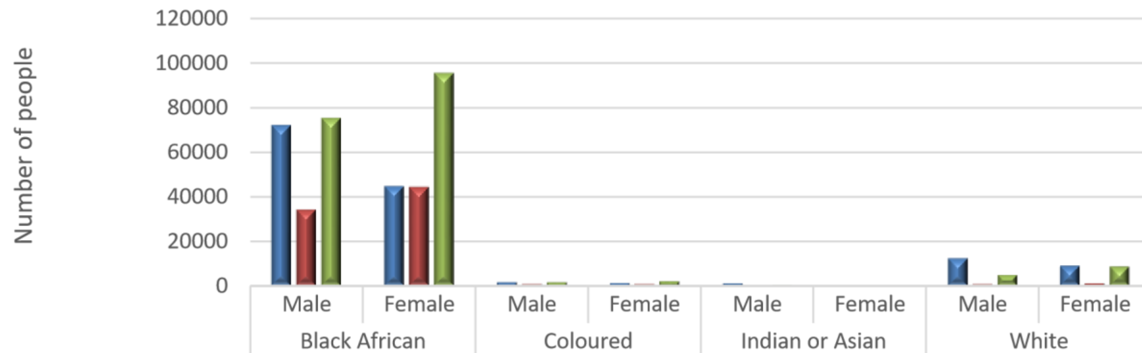


	Xhariep	Lejweleputswa	Thabo Mofutsanyane	Fezile Dabi	Mangaung	Free State
1996	30,2	26,2	35,9	27,1	31,1	30,0
2001	35,6	44,8	46,9	41,3	40,1	43,1
2011	26,8	36,5	35,1	33,9	27,7	32,6

StatsSA: Census, 2011

The district is one of the worst municipalities with highest rate of unemployment in the Free State province in the 2011 census. It is standing at 36.5%. Although the picture for all municipalities is not satisfying, in the Free State, Lejweleputswa has the highest numbers of unemployment. This must be attributed partly to mining closures. The revival of the district agency must be to establish some form employment opportunities in the district. Mining closures do not help the situation either. There must be strategies used by local economic development agencies to steer the employment in the right direction. Efforts must be to engage youth to establish sustainable enterprises.

EMPLOYMENT STATUS BY POPULATION AND SEX OFFICIAL EMPLOYMENT STATUS BY POPULATION GROUP AND GENDER IN LEJWELEPUTSWA



	Black African Male	Black African Female	Coloured Male	Coloured Female	Indian or Asian Male	Indian or Asian Female	White Male	White Female
Employed	72220	44826	1559	1257	1023	120	12326	9056
Unemployed	34300	44510	719	710	68	49	774	1054
Not economically active	75419	95612	1683	2047	326	195	4904	8716

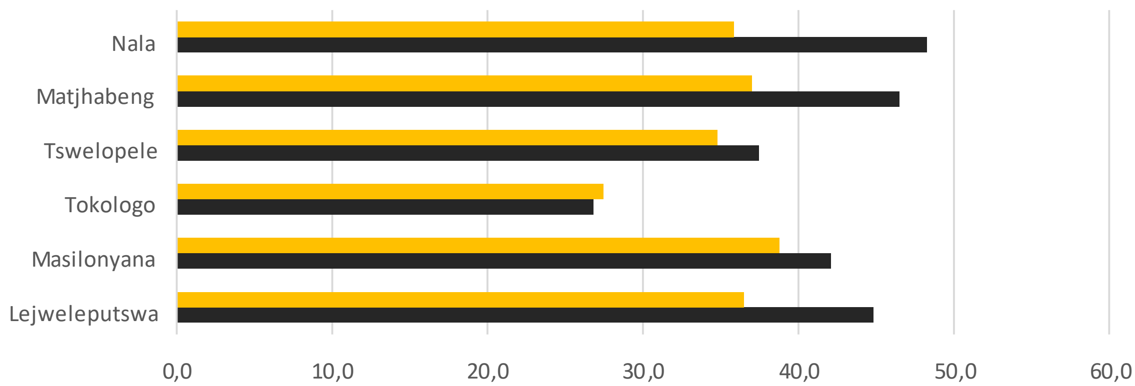
StatsSA: Census, 2011

The table above depicts the official employment status by population group and gender in the Lejweleputswa District, with black African male being the highest with **72220** employed followed by African female at **44826**, and white males with **12326** employed, and white females at **9056**, male Coloured at 1559 and Coloured female at **1257.** The Indian, male employment is at **1023** while female Indians is **120.**

The unemployment of Black African male is **34300,** and Black African female is **44510.** The White male unemployment is standing at **774** and White female the rate of unemployment is at 1054. The Coloured male unemployment is at **719** and the Coloured female is **710**. The Indian male is 68 and Indian female is at **49.**

It is quite clear that the Black African population group is the most affected both males and females and the district should focus on creating more employment opportunities to significantly reduce the rate of unemployment from **36, 5%** to **5%** by 2030.

LEJWELEPUTSWA YOUTH UNEMPLOYMENT RATE



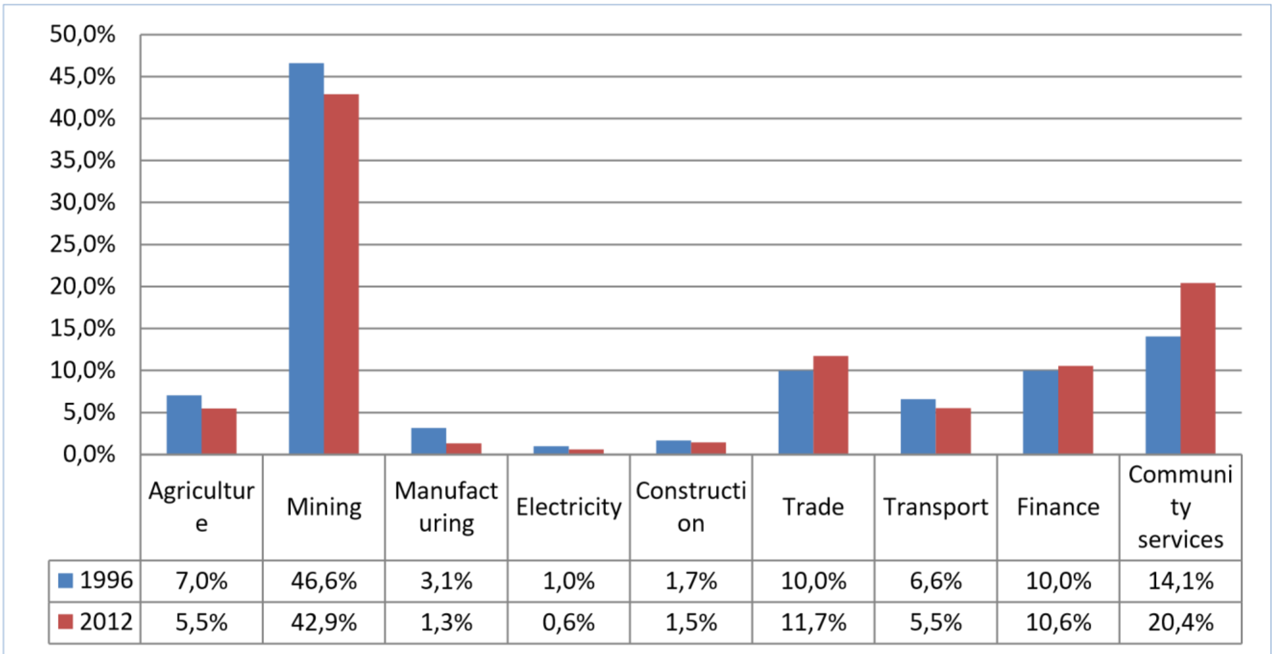
	Lejweleputswa	Masilonyana	Tokologo	Tswelopele	Matjhabeng	Nala
2011	36,5	38,8	27,5	34,8	37,0	35,9
2001	44,8	42,1	26,8	37,4	46,5	48,3

StatsSA: Census, 2011

The table above depicts a picture of the youth unemployment in Lejweleputswa with Masilonyana being the hardest hit municipality at a rate of **38.8%** unemployment followed by Matjhabeng with **37.0%**, Nala standing at **35.9%,** Tswelopele at 34.8% and Tokologo being the least with **27.5%.**

This situation calls for Lejweleputswa to prioritize youth and women when embarking of EPWP projects and SMME's development in an attempt to address youth and women unemployment.

GDP CONTRIBUTION BY INDUSTRY



Source: Global Insight, Regional explorer, 2013

The table above shows GDP contribution by sector and mining is still the leading sector in terms of GDP contribution and the agricultural sector has declined by from 7.0% in 1996 to 5.5% in 2012while the community services has increased from 14.1% in 1996 to 20.4% in 2012. Manufacturing has drastically decreased from 3.1% in 1996 to 1.3% due to the declining mining activities. The trade sector has also soared from 10.0% in 1996 to 11.7% and the transport sector has decreased from 6.6% in 1996 to 5.5% in 2012 Sectoral composition of Lejweleputswa's economy by local municipalities, 2014.

2014	**Lejweleputswa**	**Masilonyana**	**Tokologo**	**Tswelopele**	**Matjhabeng**	**Nala**	
1 Agriculture	5.6%	6.2%	24.6%	36.9%	0.8%	17.7%	
2 Mining	46.5%	50.3%	21.6%	1.2%	56.0%	4.7%	
3 Manufacturing	**2.5%**	**2.1%**	**2.9%**	**2.2%**	**2.1%**	**5.2%**	
4 Electricity	1.5%	1.2%	2.9%	2.8%	1.3%	2.3%	
5 Construction	1.7%	2.2%	2.5%	1.8%	1.5%	2.6%	
6 Trade	11.0%	8.3%	12.3%	15.4%	10.0%	17.6%	
7 Transport	**6.3%**	**5.2%**	**5.0%**	**7.8%**	**5.6%**	**11.8%**	
8 Finance	10.8%	8.4%	7.6%	10.6%	10.8%	13.9%	
9 Community services	14.2%	16.2%	20.7%	21.4%	11.9%	24.0%	
Total Industries	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: HIS Global Insight Regional eXplorer, 2015

The 2014 sectoral composition of Lejweleputswa as revealed by figure 4.5 points to the dominance of a few sectors in the economy of the District. According to table 3.1, the mining sector is the dominant sector with 46.5 percent of the economic activities of the district, followed by community services sector at 14.2 percent and then trade at 11 percent.

The smaller municipalities of Nala, Tswelopele and Tokologo are the municipalities without mining as the dominant sector; instead, Tswelopele has agriculture as the dominant sector at 36.9 percent in 2014. Nala had government services as the dominant sector with 24 percent in 2014, whilst Tokologo had agriculture as the dominant sector with 24.6 percent in 2014. In recent years, the contribution of mining in Lejweleputswa's economy has been declining due to a number of reasons and recently the effect of lower world commodity prices has fueled the decline of the sector. The share of the primary sector in Lejweleputswa's GVA has also been on a decline, indicating a shift away from the primary sector to the tertiary sector.

The community services sector is growing strongly in all of Lejweleputswa's municipalities and is forecasted to grow further.

SECTION D

KEY POWERS AND FUNCTIONS FOR THE DISTRICT AND LOCAL MUNICIPALITIES.

The demarcation process over the years has acknowledged lack of capacity to perform certain functions as initially stated in the Local Government: Municipal Structures Act of 1998. Some of the functions as indicated in the act have since been performed at local level. Over time, some local municipalities were confirmed to lack capacity to perform certain functions and the MEC for Local Government at the time made adjustments so that the district can start performing these functions:

- Firefighting services for Masilonyana and Tswelopele Local Municipalities;
- Municipal Roads
- Fresh Produce markets and abattoirs
- Environmental Health Services
- Local tourism

A detailed list of functions for both district and local municipalities is indicated below as follows;

DISTRICT KEY POWERS AND FUNCTIONS	**LOCAL KEY POWERS AND FUNCTIONS**
Integrated planning	Trading regulations
Municipal Health Services	Street lighting
Firefighting Services (Masilonyana and Tswelopele)	Firefighting Services
Municipal Public Transport (policy development)	Municipal Public Transport (All local Municipalities)
Fresh Produce Markets	Fresh Produce Markets (All local municipalities)
Cemeteries, funeral parlours and crematoria (policy development)	Cemeteries, funeral parlours and crematoria(by-laws)
Local Tourism	Local Tourism
Municipal Airport	Municipal Airport (except for Matjhabeng and Nala)
Municipal Abattoirs (policy development)	Municipal abattoirs(by-laws)
Solid waste disposal sites	Billboards and Display of advertisements in public places
Local sport facilities	Sanitation
Air pollution	Potable water
	Air pollution
	Child Care facilities

	Electricity regulation
	Refuse removal dumps and waste
	Fencing and fences
	Local amenities

Sustainable Development Goals

The following are the sustainable development goals, as set by the United

Nations (UNDP, 2015):

- **Goal 1.** End poverty in all its forms everywhere
- **Goal 2**. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- **Goal 3**. Ensure healthy lives and promote well-being for all at all ages
- **Goal 4**. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **Goal 5.** Achieve gender equality and empower all women and girls
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all
- **Goal 7.** Ensure access to affordable, reliable, sustainable and modern energy for all

- **Goal 8**. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- **Goal 9**. Build resilient infrastructure, promote inclusive and sustainable Industrialization and foster innovation
- **Goal 10**. Reduce inequality within and among countries
- **Goal 11**. Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 12.** Ensure sustainable consumption and production patterns
- **Goal 13**. Take urgent action to combat climate change and its impacts
- **Goal 14**. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- **Goal 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- **Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **Goal 17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

SECTION E
DISTRICT IDP FRAMEWORK

INTRODUCTION

The Integrated Development Plan (IDP) is a 5-year strategic plan crafted mainly to guide development within a municipal space as required by the Municipal Systems Act, (no32 of 2000). The IDP is the municipal overarching plan that supersedes all plans for local government and is geared towards addressing development challenges and to fulfill its developmental mandate. The District IDP developmental framework thus becomes of critical importance to both the district and local municipalities as it provides the direction, which municipalities' IDP's should follow and drive the integrated development planning within the district area of jurisdiction.

LEGISLATIVE BACKGROUND

The development of the district framework is a legislative requirement in terms of Section 27 of Municipal Systems Act, (Act no32 of 2000) and Section 84(1) (a) of the Municipal Structures Act, 1998. The Act compels,

(1) Each District municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.
(2) A framework referred to in subsection (1) binds both the District municipality and the local municipalities in the area of the district municipality, and must at least;
(a) Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality;
(b) Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
(c) Specify the principles to be applied and co – ordinate the approach to be adopted in respect of those matters: and (d) Determine procedures-

These pieces of legislations are informed by section 152 of the Constitution of 1996, which provides the objects of local government that requires the local government to:

- *Provide democratic and accountable government for local communities;*
- *Ensure provision of services to communities in a sustainable manner*
- *Promote social and economic development* *Promote a safe and healthy environment*
- *Encourage the involvement of communities and community organizations in the matters of local government*

OBJECTIVES OF THE DISTRCT IDP FRAMEWORK

The District Framework binds both the District and Local municipalities in the area, and is aimed at proper consultation, co – ordination and alignment between the planning processes of the district municipality and its constituent local municipalities

The District Framework must be developed in consultation with the local municipalities in a joint workshop to be organized by the District. The local municipalities are required to develop their process plans, which explicitly details how the process of planning, drafting, adoption and review of IDP is going to unfold.

The District Integrated Development Plan (IDP) must be aligned with the District Framework and the IDP proposals of the local municipalities must be taken into account in the drafting process.

The function of the District Framework is to ensure that the processes of District IDP and local IDP's are mutually linked and can inform one another (parallel process).Secondly the District Framework is intended to ensure that there is a common understanding of the IDP processes, through IGR structures, such as Mayors' forum (Political IGR), Technical IGR (Municipal Managers' forum), and the IDP Managers forum, to enhance co– operative government, agreement on predetermined programs specifying timeframes for different steps and joint milestones. The framework serves as a guide for local municipalities in preparing their process plans and has to be (process plan) based on proper consultation with municipal stakeholders and be submitted to the District for monitoring purposes.

The District Framework is established in an interactive, consultative and mutually aligned manner during the preparation phase in order to ensure that municipal process plans are in line with what is contained in the District Framework and the Framework reflects the proposals of the local municipalities.

The Framework has to be accepted by all local municipalities and be utilized as a basis for drafting municipal process plans.

The Lejweleputswa District Municipality's vision as required by the Municipal Systems Act, no32 of 2000, section 26, (a).

VISION

"A leader in sustainable development and service delivery by 2030"

ROLES AND RESPONSIBILITIES OF DISTRICT MUNICIPALITIES

In terms of legislation (Municipal Structures Act, 118 of 1998), the district municipality is expected to exercise different sets of powers and functions Vis-ά- Vis their areas and local municipalities that constitute the district.

The District Municipality has been designed to fulfill the following key roles:

- *To be reorganized around a set of standards planning and development regions and key responsibilities for the district-wide integrated development planning, including, land-use planning, economic and development and transport planning. Thus, district are centers of integrated planning at regional scale, to ensure integration of social, economic and environmental development plans.*
- *Promote infrastructural development.*
- *Provide technical assistance to local municipalities: Capacity building of category B municipalities to assume municipal functions*
- *Provide directives for growth (social, economic and environmental as per the object of local government outlined in section 152 of the Constitution) for the local municipalities in its area of jurisdiction*
- *Provide for alignment with the neighboring municipalities*
- *Indicate how it will engage its local municipalities in ensuring the implementation of the framework plan*

CONSULTATION PROCESSES AND PROCEDURES FOR ALIGNMENT ROLE PLAYERS

The following political principals and through recognized forums and structures shall be involved in the alignment process:

Between Local Municipalities and the District Municipalities:

- Executive Mayors forum [IGR Forum]
- Municipal Managers forum [Technical support]
- DISTRICT IDP Managers forum
- Provincial sector departments
- Provincial COGTA IDP & LED Directorate
- National Sector Departments and
- State owned enterprises (Eskom, Water Board, and Telkom. Etc.)

THE ALIGNMENT PROCESS

The Lejweleputswa District Municipality has a crucial role to play in co-coordinating and facilitating the IDP processes at a district level. The LDM is responsible for coordinating;

Horizontal alignment of local municipal IDP's in the area of LDM's jurisdiction and after the completion of every IDP phase the District shall convene or summon all local municipalities within its area of jurisdiction to harmonize our IDP'. Facilitate vertical alignment of IDP's with other spheres of government and sector departments and the preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists;

The Lejweleputswa District Executive Mayor shall table the alignment needs at IGR political forum for inputs and adoption.

Each local municipality should formulate their process plan based on the Lejweleputswa District IDP Framework and submit the draft for assessment in terms of alignment procedures and timeframes as described in the Framework.

MANAGEMENT ALIGNMENT STRUCTURES

1. MAYOR'S FORUM
2. IGR TECHNICAL COMMITTEE
3. DISTRICT IDP MANAGERS

DISTRICT IDP FORUM

The IDP Managers forum is a structure that will constitute of District and local IDP Managers, plus Free State COGTA IDP & LED directorate.

The structure will convene as per the IDP phase completed by all municipalities

To submit monthly progress reports to the District municipality and the District should forward the reports to the provincial department of Cooperative Governance and Traditional Affairs

Ensure horizontal alignment and vertical between local municipalities Ensure vertical alignment

NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES

NATIONAL PRIORITIES	PROVINCIAL PRIORITIES	RESPONSIBILITY
Vision 2030	Vision 2030	District municipality
Expand infrastructure	Inclusive economic growth and sustainable job creation	Basic Service Delivery and re Development
Create jobs		Local Economic Development
Transition to a low carbon economy		
Transform urban and rural spaces	Sustainable rural development	Rural Development Plan
Education and training	Education, Innovation and skills development	Skills Development Plan
Build a capable state	Good Governance	Good Governance and Public n
Fight corruption		Financial Management and
Provide quality health care	Improved quality of life	Food and water monitoring
Transformation and unity	Building social cohesion	Institutional Development and ıction
Turnaround strategy	Local government Turnaround strategy/ outcome 9	

DISTRICT PRIORITIES

District delivery priorities	1. Basic Service Delivery and Infrastructure Development 2. Local Economic Development 3. Financial Management and viability 4. Institutional Development and Transformation 5. Good Governance and Public Participation	District and Local Municipalities
Basic Service delivery and Infrastructure Development-targets	1. Water 2. Sanitation 3. Strom water drainage 4. Waste (refuse removal, landfill sites) 5. Electricity 6. Roads 7. Sports and Recreation 8. Child Care Facilities	District and Local Municipalities
Local Economic developments targets	1. LED strategy 2. SMME's developments 3. EPWP 4. Agri-Parks	District and Local Municipalities
Financial management and viability	Municipal Clean Audits	District and Local Municipalities
Institutional development and transformation	Sound policies Functional LLF EQP Municipal turnaround strategy Back to basics	District and Local Municipalities
Good Governance and Public Participation-targets	IDP Representative Forum Community Based Planning Ward Based Planning	District and Local Municipalities

CONSULTATION DURING THE PLANNING PROCESS

The process for consultation between the District municipalities and the local municipalities during the five-year planning process and the review of the IDP thereof is as follows:

Phase 1: Analysis

Lejweleputswa district municipality shall perform analysis related to district–wide issues, coordinate, and align key development priorities with local municipalities.

Phase 2: Strategies

Local municipalities shall be invited to district strategic workshop to jointly discuss the most appropriate problem – solving strategies.

Provincial and National specialists and competent resource persons from civil society could be invited to join this process and the District will assume facilitation and coordination role.

Phase 3: Projects

Project and programs planning will require co – ordination and alignment between the district and local municipalities.

Phase 4: Integration

During this, phase local and district municipalities will ensure the integration of different processes and will consolidate the institutional restructuring and communication plan, in order to finalize their respective IDP's and Programs.

Phase 5: Approval

The district will play an important role in horizontal (cross border issues) and vertical co – ordination.

Local and district level planning will therefore run parallel, rather than in a one sided, bottom – up or top-down manner.

MATTERS REQUIRING ALIGNMENT

Matters that require alignment may include the Integrated Development Planning process **(5phases),** as well as section 84 (1) and (2) of the Municipal Structures Act, no. of 1998 **(Powers & functions).**

POWERS & FUNCTIONS

No	Local Municipality	District Municipality
1	Municipal Public Works	Integrated development planning for district as a whole
2	Internal Road Infrastructure	Bulk infrastructure
3	Bulk Water Supply and Reticulation	Fire Fighting
4	Sanitation	Fresh produce markets and abattoirs
5	Solid Waste Disposal	Cemeteries and Crematoria
6	Bulk Electricity Supply	Local Tourism
7	Firefighting Services	Firefighting Services
8		Municipal Airports
9		Waste Management Services
10		Municipal Health Services
11		Integrated Transport Services
12		Municipal Airport (except for Matjhabeng and Nala)

THE FIVE PHASES OF IDP PLANNING METHODOLOGY

FIVE YEAR PLANNING PROCESS

Phase 1: Analysis (coordinate Key Development Priorities)

Phase 2: Strategies (Alignment of development strategies

Phase 3: Projects

Phase 4: Integration (Requires Horizontal and Vertical alignment)

Phase 5: Approval

ANNUAL IMPLEMENTATION

Municipal Budgets (Service Delivery and Budget Implementation Plan) SDBIP

Monitoring, Evaluation and Reviewing, Reporting & Remedial Action (PMS)

SECTION 84 (1) AND (2) THE DIVISION OF POWERS

Electricity and Gas Reticulation

Fire – Fighting Services

Local Tourism

Municipal Planning

Municipal Public Transport

Municipal Public Works

Municipal Health Services

Water and Sanitation Services

Portable water supply Systems

Domestic Waste – water

Sewage Disposal Systems

Cemeteries, Funeral Palours and Crematoria

Markets

Municipal Abattoirs

Municipal Roads

Refuse Removal, Refuse Dumps and Solid Waste Disposal

BINDING NATIONAL AND PROVINCIAL PLANS AND PLANNING REQUIREMENTS AND LEGISLATION

Provincial legislation will differ from one province to another. It is however important those provincial plans (PGDS) and other legislative guidelines should be assessed and listed as part of the District framework.

The Lejweleputswa District municipality, with the support of the Provincial COGTA IDP& LED directorate must prepare a list of provincial legislation and other important national and provincial information for the framework workshop; and

• At the workshop, the district municipalities must provide the above-mentioned list and familiarize the local municipalities with the content thereof.

Sector Plans, Programs, Policies, and Frameworks

- Water Services Development Plan (All water authorities)
- Integrated Transport Plan (District)
- Spatial Planning as a requirement to be included in the IDP
- Housing Strategies and Targets (IDP Housing Chapter)
- Local Economic Development Strategy
- Integrated Infrastructure Planning
- Integrated Energy Planning
- National Environmental Management Act Principles

PROPOSED PROCEDURES FOR MONITORING THE IDP PROCESS

Each municipality will be responsible for monitoring its own process plan and ensure that the district framework is adhered to, as agreed. Each local municipality must inform the district of deviations from the action program that may affect district – wide activities.

The IDP Managers forum should be established and meet after the completion of each phase to jointly assess progress and decide on amendments; The Executive Mayors and Mayors' forum shall politically oversee and drive the IDP process and thus the Executive Mayor of Lejweleputswa shall ensure that there is collective agreement of the development priorities and targets and that all local municipalities abide by the District IDP Framework.

CONCLUSION

The Lejweleputswa District Municipality shall in all earnest fulfill its developmental role by coordinating all development initiatives in its area of jurisdiction and provide support to the local municipalities in line with its mandate as the "center of regional planning and development".

ADOPTED

IDP AND BUDGET PROCESS PLAN

2024-2025

3. LEGISLATIVE BACKGROUND

The Integrated Development Planning is a process by which a municipality prepares a strategic plan. Integrated planning helps local government transcend its traditional service delivery functions to cope with the contemporary and pressing demand that it plays on a continuous basis. It is the principal strategic instrument guiding all planning, management, investment, and development and implementation decisions in the short to medium-term, taking into account inputs from all stakeholders, including the community and elected public representatives.

According to the Constitution (sections 152 and 153), local government is in charge of the development process in municipalities, and therefore is also in charge of municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purposes of municipal integrated development planning:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities.

The IDP therefore reflects a municipality's strategic choices about governance, service provision and economic development within its jurisdiction. In order for the municipality to achieve the entire key strategic tasks through its IDP, the municipality, in terms of the Municipal Systems Act (Act 32 of 2000), Section 28 & 29

- must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan
- must through appropriate mechanisms, processes, and procedures established in terms of Chapter 4, consult the community before adopting the process
- Give notice to the local community of particulars of the process it intends to follow.
- Be in accordance with predetermined program specifying timeframes for the different steps
- Through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for
  - ✓ The local community to be consulted on its development needs and priorities
  - ✓ The local community to participate in the drafting of the integrated development plan.

The purpose of the process plan is to outline and describe how the municipality (District and Local) intends to implement the new system of planning. It is mainly concerned with the allocation of the municipal resource envelopes both financial and human in support of the planning process. The process plan is intended to serve as a guide to the municipality in terms of carrying out its mandate with regard to the Integrated Development Plan.

2. INSTITUTIONAL ARRANGEMENTS

The elected council is the ultimate decision – making forum on IDP. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

The following structures and positions are important for the IDP development process:

I. The IDP/Budget Steering Committee (formed by members of the above two structures) II. The Management/Technical Committee

III. Mayoral Committee
IV. Project Steering Committee
V. The IDP Representative Forum
VI. LDA Board
VII. The LDM Council

3. ROLES AND RESPONSIBILITIES

3.1. Mayoral Committee

Names	Designation
Cllr. N.V. NTAKUMBANA	District Executive Mayor
Cllr. D. KOTZEE	Finance (Budget and Treasury)
Cllr. S.E. TSUNKE	Municipal health Services and Disaster management (firefighting)
Cllr. M.J. MELI	Economic, Small Business and Rural Development (Agriculture and Tourism)
DC Cllr. K.V. VAN ROOYEN	IDP, PMS, Policy Development, Monitoring and Evaluation
Cllr. P.P. MALEKA	Corporate Services (HR and Legal)
Cllr. B.A. KABI	Community Services
Cllr. M.S. BALENI	Municipal Infrastructure Support Services

The Mayoral Committee, with the assistance from the Accounting Officer:

- Define the terms of reference for the IDP Manager and steering committee
- Identify an appropriate IDP Manager, taking into consideration the importance of the IDP;

Names	Designation
Mr. M.L. Makhetha	District Municipal Manager
Mr. K. Khoabane	Chief Financial Officer
Mrs. Setsego Abrams	Executive Manager: Corporate Services
Mr. E. Lesenyelo	Executive Manager: LED, Planning and Tourism
VACANT	Executive Manager: Environmental Health Services & Disaster Management
Mr. O. Manake	Manager: Environmental Management
Mr. L. Mtebele	Chief of Staff
Mr. M.P. Mabeleng	Manager: Speaker's Office

Mr. A. Bester	**Internal Auditor**
Mr. D. Maselwa	**Strategic Manager**
Mr. B. Lehlekiso	**Manager: Technical Services**
Mr. K. Mqeke	**Communications & IGR Manager**
Mrs. M. Leshoro	**Manager: Budget & Treasury**
Mrs B.C. Baloyi	**Manager: SCM (SUSPENDED)**
Mr. M.W. Segalo	**Manager: ICT**
Mr. Herman Swanepoel	**Acting Manager: HR & Labour Relations**
Ms. N. Sello	**Legal Officer**
Miss. B. Malapane	**Skills Development Manager**
Mr. T.L. Skele	**Manager: LED**
Me. K.V. Njobe	**Manager: Tourism**
Mr. S.A. Musapelo	**Manager: IDP**
Mrs. N.M. Maboea	**IDP Coordinator**
Mr. D.I Matolo	**IDP Officer**
Mr. D.E. Kirsten	**Manager: Environmental Health Services**
Mr. S. Nzume	**Manager: Disaster Management**
Mr. L.T. Motsamai	**LDA Chief Executive Officer**
Mr. S. Mokoena	**Manager: Security**
Mr. T.N. Matsunyane	**Manager: Administration**

Assign responsibilities to the Municipal Manager regarding the drafting of the IDP and the Municipal Manager may in turn decide to delegate those responsibilities;

Identify and nominate further suitable candidates for the IDP Steering Committee ensuring that all relevant issues (e.g. LED, Spatial, Housing Finance, etc.) are addressed

3.2. IDP Steering Committee

The IDP Steering Committee is a working team of dedicated heads of Departments and senior officials who must support the IDP Manager to ensure a smooth planning process.

3.2.1. Terms of reference for the Steering Committee

The Steering Committee will be responsible for the establishment of the **IDP Representative Forum**

- Provide terms of references for the IDP Representative Forum, subcommittees and the various planning committees. - Commission research studies

- Consider and comment on inputs from sub- committees, study teams and consultants, inputs from provincial sector departments and service providers - Prepare and submit reports to the IDP Representative Forum.

3.3. IDP Representative Forum

The IDP Representative Forum is the structure, which institutionalizes and guarantees representative participation in the IDP process. The selection of members to the IDP representative forum has to be based on criteria, which ensure geographical, economic and social representation, and as follows:

- Chairperson : Political Head of the institution
- Secretariat : The IDP Steering Committee secretariat
- Members : Members of the Mayoral Committee & ordinary councilors
  Ward Committee chairpersons
  Heads of Departments/ Senior Officials
  Stakeholder representatives of organized groups
- Resource persons/organizations
- Community Representatives (e.g. Transport Forum

3.3.1. Terms of reference of the IDP Representative Forum

To represent the interests of their constituents in the IDP process;

Provide an organizational mechanism for discussion, negotiation and decision- making between the stakeholders and the municipality;

Ensure there is adequate communication and consensus on priority issues among all the stakeholder representatives; and

Monitor the performance of the planning and implementation of the IDP and its process

3.3.2. Code of conduct- IDP Representative Forum

The code of conduct will at least include the following:

- Meeting schedule (Frequency and attendance)

4. PLANNING AND PUBLIC PARTICIPATION PROCESS

Annual IDP Review Planning Process

1. **PHASE 1: ANALYSIS** o Community and Ward Committee meetings o Institutional meetings (Technical/Political)
   - Stakeholder meetings o Sample surveys (if necessary)
   - Opinion polls (on certain issues if necessary)
   - Desktop analysis o

2. **PHASE 2: STRATEGIES**

Strategic workshops, with IDP Representative Forum, provincial and national departments and selected representatives of stakeholder organizations and resource people must be convened as planned.

Stimulation for success of these public events must be through public meetings, press conferences, etc. The outcome of these meetings should give impetus towards addressing pressing challenges that have been identified by stakeholders in order of priorities and municipal delegated functions.

3. **PHASE 3: PROJECTS**

Municipality wide Projects/Programs identified from:

Internal departments especially the ones that are of short- to medium term and requiring further budgetary requirements;

Stakeholder inputs (departmental, community priorities)

4. **PHASE 4: INTEGRATION AND ALIGNMENT**

District Integrated Plans: Incorporation of sector plans must be done at this stage.

Contribution must have been accessed through set meetings.

5. **PHASE 5: APPROVAL**

Broad public discussion/ consultation process within community/ stakeholder organizations

IDP Representative Forum.

Council resolution taken on approving the document for implementation the next financial

LEJWELEPUTSWA DISTRICT MUNICIPALITY IDP PROCESS PLAN AND BUDGET TIMELINES				
ACTION OUTPUT		**DELIVERABLE**	**RESPONSIBLE**	**ACTION DATE**
1	IDP Review	Adopted Final IDP 2024-2025	Executive Mayor and Municipal Manager	August 2023 to MAY 2024
2	Develop and submit District IDP Framework and Process Plan to council for adoption	Adopted District IDP Framework and Process Plan	Municipal Manager	July 2023 to August 2024
3	Advertise the approved IDP Framework & the Process Plan in the local newspaper	Advertisement in the local newspaper	Municipal Manager	September 2023
4	Undertake District wide alignment & update situational analysis	Aligned & updated situational analysis	Municipal Manager & IDP Steering committee	September to November 2023
5	Review Objective, Strategies & Projects	Reviewed Objectives, Strategies & Projects	Municipal Manager, IDP Steering Committee & IDP Rep forum	November to December 2023
6	Submit aligned & updated situational analysis to Free State COGTA	Submission of updated analysis	Municipal Manager	November to December 2023
7	Submit budget instructions to HOD's	Submitted budget instructions	CFO	November 2023
8	Submit 2023-2024 budget framework to relevant officials & HOD's (budget framework to include salary, operational and capital related information)	Budget framework	CFO	November 2023
9	Preparation of a summary of available funds from: Internal funds, e.g. CDF & external funding, e.g. FM grant	Budget Framework	CFO	November 2023

10	Prioritize Projects for Implementation	Prioritized Projects	Municipal Manager & IDP Steering Committee	November 2023 to January 2024
11	Submission detailed estimates by MM, HOD's & Political offices to CFO	Budget estimates	MM, HOD's & Political Offices	December 2023
12	Assess financial feasibility of proposed new projects based on existing & potential funds	Proposed new projects & costing/budget adjustments	Executive Management & IDP Steering Committee	November 2023 to January 2024
13	Meeting with relevant officials (1st draft budget meeting)	Draft budget	CFO	January 2024
14	Meeting with relevant officials (2nd draft budget meeting)	Draft budget	CFO	January 2024
16	Meeting with relevant officials (3rd draft budget meeting)	Draft budget	CFO	January 2024
17	Submit draft budget to finance portfolio committee for consideration	Submitted draft budget	CFO	February 2024
18	Submit draft budget to Mayoral Committee for consideration	Mayoral Committee budget item	MM &CFO	February 2024
19	Table Draft IDP & Budget to MAYCO for consideration	Mayoral committee IDP & Budget item	MM & Executive Mayor	February 2024
20	Discussions with the public on the draft IDP & Budget	Public Participation	MM, Executive Mayor & IDP Rep Forum	March 2024
21	Tabling of IDP & MTEF budget to council sitting	Draft IDP & Budget item to council	Executive Mayor	March 2024

22	Publicize tabled budget within 5 days after tabling on the website & local media	Published Budget	MM &CFO	April 2024
22	Submit copies of IDP &Budget to Provincial COGTA department & Treasury within 10 days after the adoption	IDP & Budget copies submitted	MM	April 2024
23	Incorporate MEC's comments on the Draft IDP & Budget including proposals from stakeholders	Incorporated inputs	MM & CFO	May 2024
24	Mayoral Committee finalizes draft IDP & Budget	Finalized IDP & Budget	MM &CFO	May 2024
25	Submission of final draft IDP & Budget to council for approval	Approved IDP & Budget by council	MM & CFO	May 2024
26	Submit IDP & Budget in the required format to both Provincial & National Treasury	Submitted IDP & Budget	CFO & Budget Control officer	June 2024
27	Submit adopted IDP& Budget to Provincial department of COGTA	Submitted IDP & Budget	MM	June 2024
28	Submit draft SDBIP to the Executive Mayor within 14 days after the approval of the budget	Final Municipal SDBIP	MM	June 2024
29	Prepare Performance Agreements and Plans for signing and submission to relevant Provincial departments	Signed Performance Agreements	MM	July 2024
30	Set up expenditure, revenue & asset management system, incorporating budget		CFO	July 2024

SECTION: F

SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

LEJWELEPUTSWA ECONOMIC VISION

13.1 SPC C- AGRICULTUR AL AREAS

The Free State is considered the bread-basket of South Africa supplying a significant portion of the agricultural produce. Maize is the main product of Lejweleputswa and the region is known as the maize capital of South Africa although the municipality is diverse in farming activities. The agriculture industry is important for a number of reasons namely, food security, employment opportunities, the economy, and provides a good foundation for rural development and it is therefore important to protect agricultural land from being transformed into urban related areas SPC D. An advantage of this industry is the snowball effect it creates by way of agro-processing and tourism but those will be discussed in detail in the other sections. Irrigation schemes play an important role in agriculture as they prove to yield more compared to crops harvested on dry land. The Free State is mostly characterized by subsistence and large-scale commercial farming.

The following SPC C- Agricultural Areas Sub Categories are present in Lejweleputswa (refer to map SPC C)

(a) SPC C. Extensive Agricultural Areas

Description: Agricultural areas covered with natural vegetation, used for extensive agricultural enterprises, e.g. indigenous plant harvesting, extensive stock-farming, game-farming, eco-tourism.

 Extensive agriculture is practiced throughout the entire district municipality, mainly in the form of stock-farming. This includes beef cattle, sheep, and pigs. Game farming is most present in Tokologo LM

(b) SPC C. B Intensive Agricultural Areas

Description: Agricultural areas used for intensive agricultural practices, e.g. crop cultivation, citrus, lucerne, dates, vineyards, intensive stock farming on pastures.

 Intensive agriculture is also practiced throughout the municipality and is more predominant compared to extensive agriculture. This category primarily produces crop production including maize, grain, wheat, potatoes, soya beans, cabbage, ground nuts, carrots, ground nuts, lucerne, sunflower, and pumpkins.

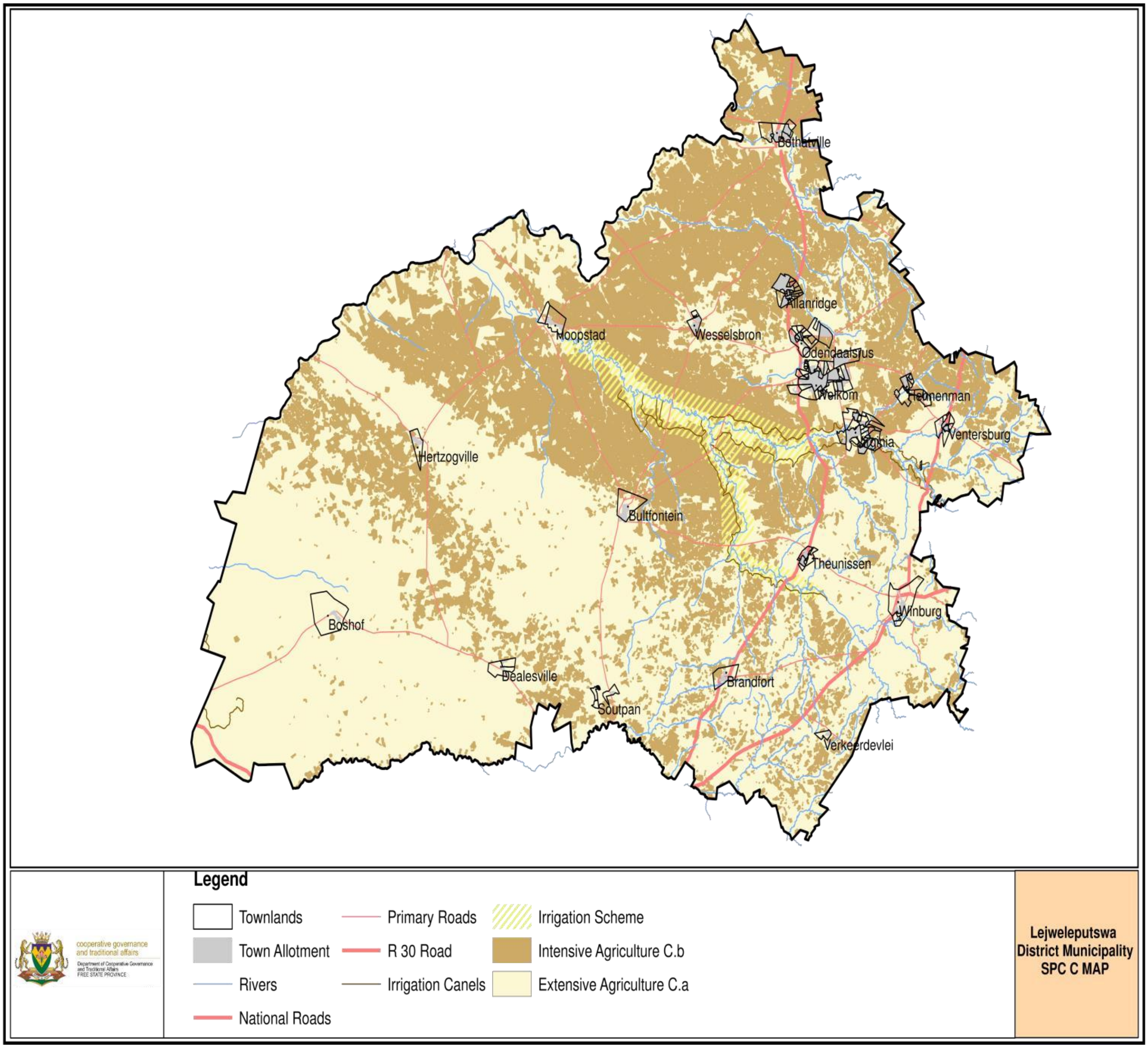
(c) SPC C strategies:

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

 Driver 1: Diversify and expand agricultural development and food security o Expand and diversify sustainable agriculture production and food security o Accelerate post settlement support programs for emerging farmers.

- o Strengthen agricultural research, knowledge and skills o Improve and maintain agro-logistics o Establish and fast track value adding agro-processing
- o Strengthen rural security of farm communities
- o Extend social service delivery to farm-worker communities



CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year cycle	-0.1% PER Annum over 15 years.	1%	3%	4%	5%
Employment in Agriculture	88395	100 000	120 000	130 000	140 000

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

Encourage bona fide game farms to combine their landholdings to create extensive SPC B areas that would support biodiversity conservation in a meaningful manner.

- Consider the rezoning of low-potential agricultural land as a mechanism to promote sustainable economic development.
- Encourage local processing of farm products and the provision of local farm services to enhance the rural economy, increase the viability of extensive agricultural production and reduce rural poverty.
- Promote diversification and controlled experimenting as it relates to alternative practices and enterprises
- Facilitate sustainable use of irrigation water in irrigation schemes
- As part of the provincial rural development function, support the following projects in the Lejweleputswa District Municipality:
  - Agro-processing (i.e. peanut butter, tannery and abattoirs).
  - Livestock production, including improving quality of livestock, piggery, poultry hub (i.e. Bothaville, Welkom, Soutpan, Winburg, Allanridge and Wesselsbron, small stock (sheep) and fish projects

13.2 SPC E-INDUSTRI AL AREAS

Economic development opportunities are the key determinant of the settlement pattern and also the distribution pattern of industrial areas in the district. Economic development typically responds to the availability of *environmental capital* (e.g. water, suitable agricultural soil, mining resources, etc.) and *infrastructural capital* (e.g. roads, electricity, bulk engineering services, etc.).

The following SPC E-Industrial Areas Sub Categories are present in Lejweleputswa (refer to map SPC E)

(a) SPC E. Agricultural Industry

Description:

Agriculture-related industrial development, e.g. silos, wine cellars, packing facilities excluding abattoirs.

- Eendag Mill located in Bothaville is used for maize and groundnuts. There are other mills situated in Bothaville and Wesselsbron, which are used for maize.

(b) SPC E. Heavy Industry

Description:

Areas designated for robust industrial activities, e.g. chemical works, brewery, processing of hides, abattoirs, stone crushing, and crematoriums.

- Bothaville Bio-fuel Plant

(c) SPC E. Extractive Industry

Description:

Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.

- Gold mining is dominant in Matjhabeng. Two considerable gold reserves with an estimated 20-year life span still exist in some parts of Matjhabeng and Nala Local Municipalities.
- There is significant potential for mining of low-grade coal in Matjhabeng and Nala.
- There is some lower value mining potential in salt in the municipalities of Matjhabeng, Masilonyana, Tswelopele, and Tokologo.
- There are also gypsum fields in Tokologo.
- Diamond Kimberlite outcrops are located in the vicinity of Boshoff and Theunissen.

(d) SPC E Strategies:

(I) Link with the Free State Growth and Development Strategy (2012) Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 2: Minimize the impact of the declining mining sector and ensure that existing mining potential is harnessed.
- Support the life of existing mines and create new mining opportunities
- Develop a post mining economy for mining areas
- Ensure rehabilitation of mining areas

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year	-1.85% PER Annum over 15 years.	-1%	0%	0%	0%
Employment in Mining	33863	28 000	25 000	25 000	25 000

- Driver 3: Expand and diversify manufacturing opportunities o Invest in key manufacturing subsectors o Ensure an enabling environment for manufacturing

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN	TEN YEAR PLAN	FIFTEEN YEAR PLAN	TWENTY YEAR PLAN
GV A Growth per five year cycle	4.2% PER Annum over 15 years.	20154.5%	20205%	20256%	20307%
Employment in	37 000	45 000	70 000	85 000	120 000
Employment in Manufacturing Food and Beverage subsector	8258	9 000	11 000	13 000	15 000

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Develop the required industrial amenities and infrastructure along the defined transport routes.
- Institute the *Industry Strategy* proposed by the National Transport Master Plan 2050 (2009). A key proposal under this strategy is the area in the proximity of the Bloemhof Dam for a possible power station.
- Require as a mandatory requirement, a detailed climate-neutrality strategy for largescale industries.
- Actively promote 'clustering' of activities
- Revitalize existing but less successful subsectors such as textile, food and beverages etc. through access to market, skills and finance.
- Promote the expansion of the solar energy projects at Dealesville into as solar energy hub.
- Link the newly constructed bio-fuel plants in Matjhabeng to the National Refined Products Pipeline network.

13.3 SURFACE INFR ASTRUCTURE-SPC F

This category consists of the different kind of roads, railways, truck stops, power lines, telecommunication infrastructure, dams, reservoirs, canals, sewerage plants, refuse areas, science and technology structures see map SPC F. All these infrastructures play a central role in the production and distribution of products, general operations of enterprises and organizations, as well as providing basic services to communities.

The following SPC F Surface Infrastructure Areas Sub Categories are present in Lejweleputswa (refer to map SPC F)

(a) SPC F. National Roads

Description:

National roads proclaimed in terms of the National Roads Act 7 of 1998.

- The N1 route passes Ventersburg and Winburg
- The N5 links Winburg and Thabo Mofutsanyana
- The N8 intersects Lejweleputswa in the southern area of Tokologo LM

(b) SPC F. Main Roads

Description:

Provincial and regional roads proclaimed in terms of the Roads Ordinance 19 of 1976.

- The R30 links Lejweleputswa with North West and Mangaung

(c) SPC F. Railway Lines

Description:

Railway lines and associated infrastructure

- Railway lines are present in the Matjhabeng region

(d) SPC F. Power lines

Description:

Power lines and associated sub-stations and infrastructure

- High voltage power lines are running from the Northern Cape and intersecting Matjhabeng

(e) SPC F. Renewable Energy Structures

Description:

Any wind turbine or solar voltaic apparatus, or grouping thereof, which captures and converts wind or solar radiation into energy for commercial gain irrespective of whether It feeds onto an electricity grid or not. It includes any appurtenant[1] structure or any test facility for energy generation.

- Dealesville Solar Plant

(f) SPC F. Dams and Reservoirs

Description:

Major dams and reservoirs

- The Bloemhof dam is located towards the western side of the district
- The Alemanskraal dam is located towards the eastern side of the district
- The Sandveld dam is important for the supply of the irrigation scheme

(g) SPC F. Canals

Description:

Constructed permanent waterways, e.g. irrigation canals, storm water trenches

- Irrigation canals towards the Centre of the district, feeding from the Vet and Sand River.
- There is an irrigation canal south of Boshof, feeding from the Vaalhartz irrigation scheme of the Northern Cape.
- Bulk water pipelines

(h) SPC F. Pipelines

Description: Pipelines

- Refined Products Pipeline to Welkom (Final Draft Provincial Spatial Development Framework 2014)

(i) SPC F Strategies:

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 4: Capitalize on transport and distribution opportunities o Capitalize on the centrality of the province with regard to freight and distribution
o Develop and maintain an efficient road, rail and public transport network CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

INDICATOR	CURRENT STATUS	FIVE YEAR PLAN 2015	TEN YEAR PLAN 2020	FIFTEEN YEAR PLAN 2025	TWENTY YEAR PLAN 2030
GV A Growth per five year cycle	4.2% PER Annum over 15 years.	4.5%	5%	6%	7%
Employment in Transport	37 000	45 000	70 000	85 000	120 000
Road Quality	1731 KM POOR OR VERY POOR	1400KM	1 000 KM	800KM	500 KM

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Ensure compliance with the Land Transport Framework.
- Redevelop or sell unused transport infrastructures, including redundant stations and sidings.
- Define public transport corridors based on passenger volumes.
- Upgrade rest stops along primary roads to cater for trucks and other motor vehicles and consider mandatory guidelines regarding the use of high fuel consumption vehicles.
- Institute overload control measures in order to protect the asset value of existing road infrastructure on the R 30 Transport corridor
- Implement the Free State Railway Projects proposed by the National Transport Master Plan 2050 (2009) in Matjhabeng
- Develop regional airports at major tourism destinations and key development nodes.

13.4 TOURISM

Lejweleputswa's tourism is mainly dominated by business tourism and nature-based tourism. This is followed by a range of historical and cultural tourism products. Another of Lejweleputswa's tourism advantages relates to the district municipality's central location in South Africa. The municipality is well integrated with the rest of South Africa through its road and rail networks and serves as a popular tourist stopover destination. Tourism is considered to be sustainable as a result of the continuous demand and consumption of the product without diminishing natural resources. Other advantages include entrepreneurial opportunities and immediate employment. Tourists need to be offered attractions of a significant calibre to stimulate the industry.

To achieve the true potential of the tourism, sector a tourism typology and strategy which uses the comparative economic advantages of the province, and which is efficiently managed and integrated with the other key economic sectors should be used. The ideal type of tourism should create entrepreneurial opportunities for the previously neglected groups, should be kind to the environment, and should contribute towards bringing economic empowerment, prosperity and enjoyment for the people of the province.

According to the FSPSDF tourism types are to be categorized broadly in terms of a consumptive/non-consumptive continuum ranging from the 'least modified' (natural) to the 'most modified' (cultural) (Refer to Composite map)

(a) NATURE TOURISM

Description:

Nature-related experiences in semi-wilderness or extensive natural areas.

- The Sandveld Nature Reserve, situated around the Bloemhof Dam, and the banks of the Vaal and Vet rivers offers the opportunity to develop resorts as a result of its potential to attract many tourists to the municipality.
- Willem Pretorius Nature Reserve is located ideally for tourism attraction, near the N1 route on the eastern side of the district municipality. The nature reserve surrounds the Allemanskraal Dam which boasts a variety of birdlife
- Soetdoring Nature Reserve is located near the Krugersdrift dam which forms the western boundary of the dam. The nature reserve is situated along the R700 route and transverses the southern boundary of the district.
- The Vaal river flows in the western boundary of the district and offers potential for resort like development

(b) SPECIAL INTEREST TOURISM

Description:

Opportunities to use or study aspects that are unique to the Free State.

- Mining tourism forms part of this category and is found in Odendaalsrus, Welkom and Virginia

(c) AGRI-TOURISM

Description:

Opportunities to experience and/or study agri-related lifestyles and land-uses unique to the Free State.

- Bothaville hosts the Nampo agricultural festival every year which attract more than 60 000 people to the municipality.

(d) CULTURE TOURISM

Description:

Opportunities to experiencing and/or study local culture and traditions.

- Tourism related events are hosted in Lejweleputswa

(e) Tourism Strategies

(i) Link with the Free State Growth and Development Strategy (2012)

Pillar 1: Inclusive economic growth and sustainable job creation

- Driver 5: Harness and increase tourism potential and opportunities o Implement a government support programme for tourism development and growth
  - Improve tourism marketing
  - Expand tourism products and product range
  - Increase and build human capacity for tourism development and service excellence

CURRENT STATUS AND TARGETS BY THE FSGDS FOR THE PROVINCE

Indicator	current status	five year plan 2015	ten year plan 2020	fifteen year 2025	plan twenty year 2030
GV A Growth per five year cycle	-1% Per Anum1% over years.		3%	5%	7%
Employment in Agriculture	6500	7000	12000	15000	18000

(Source FSGDS)

(ii) Link with the Free State Provincial Spatial Development Framework (2014)

- Establish a competent tourism management institution which would, in collaboration with the provincial tourism authority, manage tourism in accordance with the principles of institutional integration, integrated planning, and cooperative governance.
- Prepare a tourism strategy, such as the Karoo Tourism Strategy
- Encourage tourism-related development in the designated tourism regions and adjacent to national parks and nature reserves.
- Develop the required infrastructure

- Develop large-scale and multi-purpose tourist destinations with tourism, potential, with specific reference to the larger dams.
- Develop a large-scale and multi-purpose sports complex at Matjhabeng, Welkom, to serve as a supplementary provincial sports venue.

14. LEJWELEPUTSWA AREAS OF ECONOMIC POTENTIAL AND HUMAN DEVELOPMENT NEEDS

The Final Draft Free State Provincial Spatial Development Framework 2014 supports the NDP strategic priority which states that new large-scale infrastructure should be prioritized in settlements with high economic growth potential. Therefore, as a general principle, fixed investment should be directed towards urban settlements that exhibit high economic growth potential in the first instance and high human need in the second.

Settlements with low human need and low economic growth potential would have a lower fixed investment priority.

It is important to stress that the NDP and the PSDF do not in any way rule out investment in small settlements per se. What matters is whether an area has the potential to grow economically in a sustainable manner, create jobs and alleviate poverty. If a small town, or a currently impoverished area, has such potential, there is nothing that precludes investment.

Human development programs and basic needs programs are to be delivered where required in terms of the legislation and policy for the provision of basic services. Settlements with high levels of human need are to be prioritized for state funding as it relates to the delivery of human resource development and minimum basic services.

In intersecting of high economic potential with high human needs may be the ideal locality for fixed investment.

Objectives and policy of the FSSDF in this regard are the following:

- Providing a rationale for decisions regarding the location, scale and nature of urban and rural development.
- Guiding prospective private sector investors as it relates to where to focus large-scale monetary investment and infrastructure development
- Assisting national and provincial government departments in allocating their budgets
- Prioritizing government spending and public investment to the best benefit of province as a whole.
- Guiding funding and investment in large-scale infrastructural development in accordance empirically-based criteria with due cognizance of the two SPLUM A principles of efficiency and justice

The key objective of the PSDF is thus to serve as a reliable first-cut premise for prioritizing and directing state funding and private investment in the province.

The investment curve in large-scale development in industrial amenities and bulk infrastructure is determined by the comparative economic advantages of the various regions of the province vested in the availability of critical resources (e.g. minerals, energy, agricultural produce, etc.) This trend has largely determined the economic potential and human development needs of the different local municipalities and towns for the Lejweleputswa district.

Table 14.1 and Table14.2 below respectively categorize the municipalities and settlements in accordance with the criteria of development potential and human development needs. Likewise, the attached maps classify municipalities and settlements as follows:

- 'High' and 'Very High': The difference between 'high' and 'very high' status lies in the diversity and intensity of the settlement dynamics. The meaning of 'high' on the development potential scale and on the human needs scale, respectively, should be interpreted in a reciprocal manner. From a growth potential perspective, settlements in this category show on-going growth on the positive side of the provincial average and they have a proven track record as 'growth engines'. Such settlements show the potential to grow at a significant rate in line with the capacity of their resources. From a human needs perspective, settlements in this category have a significant need for support in the form basic services and associated infrastructure.

- 'Medium': Consistent and moderate growth prevails in settlements in this category and certain sectors of the economy show signs of growth, or have the potential for growth.

- 'Very Low' and 'Low': The difference between 'low' and 'very low' is a degree variation. From a growth potential perspective, settlements in this category possess limited economic and human resources, and lack the potential to stimulate the urban economy to a meaningful extent. From a human needs perspective, settlements in this category are relatively well served with basic services and associated infrastructure.

Table 14.1: Lejweleputswa Local Municipality Economic Potential and Human Development

Local Municipality	Economic Potential Class	Local Municipality	Urban Growth Potential Class	Local Municipality	Human Development Needs Class
Nala	Very High	Matjhabeng	Very High	Matjhabeng	Medium
Matjhabeng	High	Nala	High	Tokologo	Medium
Tswelopele	Medium	Tswelopele	Medium	Nala	Medium

Masilonyana	Medium	Tokologo	Medium	Tswelopele	Medium
Tokologo	Medium	Masilonyana	Low	Masilonyana	Medium

Table 14.2: Lejweleputswa Settlement Economic Potential and Human Development Needs Classes

Town	Economic Potential Class	Town	Urban Growth Potential Class	Town	Human Development Needs Class
Welkom	Very High	Welkom	Very High	Welkom	Very High
Allanridge	High	Bothaville	High	Ventersburg	Medium
Bothaville	High	Wesselsbron	Medium	Odendaalsrus	Medium
Wesselsbron	High	Bultfontein	Medium	Bothaville	Medium
Bultfontein	Medium	Virginia	Medium	Dealesville	Medium
Virginia	Medium	Allanridge	Medium	Virginia	Medium
Brandfort	Medium	Odendaalsrus	Medium	Bultfontein	Medium
Hennenman	Medium	Hertzogville	Medium	Hertzogville	Medium
Hertzogville	Medium	Boshof	Medium	Theunissen	Medium
Boshof	Medium	Brandfort	Medium	Boshof	Medium
Hoopstad	Medium	Dealesville	Medium	Wesselsbron	Medium
Odendaalsrus	Medium	Theunissen	Medium	Hennenman	Medium
Theunissen	Medium	Verkeerdevlei	Medium	Winburg	Medium
Dealesville	Medium	Soutpan	Medium	Hoopstad	Medium
Verkeerdevlei	Medium	Hoopstad	Medium	Allanridge	Low

Winburg	Medium	Winburg	Low	Brandfort	Low
Ventersburg	Very Low	Ventersburg	Low	Soutpan	Low

(PSDF)

The above classification of Lejweleputswa local municipalities and towns must be interpreted as follows:

- The profiles indicate what type of development and investment are required and how the municipal budget should be allocated to eradicate backlogs or weaknesses.
- Municipalities are to use the town profiles as a guideline for determining future development initiatives. In this process individual towns and municipalities may need further investigation and interpretation to unpack the profiles in greater detail to expose specific local situations. In this regard, the profiles thus serve as an empirical premise for a detailed diagnoses and preparation of a development strategy for each municipality.
- The status of settlements may change over time. It is therefore important that the status as indicated be verified and updated as new information becomes available.
- This exercise should highlight the strong and weak points for future economic and social development in the subject municipalities and settlements. Each municipality would benefit from a detailed analysis of their town profiles. Through this analysis all role players would be able to determine what they can do to improve the economic status of their towns. Such detailed analysis has to be undertaken as part of the revision of the SDF of a municipality.

From the above section thus follows that Welkom, Bothaville, and Wesselsbron have been indicated as Economic Nodes on the Composite Lejweleputswa SDF map, based on the correlation of Very High and Medium Human Development Needs with Very High and High Economic Potential ratings for the respective towns.

15. COMPOSITE LEJWELEPUTSWA SDF MAP

Composite Lejweleputswa SDF map was constructed by layering of the spatial plans that have been articulated for the various SPCs.

The spatial plans for the six SPCs that collectively constitute the Composite Spatial Plan are listed below.

The relevant spatial plans are:

- Spatial plan for SPC A and SPC B, i.e., core and buffer nature areas that are essential for Environmental integrity and human well-being.
- Spatial plan for SPC C, i.e., agricultural land which constitutes the resource base for the agricultural sector.
- Spatial plan for SPC D, i.e., urban areas.
- Spatial plan for SPC E, i.e., industrial areas.
- Spatial plan for SPC F, i.e., bulk services, main access routes, and infrastructure required to sustain the economic sectors.
- Spatial plan for tourism as a key economic sector.

The attached Composite Lejweleputswa SDF map formed the basis for the overlaying of the conceptual proposals, i.e., regions, corridors, nodes.

Below follows conceptual proposals as reflected in the attached Composite Lejweleputswa SDF map relevant in the district.

15.1 Centres

Centres represent a classification of localities according to specific and specialized services of regional or provincial importance. Different types of centres were distinguished: (a) Administrative centre

- Welkom

(b) Educational centre

- Welkom

Welkom intends the establishment of a Centre of Excellence to serve as a training facility for emerging farmers from all over the Free State, as well as the establishment of a Training and Support Centre for various training needs of the community on NQF levels and through learnerships.

(c) Service centres

Those urban nodes, which have not been identified as economic nodes or specialized type of economic nodes (manufacturing, mining, tourism, agricultural), will continue to exist as service centres to their surroundings.

These towns should be developed with social services in support of those areas where growth will be experience. It is therefore proposed that attention should be paid to education, health and

social infrastructure in these services centres so that the quality of life of people staying there can be improved and necessary skills be obtained.

15.2 Nodes

These are localities where development (facilities, services and economic opportunities) tends to concentrate. Different types of nodes were distinguished:

(a) Economic Nodes

Economic nodes are localities where economic growth will be promoted. A variety of activities will tend to cluster in and around these nodes. The nodes offer development potential and it needs to be stimulated in order to concentrate growth. The potential for growth is informed by the strengths and opportunities presented by each node. These nodes should therefore be developed in order to draw investment to regions.

It is therefore sensible to focus capital investment to favour those nodes where development will more likely be sustained in future. This implies that both public and private initiatives in areas identified as economic nodes should be supported. This will have the effect that a greater need for new residential sites, housing and infrastructure will arise in these areas, thus requiring the allocation of grants for capital investment projects to favour these localities more than those with limited growth potential. Also refer to section 14 LEJWELEPUTSWA AREAS OF ECONOMIC POTENTIAL AND HUMAN DEVELOPMENT NEEDS.

- Welkom

In spite of the decline in the gold mining industry of the Welkom area, it will maintain its economic importance for the region. Mining is no longer seen as the dominant and only growth sector for the region. The town serves as main service centre within the district, providing specialized services such as a hospital, institutions, regional government representation, regional banking institutions, specialized commercial and industries. Various incentives, such as Goldfields Tourism route, upgrading of the R30/R34 route, jewellery Hub, rail network upgrading, reestablishment of Phakisa as the home of Africa's MotoGP, and training centres (Centre of Excellence, Training and Support Centre), can stimulate economic growth.

- Wesselsbron

Wesselsbron is one of two towns found in Nala local municipality. The municipality forms part of the region known as the bread and basket of South Africa due to its high agricultural produce. Huge silo complexes are found around Wesselsbron which offer economic spin-offs in terms of agricultural tourism. The town also offers services to the surrounding rural areas.

- Bothaville

Bothaville is the administrative town of Nala local municipality and as a result provides many services for the local municipality. It is characterized by a sturdy agricultural income, supplemented by income generated from agro-processing industries such as mills and abattoirs. The town also hosts the N AMPO agricultural festival which further adds value to the economy. Furthermore Bothaville, is situated along the R 30 primary corridor which results in economic benefits for the town.

(b) Specialized Economic Nodes: (i)
Manufacturing Nodes o High Value
Differentiated Goods
 Welkom has an above-average potential for high value differentiated goods (fuel, rubber, plastics, electronics), but the scale of its contribution is marginal compared to that of Sasolburg and Bloemfontein (PGDS Review, 2006).

o Labour-Intensive Mass-Produced Goods

 In manufacturing (apart from fuels and electronics) Sasolburg is again the leading contributor by far with 36.6% of the provincial GV A, followed by Bloemfontein, Welkom, Bethlehem, Viljoenskroon, Botshabelo, Kroonstad, Phuthaditjhaba, and Harrismith, which (together with Sasolsburg), contribute almost 80% of the provincial GV A in this sub-sector. Any further manufacturing developments should preferably be targeted at these places to enhance linkages and contribute to a positive agglomeration effect (FSGDS Final Draft, 2013).

(ii) Mining Nodes (Labour-intensive mass-produced goods)

 Within the province, the largest gold-mining complex is the Free State Consolidated Goldfields, with a mining area of 32 918 ha. The province has twelve gold mines, operating mainly in Matjhabeng, from the towns of Welkom, Virginia and Odendaalsrus. Roughly 30% of the country's gold is obtained from this region. Matjhabeng is followed by Masilonyana as the municipality with above average gold production (FSPSDF Final Draft, 2013).

(iii) Agricultural Nodes

 In agriculture, the local municipalities with the highest agricultural GVA per area in Lejweleputswa are, Tswelopele and Nala (Global Insight, 2012). Bultfontein and Bothaville are the respective administrative towns for the two local municipalities which should render most of the services for the local municipalities. All towns for the said two municipal areas are indicated as agricultural nodes.

(iv) Tourism Nodes

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

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

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

- Areas surrounding regional dams are well suited for tourism. Development in these areas should be sensitive towards these natural features.
- Welkom and Virginia (predominantly events, entertainment and mining tourism) are identified as important Tourism Nodes within the Lejweleputswa District. Odendaalsrus is considered a Tourism Node predominantly based on events at Pakisa racetrack and mining tourism.
- Nature Reserves and Conservancies are localities protected by legislation for its environmental quality. The Sandveld Nature Reserve, Erfenis Dam Nature Reserve, and Willem Pretorious Nature Reserve as well as a few conservancies are located in the Lejweleputswa District and indicated as tourism nodes.
- The marshes (wetlands) within the rural hinterland around Wesselsbron in Lejweleputswa District are environmentally sensitive and should be preserved.
- The Bloemhof dam located on the western boundary of the district is identified as a large scale and multipurpose tourist destinations. (Final Draft Provincial Spatial Development Framework 2014)
- A large scale and multipurpose sports complex has been identified around Welkom and Odendaalsrus. (Final Draft Provincial Spatial Development Framework 2014)

(v) Bio-fuel Nodes

- Bothaville is indicated as an ideal locality for bio-fuel production.

(vi) Industrial Development Region (IDZ) nodes

These types of nodes focus on the manufacturing industry and therefore encourage industrial development within the node.

Presently no IDZ node has been identified in the Final Draft Provincial Spatial Development Framework 2014 for the Lejweleputswa District.

(vii)Land Reform nodes

These are concentrated human settlements at a low scale, which are mostly agricultural orientated and most of the economic opportunities lie in the utilization of the natural resource base.

- Land is utilized for communal grazing or other agricultural activities by the community and also supports subsistence farming activities.
- The idea is also not to create dispersed residential settlements throughout the district. concentration of human settlement may only be allowed at locations other than urban areas When sustainable economic opportunities and social services can be integrated with the newly planned settlement.
- Preference should be given to self-employment opportunities like small-scale farming or agroprocessing within and around the settlement.
- Specific land reform property data would not be released by the Department of Rural Development.
- Rural Nodes
- The potential of rural nodes is derived from the rural economic opportunities that are generated by the location and "attracting force" of the agri-processing industry. It is assumed that these agriprocessing facilities could generate economic activity because of the movement of people who regularly visit these facilities.
- This gathering of people and potentially services such as shops and government functions that could be obtained there over time, could be formalized, depending on the need and viability, into rural nodes.
- These nodes should purely deal with farm worker housing and related services and only where there is a proven need. Initially, these nodes, even if they do not have housing at them, can be supported through period markets.

- Currently there are eight nodes conceptualized by respective local sdfs for the district, whereby seven of them are situated in Nala and the remaining one is located in Tokologo. All nodes are located on strategic roads in order to enhance their respective functionalities and economic wellbeing.

15.3 Hubs

These are localities with concentrated development (facilities, services and economic opportunities) of such importance and with a sphere of influence of provincial extent. Specialization of services or products can take place. The larger the influence sphere of a node, the more intense the development associated with the node and the greater the density and area that the node will occupy. The following specialization hub has been identified in terms of the products being offered:

(a) Jewellery Hub

- Virginia

- (b) Solar Energy Hub

- The solar energy projects at Dealesville and Boshof should be promoted to expand into a solar energy hub for the southwestern part of the district. The said towns are also indicated as solar energy nodes on the district sdf map.

A suitable area for a solar and carbon credit area is situated south of Lejweleputswa and continues further into Xhariep. The primary purpose of this strategy is to use the space and natural abundance of sunshine associated with the Free State Province and to capitalize on the carbon credit opportunities to be unlocked by means of planting (Final Draft Free State Provincial Spatial Development Framework 2014).

15.4 Tourism Corridors

Tourism corridors are scenic routes linking tourist destinations. These routes will therefore support development focusing on the hospitality and tourism industry along it. Tourism signage to promote the tourism destinations along routes should get priority.

 The Goldfields Tourism Corridor has been identified along roads in the central area of Lejweleputswa (Final Draft Provincial Spatial Development Framework 2014)

15.5 Transport Corridors

Transport corridors are routes of high mobility (movement) that establish a linking between areas of significance, with an optimal travel time. The potential is provided for development to locate itself in relation to these movement routes.

(a) Provincial Transport Corridors

- The N1 road traversing the eastern part of the district.

- The N5 road linking Winburg (on the N1) with Harrismith via Bethlehem.

- The N8 road transverses the Lejweleputswa on the south western boundary of the district. It is also identified as a Trans-National Development Corridor with Lesotho.
- The R30 road through Lejweleputswa District constitutes a major transport axis, linking Bloemfontein with Klerksdorp in the North West Province. Welkom and Bothaville are located along this route. A well-established road network and the north-south railway (Brandfort/ Theunissen/ Virginia/ Hennenman) occur along this axis. This route carries large volumes of heavy vehicular traffic as a result of service delivery to the mines and associated economic activities in the area.

- The R34 road constitutes a major transport axis, linking Welkom with Kroonstad.

(b) District Transport Corridors

Certain primary and secondary roads in Lejweleputswa district have been prioritized in the respective local sdfs. These roads should be upgraded and maintained to the best of state as they are significant in the economic well-being of the district. These roads have the purpose of promoting and enhancing rural nodes as well as offering support to key agro-industries such as silo complexes. Roads identified are as follows:

- The R719 between Bultfontein and Odendaalsrus via Wesselsbron
- R59 between Bothaville and Hoopstad
- The R34 between Hoopstad and Welkom via Wesselsbron
- R505 between Wesselsbron and R59 route
- R504 leading to Leeudoringstad North West from Bothaville
- R727 and R76 from Bothaville to Kroonstad
- R 700 between Bultfontein and Bloemhof via Hoopstad
- R700 leading to Bloemfontein from Bultfontein via Soutpan
- R703 and R64 between Boshof and Brandfort
- R708 between Hertzogville and Christiana
- R59 between Hertzogville and Dealseville
- R64 between Boshof and Kimberly
- Existing road between Hetrzogville and Boshof

(c) Railway Transport Corridors regeneration of the railway network can establish viable transport corridors, which can promote economic activity at specific locations along these movement routes.

15.6 Development Corridors Development corridors are characterized by higher order ribbonlike development along routes that can be classified as transport (movement) corridors. These corridors promote economic activity at specific locations along these movement routes. It thus not necessarily implies that development will be continuous for the full length of the corridor. It is foreseen that the presence of economic activity along these routes will require special attention in terms of the planning of ingress and exits to and from commercial activities in order not to interfere with the mobility of the corridor itself.

Economic development should thus be promoted along development corridors, but care should be taken not to impact negatively on the mobility of the corridor. The N8 road transverses Lejweleputswa district on the south western boundary of the district. It is also identified as a Trans-National

Development Corridor with Lesotho on the Final Draft Provincial Spatial Development Framework 2014.

15.7 Regions

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

(a) Environmental Region

ll SPC A and B areas in the Lejweleputswa district form a consolidated environmental region on the district sdf. Refer to section 11 LEJWELEPUTSWA ENVIRONMENTAL VISION.

(b) Tourism Region

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

 The Tourism Region in Lejweleputswa has been located northwest of Hoopstad on the Vaal River, Bloemhof Dam and Sandveld Nature Reserve.

Potential exists in the tourism industry regarding weekend tourist destinations.

Subsequent exploitation of the tourism potential in the rural areas, including guesthouses on farms, will increase the existing employment rate.

(c) Commercial Agriculture Region

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

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

Smaller subdivision of agricultural land and change of land use will thus be considered on an individual basis and after proper analysis of the present situation and future impact of the proposed development have been done in consultation with the relevant authorities. Subdivision of farmland will only be approved if proven sustainable. Agro-processing plants may develop on farms, but only if proven sustainable. Alternative land use practices in particularly different types of products and farming methods should get attention in future.

The agricultural sector of the Lejweleputswa District contributes largely to its GGP, which emphasizes the agricultural significance of this district. The latter also results in agricultural orientated industries.

The farmers that contribute to the agricultural sector of the district currently exclusively act as crop producers and stockbreeders. Future agricultural growth can primarily be created by value-added supplementary agricultural practices. In this regard, small scale processing industries, abattoirs, etc. are considered to add value to the agricultural products before marketing.

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

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

(d) Expanded Irrigation Region

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

- Irrigation schemes of the Vet and Sand River in Lejweleputswa District have the potential to be extended.

- The Vaal River and Vaal River pose development opportunities in the form of intensive agriculture (e) Mining Region
- Diamond Kimberlite outcrops are located in the vicinity of Boshof and Theunissen.

- Gold mining is dominant in Matjhabeng. Two considerable gold reserves with an estimated 20-year life span still exist in some parts of Matjhabeng and Nala Local Municipalities.

- There is significant potential for mining of low-grade coal in Matjhabeng and Nala.

- Other mineral deposits as per Economic Vision section SPC E

(f) Small Scale Agricultural Schemes Region the Final Draft Free State

Provincial Spatial Development Framework 2014 proposed small scale agricultural schemes on the major dams of the Lejweleputswa district.

ECONOMIC PROFILE OF THE DISTRICT

Source: Local government hand book, 2015.

 Note "Soutpan" in Masilonyana has been demarcated under Mangaung Metro.

Indicators	2005	2014
1. Total population	634 514	630 912
- Population growth rate	-1.1%	-0.1%
- Males	48.20%	50.51%
- Females	51.80%	49.49%
2. Economic Indicators		
• Dominant sector share of regional total (Tertiary)	51%	52%
• GDP-R	4.2%	1.5%
• GDP-R per capita	R49,714	R45,560
• Growth forecast	-1.7%	0.2%
3. Tourism		
• Domestic tourists by bednight	796 784	402 845
• International tourists by bednight	299 321	1 174 754
• Total tourism spending as a % of GDP	3.0%	3.2%
• Growth in total tourism	-0.9%	6.4%
4. Labour		
• Economically active population	40.9%	37.8%
• Unemployment rate	30.3%	40%
• Male unemployment	22%	35.8%
• Female unemployment	41.3%	45.8%

1. Introduction

Lejweleputswa District Municipality is situated in the mid-western part of the Free State province, with an estimated area of about 31930 km^2 (Local government hand book, 2013). The district borders the

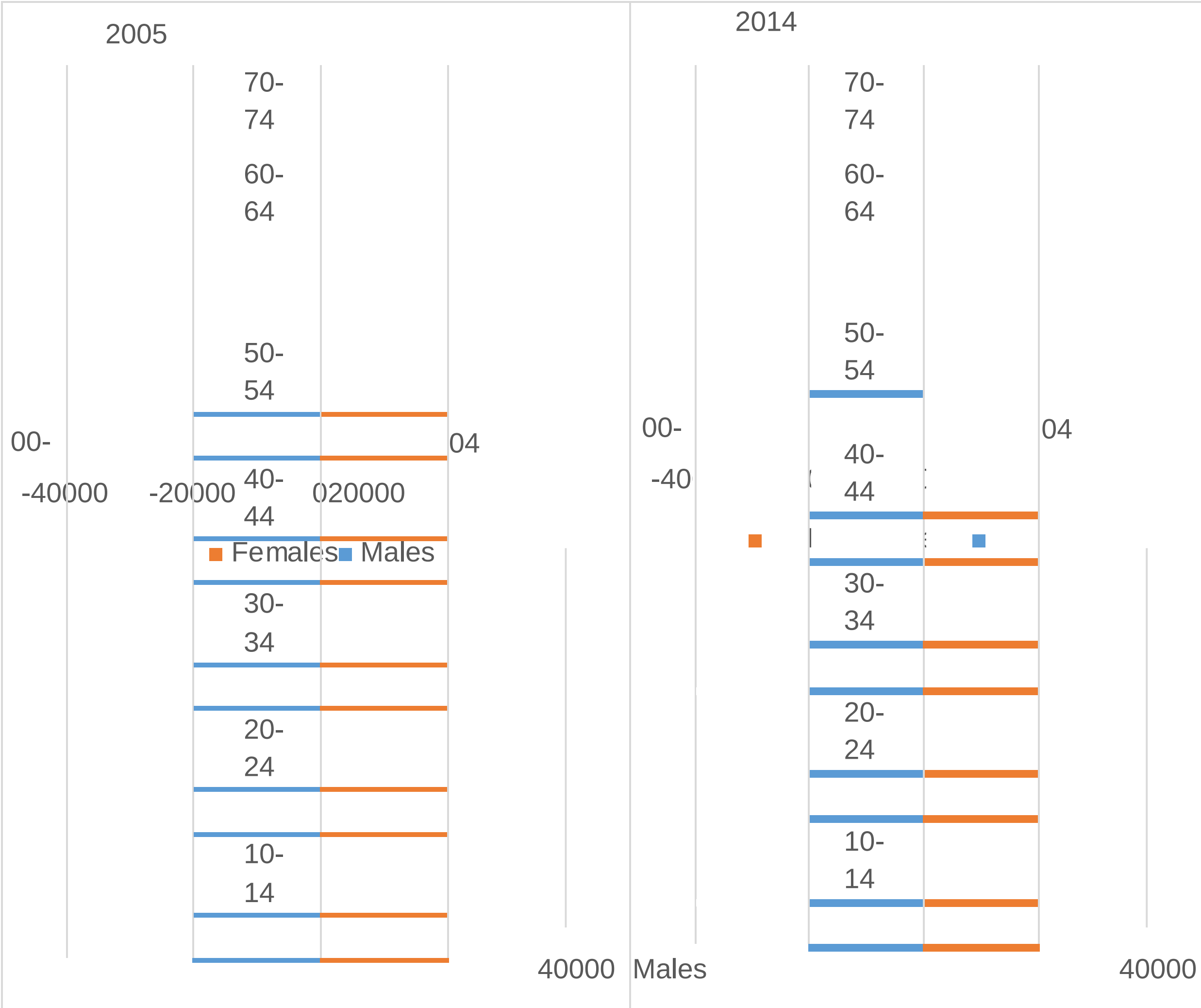
North-West province to the north, Fezile Dabi District Municipality to the north east, and Thabo Mofutsanyane District Municipality to the east. It also borders Mangaung Metro and Xhariep District to the south and the Northern Cape Province to the west. It consists of 22.9% of the Free State province's population, down from 26.7 % in 1996 (IHS Global Insight, 2015). The District is made up of five local municipalities, namely; Matjhabeng, Tokologo, Tswelopele, Nala and Masilonyana with about 17 towns[2].

The economy of the District relies heavily on the gold mining sector as the largest sector, dominant in two of the municipalities, Matjhabeng and Masilonyana, whilst the other Municipalities are dominated by agriculture. There is less diversification of the District's economy relying heavily on the mining sector and community service sector as the largest employers in the District. Matjhabeng is the largest municipality in the District and contributes the largest share of GVA-R in the District. The average annual GDP-R growth rate stands at -1.5 percent in 2014 for the District and forecast to decline even further to -2.9 percent in 2016 according to IHS Global Insight, as a result of low international commodity prices and a persistent drought in the agricultural sector. Output in agriculture is forecast downwards and prices in agricultural goods are expected to rise due to low output levels as given by the South African Reserve Bank in their monetary policy statement in September 2015 for the country in general.

2. Demographic profile

Lejweleputswa District had a total population of 630 912 in 2014, broken down into 318 662 males and 312 249 females. The District contributed 22.6 percent to the Free State's population in 2014, down from 23.24 percent in 2005. Most of the inhabitants are Africans, constituting 88.73 percent of the total population, followed by Whites (8.86 percent) and then Coloured (1.9 percent), with a very small Indian community of 0.45 percent. There are more males (51.0 percent) in Lejweleputswa than females (49.0 percent).

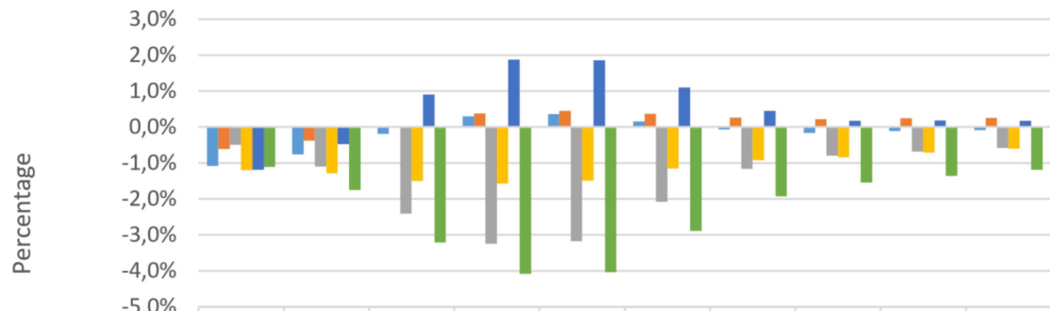
Figure 4.1: Lejweleputswa District population pyramid



Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.1 above, the population pyramid of Lejweleputswa, for the years 2005 and 2014 has a broad base, indicating a large portion of children and the youth below 25 years of age. In 2005 Lejweleputswa District had a relatively large proportion of middle-aged inhabitants, both the males and the females above 15 years of age and below 30 years of age, compared to the year 2014 which has a relatively sliding scale of both males and females in the same age cohort of 15 years and 30 years. The reflection of the relatively large proportion of the middle-aged population in the District in 2005 coincided with a relatively strong mining sector, specifically in Matjhabeng. Whilst a smaller middle age group in 2014 indicates migration away from the District in general terms, probably to other mining related towns in search of better living conditions like platinum sector in the North West, which has a similar kind of operational structures like the gold sector, and therefore uses similar kinds of labour skills. The migration pattern of Lejweleputswa, especially in its smaller municipalities, is as a result of better employment opportunities by the working age groups. From figure 4.1, it is evident that in 2014 women were living longer than men, almost doubling them. In the age group 75+ there are 4 367 males against 8 623 females. This is reflective of a better life expectancy for women than for men, although for both men and women life expectancy has improved between 2005 and 2014.

Figure 4.2: Population growth rates in Lejweleputswa by local municipalities



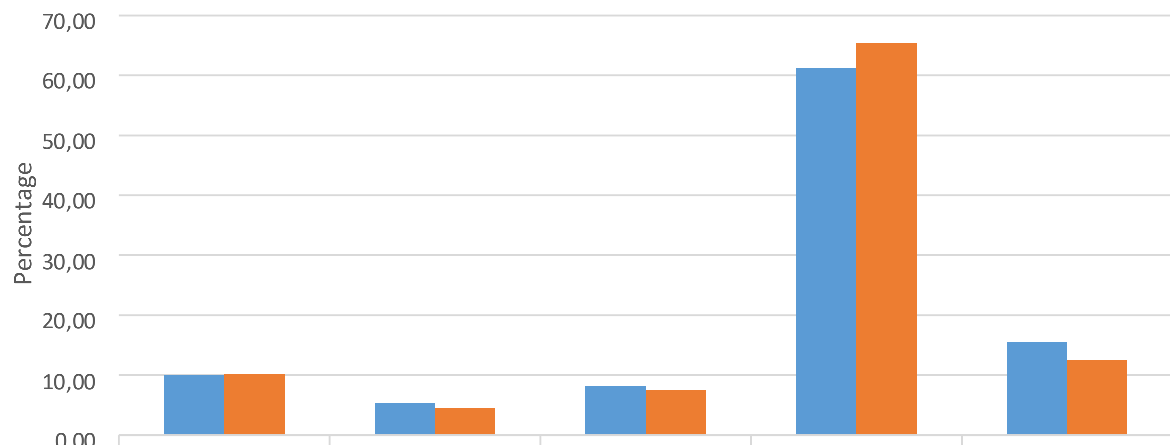
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Lejweleputswa	-1,1%	-0,8%	-0,2%	0,3%	0,4%	0,2%	-0,1%	-0,2%	-0,1%	-0,1%
Masilonyana	-0,6%	-0,4%	0,0%	0,4%	0,4%	0,4%	0,3%	0,2%	0,2%	0,3%
Tokologo	-0,5%	-1,1%	-2,4%	-3,2%	-3,2%	-2,1%	-1,2%	-0,8%	-0,7%	-0,6%
Tswelopele	-1,2%	-1,3%	-1,5%	-1,6%	-1,5%	-1,2%	-0,9%	-0,8%	-0,7%	-0,6%
Matjhabeng	-1,2%	-0,5%	0,9%	1,9%	1,9%	1,1%	0,4%	0,2%	0,2%	0,2%
Nala	-1,1%	-1,8%	-3,2%	-4,1%	-4,0%	-2,9%	-1,9%	-1,5%	-1,4%	-1,2%

Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.2, indicates that the growth rate in Lejweleputswa's population had been negative for the large part of the review period (2005 – 2014) with the exception of 2008 (0.3%), 2009 (0.4%) and 2010 (0.2%), where it showed some positive recovery. The recovery happened because Matjhabeng, which contributed 25 percent to the population of the District, showed some positive growth rate during the period 2007 to 2011, which had a pulling effect on the District's population growth rate. Nala displayed negative population growth rate reaching -4.1 percent at its lowest point in 2008, which had a little impact on Lejweleputswa due to its small contribution to the District population. The average growth rate for Lejweleputswa for the period under review is -0.2 percent, indicating a decline in the total population of the District. The decline is due to among others, net out migration and low fertility rates according to Statistics South Africa (2013).

The two most worst performing local municipalities in terms of population growth rate are Nala with a -2.3 percent average population growth rate and Tokologo with -1.6 percent average population growth rate between 2005 and 2014.

Figure 4.3: Population Distribution in Lejweleputswa District as a percentage



	Masilinyana	Tokologo	Tswelopele	Matjhabeng	Nala
2005	9,96	5,27	8,19	61,10	15,48
2014	10,20	4,54	7,44	65,36	12,46

Source: IHS Global Insight Regional eXplorer, 2015

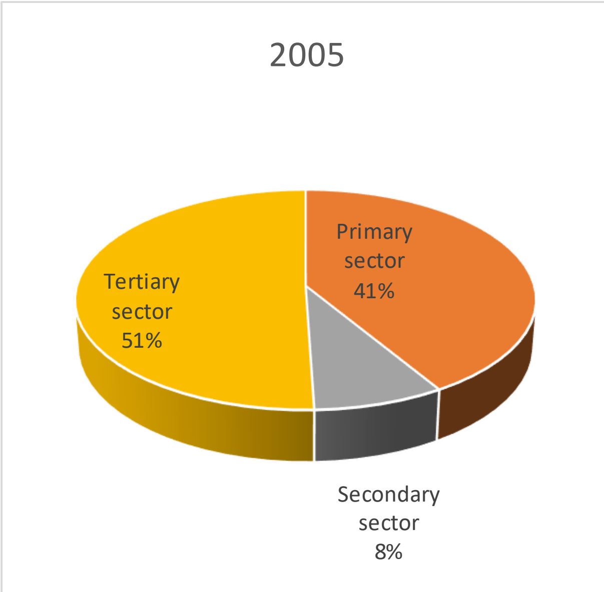
Matjhabeng had the highest share of Lejweleputswa's population at 65.36 percent in 2014 according to figure 4.3, which is up from 61.10 percent in 2005, followed by Nala with 12.46 percent and Masilonyana with 10.20 percent all in 2014. The total District 's share of the population in the province has declined from 23.24% percent in 2005 to 22.49 percent in 2014, which is a 0.75 percentage point decline. The decline in Lejweleputswa's share of the population was driven more by smaller municipalities because Matjhabeng increased slightly between 2005 and 2014, as a result of mainly outward migration from the smaller municipalities.

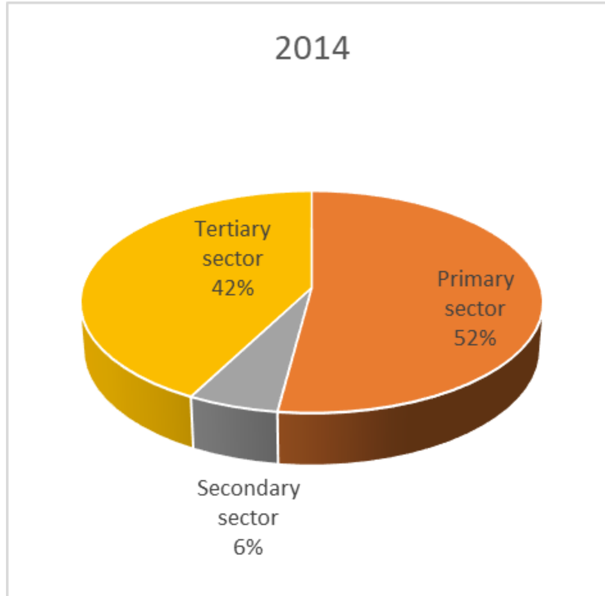
3. Economy structure and performance

The main economic activities in the Lejweleputswa District happened in the primary sector and the tertiary sector. The primary sector in Lejweleputswa is driven by agriculture and mining. Matjhabeng is the largest municipality in the District and it contains most of the mining activities, especially gold mining, followed by Masilonyana with some of the gold mining and diamond mining. Recently the mining sector has been on a downward trend as a result of closure of many of the shafts as a result of high costs of production among others and the need for deep mining. The recent decline in world commodity prices, has aggravated the situation in general with many businesses that have traditionally dependent on the mining sector either have closed down or are in the process of closing down. Other municipalities' primary sector rely heavily on agriculture.

Economic Structure

Figure 4.4: Sectoral composition of Lejweleputswa economy (%, current prices)





Source: IHS Global Insight Regional eXplorer, 2015

The composition of the District's economy is dominated by the primary sector at 52 percent in 2014 as shown by figure 4.4, up from 41 percent in 2005. The tertiary sector contributed 42 percent to the District's economy in 2014, decreasing by 9 percentage points from 51 percent in 2005. The secondary sector's share declined from 8 percent in 2005 to 6 percent in 2014, further indicating the difficulties that the sector is facing. Very little value adding is taking place in the region by using the vast primary products the District has in abundance.

Sectoral composition of the economy

Sectoral composition is the contribution of the different sectors to total GDP of Lejweleputswa's economy. This includes all the nine sectors within an economy of a region as classified by the South African Standard Industrial Classification (SIC) of all economic activities (CSS fifth edition).

Table 4.1: Sectoral composition of Lejweleputswa's economy by local municipalities, 2014.

2014	Lejweleputswa	Masilonya	Tokologo	Tswelopele	Matjhabeng	Nala
1 Agriculture	5.6%	6.2%	24.6%	36.9%	0.8%	17.7%
2 Mining	46.5%	50.3%	21.6%	1.2%	56.0%	4.7%
3 Manufacturing	2.5%	2.1%	2.9%	2.2%	2.1%	5.2%
4 Electricity	1.5%	1.2%	2.9%	2.8%	1.3%	2.3%
5 Construction	1.7%	2.2%	2.5%	1.8%	1.5%	2.6%
6 Trade	11.0%	8.3%	12.3%	15.4%	10.0%	17.6%
7 Transport	6.3%	5.2%	5.0%	7.8%	5.6%	11.8%
8 Finance	10.8%	8.4%	7.6%	10.6%	10.8%	13.9%
9 Community services	14.2%	16.2%	20.7%	21.4%	11.9%	24.0%
Total Industries	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

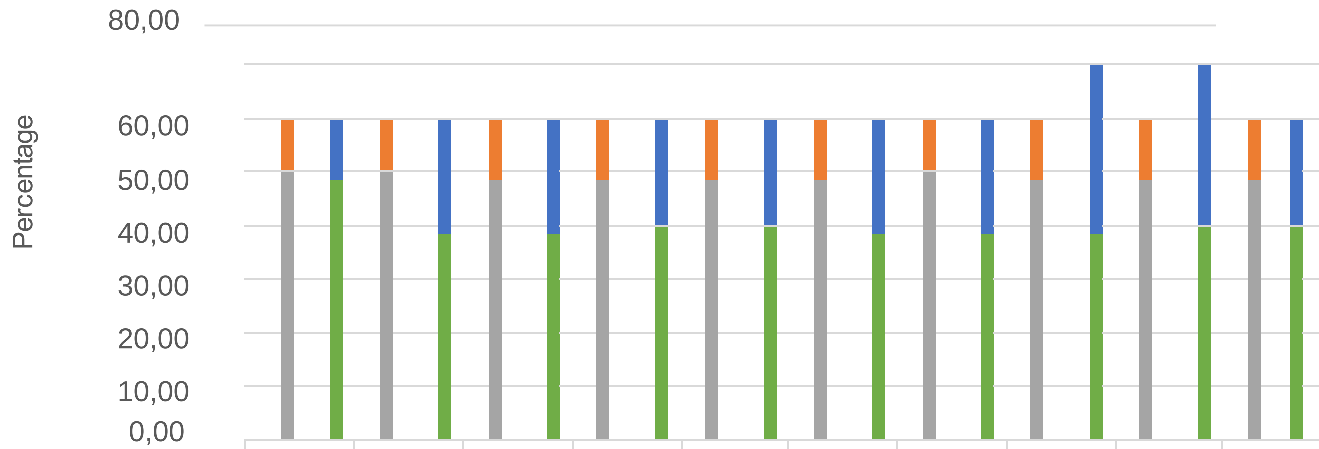
Source: IHS Global Insight Regional eXplorer, 2015

The 2014 sectoral composition of Lejweleputswa as revealed by figure 4.5 points to the dominance of a few sectors in the economy of the District. According to table 3.1, the mining sector is the dominant sector with 46.5 percent of the economic activities of the district, followed by community services sector at 14.2 percent and then trade at 11 percent. The smaller municipalities of Nala, Tswelopele and Tokologo are the municipalities without mining as the dominant sector, instead Tswelopele has agriculture as the dominant sector at 36.9 percent in 2014. Nala had government services as the dominant sector with 24 percent in 2014, whilst Tokologo had agriculture as the dominant sector with 24.6 percent in 2014. In recent years the contribution of mining in Lejweleputswa's economy has been declining due to a number of reasons and recently the effect of lower world commodity prices has fueled the decline of the sector. The share of the primary sector in Lejweleputswa's GVA has also been on a decline, indicating a shift away from the primary sector to the tertiary sector. The community services sector is growing strongly in all of Lejweleputswa's municipalities and is also forecasted to grow further.

Tress Index

The tress index measures the level of diversification or concentration of a region’s economy. The index ranges between zero and one. The closer to 0 the index is, the more diversified is the economy. The higher the index or closer to 1, the less diversified the economy, and the more vulnerable the region’s economy to exogenous factors that can include things like adverse economic conditions due to natural disasters, like global warming (Wikipedia, 2015).

Figure 4.5: Tress index of Lejweleputsa and the Free State and its Districts



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Lejweleputswa	55,01	55,73	57,46	58,07	56,05	59,24	58,79	60,66	61,32	56,93
Masilonyana	61,32	61,62	61,96	60,96	59,04	61,76	61,43	63,20	64,05	60,51
Tokologo	42,38	42,63	44,64	49,17	46,56	44,53	44,10	44,34	44,76	45,83
Tswelopele	56,76	56,79	58,33	62,36	60,89	58,23	57,58	57,31	57,42	58,62
Matjhabeng	61,25	63,28	65,71	67,33	65,16	68,20	67,61	69,81	70,55	66,59
Nala	42,80	40,37	40,06	41,16	40,87	41,38	41,35	41,26	41,23	41,85

70,00

Source: IHS Global Insight Regional eXplorer, 2015

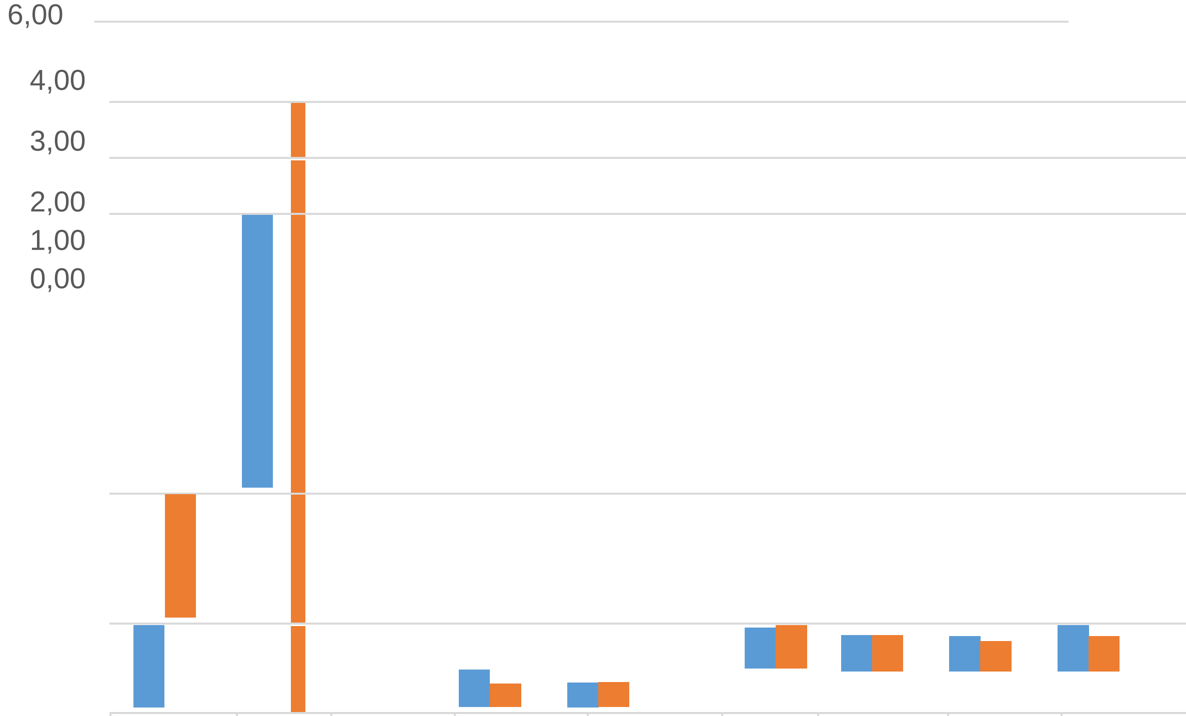
Lejweleputswa’s economy has been leaning more to a less diversified economy due to its increase closer to 1 of its Tress Index over a ten-year period as illustrated by figure 4.5. Even though Lejweleputswa’s Tress Index has improved in 2014 (56.93 percent) as compared to (55.01 percent) 2005, the worst years of its less diversification were 2013 (61.32 percent) and 2012 (60.66percent). This simply indicates fewer industries dominating the region’s economy, thus the vulnerability of the region’s economy to outside shocks becomes very easily.

If compared to the rest of the province, Lejweleputswa is the second less diversified regional economy in the Free State after Mangaung Metro. The most diversified economy is that of Fezile Dabi among the Districts and the province is even better than all the Districts.

Location Quotient

Location quotient reveals what makes a particular region "unique" in comparison to the national or provincial average. It is basically a way of quantifying how concentrated a particular industry or cluster is as compared to the province or nationally (EMSI Resource library, 2015)

Figure 4.6: Lejweleputswa's Location Quotient



	1 Agriculture	2 Mining	3 Manufacturing	4 Electricity	5 Construction	6 Trade	7 Transport	8 Finance	9 Community services
2005	1,54	5,10	0,30	0,70	0,46	0,76	0,68	0,66	0,87
2014	2,31	5,05	0,21	0,43	0,47	0,82	0,68	0,56	0,67

5,00

Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.6, above the dominant sector in Lejweleputswa is the mining sector with a location quotient of 5.05 in 2014, which has declined slightly from 5.10 in 2005. By its nature mining is more export orientated and brings into the economy of the region more money than any other sector in the region. Agriculture follows the mining sector though very small as compared to the mining sector with an increase in the location quotient of 2.31 in 2014 as compared to 1.54 location quotient in 2005. The other sectors are less concentrated in the region, all ranging less than 1 location quotient. Trade is one of a few sectors that have shown some positive growth in its location quotient from 0.76 in 2005 to 0.82 in 2014.

Economic Performance

The Gross Value Added by Region (GVA-R) measures the difference between inputs into particular region's economy and the value of outputs (goods and services) in that region or sector.

Table 4.2: GVA-R. Contribution to total economic growth in Lejweleputswa (% point, Constant 2010 prices)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
1 Agriculture	0.1%	-0.4%	0.0%	0.9%	-0.1%	0.0%	-0.5%	-0.1%	0.0%	0.2%
2 Mining	0.8%	-3.8%	-0.7%	-3.0%	-2.0%	0.9%	-1.3%	-2.2%	1.9%	-0.3%
3 Manufacturing	-0.2%	-0.4%	-0.1%	0.2%	-0.2%	0.0%	-0.4%	-0.5%	-0.1%	-0.1%
4 Electricity	0.0%	-0.2%	0.0%	0.0%	0.0%	-0.1%	-0.1%	-0.1%	0.0%	0.0%
5 Construction	0.0%	-0.1%	0.2%	0.1%	0.2%	-0.2%	-0.1%	-0.1%	0.0%	0.0%
6 Trade	0.1%	-0.4%	0.2%	0.1%	-0.3%	-0.6%	-0.2%	-0.2%	-0.4%	0.0%
7 Transport	0.1%	-0.2%	0.2%	0.1%	0.0%	-0.3	-0.2	-0.4	-0.2	0.0%

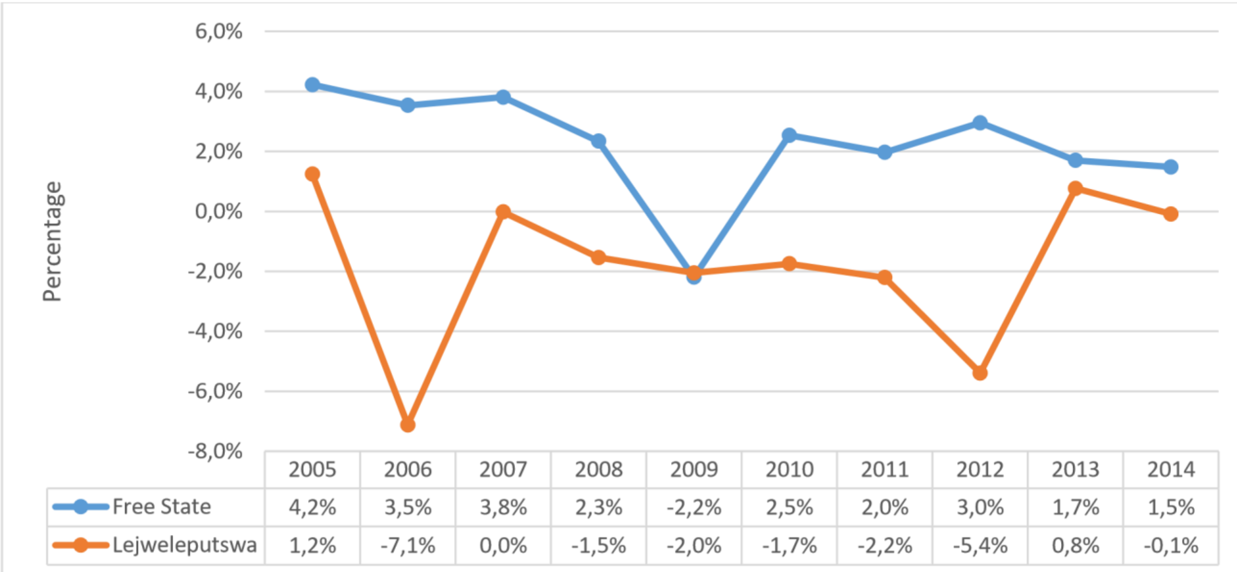
						%	%	%	%	
8 Finance	-0.2%	-0.5%	-0.3%	0.1%	0.2%	-0.5%	-0.1%	-0.4%	-0.2%	0.0%
9 Community services	0.2%	-0.5%	0.3%	0.4%	0.1%	-0.6%	-0.4%	-0.8%	-0.2%	0.1%
Total Industries	0.9%	-6.5%	-0.2%	-1.1%	-2.3%	-1.3%	-3.2%	-4.8%	0.8%	0.0%
Taxes less Subsidies on products	0.3%	-0.6%	0.2%	-0.4%	0.3%	-0.4%	1.0%	-0.6%	0.0%	-0.1%
Total (Gross Domestic Product - GDP)	1.2 %	-7.1%	0.0%	-1.5%	-2.0%	-1.7%	-2.2%	-5.4%	0.8%	-0.1%

Source: IHS Global Insight Regional eXplorer, 2015

The contribution of mining, which is the dominant sector, in Lejweleputswa district's economic growth has been on a declining trajectory in the review period of 2005 to 2014 according to table 4.1. Table 4.2 above illustrates that although mining has been on a downward trend, 2010 saw a 0.9 percentage point increase in its GVA-R, together with a 1.9 percentage point increase in 2013. Part of the 2013 growth in the mining sector was due to a favorable world commodity prices, which has recently been not very favorable according to the recent world statistics on commodity prices. On average total industries in Lejweleputswa are declining with the 2012 as the worst year with -4.8 percent decrease in total for all the industries. The contribution of community services sector' growth has declined from 0.2 percent in 2005 to 0.1 percent in 2014, indicating a general decline in the activities of the sector. The decline of community services sector could be as a result of recent policy shift to "austerity measures" of trying to reduce government wage bill. The GDP growth in Lejweleputswa is also hovering in recession for most of the review period except for 2013, with a 0.8 percent recovery.

Gross Domestic Product

Figure 4.7: GDP-R of Free State and Lejweleputswa District Municipality

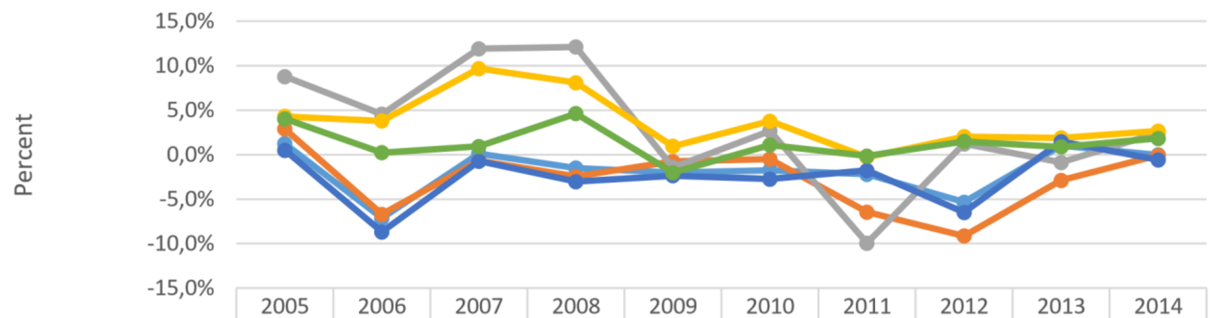


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Free State	4,2%	3,5%	3,8%	2,3%	-2,2%	2,5%	2,0%	3,0%	1,7%	1,5%
Lejweleputswa	1,2%	-7,1%	0,0%	-1,5%	-2,0%	-1,7%	-2,2%	-5,4%	0,8%	-0,1%

Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.7 shows that the GDP-R of Lejweleputswa has been on a continuous negative territory for most of the period under review, except for 2005 with 1.2 percent and 2013 where it recovered by 0.8% percentage points on the back of a strong mining sector which was also positive in 2013 by 1.9 percent. However, it declined further again in 2014 to -0.1 percent, and it is also expected to decline further in 2015 on the back of low worldwide commodity prices. The negative growth rate experienced in most years in the District is affecting the District negatively and is one of the factors pushing people away from the District, leading to what can be termed economic migrants. The sustainability of the District's economy is in jeopardy because of a continued negative growth rate in the District driven by a declining mining sector and a shrinking agricultural sector. However, the provincial growth rate has always been positive except for the 2009 recession, where it was below that of the District by -2.2 percentage points. The best growth for the province post the recession was in 2012, with a growth rate of 3 percent, which was also the worst growth rate year for Lejweleputswa at -5.4 percent. The recession in Lejweleputswa in 2012 was driven by the mining sector with -2.2 percent and the community services sector with -0.8 percent and other tertiary sectors relying on the mining sector. The 2014 slump is also as a result of low commodity prices affecting the mining sector and a general decrease in total industries of -4.8 percent.

Figure 4.8: GDP-R of Lejweleputswa and its municipalities



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Lejweleputswa	1,2%	-7,1%	0,1%	-1,5%	-2,0%	-1,7%	-2,2%	-5,3%	1,0%	0,0%
Masilonyana	2,9%	-6,7%	-0,7%	-2,4%	-0,8%	-0,5%	-6,4%	-9,1%	-2,9%	-0,1%
Tokologo	8,8%	4,5%	11,9%	12,1%	-1,4%	2,7%	-9,9%	1,2%	-0,9%	2,5%
Tswelopele	4,3%	3,8%	9,7%	8,1%	1,0%	3,8%	-0,3%	2,0%	1,9%	2,7%
Matjhabeng	0,5%	-8,7%	-0,7%	-3,0%	-2,4%	-2,7%	-1,8%	-6,5%	1,5%	-0,6%
Nala	4,0%	0,2%	0,9%	4,6%	-2,0%	1,1%	-0,1%	1,5%	0,9%	1,8%

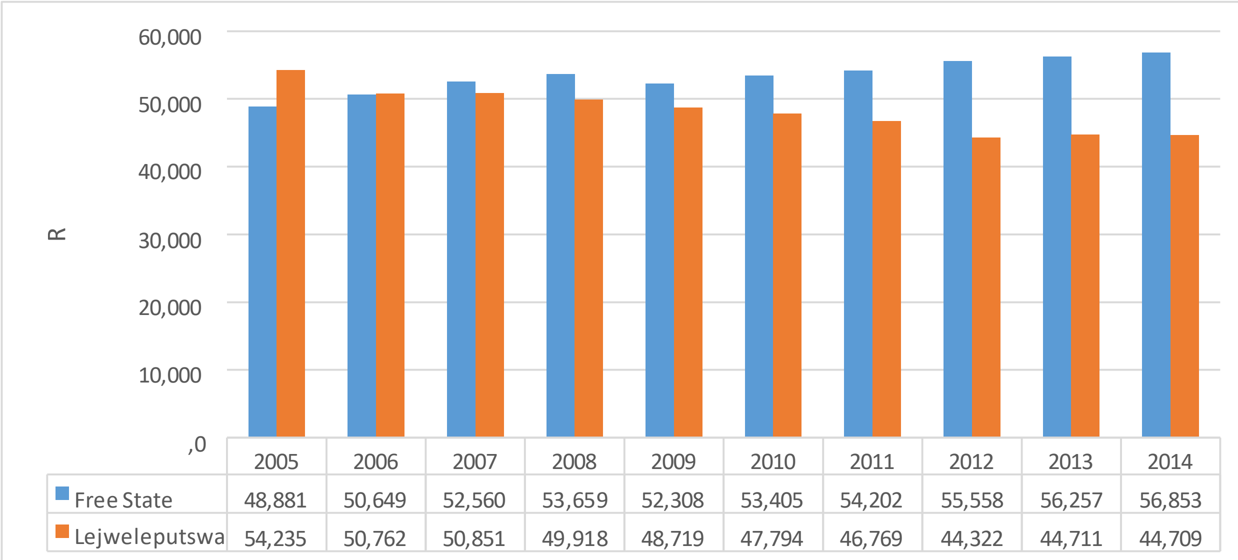
Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.8, the District's GDP-R follows that of Matjhabeng to a large extent as compared to the rest of the municipalities. Lejweleputswa's average growth rate for the period 2005 to 2014 was -1.8 percent, which is a sign for a shrinking economy. The worst average growth rate for the District's local municipalities in the review period was experienced in Masilonyana with a -2.7 percent average growth rate followed by Matjhabeng with a -2.4 percent between 2005 and 2014. In 2008, Tokologo had the highest growth rate of 12.1 percent, which declined during the 2009 recession to -1.4 and further in 2011 to -9.9 percent making it the worst performing local municipality in Lejweleputswa in 2011. This kind of performance can only happen if there are few participants in the economy of the municipality who have a significant share of the economy. However, the average growth rate for Tokologo municipality is 3.2 percent in the review period. Tswelopele has shown the highest average growth rate in the district with a 3.7 percent, followed by Nala with an average growth rate of 1.3 percent in the same period.

GDP-R per capita.

Per capita GDP-R is a measure of the total output of a region that takes into account the gross domestic product and then divides it by the number of the people in the region (World Bank, 2015). It is one of the primary indicators of the region's performance (investorwords.com, 2015). It is calculated by either adding up everyone's income during the period or by adding up the value of final goods and services produced in the region during the year (Investorwords.com, 2015)

Figure 4.9: GDP-R Per Capita of Lejweleputswa



Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.9 above shows the relative performance of the Free State's real GDP-R per capita against that of Lejweleputswa from 2005 to 2014. The real GDP-R per capita of the Free State is on the rise indicating an increase in the standard of living of the people of the province. It increased from R48 881in 2005 to R56 853 in 2014, which is an average increase of 16.3 percent between 2005 and 2014. On the other hand, the GDP-R of Lejweleputswa decreased by 17.5 percent between 2005 and 2014 i.e. from R54 235 in 2005 to R44 709 in 2014. This indicates a declining standard of living of the people of Lejweleputswa. A decline in the average standard of living in one of the regions of the province should be a course for concern for the government and policy makers.

Sectoral analysis and forecast.

Sectoral forecasts are used to help governments and policy makers to determine their strategies over a longer period using historical data to predict future developments in major variables or sectors of interests.

Table 4.3: GVA-R. Forecasted Contribution to total economic growth of Lejweleputswa (Constant 2010 prices)

	2010	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
1 Agriculture	0.0%	-0.5%	-0.1%	0.0%	0.2%	-0.3%	0.1%	0.1%	0.1%	0.1%

2 Mining	0.9%	-1.3%	-2.2%	1.9%	-0.3%	-0.1%	-1.4%	1.1%	-0.3%	-0.8%
3 Manufacturing	0.0%	-0.4%	-0.5%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
4 Electricity	-0.1%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5 Construction	-0.2%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6 Trade	-0.6%	-0.2%	-0.2%	-0.4%	0.0%	-0.2%	0.0%	0.1%	0.3%	0.3%
7 Transport	-0.3%	-0.2%	-0.4%	-0.2%	0.0%	0.0%	0.0%	0.1%	0.1%	0.2%
8 Finance	-0.5%	-0.1%	-0.4%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%
9 Community services	-0.6%	-0.4%	-0.8%	-0.2%	0.1%	0.0%	0.0%	0.1%	0.2%	0.3%
Total Industries	-1.3	-3.2	-4.8	0.8%	0.0%	-0.7	-1.3	1.6%	0.6%	0.3%

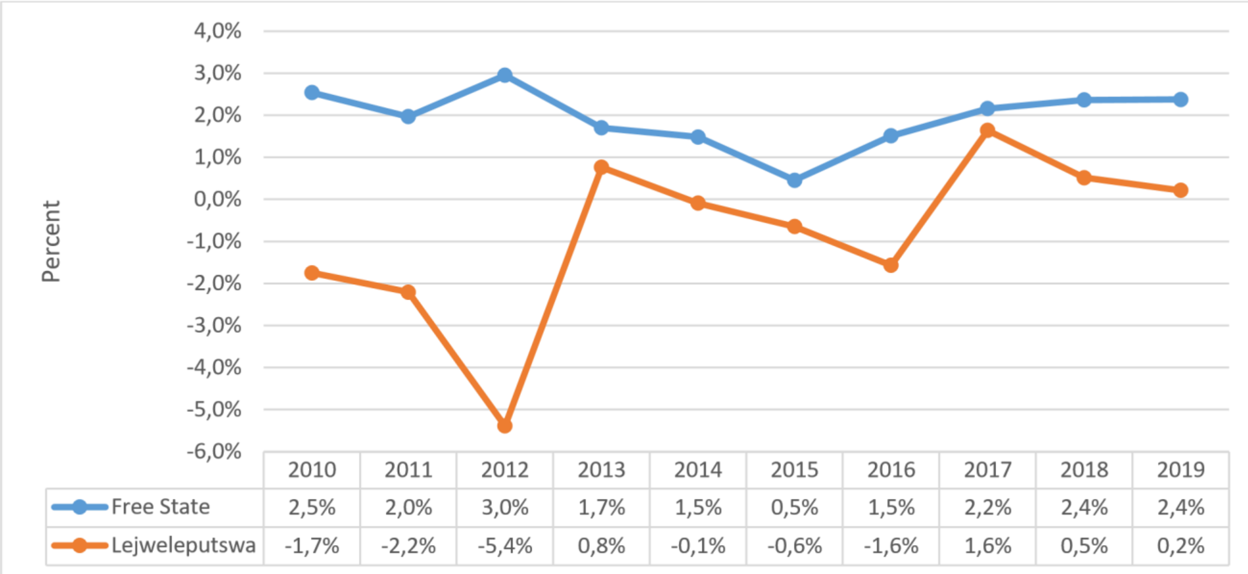
	%	%	%			%	%			
Taxes less Subsidies on products	-0.4%	1.0%	-0.6%	0.0%	-0.1%	0.1%	-0.3%	0.0%	0.0%	0.0%
Total (Gross Domestic Product - GDP)	-1.7%	-2.2%	-5.4%	0.8%	-0.1%	-0.6%	-1.6%	1.6%	0.5%	0.2%

Source: IHS Global Insight Regional eXplorer, 2015

Table 4.3 shows the outlook of total contribution to Lejweleputswa's economy's economic growth per sector, from 2010 to 2019, almost a ten-year period. The most important sector in Lejweleputswa's economy, i.e. mining is expected to decline further in the outlook period from contributing 0.9 percent to the District's economic growth in 2010 to –0.8 percent in 2019. The decline can also be explained by a natural process in the development of any economy, where as the economy modernize the importance of primary sector slow down and that of the tertiary sector increases, this phenomenon is also called structural change to the economy. Furthermore, the decline can be explained by a normal process where most of the mines or mine shafts are reaching the end of their life span. Agriculture in Lejweleputswa is only expected to stabilize around 0.1 percent contribution in the outlook period from 2016 to 2019. The tertiary sector (i.e., the trade industry and community service) is expected to grow positively in the outlook from -0.6 percent contribution in 2010 to 0.3 percent for both in 2019 respectively. However, what is worrying is the slow improvement or slow growth in the secondary and the tertiary sector to counter the dominance of the mining sector in the District. The total outlook for the GDP is also expected to be negative in the forecasted period, as a result of a strong pulling effect of the dominant sector. The resultant negative growth is at the back of lower world commodity prices also forecasted to be very much subdued in the outlook.

Gross domestic Product at Regional level.

Figure 4.10: GDP-R growth Forecast for Lejweleputswa

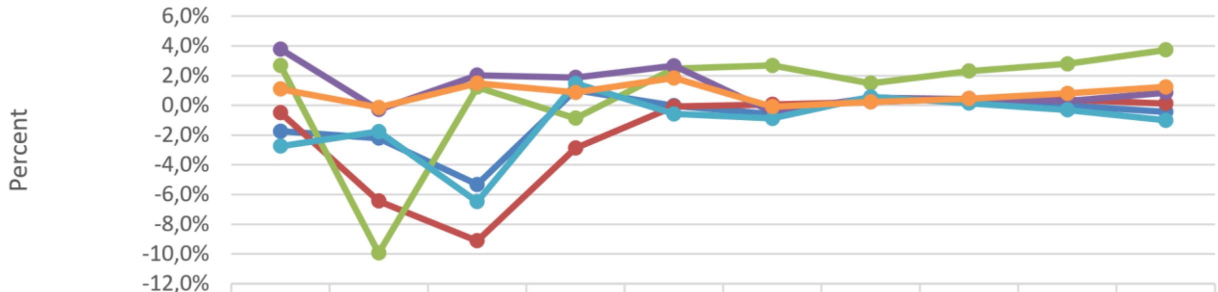


	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Free State	2,5%	2,0%	3,0%	1,7%	1,5%	0,5%	1,5%	2,2%	2,4%	2,4%
Lejweleputswa	-1,7%	-2,2%	-5,4%	0,8%	-0,1%	-0,6%	-1,6%	1,6%	0,5%	0,2%

Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.10 shows that the average growth rate of the Free State is expected to be 1.9 percent between 2010 and 2019, which is the forecasted period. Lejweleputswa is expected to grow sluggishly with projected average of -0.9 percent over the forecasted period. The growth rate of Lejweleputswa is forecasted to be below that of the province for the entire forecast period and that has a dampening effect on the growth rate of the provincial economy. The result is that Lejweleputswa's economy is dominated by the mining sector which is estimated to contract in the forecasted period. However, this dependence on the mining sector reflects the inability or the slowness of the District economy to diversify to the tertiary sector as the economy modernizes, thus reflecting a structural change or the deficiency thereof. The second dominant sector is agriculture and is also not growing as expected due to in general the consequences of global warming, and it shows that the district economy is more exposed to external shocks.

Figure 4.11: GDP-R Growth forecast of Lejweleputswa and its municipalities, 2010 – 2019



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Lejweleputswa	-1,7%	-2,2%	-5,3%	1,0%	0,0%	-0,6%	0,5%	0,3%	0,0%	-0,4%
Masilonyana	-0,5%	-6,4%	-9,1%	-2,9%	-0,1%	0,1%	0,2%	0,5%	0,4%	0,1%
Tokologo	2,7%	-9,9%	1,2%	-0,9%	2,5%	2,7%	1,5%	2,3%	2,8%	3,7%
Tswelopele	3,8%	-0,3%	2,0%	1,9%	2,7%	-0,4%	0,5%	0,4%	0,3%	0,9%
Matjhabeng	-2,7%	-1,8%	-6,5%	1,5%	-0,6%	-0,9%	0,6%	0,1%	-0,3%	-1,0%
Nala	1,1%	-0,1%	1,5%	0,9%	1,8%	-0,1%	0,2%	0,5%	0,8%	1,2%

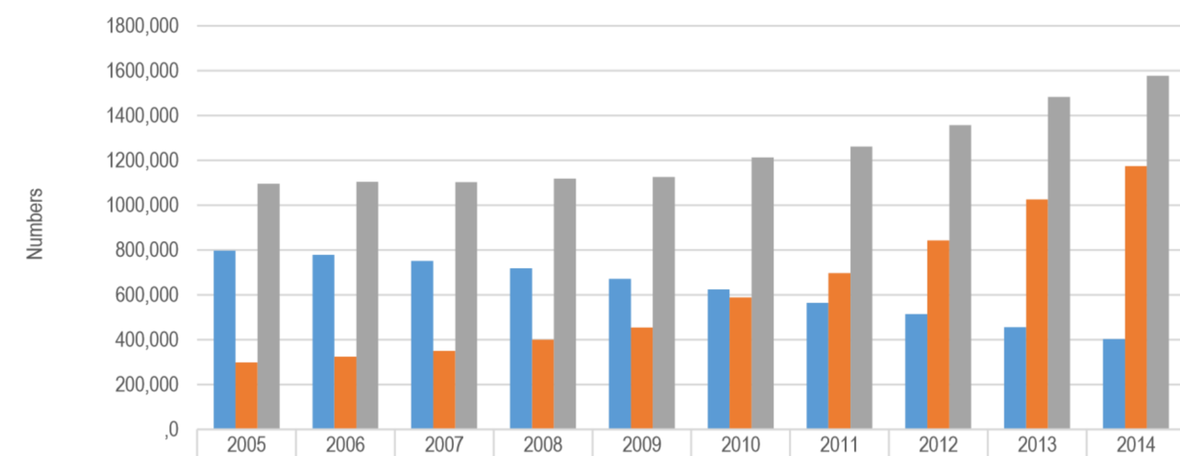
Source: IHS Global Insight Regional eXplorer, 2015

Figure 3.11, illustrates that the forecasted growth rate of Lejweleputswa between 2010 and 2019 mirrors that of Matjhabeng to a certain extent because of its large influence on the District economy. The average forecasted growth rate of -0.8 percent in Lejweleputswa in the forecasted period is influenced by the average forecast of -1.2 percent of Matjhabeng and –1.8 percent of Masilonyana. The influence of the other three municipalities, i.e., Tokologo, Tswelopele and Nala which are expected to grow positively in the forecasted period (0.9%, 1.2% & 0.8%, respectively) have very little impact on the overall outcomes of growth in the District because of their small economic sizes. The expected average growth rate for the three municipalities are Tokologo 0.9 percent, Tswelopele 1.2 percent and Nala 0.8 percent over the forecasted period.

4. Tourism sector

According to United Nations World Tourism Organization (UNWTO) tourism is defined as "comprising the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes" (2015). In today's modern world, tourism is a major source of income for many countries, and it affects the economy of both the source and the host and is of vital importance. However, tourism in the country is not well defined because it includes a host of other things related to other industries e.g. beverage, bed night and things like food. The importance of tourism is that it creates employment for people with less educational skills. For the purposes of simplicity, we will employ bed nights in order to be able to deal with the number of tourists in the province and the District.

Figure 4.12: Bed nights by origin of tourist

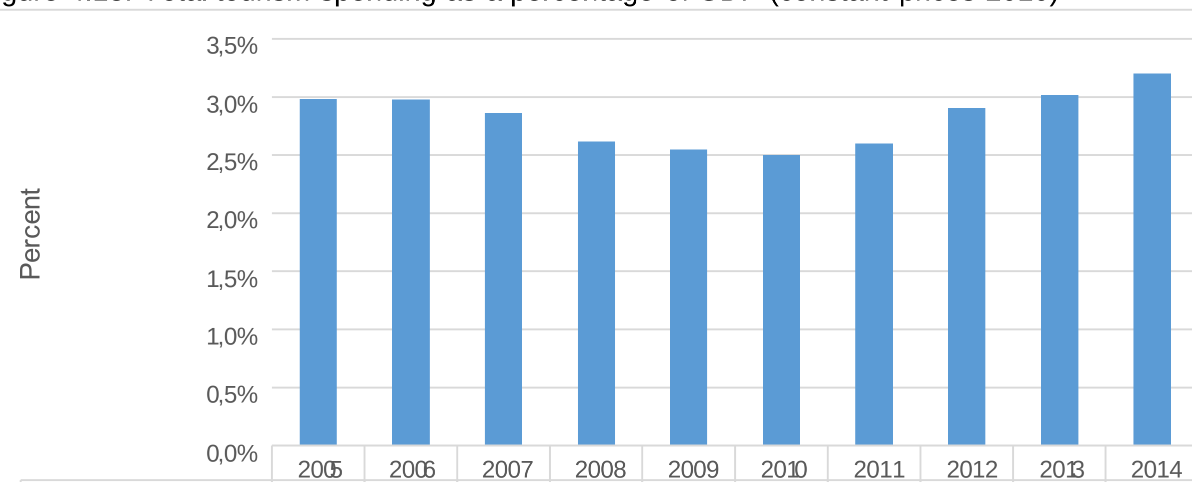


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Domestic Tourists	796,784	779,420	752,125	718,215	672,253	624,276	564,605	514,819	456,378	402,845
International Tourists	299,321	324,888	350,429	400,240	454,164	588,968	697,583	843,235	1026,094	1174,754
Total Tourists	1096,106	1104,308	1102,555	1118,455	1126,417	1213,245	1262,188	1358,054	1482,472	1577,599

Source: IHS Global Insight Regional eXplorer, 2015

According to figure 4.12, the number of tourists in Lejweleputswa in 2005 were more than a million combined that includes the domestic tourists and the international tourists. The domestic tourists have been on a decline from 796 thousand plus in 2005 to just above 402 thousand plus in 2014. The international tourists started picking increasing just around the soccer world cup in 2010 from 588968, and catching up with domestic tourists who have been on a continuous decline at 624276 in 2010. The total number of tourists increased from 1,096106 million bed nights in 2005 to 1,577599 million bed nights in 2014 and a growth rate of 43 percentage points between 2005 and 2014.

Figure 4.13: Total tourism spending as a percentage of GDP (constant prices 2010)

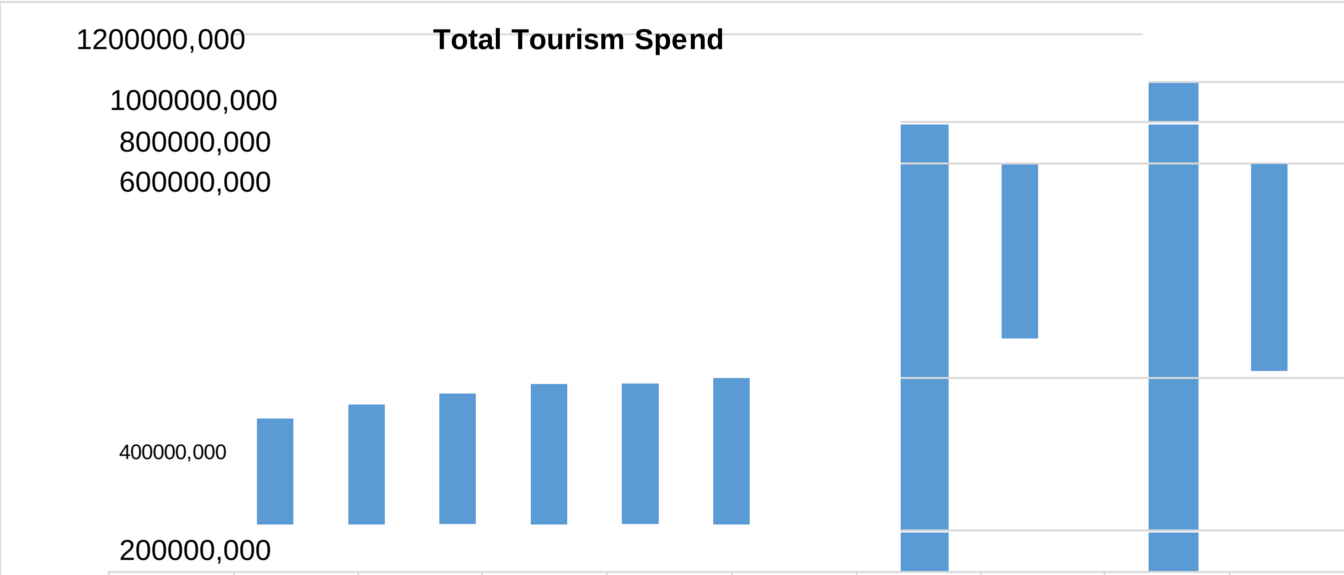


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Spending as a % of GDP	3,0%	3,0%	2,9%	2,6%	2,5%	2,5%	2,6%	2,9%	3,0%	3,2%

Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.13, illustrates that tourism spending as a percentage of GDP was 3 percent in 2005 in the district and started to decrease in 2008 from 2.6 percent, to 2.5 percent in 2010, and then started to increase again to 3.2 in 2014. The resultant decline was due to the economic recession in 2008/09 and only started to recover in 2012 to 2.9 percent. Between 2005 and 2007, total tourism spending as a percentage of GDP was above 2.9 percent and it was very much significant considering the small sector in the district. The average tourism spending for the period under review was 2.8 percentage points.

Figure 4.14: Total tourism spend, (R1000, current prices) in Lejweleputswa.



,0	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total Tourism Spend	546377,039	619857,744	675604,288	726080,047	727905,378	756996,812	801391,404	901553,767	995611,731	1070518,62

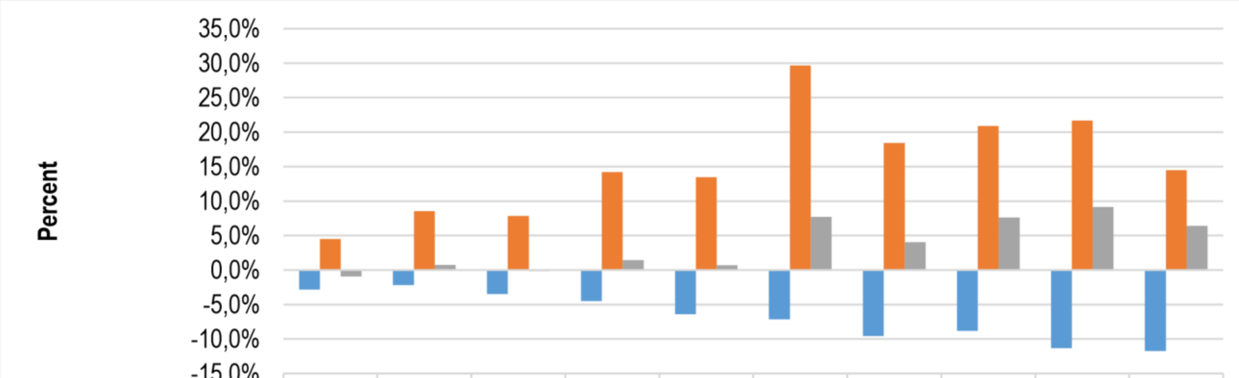
Source: IHS Global Insight Regional eXplorer, 2015

Tourism has many economic benefits which includes the generation of foreign exchange, the creation of new employment especially to those with less skills, stimulation of trade, income and entrepreneurship in the service industry and greater tax revenue to mention some of the few benefits. According to figure 4.14, total tourism spending has generally been increasing from R546 million to R1, 070 million in current prices. Which shows that the spending by tourists at current prices is increasing and the benefits of tourists in the local economy have a multiplier effect.

Growth in tourism

Tourism is one of the major growing industries internationally and countries are doing everything to promote their own countries. Figure 4.15 illustrates that Domestic tourists are declining to a certain extent between 2005 and 2011, which means that they are not growing positively. However, what is more promising is the growth of international tourists especially after the 2010 soccer world cup, and they have grown from 13.5 percent in 2009 to 14.5 percent in 2014, an average of 15.4 percentage points between 2005 and 2014. What is also significant in the tourism industry, which the whole country can benefit from is the rise in China's middle class, which is a huge potential for our country in relation to good ties the country has with China as a trading partner. South Africa and the province in particular can use the friendship with China in the BRICS Countries to lure them to our country and that can be a great boost in the local tourism industry.

Figure 4.15: Growth in tourism



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Domestic Tourists	-2,8%	-2,2%	-3,5%	-4,5%	-6,4%	-7,1%	-9,6%	-8,8%	-11,4%	-11,7%
International Tourists	4,5%	8,5%	7,9%	14,2%	13,5%	29,7%	18,4%	20,9%	21,7%	14,5%
Total Tourists	-0,9%	0,7%	-0,2%	1,4%	0,7%	7,7%	4,0%	7,6%	9,2%	6,4%

Source: IHS Global Insight Regional eXplorer, 2015

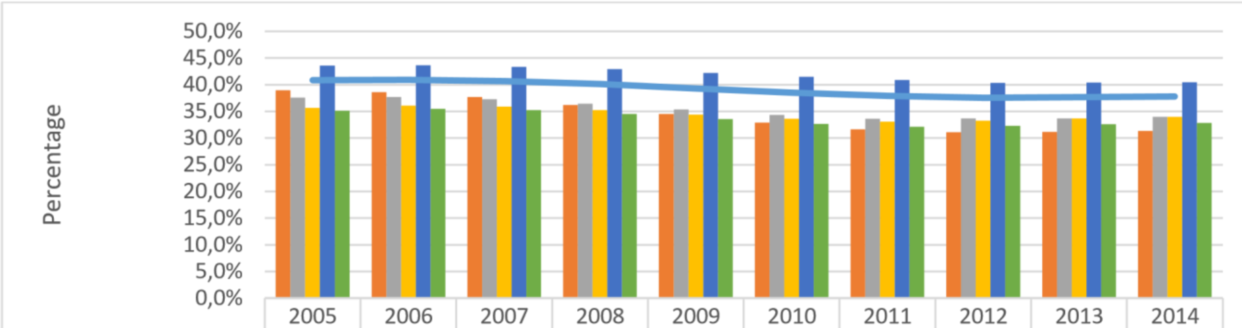
5. Labour market

Employment in Lejweleputswa

Economically active population comprises all persons between the ages of 15 and 64 years of age that are either employed or actively seeking employment (StatsSA, 2015)

Figure 4.16 below illustrates that the economically active population of Lejweleputswa has been declining from 40.9 percent in 2005 to 37.8 percent in 2014, an average decline of -7.6 percentage points with a growth rate -0.87 percentage points over the review period. The highest economically active population in Lejweleputswa's municipalities is Matjhabeng with an average of 41.9 percent and it has been decreasing from 43.6 percent in 2005 to 40.5 percent in 2014. The lowest economically active population in the district is in Nala with an average of 33.6 percent between 2005 and 2014 and is also declining from 35.1 percent in 2005 to 32.9 percent in 2014. The other municipalities in the District namely; Tswelopele, Tokologo and Masilonyana have an average economically active populations of 35.4 percent and 34.4 percent respectively. A lower economically active population can also indicate a higher dependency ratio.

Figure 4.16: Economically Active population as % of total population in Lejweleputswa's municipalities (Official Definition)



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Masilonyana	38,9%	38,6%	37,7%	36,2%	34,5%	32,9%	31,6%	31,1%	31,2%	31,3%
Tokologo	37,6%	37,7%	37,3%	36,4%	35,4%	34,3%	33,6%	33,7%	33,7%	34,0%
Tswelopele	35,7%	36,1%	35,9%	35,3%	34,4%	33,6%	33,1%	33,2%	33,7%	34,0%
Matjhabeng	43,6%	43,6%	43,3%	42,9%	42,2%	41,5%	40,9%	40,4%	40,4%	40,5%
Nala	35,1%	35,5%	35,2%	34,5%	33,5%	32,7%	32,1%	32,3%	32,6%	32,9%
Lejweleputswa	40,9%	40,9%	40,7%	40,1%	39,3%	38,5%	37,9%	37,6%	37,7%	37,8%

Source: IHS Global Insight Regional eXplorer, 2015

Table 4.4 below illustrates that Lejweleputswa's employment is dominated by the community services sector at 20.57 percent followed by trade at 19.35 percent and then mining in third place with a 17.34 percent. The dominance of mining in Lejweleputswa is being eroded slowly as the sector is facing difficult times. However, mining is still dominant in Masilonyana with a 26.87 percent and Matjhabeng with a 21.44 percent, and both are traditional mining towns. Trade, community services sector and household sector plays a major role in the district as the employer, signifying the growing community service sector. Agriculture is also still very important especially in Tokologo with a 38.90 percent and Tswelopele with a 15.98 percent of the total employment in the district.

Table 4.4: Total formal employment by sector as a percentage, 2014.

	Lejweleputsw a	Masilony a na	Tokol o go	Tswelop ele	Matjhab e ng	Nal a
1 Agriculture	7.51	4.69	38.9 0	15.9 8	2.6 2	21 . 3 0

2 Mining	17.34	26.87	2.72	0.92	21.44	1.46
3 Manufacturing	5.40	3.62	2.81	3.28	5.08	11.31
4 Electricity	0.48	0.28	0.11	0.71	0.38	1.34
5 Construction	5.64	9.76	2.03	6.30	5.81	2.83
6 Trade	19.35	13.66	8.56	17.66	20.47	22.22
7 Transport	3.91	2.67	0.83	1.20	4.88	1.72
8 Finance	7.89	8.45	2.67	5.36	8.89	4.99
9 Community services	20.57	16.21	13.31	28.12	20.99	19.29
Households	11.91	13.80	28.07	20.48	9.44	13.53

Source: IHS Global Insight Regional eXplorer, 2015

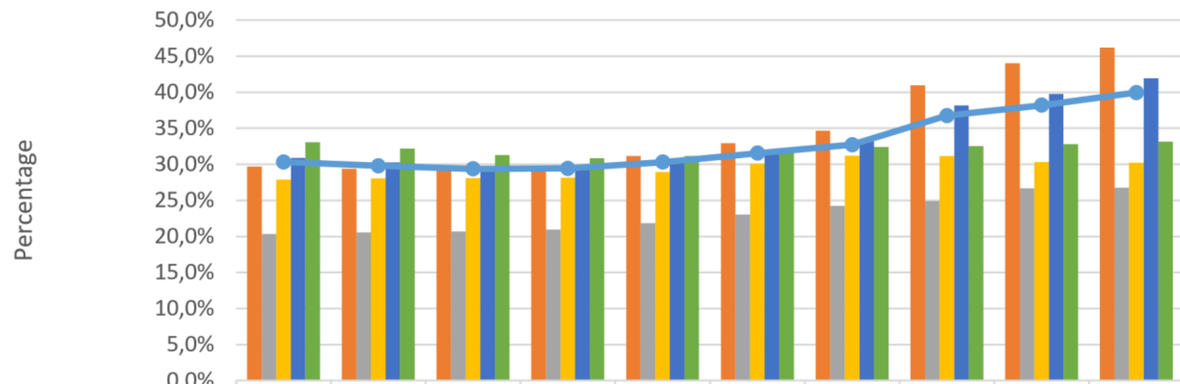
Unemployment rate in Lejweleputswa

Statistics South Africa defines unemployment rate as a measure of the prevalence of unemployment and is calculated as a percentage, by dividing the number of unemployed individuals by all individuals currently in the labour force.

Unemployment rate has increased in Lejweleputswa as illustrated by figure 4.17 below, from 30.3 percent in 2005 to 40 percent in 2014, with an average of 32.8 percent in the review period. The highest rate of the unemployment in the District was recorded in Masilonyana which increased from 29.7 percent in 2005 to 46.2 percent in 2014, an average unemployment rate of 34.8 percent for the municipality. All of Lejweleputswa's municipalities' unemployment rate is increasing, with Matjhabeng recording the second highest unemployment rate after Masilonyana (46.2 percent) of 42 percent in 2014 from 30.9 percent in 2005, with an average of 33.7

percent unemployment rate over the review period. The lowest recorded unemployment rate in the District was Tokologo which also increased from 20.3 percent in 2005 to 26.8 percent in 2014, with an average of 23 percent unemployment rate. Part of the unemployment in the District can be explained by the decline in the mining sector and agricultural sector and the accompanying multiplier effect on other sectors.

Figure 4.17: Total Unemployment rate in Lejweleputswa (Official Definition %)



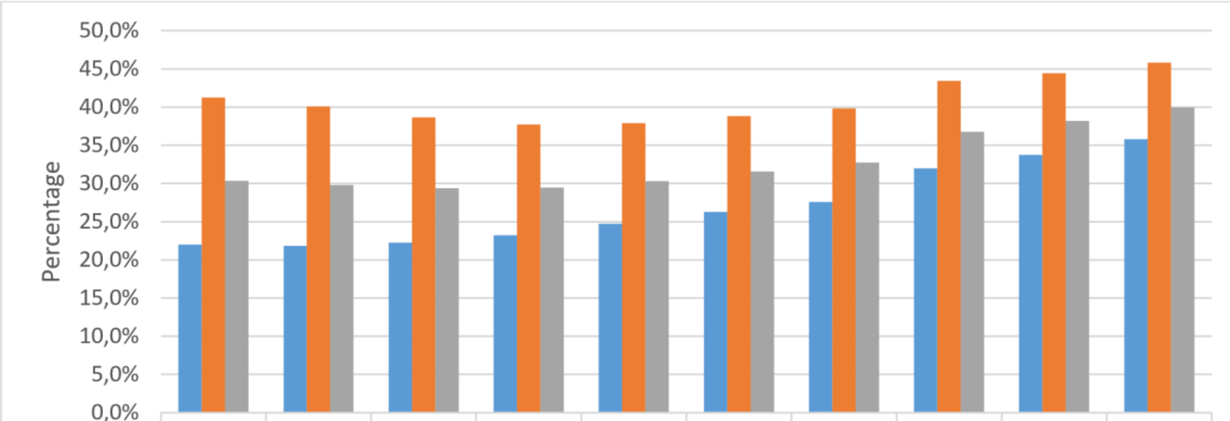
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Masilonyana	29,7%	29,4%	29,2%	29,8%	31,2%	32,9%	34,7%	41,0%	44,0%	46,2%
Tokologo	20,3%	20,5%	20,7%	21,0%	21,8%	23,1%	24,3%	24,9%	26,7%	26,8%
Tswelopele	27,9%	28,1%	28,1%	28,1%	29,0%	30,1%	31,2%	31,2%	30,3%	30,2%
Matjhabeng	30,9%	30,3%	29,8%	29,8%	30,7%	32,0%	33,2%	38,2%	39,8%	42,0%
Nala	33,1%	32,2%	31,3%	30,9%	31,2%	31,8%	32,4%	32,5%	32,8%	33,2%
Lejweleputswa	30,3%	29,8%	29,4%	29,4%	30,3%	31,5%	32,7%	36,8%	38,2%	40,0%

Source: IHS Global Insight Regional eXplorer, 2015

Male and Female unemployment rate

Male and female unemployment is the share of each sex in the unemployment rate of a country or region. Traditionally unemployment rate for women has always been higher for females than for males. This is because males have always been regarded as the providers and females as the receivers. As a result, men are more likely to be in paid employment than females regardless of race, females are more likely to be doing unpaid economic work.

Figure 4.18: Male and Female Unemployment rate in Lejweleputswa (Official definition %)



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Male	22,0%	21,8%	22,3%	23,2%	24,7%	26,3%	27,6%	32,0%	33,8%	35,8%
Females	41,3%	40,1%	38,6%	37,7%	37,9%	38,8%	39,8%	43,4%	44,5%	45,8%
Total	30,3%	29,8%	29,4%	29,4%	30,3%	31,5%	32,7%	36,8%	38,2%	40,0%

Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.18 depicts a normal historical picture, where unemployment rate for men is lower than that of their female counter parts. The unemployment rate for females has fallen slightly during the 2008/09 recession to

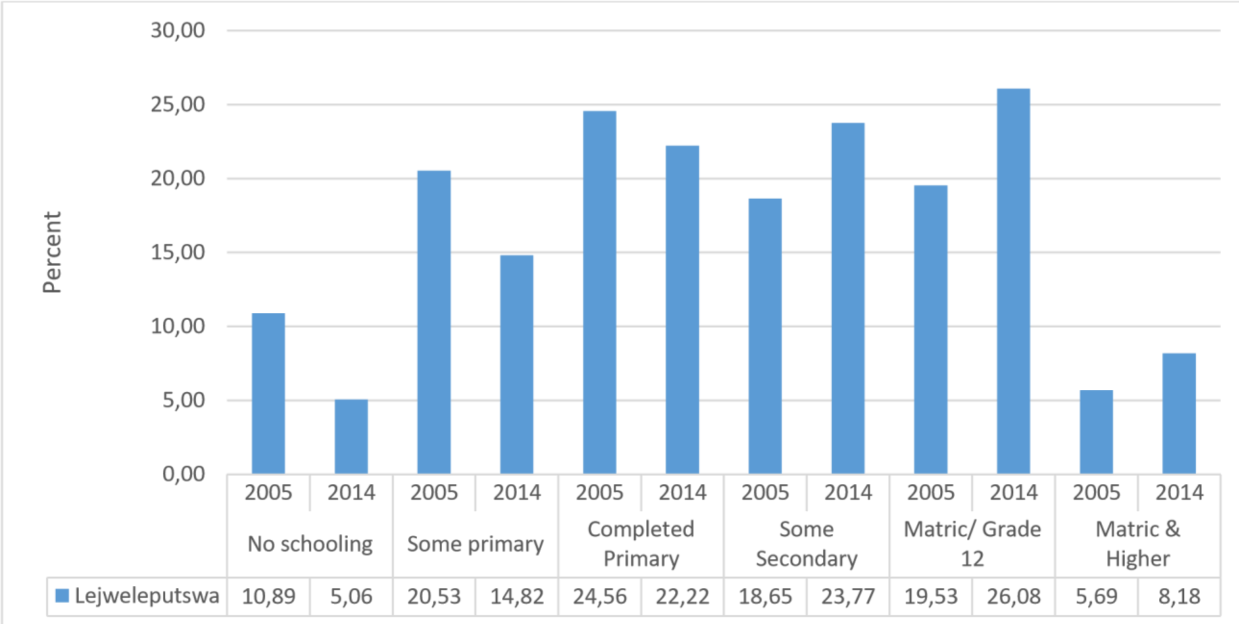
37.7 percent from 41.3 percent in 2005. However, after 2009 the female unemployment increased again to 35.8 percent in 2014. The result could signal that females are easily discouraged during times of recession and after the recession they join the labour market again by seeking employment. Unemployment rate for men has remained lower than that of their female counter part for much of the period under review, starting from 22.0 percent in 2005 increasing to 35.8 percent in 2014. Generally, unemployment rate in Lejweleputswa has increased from 30.3 percent in 2005 to 40 percent in 2014, indicating an average growth of 5.6 percentage points for men and an average growth of 1.24 percentage points for females. The average growth simply indicates that unemployment among males is increasing at a faster pace than for females.

6. Education profile

The education profiles of the economically active population in Lejweleputswa.

Education plays a major role in the employment of the economically active population, because many occupations require a certain level of education in order to be eligible for employment.

Figure 4.19: Highest level of Education attained by persons aged 20+



Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.19, illustrates that the majority of the persons aged 20 years and older are concentrated below matric level in Lejweleputswa with positive increases of persons completing matric. The number of persons with some primary 14.82 percent and completed primary 22.22 percent in 2014, far outweigh the number in other categories. The number of persons with some secondary education were 23.77 percent in 2014, an increase of about 5 percentage points and the number of persons with matric also increased from 19.53 percent to 26.08 an increase of more than 6 percentage points. The figures shows that an estimated 65 percent of the population in Lejweleputswa have an average education below matric, which simply means limited skills with limited employment opportunities. However the number of persons with a higher qualification than matric stood only at 8.18 percent in 2014 a slight increase from the 2005 figures of 5.69 percent. The rest of the municipalities in Lejweleputswa follow a more or less similar pattern.

7. Conclusion.

Overall Lejweleputswa continues to play an important role in the economy of the province, though its importance is declining due to a decline in its economic growth rate of -1.4 percent on average in the review period of 2005 to 2014. The resultant decline in the district growth rate is as a result of the decline in the mining sector which is the mainstay of the district economy, which declined by an average of 0.3 percent from 2005 to 2014. Growth in the district is expected to decline further by an average of -0.9 from 2010 until 2019 in the forecasted period, due to low commodity prices (expected decline in the mining sector).

Employment creation is relatively low as the labour absorptive sectors, mining and agriculture are forecasted to grow negatively over the forecasted period of up to 2019.

Unemployment is relatively high at 40 percent in 2014 in the district and is expected to increase even further as the labour force grows and the economy struggling to recover.

SECTION : G

STATUS QUO ASSESSMENT

WASTE MANAGEMENT

The LDM's Integrated Waste Management Plan and Air Quality plan have been reviewed and awaits council adoption

SITUATION ANALYSIS: ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL GOVERNANCE

Environmental governance refers to the processes of decision-making involved in the management and control of the environment and natural resources. South African municipalities perform environmental management functions, allocated to them in terms of the Constitution, the suite of National Environmental Management Acts as well as other sector specific legislations on powers and functions. National Environmental Management Act promotes the application of appropriate environmental management tools to ensure the integrated environmental management of activities. The following sector plans have been prepared and adopted by the district to manage the state of the environment and the associated planning parameters.

The district lacks important environmental management tools such as approved Sustainable Development Plan (SDP), Strategic Environmental Management Plan (SEMP), Environmental Management Framework (EMF) and Biodiversity Plan. Proper administration, environmental information management, biodiversity management and regulatory services, as well as compliance and enforcement of environmental legislation is required within the district.

GEOLOGY AND SOILS

Lejweleputswa District Municipal Area has average daily temperatures ranging between 7°C and 26°C, with the western section having higher temperatures than the eastern section (Lejweleputswa District Municipality 2016). The district receives an average annual rainfall of 400mm - 550mm, with the eastern section receiving the most rainfall.

There is sedimentary sequence of the Karoo Supergroup in the district and is mostly covered by quaternary sediments. The most dominant lithologies are the mudstones and shales of the Volskrust formation, which underlies the district mainly in the central region, covering areas in Welkom, Virginia, Theunissen, Brandfort and Windburg. The second dominant type of rock formation is the mudstone and sandstone of the Adelaide Subgroup, which underlies the Masilonyana and Matjhabeng areas. The other type of rock in the area is the shale, sandstone, and siltsone of the Tierberg formation, which overlays the Volkrust formation. These formations have been intruded upon by swarms of dolerite dykes and hills.

BIODIVERSITY – TERRESTRIAL PROTECTION CATEGORIES

The South African National Biodiversity Institute (SANBI) defines Critical Biodiversity Areas (CBAs) as regions required to meet biodiversity targets for ecosystems, species, and ecological processes, as identified in a systematic biodiversity plan persistence of viable populations of species and the functionality of ecosystems. The Lejweleputswa District Municipality has dived its CBAs into CBA 1 and CBA 2. CBA 1 areas cover 7.68% and CBA 2 areas comprise 1.53% of the district. The district is home to protected areas (0.79%) and conservation areas such as Soetdoring, Sandveld, Willem Pretorius Nature Reserves and Efenis Dam Nature Reserves. There is also the area around Agri Park in Wesselsbron that has numerous freshwater ecosystems that are of significant ecological importance. In addition, the district also hosts four important bird and biodiversity areas.

Ecological Support Areas (ESAs) are areas required to support and sustain the ecological functioning of CBAs. These are functional but are not necessarily pristine natural areas and cover a small portion of the district. The district has ESA 1 (27.18%) and ESA 2 (22.99%) areas. A list of threatened terrestrial ecosystems was published in 2011 under the National Environmental Management: Biodiversity Act (Act 10 of 2004). The primary purpose of listing threatened ecosystems is to reduce the rate of ecosystem and species extinction (SANBI, 2011). Endangered Ecosystems cover 30.94 % of the district and cover all five municipalities. Least Threatened ecosystems cover 67.765 of the district and 1.30% of the district is vulnerable.

TERRESTRIAL VEGETATION

The district falls within the Grassland Biome that covers 67.41% of the total area. Savanna (22.80%), Azonal Vegetation (8.33%) and Nama Karoo (1.47%) make up the remaining vegetation. Invasive alien plants and mining activities have significant impact on terrestrial biodiversity within the district. The LDM landscape consists mainly of wide-open plains (flat), interrupted by several small hills and ridges in the central and western parts. The southeastern extents (Masilonyana and Matjhabeng Local Municipalities) of the LDM are more mountainous as they represent the southern extents of the Maluti Mountains which are a prominent feature extending from the borders of Lesotho. The western part of the LDM is characterized by slightly irregular undulating plains and hills, lowlands with hills, and pans The Lejweleputswa LM has up to 47% natural habitat, while the remaining 43% of the district is transformed land.

BIODIVERSITY – AQUATIC ENVIRONMENTS RIVERS AND OTHER WATER SOURCES

Water is supplied to the district through reservoirs, pipelines, underground water, and dams. The reservoirs and pipelines from the Vaal River supply the goldfields and mines, to a lesser extent water from the Sand River is also used. The main reservoirs in the District are found in the east of Welkom in Allanridge and in the north and south of Virginia. Underground pump stations and water purification plans are in Allanridge and at Virginia. Dams and Canals were constructed in the District by the Department of Water Affairs and Forestry and are found in Allemanskraal and Erfenis. These dams and canals are used for the Vet irrigation scheme. Farming communities are dependent on extraction of groundwater; however, the quality of the ground water varies, especially moving further west where the water becomes salty (Lejweleputswa District Municipality IDP, 2016). Water is extracted from the Vet River, west of Theunissen, and pumped to Brandfort. The north and north-western sections of the district can extract water from the Vaal River system.

WETLANDS

Wetlands are defined by the Integrated Coastal Management Act (Act 24 of 2008) (ICMA) as “land, which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water and supports vegetation typically adapted to life in saturated soils”. Wetlands are a critical part of our natural environment. They reduce the impacts of floods; absorb pollutants to improve water quality. There are no RAMSAR sites within the district, however, wetlands cover 5.5% of the Matjhabeng Local Municipality. In the Nala Local Municipality, a sensitive wetland ecosystem is found south of Wesselsbron. In the Tswelopele Local Municipality wetlands cover 5.7% of the Page 10 municipality. The Tokologo

Local Municipality has wetlands that concentrate around the Dealesville area. The number of threatened species and ecosystems has increased, and the condition of most of the watercourses remains.

WASTE MANAGEMENT

Local government is mandated to provide waste management services. Waste management is the collection, transport, processing, or disposal of waste materials to reduce their effect on human health and the local environment. The waste facilities that are found within the district are waste disposal facilities, effluent waste or sewage treatment works, recycling, and recovery of waste (informal recyclers), waste transfer facilities. However, there are no waste treatment facilities or hazardous waste facilities in the district. Only one recycling and recovery of waste and waste transfer facility is found across the whole District. There are landfills sites within the district, and all are licensed and do not comply with the minimum requirements for landfill sites. Rural areas and farming areas in the district rely on their own refuse dumping systems, which is indicative of poor waste removal service provision. Most people living in rural areas dispose of waste by burning, burying and/or discarding it in the open veld increasing environmental degradation.

AIR QUALITY

The Lejweleputswa District Municipality is recognised as a category C municipality in the Free State Province (municipalities.co.za, 2012). The economic sectors that contribute the greatest to the district are mining, construction, transport, electricity, and trade (municipalities.co.za, 2012). Mining, however, has the greatest contribution within the district compared to all the other economic sectors. The Lejweleputswa District Municipality has an Air Quality Management Plan (AQMP) developed, which is currently being reviewed. Air Quality Officers (AQOs) are present within the district to manage air quality. There are eight Atmospheric Emissions Licences (AELs) in the Lejweleputswa District Municipality, three AELs in Masilonyana, four AELs are in Matjhabeng and one AEL is in Nala. There are no Air Quality Monitoring Stations (AQMS) in Lejweleputswa District Municipality. The Lejweleputswa District Municipality has been recognized as an Air Emission Licence Authority with the responsibility of issuing AELs. The AELs are found in land cover of settlements, mines, waterbodies, and cultivated crops. The mining activity may impact air quality through dust emissions and cultivated crop spray may impact air quality by chemical emissions. Many rural houses and farming areas burn their waste and domestic fuel such as firewood, coal, and paraffin.

CLIMATE RISK AND VULNERABILITY

A Climate Change Vulnerability Assessment and Response Plan (2016) was developed through the Local Government Climate Change Support Programme (LGCCS), an initiative of the DEA for the District Municipality. The following have been identified as high priority climate change indicators of high sensitivity and low adaptive capability within the district: human health, human settlements, and water.

Drought

According to the National Disaster Management Centre (2013), majority of the district has a risk to drought. Drought poses a major threat to the agricultural production, and consequently to the livelihood of the people dependent on agriculture. Improved drought planning, including drought-resistant seed varieties, food stockpiles, and support for farmers and rural households is required so that these measures can be put in place in advance of forecasted impending disasters. - Flooding There is a considerable risk of flooding to human development or infrastructure located within floodplains. The 1:100-year flood line zone is a high flood risk area and should be kept free of infrastructure and development. Comprehensive land use planning is needed to ensure sustainable urban development and mitigation of flood impact on communities.

Veld Fires

Climate change is expected to increase temperatures over the parts of the interior of South Africa increasing drought frequencies. Elevated temperatures and intense winds increase the risk fire. Veld fires are considered a major risk to environmental and social assets within the district. As majority of rural and farming areas burn their waste, an increase in temperature and drought, increases the chances of runaway fires occurring.

INTEGRATION OF DISASTER MANAGEMENT PLANS INTO THE IDP

1. VULNERABILITY ANALYSIS (LEJWELEPUTSWA DISTRICT MUNICIPALITY)

Area	**Location**	**Hazards**							
PUT YOUR LEJWELEPUTSWA DISTRICT MUNICIPALITY		**Floods**	**Windstorms**	**Structural Fires**	**Veld fires**	**Drought**			
Matjhabeng LM		X		X		X			
TOWN 2 Masilonyana LM		X	X	X	X	X			
TOWN 3 Nala LM			X	X		X			
Tokologo LM		X			X	X			
Tswelopele LM		X	X			X			

2. INSTITUTIONAL ARRANGEMENTS

Lejweleputswa District Municipality has a Disaster, Management Plan Unit with a focal person (Manager) and warm bodies. The plan was adopted by council, the seasonal contingency plan is in place.

ROLE/ACTIVITY/PROJECT	**RESPONSIBLE DEPARTMENT/UNIT/STRUCTURE**	**LINKAGE WITH DM PLAN**	**BUDGET and FUNDING SOURCE**	**TIMELINES**	**COMMENTS**

• Coordination and management of disasters • Declaration of state of disaster N.B: Primary responsibility for co-ordination and management of disasters. (Some form of agreement; SLA or MoU) must be entered into by the district and each local municipality)	Municipal Councils of the 5 Local Municipalities	• Preparedness • Prevention • Mitigation • Response • Relieve • Recovery	R300 000 - Own Operational budget	As per need	
Oversight	Section 79/80 Committee				
	Internal Audit Committee				
	Risk Management Office				
Internal coordination (planning and operations)	Inter-departmental Disaster Management Committee (IDMC) (municipal departments and municipal entities)	• Prevention • Mitigation • Preparedness • Response • Relief • Recovery	R5 000 (Own budget)	Ongoing	
• Establish Inter-departmental Disaster Management Committee (internal coordination) • Establish Municipal Disaster Management Advisory Forum (external coordination)	Disaster Management Focal Point	• Prevention • Mitigation • Preparedness • Response • Relief • Recovery		As per every Local Municipal budget	
•		•			

3. DISASTER RISK ASSESSMENT

ROLE/ACTIVITY/PROJECT	DEPARTMENT/IMPLEMENTING AGENT	LINKAGE WITH DM PLAN	BUDGET and FUNDING SOURCE	TIMELINES	COMMENTS
Conduct scientific and comprehensive Disaster Risk Assessment	Disaster Management Focal Point	• Prevention • Mitigation • Preparedness • Response • Relief • Recovery	Per every Local Municipality	End February 2024	

4. DISASTER RISK REDUCTION

ROLE/ACTIVITY/PROJECT	DEPARTMENT/IMPLEMENTING AGENT	LINKAGE WITH DM PLAN	BUDGET and FUNDING SOURCE	TIMELINES	COMMENTS
Develop Disaster Management Plan	Disaster Management Focal Point	• Prevention • Mitigation • Preparedness • Response • Relief • Recovery			
Develop hazard – specific Contingency Plans	Disaster Management Focal Point	• Preparedness • Response • Relief			

• Prohibitions/no infrastructure development zones (e.g. housing, critical infrastructure) • Enforcement of by-laws	Spatial Planning/Infrastructure	• Prevention • Mitigation			
• Maintenance of roads (accessibility) • Repair of damaged roads (accessibility) • Construction of storm water drainage systems. (planned projects) • Maintenance of storm water drainage systems • Clearing of debris/ desiltation in natural waterways/streams.	Department of Roads and Infrastructure	• Prevention • Mitigation • Reconstruction			
• Grass cutting in cemeteries, parks, open spaces and other outdoor recreational facilities. • Tree planting	Department of Parks, Cemeteries and Recreation	• Prevention • Mitigation			

• Illegal dumping (prohibitions and enforcement)	Waste Management Unit	• Prevention • Mitigation			

• Scheduled water cuts • War on Leaks	Water Department/Water Services Authority (WSA)				
• Preparation of fire breaks on council property (e.g. urban/rural interface) • Fire fighting activities	Fire Services	• Prevention • Mitigation			
• Awareness Campaigns	Disaster Management Focal Point	• Prevention • Mitigation			

5. Disaster Response and Recovery

ROLE/ACTIVITY/PROJECT	DEPARTMENT/IMPLEMENTING AGENT	LINKAGE WITH DM PLAN	BUDGET and FUNDING SOURCE	TIMELINES	COMMENTS
JOINT Operations (Coordination and Control)	Disaster Management Focal Point	• Preparedness • Response • Relief			
• Emergency procurement policy • Delegation of authority	Finance/Supply Chain Management	• Response • Relief			
• Provision of transport services • Evacuation of victims of disaster/transport of disaster victims to temporary shelter.	Department of Transport	• Response			

• Transport of people's property for safe keeping/storage in the aftermath of disaster.					
• Personal security for disaster victims at emergency shelter. • Security of people's property (disaster scene) and personal belongings (salvaged property)	Security Unit	• Response			
• Emergency power supply (power generators at emergency shelter)	Electricity Department	• Response			
• Emergency water supply (water tankers)	Water Department /Water Services Authority (WSA)	• Relief			
• Emergency Housing Programme • Emergency Housing Grant • Relocation	Human Settlements	• Relief • Reconstruction			
• Traffic control	Traffic Department	• Response			

6. SECTOR INTEGRATION

ROLE/ACTIVITY/PROJECT	DEPARTMENT/IMPLEMENTING AGENT	LINKAGE WITH DM PLAN	BUDGET and FUNDING SOURCE	TIMELINES	COMMENTS
• Supply of relief supplies (blankets; clothes)	Department of Social Development	• Relief			
• Emergency food supply	SASSA	• Relief			
• Emergency Housing Grant	Department of Human Settlements	• Rehabilitation			

• Emergency Housing Programme		• Reconstruction			
• Emergency Water Supply (water tankering) • Water supply infrastructure projects	Department of Water and Sanitation	• Response • Prevention • Mitigation			

ROADS:

There is Integrated Transport Plan, which was developed on behalf of the District by the Provincial department of Police, Roads and Transport

PUBLIC PARTICIPATION:

GOVERNANCE STRUCTURES:

Strategic Objective:

Promote a culture of participatory and good governance **Intended outcome**: Entrenched culture of accountability and clean governance

INTERNAL AUDIT FUNCTION:

The District Municipality has an internal audit unit, constituted of a manager, an assistant manager and an internal audit officer, approved positions reflected in the municipal organogram performing the audit function for the municipality.

AUDIT COMMITTEE:

The audit committee is in place and it's constituted by five members sourced externally for a period of three financial years. It is an on-going function compliant to legislation and supports the internal audit unit on matters of internal audits of the municipality. Part of the responsibilities is to ensure that portfolio of evidence for work done is readily available for the external audit **(see the table below).**

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The chairperson of Municipal Public Accounts committee is Cllr Moeti Molifi

WARD COMMITTEES:

There are 69 wards in the District and all have ward committees ????

COUNCIL COMMITTEES:

The municipality also has Seven (7) section 80 committees established as portfolio committees and they are Finance portfolio committee; IDP, PMS, Policy Development and Monitoring portfolio committee, Corporate Services portfolio committee, LED, Tourism, Agriculture, Youth and SMME portfolio; Social Services and Environmental Health portfolio committee; Municipal Support and Infrastructure portfolio committee and Special Programs. All these committees are politically headed by their respective Members of the Mayoral Committee (MMCs) to carry out their duties by ensuring all items that go to the Lejweleputswa council have served before their portfolio's, Mayoral Committee and eventually reach the council.

SUPPLY CHAIN COMMITTEES:

1. Bid Specification Committee
2. Evaluation Committee
3. Adjudication Committee

MANAGEMENT AND OPERATIONAL SYSTEMS:

1. COMPLAINTS MANAGEMENT SYSTEM:

The Lejweleputswa District municipality has the system which is called Reward and Complaints management system and is operational.

2. FRAUD PREVENTION PLAN:

The municipality has a draft plan and was adopted by council on the 25th May 2023, Councilors still need to be workshopped on it

3. Risk Management Framework

The municipality has a draft Risk Management Framework and was adopted by council on the 25th May 2023, Councilors still need to be workshopped on it

4. Anti-Corruption Policy

The municipality has a draft Anti-Corruption Policy that was adopted by council on the 25th May 2023, Councilors still need to be workshopped on it

5. *Whistle blowing Policy*

6. *Municipality has a draft Whistle blowing Policy that was adopted by council on the 25thMay 2023, Councilors still need to be workshopped on it*

7. COMMUNICATION STRATEGY:

The strategy is in place and was adopted by council in 2021

8. PUBLIC PARTICIPATION:

The municipality has a draft public participation policy, which still has to serve before the council for final adoption

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION:

Strategic Objectives:

Improve organizational cohesion and effectiveness

Intended outcome:

Improved organizational stability and sustainability

INFORMATION TECHNOLOGY (IT)

The municipality has IT staff and there is ITC draft plan to be adopted by council

AVAILABILITY OF SKILLED STAFF:

The municipality is capacitated with highly skilled, disciplined and professional staff in order to fulfil its mandate

ORGANISATIONAL STRUCTURE

The organizational structure is in place and was adopted by council on the 26th October 2023

SKILLS DEVELOPMENT PLAN:

The municipality has the plan in place and is reviewed every financial year

HUMAN RESOURCE MANAGEMENT STRATEGY OR PLAN:

The municipality has Human Resource Development Plan in place and has been reviewed to adapt to unfolding circumstances

INDIVIDUAL PERFORMANCE AND ORGANISATIONAL MANAGEMENT SYSTEMS:

The municipality has the system in place but only caters for HOD’s and plans are afoot to cascade it to junior levels of the organization.

MONITORING, EVALUATION AND REPORTING PROCESSES AND SYSTEMS:

LDM has an existing Compliance and monitoring policy which will address all issues relating to municipal compliance and effective execution of municipal plans and strategies

FINANCIAL VIABILITY:

Strategic Objective:

To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems

Intended Outcome:

Improved financial management and accountability

SCM POLICY- STAFFING

The municipality has an SCM policy in place which has been reviewed and vibrant SCM unit that is properly staffed

PAYMENT OF CREDITORS

The payment of creditors is made within the prescribed 30 days' timeframes

AUDITOR- GENERAL FINDINGS

The Audit opinion is Unqualified with matters of Emphasis, the Audit Action Plan is available online and can be downloaded from the Treasury website (copy attached as an Annexure)

FINANCIAL MANAGEMENT SYSTEMS

LOCAL ECONOMIC DEVELOPMENT

The LDM has a fully funded LED, Tourism and Planning Department with ten (10) personnel. The District has both LED and Tourism Strategies developed and adopted by Council in 2015 and 2018 respectively.

Strategic Objective:

Create an environment that promotes development of the local economy and facilitate job creation

Intended Outcomes:

Improved municipality economic viability

The District municipality's LED strategy is currently being reviewed

UNEMPLOYMENT RATE

MUNICIPALITY	EMPLOYED	UNEMPLOYED	TOTAL	EMPLOYMENT RATE
MATJHABENG	99650	58524	158174	37%
TOKOLOGO	6618	2504	9122	27,45%
MASILONYANA	11406	7227	18633	38,79%
TSWELOPELE	9694	5174	14868	34,80%
NALA	15786	8825	24611	35,86%

2011 Census

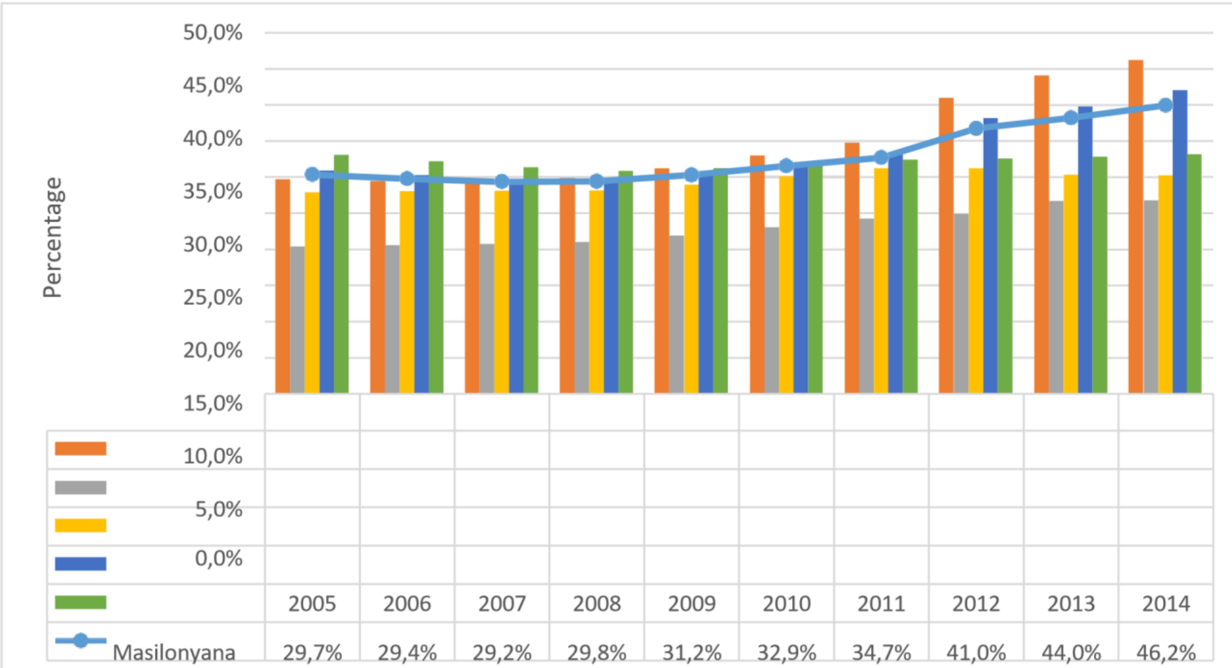
DISAGREGATE IN TERMS OF GENDER, AGE

Unemployment rate in Lejweleputswa

Statistics South Africa defines unemployment rate as a measure of the prevalence of unemployment and is calculated as a percentage, by dividing the number of unemployed individuals by all individuals currently in the labour force. Unemployment rate has increased in Lejweleputswa as illustrated by figure 4.17 below, from 30.3 percent in 2005 to 40 percent in 2014, with an average of 32.8 percent in the review period.

The highest rate of the unemployment in the District was recorded in Masilonyana which increased from 29.7 percent in 2005 to 46.2 percent in 2014, an average unemployment rate of 34.8 percent for the municipality. All of Lejweleputswa's municipalities' unemployment rate is increasing, with Matjhabeng recording the second highest unemployment rate after Masilonyana (46.2 percent) of 42 percent in 2014 from 30.9 percent in 2005, with an average of 33.7 percent unemployment rate over the review period. The lowest recorded unemployment rate in the District was Tokologo which also increased from 20.3 percent in 2005 to 26.8 percent in 2014, with an average of 23 percent unemployment rate. Part of the unemployment in the District can be explained by the decline in the mining sector and agricultural sector and the accompanying multiplier effect on other sectors.

Figure 4.17: Total Unemployment rate in Lejweleputswa (Official Definition %)



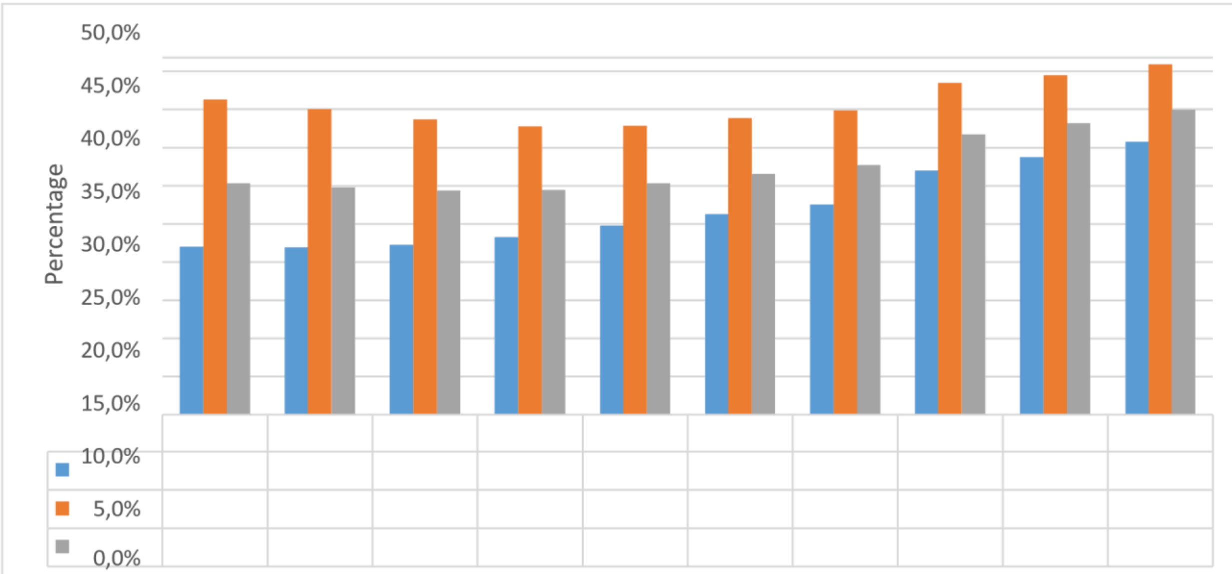
Source:IHS

Global Insight Regional eXplorer, 2015

Male and Female unemployment rate

Male and female unemployment is the share of each sex in the unemployment rate of a country or region. Traditionally unemployment rate for women has always been higher for females than for males. This is because males have always been regarded as the providers and females as the receivers. As a result, men are more likely to be in paid employment than females regardless of race, females are more likely to be doing unpaid economic work.

Figure 4.18: Male and Female Unemployment rate in Lejweleputswa (Official definition %)

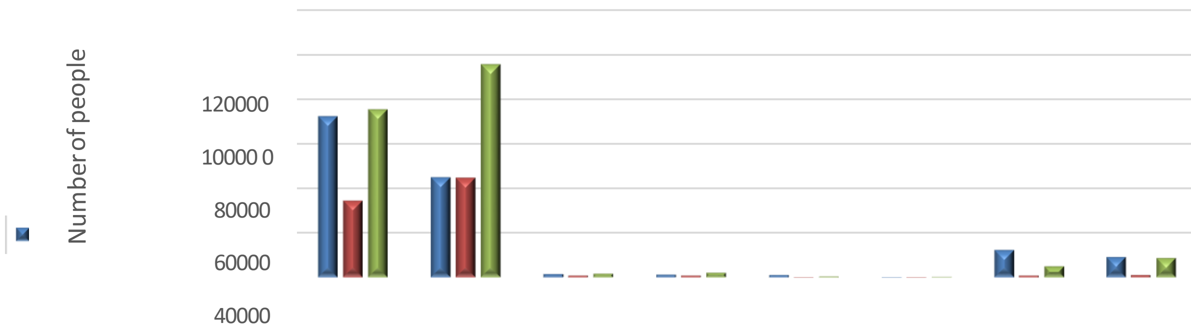


Source: IHS Global Insight Regional eXplorer, 2015

Figure 4.18 depicts a normal historical picture, where unemployment rate for men is lower than that of their female counter parts. The unemployment rate for females has fallen slightly during the 2008/09 recession to 37.7 percent from 41.3 percent in 2005. However, after 2009 the female unemployment increased again to 35.8 percent in 2014. The result could signal that females are easily discouraged during times of recession and after the recession they join the labour market again by seeking employment.

Unemployment rate for men has remained lower than that of their female counter part for much of the period under review, starting from 22.0 percent in 2005 increasing to 35.8 percent in 2014. Generally, unemployment rate in Lejweleputswa has increased from 30.3 percent in 2005 to 40 percent in 2014, indicating an average growth of 5.6 percentage points for men and an average growth of 1.24 percentage points for females. The average growth simply indicates that unemployment among males is increasing at a faster pace than for females.

EMPLOYMENT STATUS BY POPULATION AND SEX OFFICIAL EMPLOYMENT STATUS BY POPULATION GROUP AND GENDER IN LEJWELEPUTSWA



	Male	Female	Male	Female	Male	Female	Male	Female
	Black African		Coloured		Indian or Asian		White	
Employed	72220	44826	1559	1257	1023	120	12326	9056
Unemployed	34300	44510	719	710	68	49	774	1054
Not economically active	75419	95612	1683	2047	326	195	4904	8716

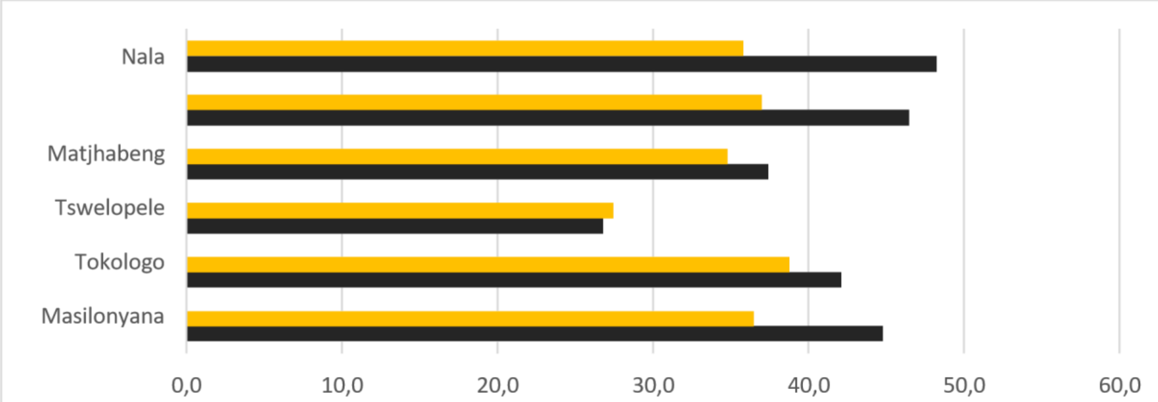
Employment status by population group and gender in the Lejweleputswa District, with black African male being the highest with **72220** employed followed by African female at **44826**, and white males with **12326** employed, and white females at

9056, male coloured at 1559 and coloured female at **1257.** The Indian, male employment is at **1023** while female Indians is **120.**

The unemployment of Black African male is **34300,** and Black African female is **44510.** The White male unemployment is standing at **774** and White female the rate of unemployment is at 1054. The Coloured male unemployment is at **719** and the Coloured female is **710**. The Indian male is 68 and Indian female is at **49.**

It is quite clear that the Black African population group is the most affected both males and females and the district should focus on creating more employment opportunities to significantly reduce the rate of unemployment from **36, 5%** to **5%** by 2030.

Lejweleputswa Youth Unemployment rate



	Lejwele putswa	Masilon yana	Tokolo go	Tswelo pele	Matjha beng	Nala
2011	36,5	38,8	27,5	34,8	37,0	35,9
2001	44,8	42,1	26,8	37,4	46,5	48,3

StatsSA: Census, 2011

The table above depicts a picture of the youth unemployment in Lejweleputswa with Masilonyana being the hardest hit municipality at a rate of **38.8%** unemployment followed by Matjhabeng with **37.0%**, Nala standing at **35.9%,** Tswelopele at 34.8% and Tokologo being the least with **27.5%.** This situation calls for Lejweleputswa to prioritize youth and women when embarking on EPWP projects and SMME's development in an attempt to address youth and women unemployment.

Economic Performance

The Gross Value Added by Region (GVA-R) measures the difference between inputs into particular region's economy and the value of outputs (goods and services) in that region or sector.

Table 4.2: GVA-R. Contribution to total economic growth in Lejweleputswa (% point, Constant 2010 prices)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
1 Agriculture	0.1%	0.4%	0.0%	0.9%	-0.1%	0.0%	-0.5%	-0.1%	0.0%	0.2%

2 Mining	0.8%	3.8%	0.7%	-3.0%	-2.0%	0.9%	-1.3%	-2.2%	1.9%	-0.3%
3 Manufacturing	-0.2%	0.4%	0.1%	0.2%	-0.2%	0.0%	-0.4%	-0.5%	0.1%	-0.1%
4 Electricity	0.0%	0.2%	0.0%	0.0%	0.0%	0.1%	-0.1%	-0.1%	0.0%	0.0%
5 Construction	0.0%	0.1%	0.2%	0.1%	0.2%	0.2%	-0.1%	-0.1%	0.0%	0.0%
6 Trade	0.1%	0.4%	0.2%	0.1%	-0.3%	0.6%	-0.2%	-0.2%	0.4%	0.0%
7 Transport	0.1%	0.2%	0.2%	0.1%	0.0%	0.3%	-0.2%	-0.4%	0.2%	0.0%
8 Finance	-0.2%	0.5%	0.3%	0.1%	0.2%	0.5%	-0.1%	-0.4%	0.2%	0.0%
9 Community services	0.2%	0.5%	0.3%	0.4%	0.1%	0.6%	-0.4%	-0.8%	0.2%	0.1%
Total Industries	0.9%	6.5%	0.2%	-1.1%	-2.3%	1.3%	-3.	-4.8%	0.8%	0.0%

							2%			
Taxes less Subsidies on products	0.3%	0.6%	0.2%	-0.4%	0.3%	0.4%	1.0%	-0.6%	0.0%	-0.1%
Total (Gross Domestic Product - GDP)	1.2%	7.1%	0.0%	-1.5%	-2.0%	1.7%	-2.2%	-5.4%	0.8%	-0.1%

Source: IHS Global Insight Regional eXplorer, 2015

The contribution of mining, which is the dominant sector, in Lejweleputswa district's economic growth has been on a declining trajectory in the review period of 2005 to 2014 according to table 4.1. Table 4.2 above illustrates that although mining has been on a downward trend, 2010 saw a 0.9 percentage point increase in its GVA-R, together with a 1.9 percentage point increase in 2013. Part of the 2013 growth in the mining sector was due to a favorable world commodity price, which has recently been not very favourable according to the recent world statistics on commodity prices. On average total industries in Lejweleputswa are declining with the 2012 as the worst year with -4.8 percent decrease in total for all the industries. The contribution of community services sector' growth has declined from 0.2 percent in 2005 to 0.1 percent in 2014, indicating a general decline in the activities of the sector. The decline of community services sector could be as a result of recent policy shift to "austerity measures" of trying to reduce government wage bill. The GDP growth in Lejweleputswa is also hovering in recession for most of the review period except for 2013, with a 0.8 percent recovery.

OBJECTIVES, STRATEGIES AND PROJECTS

Key Performance Area 1 :Good Governance Executive Mayor's Office									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
1.1	Moral regeneration	To promote ethical behaviour & social values & principles enshrined in the country's constitution among the communities within the District	Engage communities through various special programs of the municipality in pursuance of promotion of ethical behavior and values.	6 moral regeneration awareness campaigns in the district targeting, gangsterism and drug abuse learners by 30 June 2025.	Number of moral regeneration awareness campaigns in the district targeting learners, gangsterism and drug abuse held by 30 June 2025.	Moral regeneration	**R200 000**	**6**	
1.2	Targeted Campaigns: Elderly, Women, Disability, and Children's Programme	To strengthen a meaningful community participation and interaction program.	Develop and implement annual community participation and interaction program.	Community awareness campaigns in the district targeting the interest of designated groups i.e. elderly, women, and people with disabilities and children by 30 June 2024	Number of community awareness campaigns in the district targeting the interests of designated groups' i.e. **A**. elderly, **B**. Women, **C**. People with disabilities and	Targeted Campaigns **A**. elderly, **B**. Women, **C**. People with disabilities and **D**. Children	**R200 000**	**1** **1** **1** **1**	3 3 3 3

Key Performance Area 1 :Good Governance Executive Mayor’s Office									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
					D. Children by 30 June 2025.				
1.3	Mandela day	To participate in the 67 minutes Mandela day in July.	Celebrate Mandela day	1 Mandela Day held by 30 June 2025	Number of Mandela day held by 30 June 2025	Mandela day	**R100 000**	**1**	4
1.4	HIV & AIDS	To raise awareness towards the reduction in the prevalence of HIV/AIDS in the district	In collaboration with the District Department of Health and all stakeholders work with HIV/AIDS profile HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst Communities within the District.	4 HIV/AIDS awareness campaigns in the district targeting youth, men and women schools held by 30 June 2025	Number of HIV/AIDS awareness campaigns in the district targeting youth, men, women and schools held by 30 June 2025	HIV and AIDS awareness campaigns	**R100 000**	**4**	16

Key Performance Area 1 :Good Governance Executive Mayor's Office									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
1.5	Functional District AIDS council	To promote functionality of DAC	Coordinate District Aids Council meetings	Coordinate 2 District Aids Council meetings by 30 June 2025	Number of DAC meetings coordinated by 30 June 2025	DAC	**R100 000**	**2**	16
1.6	Youth development	To ensure that the needs of young people are catered for	Organize youth activities in the District	2 Youth activities organized by 30 June 2025	Number of youth development activities organized by June 2025	Youth development	**R400 000**	**2**	8
1.7	Grant -in - Aid	To provide assistance to destitute family members	Assist destitute family members during times of need	Prepare 4 quarterly reports in assisting destitute families in times of need by 30 June 2025	Number of reports generated on families assisted by 30 June 2025	Grant -in –Aid	**R250 000**	**4**	16
1.8	OR Tambo Games	To plan, coordinate & support sports amongst the youth	Ensure exposure of youth to new opportunities in sports.	Host 1 annual OR Tambo Games by 30 June 2025	Number of annual OR Tambo Games hosted by 30 June 2025	OR Tambo games	**R600 000**	**1**	4

Key Performance Area 1 :Good Governance Executive Mayor's Office									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
1. 9	Gender Mainstreaming & GBVF	To initiate programs and campaigns that seek to raise awareness on GBVF and women emancipation.	Convene GBVF & women emancipation awareness campaigns in the district.	Convene 1 16 days of activism, 1 gender based violence & femicide and 1 women emancipation campaign by 30 June 2025	Number of campaigns convened by 30 June 2025	Gender mainstreaming & GBVF	**R500 000**	**1**	4
1.10	District Educational Support Program (DESP)	To encourage and motivate all learners in the district to go back to school and other centres of learning.	Assist destitute learners with school uniform, Grade 12 motivational talk in partnership with the institutions of Higher Learning in partnership with the private sector.	Provide assistance to a number of identified destitute learners in partnership with the DOE.	Number of learners assisted by 30 June 2025	District Educational Support Program (DESP)	**R200 000**	**1**	4
1.11	Poverty Alleviation	To Address the plight of indigent households in our District (To fight and eliminate poverty within the	Coordinate food Gardening and any other means possible such as sewing, poultry etc.	4 Food Gardens Coordinated within the District by 30 June 2025	Number of Food Gardens Coordinated within the District by 30 June 2025	Poverty Alleviation	**R200 000**	**4**	**4**

Key Performance Area 1 :Good Governance Executive Mayor's Office									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
		indigent families in our communities)							
1.12	External student assistance Program	Roll out support to indigent students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications	Allocate bursaries to students in the district	Provided bursary opportunities to students in the district by 30 June 2025.	Report on bursaries by 30 June 2025	Student Bursaries	**R1 500 000**	**1**	18
1.13	Culture and Heritage	Preserve our cultural heritage by educating the youth in our District	Ensure that the District organizes annual cultural day/expo to celebrate our rich African cultural diversity	Annual cultural day celebrated by 30 June 2025	Number of cultural days celebrated by 30 June 2025	Cultural Day	**R100 000**	**1**	4
1.14	District Sports and Mayoral games	Engage youth in District Mayoral sports and games to encourage them to be active in sports	To partner with local municipalities within the District in organizing and hosting 2 mayoral District	2 annual Mayoral District sports and games to be hosted by 30 June 2025	Number of Mayoral District sports and games to be hosted by 30 June 2025	District Sports and Mayoral games	**R150 000**	**2**	**3**

Key Performance Area 1 : Good Governance Executive Mayor's Office									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
			Sports and games annually						

Key Performance Area 1 :Good Governance Office of the Speaker									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
1.15	Social Cohesion	To revive morally and good values	Develop and implement annual community participation and interaction program aimed at reviving morals and values	1 Boys and men GBV & Femicide dialogue	1 GBV and Femicide dialogue by June 2025	Social Cohesion	**R250 000**		
1.16	Back to School	To address poverty challenges	Identify needy learners in the district to assist with uniform.	1 program by 30 June 2025	1 program by 30 June 2025	Back to School	**R 220 000**	**1**	
1.17	Facilitate access to ID document and other related documents	Mobilizing community members to access departmental facilities	By mobilizing community members in local municipalities	Outreach programs in local municipalities by 30 June 2025	Number of outreach Program coordinated by 30 June 2025	Facilitate access to ID document and other related documents	**R250 000**	**4**	**12**
1.18	Oversight	Effective and efficient oversight through section 79 committees	Convene section 79 committees	Convene 4 MPAC meetings at Municipal and Convene section	4 MPAC meetings 2 RULES Committee meetings and	Oversight Meetings	**R100 000**	**4**	**12**

				79 committees by June 2025	Convene section 79 committees by June 2025				
1.19	MPAC Public Participation	Provide a platform for the promotion of stakeholder participation in municipal matters affecting community members	Convene public Participation in 5 local municipal.	Convene Public participation in 5 local municipalities on 2021-22 annual report by March 2025	Number of Public Participation convened in 5 local municipalities by 30 June 2025	MPAC Public Participation (meetings on annual report)	**R200 000**	**5**	**15**

Key Performance Area 1 :Good Governance Office of the Speaker									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
1.20	Capacity Building	To enhance skills	Organize skills development , trainings and workshops	Convene number of skills development skills with accredited institutions by 30 June 2025	Number of skills development for councillors with accredited institutions by 30 June 2025	Skills/short courses. (Councillor Capacity Building)	**R300 000**	**6**	**18**
1.21	Speakers' forum.	Provide platform of participation by all Speakers in the District.	Convene 2 Speakers forum a year	2 Speakers forum Convened per quarter by June 2025	Number of Speakers Forums Convened by 30 June 2025.	Speakers' forum.	**R100 000**	**2**	**4**
1.22	Enhance and strengthen the ward committee system	Create effective ward committees	Organize ward committee summit	1 Annual ward committee summit by June 2025	1 Annual ward committee summit by June 2025	Ward Committee summit	**R100 000**	**1**	**3**

1.23	Recognition of the role of women in enhancing Freedom and Democracy.	Celebrate national and special days	1 District celebration.	Convene 1 District celebration by June 2025	1 District women's celebration summit by June 2025	Women caucus and Men's forum.	**R 500 000**	**1**	**3**
1.24	Effective Way to Promote Youth Participation	To contribute to the development of government programs	Convene Youth Councils	1 Youth Council convened by 30 June 2025	Number of Youth Councils convened by 30 June 2025	Youth Council	**R 300 000**	**1**	**3**
1.25	Creative Arts, Theatre, Sport& culture	To promote local artists and sportsmen	Afford them the opportunity to attending sports, arts and culture events	Artists and sportsmen to be afforded the opportunity to develop by June 2025	Number of Artists and sportsmen to be afforded the opportunity by 30 June 2025	Promotion of Local Artists and sportsmen	**R 200 000**	**4**	**3**

Key Performance Area 1 :Good Governance Office of the Municipal Manager									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2023 – 24**	**Year 3**
1.26	Risk Management	To build a risk conscious culture within the organization.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk registers and following up on implementation of risk treatment plans by departments	4 quarterly risk assessment performed by 30 June 2025 and risk register and risk mitigation plans subsequently updated.	Number of quarterly risk assessments performed by 30 June 2025 and risk register and risk mitigation plans subsequently updated.	Risk Management		**4**	**12**
1.27	Performance Management Development System	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting	Submit 1 signed SDBIP to Council, Cogta and Treasury for the 2024/25 budget year and	Number of signed SDBIP submitted to Council and Cogta and	SDBIP		**1**	**3**

					Treasury for the 2024/25 budget year				
1.28	Performance Management Development System	To enhance the: Achieving individual employee goals of employees along with organizational objectives. Also, enhance the skills and personal development of employees and encourage work that helps in fulfilling business goals.	Fully comply with the provisions of the municipality's Performance Management Development System from planning to reporting.	Signed Performance Agreements for all staff members including Section 57 Managers, and MM by July 2025	Number of annual performance agreements signed and approved by council by 14 July 2025.	Performance Agreements		**5**	**15**
1.29	Performance Management Development System	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the Municipality's Performance Management	Performance assessment reports for 5 senior managers (including the Municipal	Number of performance assessment reports not later than 30 days after the end of each	Performance Assessments		**4**	**12**

			System from planning to reporting.	Manager) concluded and signedoff not later than 30 days after	quarter by 30 June 2025				
				the end of each quarter during 2023/24 Non-formal: Quarter 1 (October)and Quarter 3 (April) assessments Formal Assessments: Midterm assessments(February/March) and Annual Assessments (November/December)After Audit Outcomes				**1**	**3**

1.30	Performance Management Development System	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting,	1 annual performance report for 2023/24 signed-off and submitted to the Auditor-General by 31 August 2025	Number of annual performance reports by 31 August 2025.	Annual Performanc e Report		**1**	**3**
1.31	Performance Management	To ensure good Governance practices and effective functional municipality	Fully comply with the provisions of the municipality's Performance	Signed-off Mid-term performance report approved by council for 2023/24	Number of Signed-off Mid-term performance report approved by council for 2024/25	Mid-term report approved		**1**	**3**

Key Performance Area 1 :Good Governance Office of the Municipal Manager									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2023 – 24**	**Year 3**
			Management System from planning to reporting						

1.32	Performance Management	To ensure Good Governance practices to ensure effective, functioning municipality	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting,	Submit 1 audited annual report for 2023/24 to Provincial Treasury, CoGTA and National Treasury by 31 January 2025.	Number of audited annual report for 2021/22 submitted to Provincial Treasury, CoGTA and National Treasury by the end of 31 January 2025.	Performance Management /Audited annual report		**1**	**3**
1.33	Performance Monitoring and evaluation	To provide an effective M&E framework, which is, designed to measure progress towards achievement of the overall goal and objectives.	Fully comply with the provisions of the municipality's Performance Management System from planning to reporting.	Submit quarterly performance monitoring & evaluation report to Council by 30 June 2025	Number of performance monitoring and evaluation reports submitted to Council by 30 June 2025.	Performance Monitoring and evaluation		**4**	**12**
1.34	IGR Meetings	To promote and facilitate InterGovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of cooperative government and intergovernmental relations within the district.	IGR Meetings (Technical) CFO, DCF, CSF) convened by 30 June 2025	Number of IGR meetings held by 30 June 2025.	IGR Technical forum		**4**	**12**

1.35	Internal Audit	To ensure oversight over the affairs of the municipality	Provide assurance as to the effectiveness of internal controls of the municipality through Internal Audit service	4 quarterly Internal Audit reports on the performance assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee by 30 June 2025	Number of quarterly Internal Audit reports on the performance assessment of the effectiveness of the controls within the municipality submitted to the Audit – Committee by 30 June 2025	Internal audit reports		**4**	**12**
1.36	Internal Audit	To ensure oversight over the affairs of the municipality	Submit the quarterly internally audited performance reports and the annual report to the audit Committee & MPAC	4 quarterly performance reports and a draft annual report for 2023/24 internally audited and submitted to the Audit Committee & MPAC by30 June 2025.	**A.** Number of quarterly performance report internally audited **B.** and annual report submitted to the Audit Committee & MPAC by 30 June 2025.	Internal Audit/Performance report internally audited		**4** **1**	**12** **3**

1.37	Internal audit	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury risk management, adequate internal controls for improved financial management, and improved overall organizational performance. Regulations to ensure proper	Post Audit Action Plan matters for 2023/24 relating to leadership, predetermined objectives and other matters addressed by 30 June 2025	Post Audit Action Plan matters for 2023/24 relating to leadership, Predetermined objectives and other matters addressed by 30 June 2025	Post Audit Action Plan		**1**	**3**

Key Performance Area 2: Basic Service Delivery and Infrastructure Development									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 5**
2.1	Assessment of road conditions	To assess the condition of roads in the District	Prepare and submit reports on conditions of roads in the District	Reports on roads conditions submitted by 30 June 2025.	Number of roads assessments reports by 30 June 2025	Road Infrastructure Assessment	**R2 561 000.00**	**1**	**3**
2.2	EPWP	To facilitate the creation of jobs for unemployed communities.	Create temporary jobs for unemployed communities	Employ people from communities by 30 June 2025	Quarterly reports	EPWP – Cleaning Services EPWP – Internal Funding	**R1 322 000.00** **R2 000 000.00**	**4**	**12**
2.3	Letsema cleaning and greening campaign	To provide environmental sustainability throughout the District	Letsema project in the District	3 Reports on Letsema Cleaning Campaign or Greening Campaign submitted by 30 June 2025	Number of reports on Letsema project by 30 June 2025	Letsema cleaning and greening campaign	**R1 000 000.00**	**3**	**9**

2.4	Municipal support	To address issues of service delivery in local municipalities within the area of the District	To partner with identified local municipalities within the District to deal with service delivery backlogs	A report on Local municipalities supported within the District by 30 June 2025	Number of reports on local municipalities supported within the District to deal with service delivery backlogs by 30 June 2025	Municipal support	**R1 500 000.00**	**1**	**3**
2.5	Branding	To ensure continued marketing of our municipality through development of branding material			Number of branding material developed for distribution	Branding	**R 100 000**		
2.6	Communication						**R 100 000**		
	ENVIROMENTAL HEALTH SERVICES								

2.5	Municipal health services	To provide Municipal Health Services effectively & equitably in the district.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health	Monthly Water Quality reports on the status of water in the 5 local municipalities submitted by 30 June 2025	Number of Monthly Water Quality reports on the status of water in the 5 local municipalities submitted by 30 June 2025	Water Quality Monitoring	**R 150 000**	**12**	**36**

Key Performance Area 2: Basic Service Delivery And Infrastructure Development									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 5**
			services within the District by June 2025.						
2.6	Municipal health services	To provide Municipal Health Services effectively & equitably in the district.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health services within the district	Monthly reports on compliance of food selling outlets in the 5 Local Municipality submitted by 30 June 2025.	Number of monthly reports on compliance of food selling outlets in the 5 Local Municipality submitted by 30 June 2025.	Food Quality Monitoring	**R 100 000**	**12**	**36**

2.7	Municipal health services	To provide Municipal Health Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health services within the District	Monthly reports on food sampling in the 5 Local Municipalities by 30 June 2025.	Number of monthly reports on food sampling in the 5 Local Municipalities by 30 June 2025.	Food sampling	**R150 000**	**12**	**36**
2.8	Municipal health services	To provide Municipal Health Services effectively &				Development of By-law			**36**

Key Performance Area 2: Basic Service Delivery And Infrastructure Development									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 5**
		equitably in the District.							
2.9	Municipal health services	To enhance accountability in rendering adequate compliance to legal requirements	To organize, plan, control and monitor the design and implementation of Record of decisions, through the establishment of a cloud based EHS system	Develop an EHS Monitoring system by 30 June 2025	A status report on the EHS Monitoring System Implementation by 30 June 2025	EHS Monitoring System		**1**	**3**
2.10	Municipal health services	To provide Municipal Health Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources	4 reports on environmental awareness campaigns in the District by 30 June 2025	Number of reports submitted on environmental awareness campaigns in the District by 30 June 2025	Environmental Health awareness campaigns	**R 20 000**	**4**	**12**

			across the District to ensure fair and equitable health services within the District						
2.11	Municipal health services	To provide Municipal Environmental Services effectively and	Ensure equitable allocation and distribution of Air Quality Management resources across the	4 Reports on air quality management in the District submitted by 30 June 2025	Number of Reports on air quality management in the District submitted by 30 June 2025	Air Quality Management	**R150 000**	**4**	**12**

Key Performance Area 2 : Basic Service Delivery And Infrastructure Development

ID	Municipal Focus Area	IDP Strategic Objective	Strategies	Key Performance Indicator	Unit of Measurement	Project Name	Budget	Year 3 2024 – 25	Year 5
		equitably in the District	District to ensure fair and equitable health						
2.12	Environmental Management Service	To provide Municipal Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Municipal Health Services resources across the District to ensure fair and equitable health	4 reports on waste management compliance submitted in the District by 30 June 2025	Number of reports on waste management compliance submitted in the District by 30 June 2025	Waste Management Audits		**4**	**12**
2.13	Waste Campaign	To provide Municipal Environmental Services effectively & equitably in the District.	Ensure equitable allocation and distribution of Environmental Management Services resources	4 reports on waste management campaigns in the District by 30 June 2025	Number of reports on waste management campaigns in the District by 30 June	Waste Campaign: • Capacity building and training • Waste SMME - Support Cleaning of illegal dumping sites		**4**	**12**

			across the District to ensure fair and equitable health		2025				
2.14	Disaster Management response and recovery	To ensure effective & efficient disaster management response and recovery in the district.	Coordinate an effective and efficient response to incidents and disasters throughout the district by 30 June 2025	Coordination of rapid and efficient response to disasters and post- disaster recovery and rehabilitation 30 June 2025	Number of responses coordinated to incidents and disasters 30 June 2025.	Disaster Relief: • Fire • Floods • Earth Subsidence • Adverse weather incidents/occurrences	**R400 000**	**4**	**12**
Key Performance Area 2: Basic Service Delivery And Infrastructure Development									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 5**

2.15	Disaster Management	To ensure effective & efficient disaster management services in the district.	Conduct disaster awareness campaigns in 5 local municipalities by 30 June 2025	Quarterly disaster awareness campaigns in schools and communities in the district by 30 June 2025.	Number of quarterly disaster awareness campaigns in vulnerable communities conducted in the district by 30 June 2025.	Disaster awareness campaigns		**4**	**12**
2.16	Disaster Management Forum Meetings	To promote and facilitate IGR stakeholders in the District	Facilitate 4 Disaster Management Forum Meetings by 30 June 2025	4 District Management Forum meetings held by 30 June 2025	Number of District Management Forum meetings held by 30 June 2025	Disaster Management Forum meetings		**4**	**12**
2.17	To ensure effective & efficient fire safety management services in the district.	Organize fire safety awareness in all local municipalities in the District	4 fire safety awareness campaigns in all local municipalities in the District by 30 June 2025	4 fire safety awareness campaigns in the district conducted by 30 June 2025	Number of Fire Safety awareness campaigns conducted by 30 June 2025	Fire Safety awareness campaigns		**4**	**12**

Key Performance Area 3 :Local Economic Development & Planning									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024/25**	Year 3
3.1	Local Economic Development and Growth	To ensure Economic Development and growth in the District	To ensure Economic development and growth	1 LED Strategy Service Provider Appointment letter by June 2025	LED Strategy Service Provider Appointment letter by June 2025	Appointment letter for Service Provider to Review LED Strategy	**400 000**		
3.2	Small Medium and Micro Enterprises (SMMES) development and support	To ensure SMME development and ensure support in the District	To ensure development and support for SMME's	10 SMME's supported by 30 June 2025	Report on the number of SMME's supported by June 2025	SMME's supported	**300 000**		
3.3	Economic Development Stakeholder Relations	To strengthen District Stakeholder Collaboration	To strengthen Stakeholder Relations	2 LDM LED Business Forum meeting convened by 30	A report on the Number of the District LED Business Forum convened by June	District LED Business Forum convened	**150 000**		

				June 2025	2025				
3.4	Support Local Municipalities with knowledge on growing the local Economy	To ensure Economic Development and growth in the District	To ensure that the District Capacitate Local LED	1 District LED Regional Summit to be convened by 30 June 2025	A report on the District LED Regional Summit Convened by June 2025	District LED Regional Summit			
3.5	Support Cooperative Enterprises	To ensure SMME development and ensure support in the District	To ensure development and support for Cooperatives	10 Cooperatives supported by 30 June 2025	Report on the number of Cooperatives supported by June 2025	Cooperatives supported	**200 000**		

Key Performance Area 3 :Local Economic Development & Planning									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024/25**	Year 3
3.6	Job Creation & Investment Summit	Facilitate Job Creating Initiatives & Investment Summit	To coordinate & host Job Creation and Investment Summit	Job Creation and Investment Summit organized by June 2025	Number of Job Creation and Investment Summit Coordinated by June 2025	Job Creation and Investment Summit	**R 300 000**		
Tourism Section									

3.7	Tourism Development and Support	Support Programme for tourism development and growth	To offer support to Tourism SMME's / Events organizers	Tourism SMMEs / Events organizers supported by 30th June 2025	A report on the number of Tourism SMME's/Events organizers supported by June 2025	Tourism SMMEs/ support/ Tourism Products Support	**R200 000**		
3.8	Tourism Development and Support	Support Programme for tourism development and growth	Convene District tourism Forum	1 District tourism Forum convened by 30 June 2025.	Number of District Tourism Forum Meetings convened by 30 June 2025	District Tourism Forum	**50 000**		
3.9	Tourism Development and Support	Support Programme for tourism development and growth	Enhance capacity for tourism promotion	1 Tourism Indaba show supported and attended by June 2025	Number of Tourism Indaba shows supported and attended by June 2025	Tourism Indaba show	**R325 000**		
3.10	Tourism Development and Support	Support Programme for tourism	Enhance capacity for tourism promotion	1 LDM Tourism Shot Left Campaign convened by 30 June 2025	Number of Tourism Shot Left Campaign convened by June 2025	Tourism Shot Left Campaign	**R250 000**		

Key Performance Area 3: Local Economic Development & Planning									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024/25**	Year 3

		development and growth							
3.11	Tourism Development and Support	Support Program for tourism development and growth	Review Tourism Strategy	1 Tourism Strategy Reviewed by 30 June 2025	Number of Tourism Strategies reviewed by June 2025	Review of the Tourism Strategy			
3.12	Tourism Development and Support	Support Program for tourism development and growth	Enhance capacity for Tourism promotion	1 FS Tourism SAAMTREK event supported and attended by June 2025	Number of FS Tourism SAAMTREK events supported and attended by June 2025	FS Tourism SAAMTREK Event	**R100 000**		
		INTEGRATED DEVELOPMENT PLANNING							
3.13	District IDP Managers Forum	To facilitate and coordinate District IDP Managers forum meetings	Facilitate and Coordinate District IDP Managers forum Meetings.	3 District IDP Managers Forum Meetings coordinated by 30 June 2025	Number of District IDP Managers Forum Meetings coordinated by June 2025	District IDP Managers Forums		**3**	9
3.14	IDP Steering committee	To facilitate and coordinate District IDP Steering Committee meetings	Facilitate and Coordinate District IDP Steering Committee meetings.	4 IDP Steering committee Meetings coordinated by 30 June 2025	Number of IDP Steering committee Meetings coordinated by June 2025	IDP Steering committee meeting		**4**	12

3.15	District IDP Framework.	Ensure implementation of a District wide integrated planning process	To review District IDP framework to inform process plans of all local municipalities	District IDP Framework reviewed by 30 June 2025	Number of Framework Plans reviewed b y June 2025	District IDP Framework.		**1**	3
	Key Performance Area 3 :Local Economic Development & Planning								
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024/25**	Year 3
3.16	P representative forum meeting	To ensure development of a legally compliant and credible IDPs in the district and local municipalities within the district	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities within the district and that all IDPs incorporate communities and stakeholders' views and inputs that they are prepared in accordance with the prescribed framework	2 IDP Rep Forum meetings by 30 June 2025	Number of IDP Rep Forum meetings by 30 June 2025	IDP Rep Forum	**R100 000**	**2**	**10**

3.16	District IDP Process plan.	Ensure implementation of a District wide integrated planning process	Facilitate the development of both the District IDP process plan and 5 local municipal IDP process plans to guide development of IDP's by 30 June 2025	Number of process plans reviewed by 30 June 2025	District and Local municipalities' IDP process plans by June 2025	District IDP Process Plan.		**1**	**3**

Key Performance Area 4: Municipal Financial Viability

ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 2 2023 – 24**	**Year 4**
4.1	Submission Performance Management reports	To ensure Performance Management Practice that reports timeously and accurately on Municipal Objectives	Development and submission of departmental Performance Reports Monthly.	12 Monthly Performance management Reports submitted on time by 30 June 2025	Number of Reports Developed and submitted on Time by 30 June 2025	Performance reports		**12**	**48**

4.2	Internal audit	Improve administrative and financial capability of the municipality.	Establish and implement good governance practices in line with Treasury risk management, adequate internal controls for improved financial management, and improved overall organizational performance. Regulations to ensure proper	Post Audit Action Plan matters for 2023/24 relating to leadership, predetermined objectives and other matters addressed by 30 June 2025	Post Audit Action Plan matters for 2023/24 relating to leadership, predetermined objectives and other matters addressed by 30 June 2025	Post Audit Action Plan		**1**	**4**
4.3	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and	100% cash-backed approved budget for 2024/25 financial year.	100% cash-backed approved budget for 2024/25 financial year	Funded Annual Budget		**1**	**4**

		order to achieve a clean audit.	prescribed accounting norms and standards						

4.4	Municipal Investments	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	12 Return on Investment report Submitted by 30 June 2025	Number of Investments reports developed and submitted on time by 30 June 2025	Investments reports		**12**	**48**

4.5	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	4 Budget related policies reviewed, updated and approved by Council by 30 June 2025	Number of Budget related policies reviewed, updated and approved by Council by 30 June 2025	Reviewed Budget policies		**4**	**16**

4.6	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Suppliers and service providers paid within 30 days of receipt of valid invoice, with no disputed delivery of goods / services throughout 2024/25.	Number of days it takes to pay suppliers and service providers after receipt of valid invoice, with no disputed delivery of goods / services throughout 2024/25.	30 Days Compliance		**12**	**48**

4.7	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Prepare 4 reports on payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody Quarterly throughout 2024/25 financial years.	Number of reports on payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody Quarterly throughout 2024/25 financial year.	Payment s reports		**4**	**16**
4.8	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant	Plan, implement, monitor and report financial management activities in accordance with	2 biannual assets verification performed and asset registers updated with all assets movements, and report	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged /	Assets Verification		**2**	**8**

Key Performance Area 4: Municipal Financial Viability									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 2 2023 – 24**	**Year 4**
		legislation in order to achieve a clean audit.	MFMA, its associated regulations and prescribed accounting norms and standards	any damaged / missing items by 30 June 2025	missing items by 30 June 2025				
4.9	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Review and sign-off one (1) Audit File and Audit File schedule respectively for 2023/24 financial year that is compliant with Annexure A of MFMA Circular 50 by 30 June 2025	Number of reviewed and signed-off audit file schedule and the actual Audit file for 2023/24 financial year that is compliant with Annexure A of MFMA Circular 50 by 30 June 2025	Audit File		**1**	**4**

4.10	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	2023/24 signed-off Annual Financial Statements prepared in accordance with the South African Standards of Generally Recognized Accounting Practices (GRAP) and section 122 of MFMA by31 August 2024.	Auditor-General's Report on the 2023/24 Annual Financial Statements (AFS) with no paragraph relating to AFS not being compiled in accordance with GRAP and section 122 of MFMA by August 2025	Annual Financial Statements		**1**	**4**
4.11	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2025	Amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to noncompliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2025	Internal Controls/ UIFW		**4**	**16**

4.12	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	A) 12 signed-off monthly budget statement reports (Section 71 of MFMA), quarterly financial reports B) (Section 52 (d) of the MFMA) for 2022/23 produced and submitted to the Executive Mayor by 30 June 2025	A) Number of signed-off monthly budget statement reports (Section 71 of MFMA), quarterly financial reports B) (Section 52 (d) of the MFMA), for 2022/23 produced and submitted to the Executive Mayor by 30 June 2025.	Monthly and Quarterly Reports		**12** **4**	**48** **16**
4.13	Implement financial control	To ensure financial management practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	12 signed-off monthly bank reconciliation statements of all bank accounts by 30 June 2025.	Number of signed-off monthly bank reconciliation statement of all bank accounts by 30 June 2025.	Bank Reconciliation		**12**	**48**
4.14	Audit Report	To ensure financial management	Plan, implement, monitor and report financial	Quarterly reviews and updating of financial	Number of quarterly reviews and updating of financial	Update on Audit report		**4**	**16**

		practices that enhances viability & compliance with the requirements of MFMA & other relevant legislation in order to achieve a clean audit.	management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards	management related internal controls based on the quarterly Internal Audit reports by 30 June 2025.	management related internal controls based on the quarterly Internal Audit reports by 30 June2025.				

Key Performance Area 5 :Municipal Transformation and Organizational Development									
ID	**Municipal Focus Area**	**IDP Strategic Objective**	**Strategies**	**Key Performance Indicator**	**Unit of Measurement**	**Project Name**	**Budget**	**Year 3 2024 – 25**	**Year 3**
5.1	Council Meetings	To adhere to administrative responsibilities	Develop and distribute signed council agendas and minutes	4 Council meetings by 30 June 2025	Number of signed council agendas and minutes by 30 June 2025.	Council meetings	0perational	**4**	**12**
5.2	Audit Report	To ensure Staff Management and institutional Development	Plan, implement, monitor and report staff related activities in accordance with HR policies and its associated regulations	A report on reviews and updating of staff management related internal controls based on the quarterly Internal Audit reports by 30 June 2025.	Number of reviews and updating of staff management related internal controls based on the quarterly Internal Audit reports by 30 June 2025.	Update on Audit report	Operational	**1**	**3**

5.3	Local Labour Forum	To ensure functional LLF in order to promote sound labour relations in the workplace	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & Institutional policies pertaining to labour relations.	Convene 4 quarterly LLF meetings by 30 June 2023 for the promotion of sound labour relations in the workplace by June 2025	Number of LFF meetings convened towards the promotion of sound labour relations in the workplace by 30 June 2025	LLF meetings		**4**	**12**
5.4	Experiential training	To give experiential training to students at tertiary institutions to complete their qualifications.	Placement of students within the district for experiential training.	Place 10 students within the district for experiential training by 30 June 2025	Number of students successfully placed for experiential training by 30 June 2025.	Experiential training and Learnership	500 000	**10**	**30**

5.5	Workplace Skills	To upgrade the	Compile a WSP and	Submit Workplace Skills	**A** 1 WSP and	WSP and ATR		**1**	**3**

	Plan (WSP) And Annual Training Report (ATR)	skills of the staff members	ATR for submission to LG SETA	Plan (WSP) and, Annual Training Report (ATR), to LGSETA by 30 April 2025	**B**. 1 ATR submitted by 30 April 2025			**12**	**36**
5.6	Skills Development and capacitation of employees of the LDM.	To upgrade the skills of the staff members	Continuous training, skilling and capacitation of employees to better equip them to perform their duties through skills programs and learnership as per the Skills Development Act. The trainings will be done through LGSETA accredited providers and application of Discretionary Grants from the SETAs	100 employees trained and capacitated through accredited institutions and providers by 30 June 2025	Number of employees enrolled with accredited institutions by 30 June 2025	Skills Development	500 000	**75**	**30**

5.7	Study Assistance for employees	To roll out support to staff members to further their qualifications.	Provide financial assistance to staff members of the LDM to further their studies	Provide financial assistance to at least 5 employees in a form of internal bursary to employees of the LDM by 30 June 2025.	Number of LDM employees provided with internal bursaries to further their studies by 30 June 2025	Study Assistance. Employee bursaries	**400 000**	**5**	**15**
5.8	Employee Wellness Programme	Conduct employee wellness programs	Conduct employee wellness programs for the LDM.	Conduct quarterly employee-wellness Programmes by 30 June 2025	Number of employee wellness Programmes conducted by 30 June 2025	Employee wellness	**150 000**	**4**	**12**
5.9	Employment Equity plan	To ensure that the municipality achieves progress towards employment equity in the workplace, develop, review and submit Employment Equity report to the Department of Labour	Review Employment Equity Plan and submit Employment Equity report annually to the Department of Labour.	**A.** Review 5 year Employment Equity Plan to align with staff regulations and **B.** Submit Employment Equity report annually to the Department of Labour by 30 June 2025.	**A.** 5 year Employment Equity Plan Reviewed and **B.** 1 employment equity report submitted to the Department of Labour by 30 June 2025.	Employment Equity plan Report	Operational	**1** **1**	**3** **3**

5.10	Security Management	Create a safe environment within the institution	Develop security management plan for the LDM and prepare consolidated security reports	Prepare 12 months consolidated security reports for the LDM by 30 June 2025	Number of monthly security reports by 30 June 2025.	Security Management	Operational	**12**	**36**
5.11	Occupational health and safety (OHS)	To ensure a healthy and safe environment in the workplace	Implementation of the OHS policy	Submission of quarterly reports on incidents and inspections by 30 June 2025	Number of reports on incidents and inspections by 30 June 2025	Occupational health and safety (OHS)	Operational	**4**	**12**
5.12	Implementation of Staff Regulation			Quarterly progress reports on the implementation of Staff Regulations by 30 June 2025	Number of progress reports on the implementation of Staff Regulations by June 2025	Implementation of Staff Regulations	Operational	**4**	**12**
5.13	Refurbishment of municipal Building	To ensure that Municipal Building is refurbished	Refurbishment of Municipal Building	Refurbished Municipal Building by 30 June 2025	Number of Municipal Building refurbished by 30 June 2025	Municipal Building Refurbishment		**1**	**3**

5.14	Render effective and efficient ICT services	To provide information through the available ICT platforms to the municipality and to improve the corporate image of the municipality	Ensure that the municipality's information is regularly updated on the municipality's website and other digital communication platforms of the municipality.	12 updates (i.e. 1 per month) of the municipality's website performed by 30 June 2025.	Number of updates of the municipality's website performed by 30 June 2025.	**ICT Services**		**1**	**3**

LDA									
ID	**AGENCY FOCUS AREA**	**STRATEGIC OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**UNIT OF MEASURE**	**PROJECT NAME**	**BASELINE**	**BUDGET**	**4 YEAR**

3.18	Heritage site	Acquisition of land	Acquire land for the purpose of converting the farm in Tokologo into Sol Plaatjie National Heritage site	1 farm acquired by 30 June 2023	Number of farms acquired by June 2025	Sol Plaatjie National Heritage site			**1**
3.19	Student Accommo dation PPP	To provide students from outside the Matjhabeng area with accommodation to enable them to further their studies at institutions of higher learning	Engage Matjhabeng local Municipality and partner with the private sector	Student accommodation provided by June 2025	Number of student accommodation provided by June 2025	Student Accommodati on PPP/Student Residence at CUT			**1**
3.20	Shared Services	Host and share information and digital services to improve services delivery in the District	Connect with all five (5) local municipalities in the District	5 Local Municipalities connected by 30 June 2025	Number of local municipalities connected by 30 June 2025	Digital hub and Shared Services (WiFi /Fibre connection)			**1**
3.21	ICC	Build International Convention Centre in Matjhabeng to	Use donated land in Matjhabeng local municipality	International Convention Centre and	Number of ICC built by 30 June 2025	Convention Centre and Hotel (ICC)			**1**

		enable the District to host international events and attract tourists		Hotel built by June 2025					
3.22	Energy Storage technolog y	Solar and wind energy to cater for load shedding	Acquire energy technology to ease electricity grid in times of need	Energy technology acquired by 30 June 2025	Number of energy technology by June 2025	Energy Storage Technology			**1**
3.23		To generate energy through coal gasification	Partner with the Private sector to establish underground coal gasification			Underground coal gasification			
3.24	Welkom Techno-Park	Establish a TechnoPark in Welkom to attract Investors	By constructing and setting up TechnoPark	1 Techno- Park established in Welkom 2025	Number of Techno-park established in Welkom by 30 June 2025	Welkom Techno-Park			**1**
3.25	Thabong Industrial Park	Create an Industrial Park in Thabong	Turn the informal manufacturing site into a formal industrial park	4 meetings facilitated with investors by 30 June 2025	Number of Industrial Park developed in Thabong by 30 June 2025	Matjhabeng Industrial Park			**1**
3.26	Solar Panels	WWTW & pump stations to be fitted with solar panels	Get a buy-in from all local municipalities to install solar panels to save electricity	4 meetings facilitated with investors by 30 June 2025	Number of Solar PV to Power WWTW & Pump	Solar PV to Power WWTW & Pump station			**5**

					station by 30 June 2025					
3.27		Install solar panels at all municipal buildings	Save local municipalities electricity	4 meetings facilitated with investors by 30 June 2025	Number of Rooftops and Carpots PV System by 30 June 2025	Rooftops and Carpots PV System				**5**
3.28		Brick making Cooperative in Masilonyana	Technical and strategical of support the co-operative	4 meetings facilitated with investors by 30 June 2025	Number of Brick Making Cooperatives by 30 June 2025	Brick Making				**1**
3.29		To generate energy from the decomposition of organic material	Decompose solid waste from waste water treatment plants at LMs to generate electricity	4 meetings facilitated with investors by 30 June 2025	Number of Biogas to Energy from WWTP by 30 June 2025	Biogas				**5**
3.30		Remove harmful bacteria from water from sewer plants	Set up recycling plants at all local municipalities	4 meetings facilitated with investors by 30 June 2025	Number of Waste Water Recycled by 30 June 2025	Waste Water Recycle				**5**

3.31		To generate electricity from solar energy	Build a 500MW Solar Power in five (5) local municipalities	4 meetings facilitated with investors by 30 June 2025	Number of Solar PV Plants by 30 June 2025	Solar PV Power Plants			**5**
3.32		To develop mixed housing	Provide mixed housing in 5 local municipalities to address housing backlog in our district	5500 mixed houses developed by 30 June 2025	Number of Mixed houses developed by 30 June 2025	Mixed Housing Development	new		**5**
3.33		Facilitate sustainable local economic development in Hoopstad in Tswelopele	Resuscitate Peanut butter plant	1 Peanut butter plant resuscitated 30 by June 2025	Number of Peanut butters making plant resuscitated by June 2025	Peanut butter making plant	1		**1**
3.34	Erfenis Dam Nature Reserve	Upgrade the Dam by building chalet to attract tourists				Erfenis Dam Nature Reserve (PPP)			
3.35	Winnie Mandela Museum	To attract tourists in Majemasweu township	Develop Winnie Mandela house into museum standards to attract tourists	Winnie Mandela museum developed by 30 June 2025		Winnie Mandela museum			

3.36		To attract tourists in Lejweleputswa region	Upgrade Phakisa Freeway to international standards to enable it to attract international events			Phakisa Freeway			
3.37	Film Industry	Promote Arts, science and culture	Partner with Private sector to create film industry in Matjhabeng local municipality			Film Studio			
3.38	To ensure value-chain adding products are manufactured in the region		Process agricultural produce locally			Agro-Processing			
						Farm Manufacturing Equipment			
3.39						Willem Pretorius			
3.40						Farmer Production Support Unit			
3.41	Agri-Park	Ensure sustainable food security in the region	Partner with the department of Rural Development and Land Reform by establishing Agri-Park in Wesseslsbron			Agri-Park			

3.42						Sandveld Nature Reserve (PPP)			
3.43						Waste Management and Recycling			
3.44						Olive oils and Orchards			
3.45						Bio-CNG GAS			
3.46	Innovation and Industrial Hub						R 616 191.00		

UNFUNDED PROJECTS

LED STRATEGY	
TOURISM STRATEGY	
IDP STAKEHOLDER	
INSTALLATION OF SMART ENERGY SAVING SYSTEMS IN LEJWELEPUTSWA BUILDING	
INSTALLATION OF SOLAR SYSTEM LEJWELEPUTSWA BUILDING-AS COUNTER MEASURE FOR LOADSHEDDING	
MUNICIPAL LABORATORY SERVICES-IN-HOUSE MICROBIOLOGICAL ANALYSIS OF FOOD AND WATER SAMPLES	

SECTOR DEPARTMENTS' PROJECTS

PUBLIC WORKS

Project name	Area		Coordinates/property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Welkom: Riebeeckstad (Thandanani) New Clinic	Welkom		New Clinic	09 July 2021	04 Dec 2023	68%	Client Department	Client Department	Client Department
Welkom: Rheederpark New Clinic	Welkom		New Clinic	06 Dec 2021	11 Feb 2024	75%	Client Department	Client Department	Client Department
Bothaville: Tshehetso Primary School	Bothaville		New Primary School	27 Feb 19	23 Dec 2023	76%	Client Department	Client Department	Client Department
Welkom: Leboneng Special School: Hostel	Welkom		New Hostel	28 Feb 19	13 Dec 2023	95%	Client Department	Client Department	Client Department

WATER AND SANITATION

Project name	Timeframes			Progress/Milestone	Actual budget (R`000)		
	Location	Start date	End date		2024/2025	2025/2026	2026/2027
MASILONYANA LM							
Brandfort Bulk Sewer Phase 2	Brandfort /Majwemasweu	April 2021	November 2024	Physical Progress: 48,65%	30 000	57 000	0
Masilonyana Bulk Water Supply Phase 2 of 2	Masilonyana LM	31 March 2022	March 2025	Physical Progress: 68%	0	0	0
TOKOLOGO LM							
Tokologo Regional Water Supply 2	Boshof, Dealesville	July 2014	TBC	Project under construction		50 000	60 000
Dealesville bulk Sewer Services	Dealesville		TBC	TBC	0	3000	0

TSWELOPELE LM							
Tswelopele Bulk Water Supply	Tswelopele LM	April 2015	TBC	Overall progress :40%	0	40 447	0
MATJHABENG LM							
Matjhabeng Bulk Sewer (Welkom)	Welkom				0	70 000	100 000

DALRRD SECTOR PLAN INPUTS: LEJWELEPUTSWA RURAL DEVELOPMENT PLAN

The Lejweleputswa District Rural Development plan has been endorsed and signed by the District Executive Mayor on 31/10/2017. This portion of the document is the Department of Agriculture Land Reform and Rural Development's Sector plan to the Integrated Development Plan of the Lejweleputswa District Municipality. This DRDP fulfil the requirements vested in DALRRD by SPLUMA sec 7(e) (ii) and sec 12(2) (a) of the Spatial Planning and Land Use Management Act, 16 of 2013 (see below) where it is required that we support Municipal Planning:

"Sec 12 (2) (a) The national government, a provincial government and a municipality must participate in the spatial planning and land use management processes that impact on each other to ensure that the plans and programmes are coordinated, consistent and in harmony with each other."
This document forms part of the current Integrated Development Plan cycle for the 2021/2022 financial year and serves as a sector plan for both the Integrated Development Plan as well as the Spatial Development Framework as approved by the Council of Lejweleputswa District Municipality.

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

Functional regions, Focus areas, Agri-hub and the FPSU's of the Lejweleputswa RDP

The following key projects are proposed within the Lejweleputswa District Municipality to unlock the economic potential of the rural areas as well as creating better linkages between urban and rural areas. Through some of the key projects, poverty will be alleviated and access to markets will be more accessible for the rural poor.

FOCUS REGIONS

The proposed projects have been clustered into the functional region groups and each focus area identified has particular projects linked to it, which combines with the main commodities of that particular Functional Region.

There are twelve (12) main focus regions within the Lejweleputswa District which are located around the following important towns or nodes in the district in terms f the Lejweleputswa District Rural Development Plan:

Table 1: Proposed Projects

FOCUS REGION	EXISTING PROJECTS	PROPOSED PROJECTS	FUNCTIONAL REGION - EVIDENT	TOWNS
Focus Region 1	Fruit	Grain, Fruit & Sunflowers	Mixed (Across all regions)	Hoopstad and surrounds
Focus Region 2	N/a	Grain, Poultry, Beef & Vegetables	Mixed (Across all regions, excluding fruits and oils)	Bothaville and surrounds
Focus Region 3	Red Meat, Vegetables & Other Projects	Beef & Game	Meats (Beef, Mutton, Game)	Winburg and eastern rural areas
Focus Region 4	Piggery	Beef & Vegetables	Meats (Beef, Mutton, Game)	Brandfort towards Soutpan
Focus Region 5	N/a	Vegetables, Poultry & Beef	Mixed (Across all regions, excluding fruits)	Bultfontein
Focus Region 6	Grain – Maize	Grain, Poultry, Vegetables, Beef & Sunflowers	Mixed (Across all regions, excluding fruits)	Wesselsbron towards Welkom
Focus Region 7	Red Meat	Grain, Sunflowers, Beef, Poultry &Vegetables	Mixed (Across all regions)	Odendaalsrus, Allan Ridge and Rural Areas
FOCUS REGION	**EXISTING PROJECTS**	**PROPOSED PROJECTS**	**FUNCTIONAL REGION - EVIDENT**	**TOWNS**
Focus Region 8	N/a	Game & Poultry	Mixed (Across all regions, excluding fruits and oils)	Ventersburg and towards the east
Focus Region 9	N/a	Grain, Beef & Game	Mixed (Across all regions, excluding fruits and oils)	Theunissen towards Welkom
Focus Region 10	Red Meat	Beef & Game	Meats (Beef, Mutton, Game)	Verkeerdevlei and rural surrounds

Focus Region 11	Red Meat	Beef, Vegetables & Game	Mixed (Across all regions, excluding fruits and oils)	Dealesville and rural surrounds; and
Focus Region 12	Red Meat	Beef & Game	Meats (Beef, Mutton, Game)	Hertzogville and Boshof region

Project Implementation Matrix

The following Table presents the projects based in the local municipality by category, type, objectives, priority, key stakeholders as well as rural development alignment per project proposed for the broader Lejweleputswa Agri-park development:
The following Table presents the projects based in the local municipality by category, type, objectives, priority, key stakeholders as well as Rural Development alignment per project proposed for the broader Xhariep Agri-park development. The table shows the correlation between projects, spatial location of projects in a form of coordinates and as well as the commodity regions

Table 2: Prioritization matrix and alignment analysis
2021/2022 ***** To be provided once available*****

Table 2: Overview of Lejweleputswa District projects 2021/2022

Areas of intervention	2021/22 Financial year						
	Project description	**Budget allocation**	**Province**	**District Municipality**	**Location: GPS coordinates**	**Project leader**	**Social partners**
Land Development Support	Langverwacht	Not Provided	Free State	Lejweleputswa	26,153895 ; - 28,291832	Not Provided	Not Provided
Land Development Support	Zeebrugge	Not Provided	Free State	Lejweleputswa	26,463642 ; - 28,100408	Not Provided	Not Provided
FPSU	Construction of Odendaalrus FPSU Mechanisation Centre	R575 000		Lejweleputswa	27°51'34.8"S 26°39'49.7"E	RD Director	Not available
FPSU	Design & Construction Monitoring of Odendaalsrus FPSU Pack-house/ Feed Store	R700 000		Lejweleputswa	27°51'34.8"S 26°39'49.7"E	RD Director	Not available
FPSU supported	Odendaalsrus FPSU	R2 955 877,00	Free State	Lejweleputswa	27° 51' 40.30"S 26° 40' 03.86"E	Ms Kesentseng Mokoena	DARD, SEDA, Matjhabeng Local Municipality
ICT	To renew and replace IT equipment at various Digital Doorways and ICT Centres throughout the country	R3 369 770	various DMs	various DMs	throughout the country	TRD Director	Not provided

ICT	To improve access and to provide value added support for the Champions based at the Digital Doorways and ICT Centres throughout the country	R3 723 366	various DMs	various DMs	throughout the country	TRD Director	Not provided

Standardized Reporting Template for Draft/Final Budgeted Projects and Programs
Name of Department: Department of Forestry, Fisheries and Environment

Project name	Area		Coordinates/property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2023/2024	2024/2025	2025/2026
Greening and Cleaning Programme	Matjhabeng LM Masilonyana LM Nala LM Tswelopele LM	-	Greening and Cleaning. Employment of 120 participants in all 5 local municipalities	August 2023	August 2024	Under implementation.	EPWP Stipend	-	-
Employment of Youth Environmental Coordinator	All five (5) local municipalities	All five (5) local municipalities	-	2023	2026	Under planning.	-	-	-
Operation of a Buy-Back Centre	Matjhabeng LM	Odendaalsrus Waste Disposal Site	Odendaalsrus Waste Disposal Site	July 2023	July 2024	Under implementation.	R 2 932 371.15	-	-
Street Cleaning Programme	Matjhabeng LM	T.B.C.	Street Cleaning. Employment of 55 beneficiaries.	-	-	Under planning.	T.B.C.	-	-
Review of Integrated Waste	Masilonyana LM	-	-	April 2023	April 2024	In progress	Technical assistance (No budget)	-	-

Management Plan									
Development of Nala LM's Waste-Bylaw	Nala LM	-	-	April 2023	April 2023	In progress	Technical assistance (No budget)	-	-

CHAPTER 4: 4. FINANCIAL PLAN 4.1 INTRODUCTION

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure longterm financial sustainability for Lejweleputswa District Municipality. The Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without eroding its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

This plan will also focus on the expansion of Lejweleputswa's revenue sources in relation to its costs to ensure that the Municipality stays a financially viable and sustainable going concern.

Lejweleputswa District Municipality must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 5 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

Budgets in terms of National Treasury's Municipal Budget and Reporting Regulations (MTREF) only need to cover a planning period of the next financial year and the two outer financial years thereafter. However, the MTREF and the multi-year sustainable financial plan will cover key budget focus areas over the next five years and the Long-term revenue and expenditure framework (LTREF) even longer. It will also cover the current financial year's information as well as the previous three financial years' audited information.

4.2 KEY INFLUENCES AND RISKS

This Long-Term Financial Plan (LTFP) generates information which is used to guide decisions about Council operations into the future. However, as with any long-term plan, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into two main categories:

4.2.1 External Influences – items outside of the Municipality's control:

Unforeseen political and economic changes or circumstances such as:

- Interest rates fluctuations;
- Localised economic growth through residential development and new business;
- Consumer Price Index;
- Changes in levels of grant funding;
- Community needs and expectations;
- A change in the level of legislative compliance; and

Variable climatic conditions such as:

- Flooding;
- Fires; and Drought.

4.2.2 Internal Influences – items that the Municipality can control:

- Agreed service level review outcomes;
- Asset management;
- Performance management;
- Efficiencies in service delivery and administrative support; and Salaries and wages.

4.3 FINANCIAL POLICIES

The Municipality have to develop financial policies that support the above. Lejweleputswa District's financial policies shall also address the following fiscal goals:

- To keep the Municipality in a fiscally sound position in both the long- and short-term;
- To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- To operate utilities in a responsive and fiscally sound manner;
- To maintain and protect existing capital assets;
- To direct the Municipality's financial resources toward meeting the goals of the Municipality's
- To facilitate and enhance sound financial support services.
- To strengthen and promote participative and accountable Governance. To facilitate and enhance sound strategic support services.

Integrated Development Plan (IDP).

The following is a listing of all Budget-related policies:

- Budget Policy.
- Asset Management Policy.
- Credit Control and Debt Collection Policy
- Supply Chain Management Policy

- Cash Management and Investment Policy.
- Cost Containment Policy
- Preferential Procurement Policy

4.4 BUDGET ASSUMPTIONS

Lejweleputswa District Municipality has prepared its financial plans and forecast on the basis of sound historical income and expenditure trends, and based upon latest forecasts and knowledge to date. Future years forecasts are neither worst case scenario, or overly optimistic, and as such it is seen as little value to artificially revise these estimates to create a significant negative or positive variance that is not anticipated,

4.5 OPERATING REVENUE

LEJWELEPUTSWA DISTRICT MUNICIPALITY				
SUMMARY OF INCOME FOR 2024/2025 MTREF				
Item Description	**Revised Budget 2023/2024**	**Budget 2024/2025**	**Budget 2025/2026**	**Budget 2026/2027**
Exchange Revenue				
Staff + Interest on Outstanding Debtors	165 000	165 000	165 000	165 000
Bank Accounts	1 340 000	300 000	300 000	300 000
Interest on Short Term Investments and Call Accounts	6 000 000	5 000 000	5 000 000	5 000 000
Insurance (Sundry, Insurance)	97 000	97 000	97 000	97 000
Atmospheric Emissions Licence Revenue	100 000	-	-	-

	7 702 000	**5 562 000**	**5 562 000**	**5 562 000**
Non-exchange Revenue				
Rural Roads Asset Management Systems Grant (Schedule)	2 451 000	2 561 000	2 675 000	2 798 000
Expanded Public Works Programme Integrated Grant f	1 428 000	1 322 000	-	-
Equitable Share	149 132 000	153 059 000	155 598 000	157 072 000
Local Government Financial Management Grant (Schedule)	1 000 000	1 000 000	1 000 000	1 200 000
Municipal Infrastructure Grant - Masilonyana	22 687 000	-	-	-
	176 698 000	**157 942 000**	**159 273 000**	**161 070 000**
Total Exchange and Non-exchange Revenue	**184 400 000**	**163 504 000**	**164 835 000**	**166 632 000**

4.5.1 Analysis Of Projected Operating Revenue

In the table below, on the anticipated operating revenue for 2024/25 is estimated at R163 million,

For 2025/26 is estimated 164 million and for 2026/27 166 million

4.5.2 Revenue adequacy and certainty

It is essential that Lejweleputswa District has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue.

The latest DoRA has laid out the level of funding from National Government that will be received for the 2024/25 to 2026/27 financial years, and from initial indicators, the equitable share for

Lejweleputswa District Municipality will on average increase with 3.9 mil per year over the MTREF.

4.6 OPERATING EXPENDITURE

	EXPENDITURE ALLOCATION 2024/2025			
DETAILS	**2nd Revised Budget 2023/24**	**Budget 2024/2025**	**Budget 2025/2026**	**Budget 2026/2027**
Contracted Services	**26 094 951**	**20 243 699**	**15 529 802**	**15 918 791**
Employee Related Cost	**117 976 884**	**138 170 498**	**131 385 938**	**135 327 517**
Inventory Consumed	**2 400 880**	**2 530 568**	**2 415 935**	**2 488 413**
Remuneration of Councillors	**11 219 884**	**11 427 180**	**11 769 996**	**12 123 096**
Operating Leases	**1 265 859**	**2 236 812**	**2 476 916**	**1 968 224**
Operational Cost	**27 704 903**	**23 812 029**	**21 783 964**	**22 554 719**

Depreciation	**5 871 350**	**5 871 350**	**5 871 350**	**5 871 350**
Transfers and Subsidies	**40 155 399**	**11 621 974**	**4 300 000**	**4 300 000**
Total Amount	**232 690 110**	**215 914 109**	**195 533 902**	**200 552 110**

4.6.1 Operating expenditure

The table below depicts the main category of operating expenditure as follows:

on the anticipated expenditure for 2024/25 is estimated at R215 million,

For 2025/26 is estimated 195 million and for 2026/27 200 million

Departmental Responsible Personnel and Contact details

Lejweleputswa District Municipality
Draft MTREF Budget 2024/2025 to 2026/2027
Medium Term Revenue and Expenditure Framework

Copies of this document can be viewed:

- In the foyers of municipal buildings
- All public libraries within the municipality
- At www.mylejwe.co.za

27 MARCH 2024

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Annexure 5	MFMA Circular no. 128

Glossary

Adjustments Budget – Prescribed in section 28 of the MFMA. It is the formal means by which a municipality may revise its annual budget during the year.
Allocations – Money received from Provincial or National Government or other municipalities.
Budget – The financial plan of the Municipality.
Budget Related Policy – Policy of a municipality affecting or affected by the budget, such as the tariffs policy, rates policy and credit control and debt collection policy.
Capital Expenditure – Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset_on the Municipality's Statement of Financial Performance.
CRR – Capital Replacement Reserve. A cash reserve set aside for future capital expenditure.
Cash flow statement – A statement showing when actual cash will be received and spent by the Municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the Municipality it marks as expenditure in the month it is received, even though it may not be paid in the same period.
DORA – Division of Revenue Act. This is the annual piece of legislation that shows the amount of allocations from national to local government.
Equitable Share – A general grant paid to municipalities. It is predominantly targeted to help with free basic services.

Fruitless and wasteful expenditure – Expenditure that was made in vain and would have been avoided had reasonable care been exercised.
GFS – Government Finance Statistics. An internationally recognized classification system that facilitates like for like comparison between municipalities.
GRAP – Generally Recognized Accounting Practice. The new standard for municipal accounting and basis upon which the Annual Financial Statements are prepared.
IDP – Integrated Development Plan. The main strategic planning document of the Municipality.
KPI's – Key Performance Indicators. Measures of service output and/or outcome. **MFMA –** The Municipal Finance Management Act no. 53 of 2003. The principle piece of legislation relating to municipal financial management.
MTREF – Medium Term Revenue and Expenditure Framework. A medium term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years'. Operating Expenditure – Spending on the day to day expenses of the Municipality such as salaries and wages.
SDBIP – Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.
Strategic Objectives – The main priorities of the Municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.
Unauthorized expenditure – Generally, spending without, or in excess of, an approved budget.
Virement – A transfer of budget.
Virement Policy - The policy that sets out the rules for budget transfers. Virements are normally allowed within a vote. Transfers between votes must be agreed by Council through an Adjustments Budget.
Vote – One of the main segments into which a budget is divided. In LDM this means at directorate level.

Part 1 –Draft Budget

1.1 Mayoral Budget Speech

The budget speech is attached as a separate document.

1. 2 Council Resolutions

On 27th March 2024 the Council of Lejweleputswa District Municipality had a meeting to approve the draft annual budget for the year 2024/2025. The following resolutions are contained in item to the agenda of the Council meeting held on 27th March 2024.

(a) that the following policies be approved:
   (i) Budget Policy;
   (ii) Credit control and debt collection;
   (iii) Cash Management and Investment Policy;
   (iv) Supply Chain Management Policy
   (v)) Asset Management Policy
   (vi) Preferential Procurement Policy
   (Vii) SCM standard operating Procedure

(b) that the draft annual budget for the financial year 2024/25 and indicative outer years 2025/26 and 2026/27 be approved as set-out:

   (i) Capital expenditure by project as contained in annexure "A" to the agenda;
   (ii) Capital funding by source as contained in annexure "A" to the agenda;
   (iii) Operating revenue by source as contained in Table A4 of the report;
   (iv) Operating expenditure by type as contained in Table A4 of the report;

(c) that the draft annual budget documentation for 2024/25 – 2025/26 as outlined in the budget regulations be submitted to National and Provincial government or organ of state after approval by Council.

1.3 Budget 2023/24 Mid-year Review and Adjustments Budget

The following table shows the original and adjustments budget for 2023/24.

Table 1: Original and adjustments budget for 2023/24

	Original **Budget 2023/24**	**1st REVISED** **Budget 2023/24**
Operating Expenditure	207,703,110	234,264,110

Capital Expenditure	7,400,000	8,750,000
Total Income	159,413,000	184,974,000

The 2023/24 First adjustment budget was taken into account in the preparation of the Draft 2024/25 MTREF.

1.4 Executive Summary

The Municipality was confronted with numerous challenges during the budget process. The following had an impact:

- The continued negative effect of the economic downturn;
- Weaker outlook as a result of lower commodity prices, higher borrowings costs, drought and diminished business and consumer confidence;
- Persistent high unemployment remains one of our most pressing challenges;
- The municipality needs to focus on its core functions. During the adjustments budget, the Portfolio Councilors in conjunction with the Head of Departments, scrutinized the budget to affect all possible savings;
- Sufficient provision for debtor's impairment was budgeted for in the operating budget.
  The writing off of irrecoverable debt will also be scrutinized through the business processes, which will be managed by a credit control to ensure that proper credit control measures are in place and also to recommend the writing off of debt to council;
- A provision for a contribution to the capital replacement reserve (CRR) in the operating budget has been made in order to grow our reserve;

These circumstances make it essential for the municipality to reprioritize expenditure and implement stringent cost-containment measures.

MFMA Circulars

National Treasury sent out MFMA Circular No. 126 on 07 December 2023 and was followed by Circular No. 128 on 08 March 2024 providing guidance to municipalities on their 2023/24 budgets and Medium-Term Revenue and Expenditure Framework (MTREF). Circular No. 122and 123 remind us of the key focus areas for the 2022/23 budget process, and that it must be read together with MFMA Circulars no. 48, 51, 54, 55, 67, 67, 70, 72,74,75,93,94 ,98,99,112,116,122 and 123. It is essential reading material in order to understand the background to this budget. National Treasury has also set out the requirements for funding the budget and producing a credible budget.

Funding the Budget

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17.

Achievement of this requirement in totality effectively means that a Council has 'balanced' its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

Under old budget formats a 'balanced' income generated approach was a key objective and this assisted in ensuring that outflows were matched by inflows, provided revenue collections were realistic. However, GRAP compliant budgets necessitate that budget 'balancing' be much more comprehensive.

New budgeting and accounting formats demand that the budgeted Statement of Financial Performance, the Budgeted Statement of Financial Position and the Budgeted Statement of Cash Flows must be considered simultaneously to ensure effective financial management and sustainability and to ensure that the budget is funded.

Credible Budget

Amongst other things, a credible budget is a budget that:

- Funds only activities consistent with the revised IDP and vice versa, ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- Is achievable in terms of agreed service delivery and performance targets;
- Contains revenue and expenditure projections that are consistent with current and past performance and supported by documented evidence of future assumptions;
- Does not jeopardize the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term); and
- Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

A budget sets out certain service delivery levels and associated financial implications. Therefore, the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic.

Furthermore, budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

1.5 Draft Budget Overview of the 2024/25 MTREF

This section provides an overview of the Lejweleputswa District Municipality's 2024/25 to 2026/27 MTREF. It includes an assessment of how the budget links with the national and provincial government contexts along with a review of the fiscal position of Lejweleputswa District Municipality.

The Municipality's budget must be seen within the context of the policies and financial priorities of national, provincial and local government. In essence, the spheres of government are partners in meeting the service delivery challenges faced at Lejweleputswa District Municipality. Lejweleputswa District Municipality alone cannot meet these challenges. It requires support from the other spheres of government through the direct allocation of resources as well as the achievement of their own policies.
According to Circular No. 128, the following headline macro-economic forecasts must be taken into consideration when preparing 2024/25 MTREF municipal budgets:

Fiscal Year	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
	Actual	**Estimate**	**Forecast**		
	6.9%	6.0%	4.9%	4.6%	4.6%

The budget process in Lejweleputswa District Municipality followed the requirements of the MFMA. A Table of key deadlines was prepared for tabling in Council by the Executive Mayor on the 30 August 2023.

A budget Committee was established to examine, review and prioritize budget proposals from departments.

The MFMA requires municipalities to set out measurable performance objectives when tabling their budgets. These "key deliverables" link the financial inputs of the budget to service delivery on the ground.

As a further enhancement to this, quarterly service targets and monthly financial targets are contained in the Service Delivery and Budget Implementation Plan (SDBIP). This must be approved by the Mayor within 28 days after the approval of the final budget and forms the basis for the Municipality's in year monitoring.

In view of the aforementioned, the following table is a consolidated overview of the proposed MTREF:

Table 2 Overview of the 2024/25 MTREF

	Original Budget 2023/24	**1st REVISED Budget 2023/24**	**Draft 2024/2025**
Operating Expenditure	207,703,110	234,264,110	211,794,109
Capital Expenditure	7,400,000	8,750,000	3,850,000
Total Income	159,413,000	184,974,000	163,504,000

1.6 Operating Revenue Framework

For Lejweleputswa District Municipality to continue maintaining/improving the quality of services provided to its citizens it needs to generate the required revenue.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines, Circular No. 126 & 128

1.7 – Operating Expenditure Framework

The expenditure framework for the 2024/25 budget and MTREF is informed by the National Treasury's guidelines and the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;

- Operational gains and efficiencies will be directed to funding the capital budget and other core services;
- Strict adherences to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.

The operating expenditure Decreased from R234,264,110 (2023/24) to R 211,794,109 (2024/25).

The following table is a summary of the 2024/25 MTREF (classified by main expenditure by category):

Table 3: Summary of operating expenditure by category

DETAILS	Revised Budget 2023/24	Budget 2024/2025
Contracted Services	**25 874 697**	**20 243 699**
Employee Related Cost	**118 007 818**	**134 050 498**
Interest, Dividends and Rent o	**0**	**0**
Inventory Consumed	**2 403 491**	**2 530 568**
Remuneration of Councillors	**11 219 884**	**11 427 180**
Operating Leases	**1 925 859**	**2 236 812**
Operational Cost	**26 066 012**	**23 812 029**
Depreciation	**5 871 350**	**5 871 350**
Transfers and Subsidies	**42 894 999**	**11 621 974**
Total Amount	**234 264 110**	**211 794 109**

- Provision for depreciation and asset impairment is informed by the municipality's asset management policy.
- The provision of debt impairment was determined based on the debt-write off policy of the municipality.
- General expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

Table 4: Operating Expenditure by Department

DC18 Lejweleputswa - Table A3 Consolidated Budgeted Financial Performance (revenue and expendi				
Vote Description	Ref	Current Year 2023/24		2024/25 Medium Term Revenue &
R thousand		Original Budget	Adjusted Budget	Budget Year 2024/25
Expenditure by Vote	1			
Vote 1 - EXECUTIVE & COUNCIL		91 054	118 007	84 168
1.1 - Council General		25 764	50 293	18 730
1.2 - Speaker		12 069	12 069	12 563
1.3 - Executive Mayor		17 081	17 081	16 660
1.4 - Mayoral Committee		7 683	7 683	7 859
1.5 - Municipal Manager		28 456	30 880	28 356
Vote 2 - FINANCE AND ADMINSTRATION		62 631	62 168	71 859
2.1 - Corporate Services		28 605	31 481	39 662
2.2 - Property		7 218	6 083	6 484
2.3 - Finance Services		26 808	24 604	25 713
Vote 3 - PLANNING AND DEVELOPMENT		11 832	11 402	11 430
3.1 - LED and Planning		11 832	11 402	11 430
Vote 4 - COMMUNITY AND SOCIAL SERVICES		15 762	16 062	16 001
4.1 - Disaster Management		15 762	16 062	16 001
Vote 5 - HEALTH		25 300	25 450	27 461
5.1 - Environmental Health		25 300	25 450	27 461
Vote 6 - OTHER		1 125	1 175	875
6.1 - Tourism		1 125	1 175	875
Total Expenditure by Vote	2	207 703	234 264	211 794
Surplus/(Deficit) for the year	2	(48 290)	(48 290)	(48 290)

Standardized Reporting Template for Draft/Final Budgeted Projects and Programs
Name of Department: Department of Forestry, Fisheries and Environment

Table 5: Repairs and maintenance per asset class

DC18 Lejweleputswa - Supporting Table SA34c Consolidated repairs and maintenance by asset class										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Roads Infrastructure		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Road Structures		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Other assets		52	253	136	714	714	714	742	764	787
Operational Buildings		52	253	136	714	714	714	742	764	787
Municipal Offices		52	253	136	714	714	714	742	764	787
Computer Equipment		44	–	1	115	115	115	392	119	123
Computer Equipment		44	–	1	115	115	115	392	119	123
Furniture and Office Equipment		–	–	(1)	139	139	139	111	114	117
Furniture and Office Equipment		–	–	(1)	139	139	139	111	114	117
Machinery and Equipment		31	35	3	128	128	128	117	120	124
Machinery and Equipment		31	35	3	128	128	128	117	120	124
Transport Assets		–	7	4	495	495	495	510	526	541
Transport Assets		–	7	4	495	495	495	510	526	541
Total Repairs and Maintenance Expenditure	1	**2 427**	**2 627**	**1 947**	**4 043**	**4 043**	**4 043**	**4 432**	**4 318**	**4 490**
R&M as a % of PPE		*5,6%*	*3,9%*	*3,7%*	*7,1%*	*7,0%*	*7,0%*	*8,8%*	*9,5%*	*11,2%*
R&M as % Operating Expenditure		*1,3%*	*1,7%*	*1,1%*	*1,9%*	*1,7%*	*1,7%*	*3,1%*	*2,0%*	*2,3%*

In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures.

Repairs and maintenance do not have the same impact as in the case of local municipalities.

1.8 – Capital Budget

The capital budget of R3,850,000 for 2024/25. Total capital budget will be spent on furniture; other equipment; and computer software.

The Budget Committee went through several stages of prioritizing the capital budget to contain the budget within the available funding.

Table 6: Capital funding by source

DC18 Lejweleputswa - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 1 - EXECUTIVE & COUNCIL		991	3 099	162	3 650	2 100	2 100	290	500	250	250
Vote 2 - FINANCE AND ADMINSTRATION		(10 431)	139	677	2 600	2 650	2 650	1 342	800	200	200
Vote 3 - PLANNING AND DEVELOPMENT		28	25	40	100	100	100	98	100	50	50
Vote 4 - COMMUNITY AND SOCIAL SERVICES		41	12	–	100	100	100	270	200	50	50
Vote 5 - HEALTH		248	37	80	400	100	100	100	200	50	50
Capital multi-year expenditure sub-total		**(9 123)**	**3 311**	**958**	**6 850**	**5 050**	**5 050**	**2 100**	**1 800**	**600**	**600**
Single-year expenditure ***to be appropriated***	2										
Vote 1 - EXECUTIVE & COUNCIL		559	2 447	–	–	–	–	–	50	–	–
Vote 2 - FINANCE AND ADMINSTRATION		381	240	648	550	3 700	3 700	49	–	–	–
Capital single-year expenditure sub-total		**940**	**2 687**	**648**	**550**	**3 700**	**3 700**	**49**	**2 050**	**–**	**–**
Total Capital Expenditure - Vote	3,7	**(8 183)**	**5 998**	**1 606**	**7 400**	**8 750**	**8 750**	**2 149**	**3 850**	**600**	**600**

Although the budgeted income and expenditure are realistically anticipated, the situation regarding the available internal funds will be monitored closely and expenditure on capital projects linked to the CRR will be managed according to the available cash. To facilitate this process the Lejweleputswa District Municipality has prioritized the Capital Budget.

The following table provides a breakdown of the budgeted capital expenditure by classification:

Table 7: Capital expenditure by GFS classification

Capital Expenditure - Functional											
Governance and administration		**(8 501)**	**5 924**	**1 486**	**6 800**	**8 450**	**8 450**	**1 681**	**1 350**	**450**	**450**
Executive and council		1 550	5 546	162	3 650	2 100	2 100	290	550	250	250
Finance and administration		(10 051)	379	1 324	3 150	6 350	6 350	1 392	800	200	200
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**289**	**49**	**80**	**500**	**200**	**200**	**370**	**300**	**100**	**100**
Community and social services		41	12	–	100	100	100	270	200	50	50
Health		248	37	80	400	100	100	100	100	50	50
Economic and environmental services		**28**	**25**	**40**	**100**	**100**	**100**	**98**	**2 200**	**50**	**50**
Planning and development		28	25	40	100	100	100	98	100	50	50
Total Capital Expenditure - Functional	3,7	**(8 183)**	**5 998**	**1 606**	**7 400**	**8 750**	**8 750**	**2 149**	**3 850**	**600**	**600**
Funded by:											
National Government		–	–	–	–	50	50	–	50	–	–
Transfers recognised - capital	4	**–**	**–**	**–**	**–**	**50**	**50**	**–**	**50**	**–**	**–**
Internally generated funds		2 614	5 981	1 606	7 400	8 700	8 700	2 149	3 800	600	600
Total Capital Funding	7	**2 614**	**5 981**	**1 606**	**7 400**	**8 750**	**8 750**	**2 149**	**3 850**	**600**	**600**

1.9 – Budget Schedules

The Municipal Budget and Reporting Regulations are designed to achieve a range of objectives, including improving the local government sphere's ability to deliver basic services by facilitating improved financial sustainability and better medium term planning and policy choices on service delivery.

Table 8 - A1: Budget Summary

DC18 Lejweleputswa - Table A1 Consolidated Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	8 742	4 707	8 322	5 390	7 340	7 340	2 961	5 300	5 300	5 300
Transfer and subsidies - Operational	142 383	140 334	148 118	153 761	153 761	153 761	149 962	157 942	159 273	161 070
Other own revenue	643	1 124	1 137	262	362	362	422	262	262	262
Total Revenue (excluding capital transfers and contributions)	151 768	146 164	157 578	159 413	161 463	161 463	153 345	163 504	164 835	166 632
Employee costs	97 163	105 160	112 120	120 434	118 008	118 008	84 491	134 050	127 142	130 957
Remuneration of councillors	9 356	9 623	10 332	11 220	11 220	11 220	8 425	11 427	11 770	12 123
Depreciation and amortisation	3 209	3 980	3 913	5 871	5 871	5 871	–	5 871	5 871	5 871
Interest	94	–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases	1 401	1 493	3 214	2 462	2 403	2 403	1 431	2 531	2 416	2 488
Transfers and subsidies	42 857	12 142	7 100	17 135	42 895	42 895	17 484	11 622	4 300	4 300
Other expenditure	27 020	26 588	34 666	50 581	53 867	53 867	33 221	46 293	39 791	40 442
Total Expenditure	181 100	158 986	171 343	207 703	234 264	234 264	145 052	211 794	191 290	196 181
Surplus/(Deficit)	(29 332)	(12 822)	(13 765)	(48 290)	(72 801)	(72 801)	8 293	(48 290)	(26 455)	(29 549)
Transfers and subsidies - capital (monetary allocations)	17 211	2 332	4 000	–	24 511	24 511	977	–	–	–
Transfers and subsidies - capital (in-kind)	–	21	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(12 121)	(10 469)	(9 765)	(48 290)	(48 290)	(48 290)	9 271	(48 290)	(26 455)	(29 549)
Intercompany/Parent subsidiary transactions	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(12 121)	(10 469)	(9 765)	(48 290)	(48 290)	(48 290)	9 271	(48 290)	(26 455)	(29 549)
Capital expenditure & funds sources										
Capital expenditure	(8 183)	5 998	1 606	7 400	8 750	8 750	2 149	3 850	600	600
Transfers recognised - capital	–	–	–	–	50	50	–	50	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	2 614	5 981	1 606	7 400	8 700	8 700	2 149	3 800	600	600
Total sources of capital funds	2 614	5 981	1 606	7 400	8 750	8 750	2 149	3 850	600	600
Financial position										
Total current assets	137 919	113 700	110 383	64 088	63 732	63 732	13 898	59 925	36 961	7 855
Total non current assets	44 102	66 729	51 998	56 783	58 133	58 133	2 149	50 181	45 009	39 838
Total current liabilities	32 997	22 380	24 617	22 588	23 582	23 582	7 897	16 285	14 606	7 747
Total non current liabilities	19 181	18 468	19 869	18 468	18 468	18 468	–	24 161	24 161	26 292
Community wealth/Equity	141 964	150 048	117 895	79 815	79 815	79 815	(1 120)	69 659	43 203	13 654
Cash flows										
Net cash from (used) operating	31 773	(14 273)	(3 969)	(43 081)	(8 813)	(8 813)	64 713	(45 466)	(22 364)	(25 719)
Net cash from (used) investing	9 554	(1 353)	(1 359)	(7 400)	(8 750)	(8 750)	(1 746)	(3 850)	(600)	(600)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	175 859	105 596	106 198	61 045	61 045	61 045	141 575	56 881	33 918	7 599
Cash backing/surplus reconciliation										
Cash and investments available	120 897	111 526	106 197	61 045	60 689	60 689	11 078	56 881	33 918	7 599
Application of cash and investments	(10 056)	21 273	25 490	22 712	56 624	56 624	12 514	15 137	13 458	6 599
Balance - surplus (shortfall)	130 953	90 253	80 708	38 333	4 065	4 065	(1 436)	41 744	20 460	1 000
Asset management										
Asset register summary (WDV)	44 102	66 729	51 998	56 782	58 132	58 132		54 647	46 340	46 340
Depreciation	3 209	3 980	3 907	5 871	5 871	5 871		5 871	5 871	5 871
Renewal and Upgrading of Existing Assets	296	255	1 061	2 000	2 000	2 000		300	–	–
Repairs and Maintenance	2 427	2 627	1 947	4 043	4 043	4 043		4 432	4 318	4 490
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	–	–	–	–	–	–		–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

- Table A1 is the budget summary and provides a concise overview of the Council's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

- The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance.

- Financial management reforms emphasize the importance of the municipal budget being funded. This requires the simultaneous assessment of the financial performance, financial position and cash flow budgets, along with the capital budget.

- The cash backing/surplus reconciliation is positive and funding and reserves policies have been compiled to address CRR and all provisions in future.

Table 9 – A2: Budgeted Financial Performance by standard classification

DC18 Lejweleputswa - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		**168 979**	**148 517**	**161 578**	**159 413**	**185 874**	**185 874**	**163 504**	**164 835**	**166 632**
Executive and council		158 594	141 647	151 586	152 761	177 272	177 272	156 942	158 273	159 870
Finance and administration		10 385	6 870	9 992	6 652	8 602	8 602	6 562	6 562	6 762
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**–**	**–**	**–**	**–**	**100**	**100**	**–**	**–**	**–**
Health		–	–	–	–	100	100	–	–	–
Total Revenue - Functional	2	**168 979**	**148 517**	**161 578**	**159 413**	**185 974**	**185 974**	**163 504**	**164 835**	**166 632**
Expenditure - Functional										
Governance and administration		**141 613**	**117 906**	**123 469**	**153 685**	**180 176**	**180 176**	**156 027**	**139 530**	**142 934**
Executive and council		93 421	65 116	69 877	91 054	118 007	118 007	84 168	72 848	74 792
Finance and administration		48 192	52 790	53 592	62 631	62 168	62 168	71 859	66 682	68 142
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**29 819**	**31 626**	**37 090**	**41 061**	**41 511**	**41 511**	**43 362**	**41 074**	**42 249**
Community and social services		12 420	11 664	14 159	15 762	16 062	16 062	16 001	15 461	15 871
Health		17 400	19 962	22 931	25 300	25 450	25 450	27 361	25 613	26 377
Economic and environmental services		**9 668**	**9 092**	**10 207**	**11 832**	**11 402**	**11 402**	**11 530**	**10 487**	**10 799**
Planning and development		9 668	9 092	10 207	11 832	11 402	11 402	11 430	10 487	10 799
Other	4	**–**	**362**	**576**	**1 125**	**1 175**	**1 175**	**875**	**200**	**200**
Total Expenditure - Functional	3	**181 100**	**158 986**	**171 343**	**207 703**	**234 264**	**234 264**	**211 794**	**191 290**	**196 181**
Surplus/(Deficit) for the year		**(12 121)**	**(10 469)**	**(9 765)**	**(48 290)**	**(48 290)**	**(48 290)**	**(48 290)**	**(26 455)**	**(29 549)**

- Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into four functional areas.

- Functions that show a deficit between revenue and expenditure are being financed from Grant revenues reflected under the Council General

Table 10 – A3: Budgeted Financial Performance by municipal vote

DC18 Lejweleputswa - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 1 - EXECUTIVE & COUNCIL		158 594	141 647	151 586	152 761	177 272	177 272	156 942	158 273	159 870
Vote 2 - FINANCE AND ADMINSTRATION		10 385	6 870	9 992	6 652	8 602	8 602	6 562	6 562	6 762
Vote 5 - HEALTH		–	–	–	–	100	100	–	–	–
Total Revenue by Vote	2	**168 979**	**148 517**	**161 578**	**159 413**	**185 974**	**185 974**	**163 504**	**164 835**	**166 632**
Expenditure by Vote *to be appropriated*	1									
Vote 1 - EXECUTIVE & COUNCIL		93 421	65 116	69 877	91 054	118 007	118 007	84 168	72 848	74 792
Vote 2 - FINANCE AND ADMINSTRATION		48 192	52 790	53 592	62 631	62 168	62 168	71 859	66 682	68 142
Vote 3 - PLANNING AND DEVELOPMENT		9 668	9 092	10 207	11 832	11 402	11 402	11 430	10 487	10 799
Vote 4 - COMMUNITY AND SOCIAL SERVICES		12 420	11 664	14 159	15 762	16 062	16 062	16 001	15 461	15 871
Vote 5 - HEALTH		17 400	19 962	22 931	25 300	25 450	25 450	27 461	25 613	26 377
Vote 6 - OTHER		–	362	576	1 125	1 175	1 175	875	200	200
Total Expenditure by Vote	2	**181 100**	**158 986**	**171 343**	**207 703**	**234 264**	**234 264**	**211 794**	**191 290**	**196 181**
Surplus/(Deficit) for the year	2	**(12 121)**	**(10 469)**	**(9 765)**	**(48 290)**	**(48 290)**	**(48 290)**	**(48 290)**	**(26 455)**	**(29 549)**

Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of Council.

Table 11 – A4: Budgeted Financial Performance by revenue source and expenditure type

DC18 Lejweleputswa - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Sale of Goods and Rendering of Services		–	–	247	–	–	–	17	–	–	–
Interest earned from Receivables		388	340	367	165	165	165	68	165	165	165
Interest earned from Current and Non Current Assets		8 742	4 707	8 322	5 390	7 340	7 340	2 961	5 300	5 300	5 300
Licence and permits		–	–	–	–	100	100	83	–	–	–
Operational Revenue		255	665	398	97	97	97	254	97	97	97
Non-Exchange Revenue											
Fines, penalties and forfeits		–	–	51	–	–	–	–	–	–	–
Licences or permits		–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		142 383	140 334	148 118	153 761	153 761	153 761	149 962	157 942	159 273	161 070
Other Gains		–	117	75	–	–	–	–	–	–	–
Discontinued Operations		–	1	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**151 768**	**146 164**	**157 578**	**159 413**	**161 463**	**161 463**	**153 345**	**163 504**	**164 835**	**166 632**
Expenditure											
Employee related costs	2	97 163	105 160	112 120	120 434	118 008	118 008	84 491	134 050	127 142	130 957
Remuneration of councillors		9 356	9 623	10 332	11 220	11 220	11 220	8 425	11 427	11 770	12 123
Bulk purchases - electricity	2	-	–	–	–	–	–	–	–	–	–
Inventory consumed	8	1 401	1 493	3 214	2 462	2 403	2 403	1 431	2 531	2 416	2 488
Debt impairment	3	343	301	464	–	–	–	–	–	–	–
Depreciation and amortisation		3 209	3 980	3 913	5 871	5 871	5 871	–	5 871	5 871	5 871
Interest		94	–	–	–	–	–	–	–	–	–
Contracted services		11 138	11 505	14 941	22 356	25 875	25 875	15 493	20 244	15 530	15 919
Transfers and subsidies		42 857	12 142	7 100	17 135	42 895	42 895	17 484	11 622	4 300	4 300
Irrecoverable debts written off		–	–	–	–	–	–	–	–	–	–
Operational costs		15 388	15 666	19 667	28 225	27 992	27 992	17 728	26 049	24 261	24 523
Losses on disposal of Assets		150	754	452	–	–	–	–	–	–	–
Other Losses		–	(1 637)	(859)	–	–	–	–	–	–	–
Total Expenditure		**181 100**	**158 986**	**171 343**	**207 703**	**234 264**	**234 264**	**145 052**	**211 794**	**191 290**	**196 181**
Surplus/(Deficit)		**(29 332)**	**(12 822)**	**(13 765)**	**(48 290)**	**(72 801)**	**(72 801)**	**8 293**	**(48 290)**	**(26 455)**	**(29 549)**
Transfers and subsidies - capital (monetary allocations)	6	17 211	2 332	4 000	–	24 511	24 511	977	–	–	–
Transfers and subsidies - capital (in-kind)	6	–	21	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(12 121)**	(10 469)	(9 765)	**(48 290)**	**(48 290)**	**(48 290)**	9 271	**(48 290)**	**(26 455)**	**(29 549)**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**(12 121)**	(10 469)	(9 765)	(48 290)	(48 290)	(48 290)	9 271	(48 290)	(26 455)	(29 549)
Surplus/(Deficit) attributable to municipality		**(12 121)**	(10 469)	(9 765)	(48 290)	(48 290)	(48 290)	9 271	(48 290)	(26 455)	(29 549)
Share of Surplus/Deficit attributable to Associate	7	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	**(12 121)**	**(10 469)**	**(9 765)**	**(48 290)**	**(48 290)**	**(48 290)**	**9 271**	**(48 290)**	**(26 455)**	**(29 549)**

- Transfers recognized-operating, includes the local government equitable share and other operating grants from national and provincial government.

Table 12 – A5: Budgeted Capital Expenditure by Vote, Funding and Standard Classification

DC18 Lejweleputswa - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - EXECUTIVE & COUNCIL		991	3 099	162	3 650	2 100	2 100	290	500	250	250
Vote 2 - FINANCE AND ADMINSTRATION		(10 431)	139	677	2 600	2 650	2 650	1 342	800	200	200
Vote 3 - PLANNING AND DEVELOPMENT		28	25	40	100	100	100	98	100	50	50
Vote 4 - COMMUNITY AND SOCIAL SERVICES		41	12	–	100	100	100	270	200	50	50
Vote 5 - HEALTH		248	37	80	400	100	100	100	200	50	50
Capital multi-year expenditure sub-total		**(9 123)**	**3 311**	**958**	**6 850**	**5 050**	**5 050**	**2 100**	**1 800**	**600**	**600**
Single-year expenditure *to be appropriated*	2										
Vote 1 - EXECUTIVE & COUNCIL		559	2 447	–	–	–	–	–	50	–	–
Vote 2 - FINANCE AND ADMINSTRATION		381	240	648	550	3 700	3 700	49	–	–	–
Capital single-year expenditure sub-total		**940**	**2 687**	**648**	**550**	**3 700**	**3 700**	**49**	**2 050**	**–**	**–**
Total Capital Expenditure - Vote	3,7	**(8 183)**	**5 998**	**1 606**	**7 400**	**8 750**	**8 750**	**2 149**	**3 850**	**600**	**600**
Capital Expenditure - Functional											
Governance and administration		**(8 501)**	**5 924**	**1 486**	**6 800**	**8 450**	**8 450**	**1 681**	**1 350**	**450**	**450**
Executive and council		1 550	5 546	162	3 650	2 100	2 100	290	550	250	250
Finance and administration		(10 051)	379	1 324	3 150	6 350	6 350	1 392	800	200	200
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**289**	**49**	**80**	**500**	**200**	**200**	**370**	**300**	**100**	**100**
Community and social services		41	12	–	100	100	100	270	200	50	50
Health		248	37	80	400	100	100	100	100	50	50
Economic and environmental services		**28**	**25**	**40**	**100**	**100**	**100**	**98**	**2 200**	**50**	**50**
Planning and development		28	25	40	100	100	100	98	100	50	50
Total Capital Expenditure - Functional	3,7	**(8 183)**	**5 998**	**1 606**	**7 400**	**8 750**	**8 750**	**2 149**	**3 850**	**600**	**600**
Funded by:											
National Government		–	–	–	–	50	50	–	50	–	–
Transfers recognised - capital	4	**–**	**–**	**–**	**–**	**50**	**50**	**–**	**50**	**–**	**–**
Internally generated funds		2 614	5 981	1 606	7 400	8 700	8 700	2 149	3 800	600	600
Total Capital Funding	7	**2 614**	**5 981**	**1 606**	**7 400**	**8 750**	**8 750**	**2 149**	**3 850**	**600**	**600**

- Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
- The capital program is funded from the Capital Replacement Reserve.

Table 13 – A6: Budgeted Financial Position

DC18 Lejweleputswa - Table A6 Consolidated Budgeted Financial Position											
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		120 897	111 526	106 197	61 045	60 689	60 689	11 078	56 881	33 918	7 599
Trade and other receivables from exchange transaction	1	(2)	(58)	(155)	107	107	107	68	107	107	107
Receivables from non-exchange transactions	1	644	145	412	145	145	145	(242)	145	145	145
Current portion of non-current receivables		–	–	–	–	–	–	–	–	–	–
Inventory	2	–	–	458	–	–	–	3 584	–	–	–
VAT		16 377	2 083	3 466	2 787	2 787	2 787	(590)	2 787	2 787	
Other current assets		5	5	5	5	5	5	–	5	5	5
Total current assets		**137 919**	**113 700**	**110 383**	**64 088**	**63 732**	**63 732**	**13 898**	**59 925**	**36 961**	**7 855**
Non current assets											
Property, plant and equipment	3	43 505	66 647	51 947	56 815	58 165	58 165	2 030	50 241	45 234	40 226
Intangible assets		597	81	51	(33)	(33)	(33)	119	(61)	(225)	(388)
Other non-current assets		0	0	0	0	0	0	–	0	0	–
Total non current assets		**44 102**	**66 729**	**51 998**	**56 783**	**58 133**	**58 133**	**2 149**	**50 181**	**45 009**	**39 838**
TOTAL ASSETS		**182 021**	**180 428**	**162 381**	**120 871**	**121 865**	**121 865**	**16 047**	**110 105**	**81 970**	**47 693**
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		–	–	–	–	–	–	–	–	–	–
Consumer deposits		–	–	–	–	–	–	–	–	–	–
Trade and other payables from exchange transactions	4	3 256	20 785	22 412	21 534	22 528	22 528	(9 286)	15 137	13 458	6 599
Trade and other payables from non-exchange transacti	5	27	–	1 057	–	–	–	17 751	–	–	–
Provision		16 313	1 596	1 148	1 054	1 054	1 054	(567)	1 148	1 148	1 148
VAT		13 402	(1)	–	–	–	–	–	–	–	–
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		**32 997**	**22 380**	**24 617**	**22 588**	**23 582**	**23 582**	**7 897**	**16 285**	**14 606**	**7 747**
Non current liabilities											
Financial liabilities	6	122	–	–	–	–	–	–	–	–	–
Provision	7	19 059	18 468	19 869	18 468	18 468	18 468	–	24 161	24 161	26 292
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		–	–	–	–	–	–	–	–	–	–
Total non current liabilities		**19 181**	**18 468**	**19 869**	**18 468**	**18 468**	**18 468**	**–**	**24 161**	**24 161**	**26 292**
TOTAL LIABILITIES		**52 178**	**40 848**	**44 486**	**41 056**	**42 050**	**42 050**	**7 897**	**40 446**	**38 767**	**34 039**
NET ASSETS		**129 843**	**139 580**	**117 895**	**79 815**	**79 815**	**79 815**	**8 150**	**69 659**	**43 203**	**13 654**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	187 877	202 069	171 522	131 837	131 837	131 837	(1 120)	123 286	96 831	67 282
Reserves and funds	9	(45 913)	(52 021)	(53 627)	(52 022)	(52 022)	(52 022)	–	(53 627)	(53 627)	(53 627)
Other		–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	10	**141 964**	**150 048**	**117 895**	**79 815**	**79 815**	**79 815**	**(1 120)**	**69 659**	**43 203**	**13 654**

- Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).

- This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
- Table 6 is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of a number of items, including:
  - Call investments deposits;
  - Property, plant and equipment;
  - Trade and other payables;
  - Provisions non-current;
  - Changes in net assets; and
  - Reserves
- The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
- Any movement on the budgeted financial performance or the capital budget will inevitably impact on the budgeted financial position.

Table 14 – A7: Budgeted Cash Flow

DC18 Lejweleputswa - Table A7 Consolidated Budgeted Cash Flows											
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Other revenue		97 596	308	449	97	197	197	279	97	97	97
Transfers and Subsidies - Operational	1	43 839	140 202	148 118	153 761	153 761	153 761	152 876	153 059	155 598	157 072
Transfers and Subsidies - Capital	1	4 502	2 332	4 000	–	24 511	24 511	15 959	–	–	–
Interest		1 815	4 412	8 322	5 390	7 340	7 340	2 961	5 300	5 300	5 300
Payments											
Suppliers and employees		(115 979)	(161 527)	(164 858)	(202 329)	(194 622)	(194 622)	(107 362)	(203 922)	(183 359)	(188 188)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**31 773**	**(14 273)**	**(3 969)**	**(43 081)**	**(8 813)**	**(8 813)**	**64 713**	**(45 466)**	**(22 364)**	**(25 719)**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	(1)	247	–	–	–	17	–	–	–
Payments											
Capital assets		9 554	(1 351)	(1 606)	(7 400)	(8 750)	(8 750)	(1 762)	(3 850)	(600)	(600)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**9 554**	**(1 353)**	**(1 359)**	**(7 400)**	**(8 750)**	**(8 750)**	**(1 746)**	**(3 850)**	**(600)**	**(600)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Payments											
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	–	–	–	–	–	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD		**41 328**	**(15 625)**	**(5 328)**	**(50 481)**	**(17 563)**	**(17 563)**	**62 968**	**(49 316)**	**(22 964)**	**(26 319)**
Cash/cash equivalents at the year begin:	2	**134 532**	**121 221**	**111 526**	111 526	78 607	78 607	**78 607**	**106 198**	**56 881**	**33 918**
Cash/cash equivalents at the year end:	2	**175 859**	**105 596**	**106 198**	**61 045**	**61 045**	**61 045**	**141 575**	**56 881**	**33 918**	**7 599**

The cash flow management and forecasting is a critical step in determining if the budget is funded over medium-term. The table above is consistent with international standards of good financial management practice and also improves understandability for councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category.
- Clear separation of capital and operating receipts from government, shich also enables cash from"debtors and other" to provide for as cash inflow based on actual performance.

- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long-term borrowing (debt)

Table 15 – A8: Cash backed reserves/accumulated surplus reconciliation

DC18 Lejweleputswa - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash and investments available											
Cash/cash equivalents at the year end	1	175 859	105 596	106 198	61 045	61 045	61 045	141 575	56 881	33 918	7 599
Other current investments > 90 days		(54 962)	5 930	(0)	–	(356)	(356)	(130 497)	–	–	–
Cash and investments available:		**120 897**	**111 526**	**106 197**	**61 045**	**60 689**	**60 689**	**11 078**	**56 881**	**33 918**	**7 599**
Application of cash and investments											
Trade payables from Non-exchange transactions: Unspent conc		27	–	1 057	–	–	–	17 751	–	–	–
Unspent borrowing		–	–	–	–	–	–		–	–	–
Statutory requirements	2	2 975	2 084	3 466	1 178	1 178	1 178	(590)	–	–	–
Other working capital requirements	3	3 256	20 785	22 114	21 534	55 446	55 446	(5 213)	15 137	13 458	6 599
Other provisions		(16 313)	(1 596)	(1 148)	–	–	–	567	–	–	–
Total Application of cash and investments:		**(10 056)**	**21 273**	**25 490**	**22 712**	**56 624**	**56 624**	**12 514**	**15 137**	**13 458**	**6 599**
Surplus(shortfall)		**130 953**	**90 253**	**80 708**	**38 333**	**4 065**	**4 065**	**(1 436)**	**41 744**	**20 460**	**1 000**

The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – funding a municipal budget in accordance with sections 18 and 19 of the MFMA.
The 2024/25 budget is showing a positive outcome.

From the above table it can be seen that the cash and investments available total R 41.7 million in the 2024/25 financial year. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the revenue fund at the end of the financial year. In the past these have been allowed to ‘roll-over’ and be spent in the ordinary course of business, but this practice has been discontinued.
- Provision for statutory requirements including VAT owing due to timing differences resulting from year-end obligations.
- The main purpose of other working capital is to ensure that sufficient funds are available to meet obligations as they fall due.
- This liability is informed by all provisions.
- The level of cash-backing is directly informed by the municipality’s cash backing policy.

- It can be concluded that the council has a surplus against the cash backed and accumulated surpluses reconciliation.

Table 16 – A9: Asset Management

DC18 Lejweleputswa - Table A9 Consolidated Asset Management

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CAPITAL EXPENDITURE										
Total New Assets	1	(8 479)	5 744	545	5 400	6 750	6 750	3 550	600	600
Infrastructure		–	–	–	–	–	–	–	–	–
Community Facilities		29	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		29	–	–	–	–	–	–	–	–
Operational Buildings		–	–	100	200	200	200	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		–	–	100	200	200	200	–	–	–
Licences and Rights		–	–	60	150	150	150	150	100	100
Intangible Assets		–	–	60	150	150	150	150	100	100
Computer Equipment		272	17	–	–	50	50	350	–	–
Furniture and Office Equipment		(9 633)	412	363	1 100	4 250	4 250	1 050	500	500
Machinery and Equipment		–	86	22	1 450	2 100	2 100	2 000	–	–
Transport Assets		853	5 228	–	2 500	–	–	–	–	–
Total Renewal of Existing Assets	2	–	15	523	2 000	2 000	2 000	300	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		–	15	523	2 000	2 000	2 000	300	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		–	15	523	2 000	2 000	2 000	300	–	–
Total Upgrading of Existing Assets	6	296	240	538	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		296	240	538	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		296	240	538	–	–	–	–	–	–
Total Capital Expenditure	4	(8 183)	5 998	1 606	7 400	8 750	8 750	3 850	600	600
Community Facilities		29	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		29	–	–	–	–	–	–	–	–
Operational Buildings		296	255	1 160	2 200	2 200	2 200	300	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		296	255	1 160	2 200	2 200	2 200	300	–	–
Licences and Rights		–	–	60	150	150	150	150	100	100
Intangible Assets		–	–	60	150	150	150	150	100	100
Computer Equipment		272	17	–	–	50	50	350	–	–
Furniture and Office Equipment		(9 633)	412	363	1 100	4 250	4 250	1 050	500	500
Machinery and Equipment		–	86	22	1 450	2 100	2 100	2 000	–	–
Transport Assets		853	5 228	–	2 500	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class		(8 183)	5 998	1 606	7 400	8 750	8 750	3 850	600	600
ASSET REGISTER SUMMARY - PPE (WDV)	5	44 102	66 729	51 998	56 782	58 132	58 132	54 647	46 340	46 340
Roads Infrastructure		169	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		27	(123)	(114)	(114)	(114)	(114)	(114)	–	–
Infrastructure		196	(123)	(114)	(114)	(114)	(114)	(114)	–	–
Other Assets		37 379	57 757	47 804	49 439	49 439	49 439	42 167	36 260	36 260
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		597	81	51	(33)	(33)	(33)	117	(96)	(96)
Computer Equipment		(132)	(641)	(756)	(1 212)	(1 162)	(1 162)	(976)	(1 376)	(1 376)
Furniture and Office Equipment		2 562	2 406	2 316	2 655	5 805	5 805	4 405	4 455	4 455
Machinery and Equipment		1 194	3 834	615	906	1 556	1 556	3 906	1 956	1 956
Transport Assets		1 166	2 274	943	4 002	1 502	1 502	4 002	4 002	4 002
Land		1 140	1 140	1 140	1 140	1 140	1 140	1 140	1 140	1 140
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	44 102	66 729	51 998	56 782	58 132	58 132	54 647	46 340	46 340
EXPENDITURE OTHER ITEMS										
Depreciation	7	3 209	3 980	3 907	5 871	5 871	5 871	5 871	5 871	5 871
Repairs and Maintenance by Asset Class	3	2 427	2 627	1 947	4 043	4 043	4 043	4 432	4 318	4 490
Roads Infrastructure		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Infrastructure		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Operational Buildings		52	253	136	714	714	714	742	764	787
Housing		–	–	–	–	–	–	–	–	–
Other Assets		52	253	136	714	714	714	742	764	787
Computer Equipment		44	–	1	115	115	115	392	119	123
Furniture and Office Equipment		–	–	(1)	139	139	139	111	114	117
Machinery and Equipment		31	35	3	128	128	128	117	120	124
Transport Assets		–	7	4	495	495	495	510	526	541
TOTAL EXPENDITURE OTHER ITEMS		5 635	6 608	5 854	9 915	9 915	9 915	10 303	10 189	10 362

Table 17– A10: Basic Service delivery measurement

DC18 Lejweleputswa - Table A10 Consolidated basic service delivery measurement										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		–	–	–	–	–	–	–	–	–
Piped water inside yard (but not in dwelling)		–	–	–	–	–	–	–	–	–
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–

The municipality is a district, and does not provide basic services.

Part 2 – Supporting documentation

2.1 - Disclosure on implementation of the MFMA & other applicable legislation Municipal Finance Management Act – No 56 of 2003

The MFMA became effective on 1st July 2004. The Act aims to modernize budget and financial management practices within the overall objective of maximizing the capacity of municipalities to deliver services.

The MFMA covers all aspects of municipal finance including budgeting, supply chain management and financial reporting.

The various sections of the Act are phased in according to the designated financial management capacity of municipalities. Lejweleputswa District Municipality has been designated as a low capacity municipality. The MFMA is the foundation of the municipal financial management reforms which municipalities are implementing.

The MFMA and the budget

The following explains the budgeting process in terms of the requirements in the MFMA. It is based on National Treasury’s guide to the MFMA.

2.2 The budget preparation process

2.2.1 Overview

A central element of the reforms is a change to the way that municipalities prepare their budgets.

The MFMA requires a council to adopt three-year capital and operating budgets that take into account, and are linked to, the municipality's current and future development priorities (as contained in the IDP) and other finance-related policies (such as those relating to free basic service provision).

These budgets must clearly set out revenue by source and expenditure by vote over three years and must be accompanied by performance objectives for revenue and expenditure, a cash flow statement and particulars on borrowing, investments, municipal entities and service delivery agreements, grant allocations and details of employment conditions of service.
The budget may be funded only from reasonable estimates of revenue and cash backed surplus funds from the previous year and borrowings (the latter for capital items only).

2.2.2 Budget preparation timetable

The first step in the budget preparation process is to develop a timetable of all key deadlines relating to the budget and to review the municipality's IDP and budget related policies.

The budget preparation timetable should be prepared by senior management and tabled by the mayor for council adoption ten months before the commencement of the next budget year.

The next diagram depicts the planning, implementation and monitoring process that is followed in LDM.
In terms of Section 21 of the MFMA the mayor is required to table in council ten months before the start of the new financial year a time schedule of key deadlines that sets out the process to revise the IDP and prepare the budget.

Table 18– A10: Schedule of key Deadlines

2.2.3 – Tabling of the budget

Once tabled at council, the municipal manager must make public the appropriate budget documentation and submit it to both the national and the relevant provincial treasury and any other government departments as required. At this time, the local community must be invited to submit representations on what is contained in the budget.
The municipal budget will be tabled before Council on 31 May 2024.

2.2.4 – Consultation with the community and key stakeholders

When the draft budget is tabled, council must consider the views of the local community, the national and the relevant provincial treasury and other municipalities and government departments that may have made submissions on the budget.

The consultation with National and Provincial Treasuries regarding the MTREF is set to take place during April 2024.
An extensive public participation process will be conducted as part of the IDP and Budget Road shows and will commence during April 2024. The overall objective of this road show is to ensure an authentic and inclusive public participation process for the IDP and budget. The planning of these road shows will be driven by a steering committee constituted by politicians and officials from all Directorates.
A complete report regarding the feedback on the public participation process will be included in the Final IDP document.

2.3 – Service Delivery and Budget Implementation Plan (SDBIP)

The municipal manager must within fourteen days after the approval of the annual budget submit to the executive mayor for approval a draft service delivery and budget implementation plan and draft annual performance agreements for all pertinent senior staff.

A service delivery and budget implementation plan is a detailed plan for implementing the delivery of municipal services contemplated in the annual budget and should indicate monthly revenue and expenditure projections and quarterly service delivery targets and performance indicators.
The executive mayor must approve the draft service delivery and budget implementation plan within 28 days of the approval of the annual final budget.
This plan must then be monitored by the mayor and reported on to council on a regular basis. The municipal manager is responsible for implementation of the budget and must take steps to ensure that all spending is in accordance with the budget and that revenue and expenditure are properly monitored.

Generally, councils may incur expenditure only if it is in terms of the budget, within the limits of the amounts appropriated against each budget vote – and in the case of capital expenditure, only if council has approved the project. Expenditure incurred outside of these parameters may be considered to be unauthorized or, in some cases, irregular or fruitless and wasteful. Unauthorized expenditure must be reported and may result in criminal proceedings.

2.4 – Alignment of Annual Budget with IDP

Municipalities are required to develop five-year Integrated Development Plans which must be reviewed annually. Local priorities were identified as part of the IDP process which is directly aligned to that of national and provincial priorities. The IDP strategic objectives and goals are set out in the IDP document.

The 2024/25 MTREF has therefore been directly informed by the IDP and the following tables provide reconciliation between the IDP strategic objectives and goals.

Table 19 – SA4: Reconciliation between IDP strategic objectives and budgeted operating revenue

DC18 Lejweleputswa - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)												
R thousand			Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	–	–	–	–	–	–	–	–	–

Table 20 – SA5: Reconciliation between IDP strategic objectives and budgeted operating expenditure

DC18 Lejweleputswa - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)												
R thousand			Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Allocations to other priorities												
Total Expenditure			1	–	–	–	–	–	–	–	–	–

Table 21 – SA6: Reconciliation between IDP strategic objectives and budgeted capital expenditure

DC18 Lejweleputswa - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)												
Strategic Objective	Goal	Goal Code	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
		A										
Allocations to other priorities			3									
Total Capital Expenditure			1	–	–	–	–	–	–	–	–	–

2.5 – Measurable Performance Objectives and Indicators

Tables 22 – SA7: Measurable Performance Objectives

DC18 Lejweleputswa - Supporting Table SA7 Measureable performance objectives										
Description	Unit of measurement	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Vote 1 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										

The key financial indicators and ratios are expressed in the table below:

DC18 Lejweleputswa - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1,8%	2,5%	2,3%	2,8%	2,5%	2,5%	0,0%	2,8%	3,1%	3,0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	2,1%	2,7%	2,5%	3,7%	3,6%	3,6%	0,0%	3,6%	3,6%	3,5%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	-0,3%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Liquidity											
Current Ratio	Current assets/current liabilities	4,2	5,1	4,5	2,8	2,7	2,7	1,8	3,7	2,5	1,0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4,2	5,1	4,5	2,8	2,7	2,7	1,8	3,7	2,5	1,0
Liquidity Ratio	Monetary Assets/Current Liabilities	3,7	5,0	4,3	2,7	2,6	2,6	1,4	3,5	2,3	1,0
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0,4%	0,1%	0,6%	0,1%	0,1%	0,1%	2,2%	0,1%	0,1%	0,1%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within`MFMA' s 65(e))										
Creditors to Cash and Investments		1,9%	19,7%	21,1%	35,3%	90,8%	90,8%	-6,6%	26,6%	39,7%	86,8%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Volume Losses (kW) non technical										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Volumes :System input	Bulk Purchase										
	Water treatment works										
	Natural sources										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	64,0%	71,9%	71,2%	75,5%	73,1%	73,1%	55,1%	82,0%	77,1%	78,6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	70,2%	78,5%	77,7%	82,6%	80,0%	80,0%		89,0%	84,3%	85,9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	1,6%	1,8%	1,2%	2,5%	2,5%	2,5%		2,7%	2,6%	2,7%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	2,3%	2,9%	2,8%	3,7%	3,6%	3,6%	0,0%	3,6%	3,6%	3,5%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	34,4	17,6	29,2	21,7	21,7	21,7	28,9	30,8	31,1	31,4
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0,0%	0,0%	352,7%	0,0%	0,0%	0,0%	20148,3%	0,0%	0,0%	0,0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	12,4	8,6	8,3	4,0	4,0	4,0	13,6	3,6	2,4	0,5

References
1. Consumer debtors > 12 months old are excluded from current assets
2. Only include if services provided by the municipality

Calculation data

Calculation data										
Debtors > 90 days										
Monthly fixed operational expenditure	14 134	12 341	12 742	15 172	15 250	15 250	10 411	15 900	14 369	14 764
Fixed operational expenditure % assumption	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%
Own capex	(8 183)	5 998	1 606	7 400	8 700	8 700	2 149	3 800	600	600
Borrowing	–	–	–	–	–	–	–	–	–	–

Tables 23 – SA8: Performance Indicators and benchmarks

2.5 Measurable Performance Indicators and Benchmarks

(a) Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Lejweleputswa District Municipality's borrowing strategy is primarily informed by the affordability of debt repayments. Council's debt portfolio is dominated by annuity loans.

The following financial performance indicators have formed part of the compilation of the 2024/25 MTREF:

- *Capital charges to operating expenditure* are a measure of the cost of borrowing in relation to the operating expenditure.
- Safety of Capital
- *The debt-to-equity ratio* is a financial ratio indicating the relative proportion of equity and debt used in financing the municipality's assets. The indicator is based on the total of loans, creditors, and overdraft and tax provisions as a percentage of funds and reserves.
- *The gearing ratio* is a measure of the total long-term borrowings over funds and reserves.

(b) Liquidity

- *Current ratio* is a measure of the current assets divided by the current liabilities which is standing at 3.1 for 2024/2025
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately which reflects a 3.0 ratio for 2023/2024

(c) Creditors Management

- The Finance department ensures that creditor payments are done within the allowed 30 days.

2.6 – Budget Assumptions

Budgets are prepared in an environment of uncertainty. To prepare meaningful budgets, assumptions need to be made about internal and external factors that could influence the budget. Documentation of the assumptions used in preparing the budget assists understanding of the information. This section provides a comprehensive summary of all the assumptions used in preparing the budget.

2.6.1 – National Treasury MFMA Circular No. 126 & 128

The Circulars were issued on 07 December 2023 and 08 March 2024 respectively, and it provides further guidance to municipalities for the preparation of the 2024/25 budget and MTREF and was used in preparing this budget. Copies of the Circulars are attached as an Annexure to this document.

2.6.2 – Average salary increases

The MTREF does not include increases for employee remuneration and for Councilors remuneration:

The employee related costs comprise +/- 70 **%** of total operating expenditure in the 2024/25 MTREF budget and places a disproportionate upward pressure on the expenditure budget.

The cost associated with the remuneration of councilors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has not been taken into account in compiling the LDM's budget due to financial constraints.

2.6.3 – Ability of the municipality to spend and deliver on the programs

Spending is monitored closely throughout the year and head of departments must ensure that capital programs are supported by robust planning.
The SDBIP includes monthly cash flows of expenditure and is used as the basis for budget monitoring. Monthly Section 71 meetings with portfolio Councilors, municipal manager, head of departments and the budget office also forms part of the monitoring tool and directorates must give reasons for poor performance and over spending and put corrective measures in place.

2.6.4 – Implications of restructuring and other major events in the future

Council approved a new organizational structure that reduced the number of directorates from eight to seven. Community Safety was combined with Environmental Affairs to establish the new directorate namely Community Services. Minor changes to the micro structure were also made. These changes were made to streamline service delivery and to affect savings.

2.7 – Other Supporting documents

2.7.1 Investment Particulars by Type

Table 24 – SA15: Investment Particulars by Type

DC18 Lejweleputswa - Supporting Table SA15 Investment particulars by type

Investment type R thousand	Ref	2020/21 Audited Outcome	2021/22 Audited Outcome	2022/23 Audited Outcome	Current Year 2023/24 Original Budget	Current Year 2023/24 Adjusted Budget	Current Year 2023/24 Full Year Forecast	2024/25 Medium Term Revenue & Expenditure Framework Budget Year 2024/25	2024/25 Medium Term Revenue & Expenditure Framework Budget Year +1 2025/26	2024/25 Medium Term Revenue & Expenditure Framework Budget Year +2 2026/27
Parent municipality										
Securities - National Government		–	–	–	–	–	–	–	–	–
Listed Corporate Bonds		–	–	–	–	–	–	–	–	–
Deposits - Bank		76 507	–	30 275	–	–	–	–	–	–
Deposits - Public Investment Commissioners		–	–	–	–	–	–	–	–	–
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates		–	–	–	–	–	–	–	–	–
Negotiable Certificates of Deposit - Banks		–	–	–	–	–	–	–	–	–
Guaranteed Endowment Policies (sinking)		–	–	–	–	–	–	–	–	–
Repurchase Agreements - Banks		–	–	–	–	–	–	–	–	–
Municipal Bonds		–	–	–	–	–	–	–	–	–
Municipality sub-total	1	**76 507**	**–**	**30 275**	**–**	**–**	**–**	**–**	**–**	**–**
Consolidated total:		**153 015**	**–**	**60 550**	**–**	**–**	**–**	**–**	**–**	**–**

Table 25 – SA16: Investment Particulars by Maturity

Choose name from list - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref 1	Period of Investment Yrs/Months	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ³	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Parent municipality														
Municipality sub-total														
Entities														
Entities sub-total														
TOTAL INVESTMENTS AND INTEREST	1													

2.7.2 Borrowings

Table 26– SA17: Borrowing

DC18 Lejweleputswa - Supporting Table SA17 Borrowing										
Borrowing - Categorised by type	**Ref**	**2020/21**	**2021/22**	**2022/23**	**Current Year 2023/24**			**2024/25 Medium Term Revenue & Expenditure Framework**		
R thousand		**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2024/25**	**Budget Year +1 2025/26**	**Budget Year +2 2026/27**
Parent municipality										
Annuity and Bullet Loans		122	–	–	–	–	–	–	–	–
Municipality sub-total	1	**122**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Borrowing	1	**122**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Unspent Borrowing	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

2.7.3 Grants and subsidies

Table 27 – SA18: Transfers and grants receipt

DC18 Lejweleputswa - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**141 133**	**140 198**	**148 750**	**152 761**	**152 761**	**152 761**	**153 059**	**155 598**	**157 072**
Operational Revenue:General Revenue:Equitable Share		47 920	138 020	144 044	149 132	149 132	149 132	153 059	155 598	157 072
Operational:Revenue:General Revenue:Fuel Levy		92 463	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		750	1 178	1 265	1 178	1 178	1 178	–	–	–
Local Government Financial Management Grant [Schedule 5B]		–	1 000	1 000	–	–	–	–	–	–
Rural Road Asset Management Systems Grant		–	–	2 441	2 451	2 451	2 451	–	–	–
Other Grant Providers:		**–**	**136**	**425**	**–**	**–**	**–**	**–**	**–**	**–**
Departmental Agencies and Accounts		–	136	425	–	–	–	–	–	–
Total Operating Transfers and Grants	5	**141 133**	**140 334**	**149 175**	**152 761**	**152 761**	**152 761**	**153 059**	**155 598**	**157 072**
Capital Transfers and Grants										
National Government:		**3 502**	**2 305**	**4 000**	**–**	**24 511**	**24 511**	**–**	**–**	**–**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		2 812	(27)	–	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	(0)	–	–	24 511	24 511	–	–	–
Rural Road Asset Management Systems Grant [Schedule 5B]		690	2 332	–	–	–	–	–	–	–
Energy Efficiency and Demand Side Management Grant		–	–	4 000	–	–	–	–	–	–
Total Capital Transfers and Grants	5	**3 502**	**2 305**	**4 000**	**–**	**24 511**	**24 511**	**–**	**–**	**–**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**144 635**	**142 639**	**153 175**	**152 761**	**177 272**	**177 272**	**153 059**	**155 598**	**157 072**

DC18 Lejweleputswa - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**141 133**	**140 198**	**148 750**	**152 761**	**152 761**	**152 761**	**153 059**	**155 598**	**157 072**
Operational Revenue:General Revenue:Equitable Share		47 920	138 020	144 044	149 132	149 132	149 132	153 059	155 598	157 072
Operational:Revenue:General Revenue:Fuel Levy		92 463	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		750	1 178	1 265	1 178	1 178	1 178	–	–	–
Local Government Financial Management Grant [Schedule 5B]		–	1 000	1 000	–	–	–	–	–	–
Rural Road Asset Management Systems Grant		–	–	2 441	2 451	2 451	2 451	–	–	–
Other Grant Providers:		**–**	**136**	**425**	**–**	**–**	**–**	**–**	**–**	**–**
Departmental Agencies and Accounts		–	136	425	–	–	–	–	–	–
Total Operating Transfers and Grants	5	**141 133**	**140 334**	**149 175**	**152 761**	**152 761**	**152 761**	**153 059**	**155 598**	**157 072**
Capital Transfers and Grants										
National Government:		**3 502**	**2 305**	**4 000**	**–**	**24 511**	**24 511**	**–**	**–**	**–**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		2 812	(27)	–	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	(0)	–	–	24 511	24 511	–	–	–
Rural Road Asset Management Systems Grant [Schedule 5B]		690	2 332	–	–	–	–	–	–	–
Energy Efficiency and Demand Side Management Grant		–	–	4 000	–	–	–	–	–	–
Total Capital Transfers and Grants	5	**3 502**	**2 305**	**4 000**	**–**	**24 511**	**24 511**	**–**	**–**	**–**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**144 635**	**142 639**	**153 175**	**152 761**	**177 272**	**177 272**	**153 059**	**155 598**	**157 072**

Table 28 – SA19: Expenditure on transfers and grants

DC18 Lejweleputswa - Supporting Table SA19 Expenditure on transfers and grant programme										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		**2 000**	**2 178**	**3 684**	**4 629**	**4 579**	**4 579**	**4 833**	**3 675**	**3 998**
Operational Revenue:General Revenue:Equitable Share		–	–	–	–	–	–	–	–	–
Operational:Revenue:General Revenue:Fuel Levy		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		1 000	1 178	1 265	1 178	1 178	1 178	1 322	–	–
Local Government Financial Management Grant [Schedule 5B]		1 000	1 000	615	1 000	950	950	950	1 000	1 200
Rural Road Asset Management Systems Grant		–	–	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Other Grant Providers:		**–**	**136**	**83**	**–**	**–**	**–**	**–**	**–**	**–**
Departmental Agencies and Accounts		–	136	83	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:		**2 000**	**2 314**	**3 767**	**4 629**	**4 579**	**4 579**	**4 833**	**3 675**	**3 998**
Capital expenditure of Transfers and Grants										
National Government:		**28 008**	**2 332**	**3 996**	**–**	**49 072**	**49 072**	**50**	**–**	**–**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		18 394	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		7 314	–	–	–	49 022	49 022	–	–	–
Rural Road Asset Management Systems Grant [Schedule 5B]		2 300	2 332	–	–	–	–	–	–	–
Energy Efficiency and Demand Side Management Grant		–	–	3 996	–	–	–	–	–	–
Local Government Financial Management Grant [Schedule 5B]		–	–	–	–	50	50	50	–	–
Total capital expenditure of Transfers and Grants		**28 008**	**2 332**	**3 996**	**–**	**49 072**	**49 072**	**50**	**–**	**–**
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		**30 008**	**4 646**	**7 763**	**4 629**	**53 651**	**53 651**	**4 883**	**3 675**	**3 998**

Table 29 – SA20: Reconciliation of transfers, grants receipts and unspent funds

DC18 Lejweleputswa - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Operating transfers and grants:	1,3									
National Government:										
Current year receipts		(2 000)	(2 178)	(4 706)	(3 629)	(3 629)	(3 629)	–	–	–
Conditions met - transferred to revenue		2 000	2 178	3 676	–	–	–	–	–	–
Closing Balance		–	–	(1 030)	(3 629)	(3 629)	(3 629)	–	–	–
Other grant providers:										
Current year receipts		–	(136)	(425)	–	–	–	–	–	–
Conditions met - transferred to revenue		–	136	398	–	–	–	–	–	–
Closing Balance		–	–	(27)	–	–	–	–	–	–
Total operating transfers and grants revenue		2 000	2 314	4 074	–	–	–	–	–	–
Total operating transfers and grants - CTBM	2	–	–	–	–	–	–	–	–	–
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		(8 314)	(27)	–	–	–	–	–	–	–
Current year receipts		(8 924)	(2 305)	(4 000)	–	(24 511)	(24 511)	–	–	–
Conditions met - transferred to revenue		17 211	2 332	4 000	–	–	–	–	–	–
Closing Balance		(27)	–	–	–	(24 511)	(24 511)	–	–	–
Total capital transfers and grants revenue		17 211	2 332	4 000	–	–	–	–	–	–
Total capital transfers and grants - CTBM	2	(27)	–	–	–	(24 511)	(24 511)	–	–	–
TOTAL TRANSFERS AND GRANTS REVENUE		19 211	4 646	8 074	–	–	–	–	–	–
TOTAL TRANSFERS AND GRANTS - CTBM		(27)	–	–	–	(24 511)	(24 511)	–	–	–

Table 30 – SA21: Transfers and grants made by the municipality

DC18 Lejweleputswa - Supporting Table SA21 Transfers and grants made by the municipality												
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Transfers to Entities/Other External Mechanisms											
Operational	2	9 733	9 103	500	8 006	8 006	8 006	8 006	5 927	–	–
Total Cash Transfers To Entities/Ems'		**14 733**	**9 103**	**500**	**8 006**	**8 006**	**8 006**	**8 006**	**5 927**	**–**	**–**
Cash Transfers to Groups of Individuals											
Operational		703	965	20	425	425	425	–	325	–	–
Total Cash Transfers To Groups Of Individuals:		**703**	**965**	**20**	**425**	**425**	**425**	**–**	**325**	**–**	**–**
TOTAL CASH TRANSFERS AND GRANTS	6	**41 144**	**10 068**	**520**	**8 431**	**8 431**	**8 431**	**8 006**	**6 252**	**–**	**–**
Non-Cash Transfers to other municipalities											
Operational	1	–	–	–	3 000	3 200	3 200	2 881	1 500	1 500	1 500
Capital		–	–	3 996	–	24 511	24 511	2 511	–	–	–
Total Non-Cash Transfers To Municipalities:		**–**	**–**	**3 996**	**3 000**	**27 711**	**27 711**	**5 392**	**1 500**	**1 500**	**1 500**
Non-Cash Transfers to Entities/Other External Mechanisms											
Operational	2	866	711	30	–	–	–	–	–	–	–
Total Non-Cash Transfers To Entities/Ems'		**866**	**711**	**30**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Non-Cash Transfers to Groups of Individuals											
Operational	5	847	1 362	2 553	5 704	6 753	6 753	4 086	3 870	2 800	2 800
Total Non-Cash Grants To Groups Of Individuals:		**847**	**1 362**	**2 553**	**5 704**	**6 753**	**6 753**	**4 086**	**3 870**	**2 800**	**2 800**
TOTAL NON-CASH TRANSFERS AND GRANTS		**1 713**	**2 074**	**6 579**	**8 704**	**34 464**	**34 464**	**9 478**	**5 370**	**4 300**	**4 300**
TOTAL TRANSFERS AND GRANTS	6	**42 857**	**12 142**	**7 100**	**17 135**	**42 895**	**42 895**	**17 484**	**11 622**	**4 300**	**4 300**

Table 31 – SA22: Summary of Councilors and staff benefits

DC18 Lejweleputswa - Supporting Table SA22 Summary councillor and staff benefits										
Summary of Employee and Councillor remuneration	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		5 993	6 620	7 000	6 477	6 477	6 477	6 718	6 919	7 127
Pension and UIF Contributions		805	621	726	737	737	737	249	256	264
Medical Aid Contributions		316	196	236	258	258	258	448	461	475
Motor Vehicle Allowance		1 619	1 708	1 841	1 835	1 835	1 835	2 005	2 065	2 127
Cellphone Allowance		624	478	530	1 114	1 114	1 114	1 199	1 235	1 272
Other benefits and allowances		–	–	–	800	800	800	809	834	859
Sub Total - Councillors		**9 356**	**9 623**	**10 332**	**11 220**	**11 220**	**11 220**	**11 427**	**11 770**	**12 123**
% increase	4		**2,8%**	**7,4%**	**8,6%**	**–**	**–**	**1,8%**	**3,0%**	**3,0%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		4 916	6 072	3 604	6 436	4 686	4 686	6 436	6 629	6 828
Performance Bonus		681	813	417	950	911	911	901	977	1 006
Cellphone Allowance	3	115	129	79	131	131	131	131	135	139
Sub Total - Senior Managers of Municipality		**5 712**	**7 013**	**4 100**	**7 516**	**5 728**	**5 728**	**7 468**	**7 740**	**7 973**
% increase	4		**22,8%**	**(41,5%)**	**83,3%**	**(23,8%)**	**–**	**30,4%**	**3,6%**	**3,0%**
Other Municipal Staff										
Basic Salaries and Wages		53 983	58 938	63 810	67 283	67 283	67 283	76 596	72 473	74 647
Pension and UIF Contributions		9 544	9 987	11 119	12 019	11 919	11 919	12 608	12 126	12 489
Medical Aid Contributions		4 827	4 721	5 442	6 056	6 056	6 056	6 044	5 880	6 056
Overtime		11	28	122	222	222	222	182	187	193
Performance Bonus		4 380	6 327	5 111	5 241	5 039	5 039	6 383	5 940	6 118
Motor Vehicle Allowance	3	8 806	10 657	12 018	12 614	12 614	12 614	15 276	13 061	13 453
Cellphone Allowance	3	234	258	286	326	326	326	382	337	347
Housing Allowances	3	550	534	535	583	583	583	635	607	625
Other benefits and allowances	3	2 347	1 893	2 332	2 964	2 964	2 964	3 261	3 235	3 332
Payments in lieu of leave		–	–	–	2 747	2 647	2 647	2 603	2 784	2 867
Long service awards		–	640	1 001	708	628	628	612	713	734
Post-retirement benefit obligations	6	6 768	4 164	6 243	2 155	2 000	2 000	2 000	2 060	2 122
Sub Total - Other Municipal Staff		**91 451**	**98 147**	**108 020**	**112 918**	**112 280**	**112 280**	**126 583**	**119 402**	**122 984**
% increase	4		**7,3%**	**10,1%**	**4,5%**	**(0,6%)**	**–**	**12,7%**	**(5,7%)**	**3,0%**
Total Parent Municipality		**106 519**	**114 783**	**122 452**	**131 654**	**129 228**	**129 228**	**145 478**	**138 912**	**143 080**
			7,8%	**6,7%**	**7,5%**	**(1,8%)**	**–**	**12,6%**	**(4,5%)**	**3,0%**
TOTAL SALARY, ALLOWANCES & BENEFITS		**106 519**	**114 783**	**122 452**	**131 654**	**129 228**	**129 228**	**145 478**	**138 912**	**143 080**
% increase	**4**		**7,8%**	**6,7%**	**7,5%**	**(1,8%)**	**–**	**12,6%**	**(4,5%)**	**3,0%**
TOTAL MANAGERS AND STAFF	**5,7**	**97 163**	**105 160**	**112 120**	**120 434**	**118 008**	**118 008**	**134 050**	**127 142**	**130 957**

Table 32 – SA23: Salaries, allowances and benefits (political office bearers/ Councilors and senior managers)

DC18 Lejweleputswa - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)								
Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Speaker	4	1	755 445	49 587	46 121	–	–	851 153
Executive Mayor		1	849 120	29 809	46 121	–	–	925 050
Executive Committee		–	2 977 160	205 735	1 478 569	–	–	4 661 464
Total for all other councillors		–	2 135 896	411 175	2 442 443	–	–	4 989 514
Total Councillors	8	**2**	**6 717 621**	**696 306**	**4 013 254**			**11 427 181**
Senior Managers of the Municipality	5							
Municipal Manager (MM)		1	1 507 380	–	36 000	211 033	–	1 754 413
Chief Finance Officer		1	1 232 160	–	30 000	172 502	–	1 434 662
		1	1 232 160	–	21 600	172 502	–	1 426 262
		1	1 232 160	–	21 600	172 502	–	1 426 262
		1	1 232 160	–	21 600	172 502	–	1 426 262
List of each offical with packages >= senior manager								
Total Senior Managers of the Municipality	8,10	**5**	**6 436 020**	**–**	**130 800**	**901 041**		**7 467 861**
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	**7**	**13 153 641**	**696 306**	**4 144 054**	**901 041**		**18 895 042**

Table 33 – SA24: Summary of personnel numbers

DC18 Lejweleputswa - Supporting Table SA24 Summary of personnel numbers										
Summary of Personnel Numbers	Ref	2022/23			Current Year 2023/24			Budget Year 2024/25		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		–	–	–	–	–	–	–	–	–
Board Members of municipal entities	4	–	–	–	–	–	–	–	–	–
Municipal employees	5	–	–	–	–	–	–	–	–	–
Municipal Manager and Senior Managers	3	–	–	–	–	–	–	–	–	–
Other Managers	7	–	–	–	–	–	–	–	–	–
Professionals		–	–	–	–	–	–	–	–	–
Finance		–	–	–	–	–	–	–	–	–
Spatial/town planning		–	–	–	–	–	–	–	–	–
Information Technology		–	–	–	–	–	–	–	–	–
Roads		–	–	–	–	–	–	–	–	–
Electricity		–	–	–	–	–	–	–	–	–
Water		–	–	–	–	–	–	–	–	–
Sanitation		–	–	–	–	–	–	–	–	–
Refuse		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Technicians		–	–	–	–	–	–	–	–	–
Finance		–	–	–	–	–	–	–	–	–
Spatial/town planning		–	–	–	–	–	–	–	–	–
Information Technology		–	–	–	–	–	–	–	–	–
Roads		–	–	–	–	–	–	–	–	–
Electricity		–	–	–	–	–	–	–	–	–
Water		–	–	–	–	–	–	–	–	–
Sanitation		–	–	–	–	–	–	–	–	–
Refuse		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Clerks (Clerical and administrative)		–	–	–	–	–	–	–	–	–
Service and sales workers		–	–	–	–	–	–	–	–	–
Skilled agricultural and fishery workers		–	–	–	–	–	–	–	–	–
Craft and related trades		–	–	–	–	–	–	–	–	–
Plant and Machine Operators		–	–	–	–	–	–	–	–	–
Elementary Occupations		–	–	–	–	–	–	–	–	–
TOTAL PERSONNEL NUMBERS	9	–	–	–	–	–	–	–	–	–
% increase					–	–	–	–	–	–
Total municipal employees headcount	6, 10	–	–	–	–	–	–	–	–	–
Finance personnel headcount	8, 10	–	–	–	–	–	–	–	–	–
Human Resources personnel headcount	8, 10	–	–	–	–	–	–	–	–	–

2.7.5 Monthly targets for revenue, expenditure and cash flow

Table 34 – SA25: Budgeted monthly revenue and expenditure by revenue source and expenditure type

DC18 Lejweleputswa - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue																
Exchange Revenue																
Interest earned from Receivables		14	14	14	14	14	14	14	14	14	14	14	14	165	165	165
Interest earned from Current and Non Current Assets		442	442	442	442	442	442	442	442	442	442	442	442	5 300	5 300	5 300
Operational Revenue		8	8	8	8	8	8	8	8	8	8	8	8	97	97	97
Non-Exchange Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		76 530	1 000	1 611	–	–	39 236	–	–	39 566	–	–	–	157 942	159 273	161 070
Total Revenue (excluding capital transfers and contributions)		**76 993**	**1 463**	**2 074**	**463**	**463**	**39 699**	**463**	**463**	**40 029**	**463**	**463**	**464**	**163 504**	**164 835**	**166 632**
Expenditure																
Employee related costs		11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	134 050	127 142	130 957
Remuneration of councillors		952	952	952	952	952	952	952	952	952	952	952	952	11 427	11 770	12 123
Debt impairment		211	211	211	211	211	211	211	211	211	211	211	211	2 531	2 416	2 488
Bulk purchases - electricity		489	489	489	489	489	489	489	489	489	489	489	489	5 871	5 871	5 871
Contracted services		1 687	1 687	1 687	1 687	1 687	1 687	1 687	1 687	1 687	1 687	1 687	1 687	20 244	15 530	15 919
Transfers and subsidies		968	968	968	968	968	968	968	968	968	968	968	969	11 622	4 300	4 300
Operational costs		2 171	2 171	2 171	2 171	2 171	2 171	2 171	2 171	2 171	2 171	2 171	2 172	26 049	24 261	24 523
Total Expenditure		**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 652**	**211 794**	**191 290**	**196 181**
Surplus/(Deficit)		**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(17 188)**	**(48 290)**	**(26 455)**	**(29 549)**
Transfers and subsidies - capital (monetary allocations)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		–	–	–	–	–	–	–	–	–	–	–	(48 290)	(48 290)	(26 455)	(29 549)
Income Tax		**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(65 478)**	**(48 290)**	**(26 455)**	**(29 549)**
Surplus/(Deficit) after income tax		–	–	–	–	–	–	–	–	–	–	–	(48 290)	(48 290)	(26 455)	(29 549)
Surplus/(Deficit) attributable to municipality		–	–	–	–	–	–	–	–	–	–	–	(48 290)	(48 290)	(26 455)	(29 549)
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(65 478)**	**(48 290)**	**(26 455)**	**(29 549)**

Table 35 – SA26: Budgeted monthly revenue and expenditure by municipal vote

DC18 Lejweleputswa - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2024/25											
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June
Revenue by Vote													
Vote 1 - EXECUTIVE & COUNCIL		76 530	–	1 611	–	–	39 236	–	–	39 566	–	–	–
Vote 2 - FINANCE AND ADMINSTRATION		463	1 463	463	463	463	463	463	463	463	463	463	464
Total Revenue by Vote		**76 993**	**1 463**	**2 074**	**463**	**463**	**39 699**	**463**	**463**	**40 029**	**463**	**463**	**464**
Expenditure by Vote to be appropriated													
Vote 1 - EXECUTIVE & COUNCIL		7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 015
Vote 2 - FINANCE AND ADMINSTRATION		5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 989
Vote 3 - PLANNING AND DEVELOPMENT		952	952	952	952	952	952	952	952	952	952	952	953
Vote 4 - COMMUNITY AND SOCIAL SERVICES		1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 334
Vote 5 - HEALTH		2 288	2 288	2 288	2 288	2 288	2 288	2 288	2 288	2 288	2 288	2 288	2 289
Vote 6 - OTHER		73	73	73	73	73	73	73	73	73	73	73	73
Total Expenditure by Vote		**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 652**
Surplus/(Deficit) before assoc.		**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(17 188)**
Surplus/(Deficit) after income tax		–	–	–	–	–	–	–	–	–	–	–	(48 290)
Surplus/(Deficit) attributable to municipality		–	–	–	–	–	–	–	–	–	–	–	(48 290)
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(17 188)**

References

Table 36 – SA27: Budgeted monthly revenue and expenditure by standard classification

DC18 Lejweleputswa - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional																
Governance and administration		**76 993**	**1 463**	**2 074**	**463**	**463**	**39 699**	**463**	**463**	**40 029**	**463**	**463**	**464**	**163 504**	**164 835**	**166 632**
Executive and council		76 530	–	1 611	–	–	39 236	–	–	39 566	–	–	–	156 942	158 273	159 870
Finance and administration		463	1 463	463	463	463	463	463	463	463	463	463	464	6 562	6 562	6 762
Total Revenue - Functional		**76 993**	**1 463**	**2 074**	**463**	**463**	**39 699**	**463**	**463**	**40 029**	**463**	**463**	**464**	**163 504**	**164 835**	**166 632**
Expenditure - Functional																
Governance and administration		**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 002**	**13 004**	**156 027**	**139 530**	**142 934**
Executive and council		7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 014	7 015	84 168	72 848	74 792
Finance and administration		5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 988	5 989	71 859	66 682	68 142
Community and public safety		**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 613**	**3 614**	**43 362**	**41 074**	**42 249**
Community and social services		1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 333	1 334	16 001	15 461	15 871
Health		2 280	2 280	2 280	2 280	2 280	2 280	2 280	2 280	2 280	2 280	2 280	2 280	27 361	25 613	26 377
Economic and environmental services		**961**	**961**	**961**	**961**	**961**	**961**	**961**	**961**	**961**	**961**	**961**	**961**	**11 530**	**10 487**	**10 799**
Planning and development		952	952	952	952	952	952	952	952	952	952	952	953	11 430	10 487	10 799
Environmental protection		8	8	8	8	8	8	8	8	8	8	8	8	100	–	–
Other		**73**	**73**	**73**	**73**	**73**	**73**	73	73	73	73	73	73	875	200	200
Total Expenditure - Functional		**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 649**	**17 652**	**211 794**	**191 290**	**196 181**
Surplus/(Deficit) before assoc.		**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(17 188)**	**(48 290)**	**(26 455)**	**(29 549)**
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**59 344**	**(16 186)**	**(15 575)**	**(17 186)**	**(17 186)**	**22 050**	**(17 186)**	**(17 186)**	**22 380**	**(17 186)**	**(17 186)**	**(17 188)**	**(48 290)**	**(26 455)**	**(29 549)**

Table 37 – SA28: Budgeted monthly capital expenditure by municipal vote

DC18 Lejweleputswa - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)																
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
<u>Multi-year expenditure</u> *to be appropriated*	1															
Vote 1 - EXECUTIVE & COUNCIL		42	42	42	42	42	42	42	42	42	42	42	42	500	250	250
Vote 2 - FINANCE AND ADMINSTRATION		67	67	67	67	67	67	67	67	67	67	67	67	800	200	200
Vote 3 - PLANNING AND DEVELOPMENT		8	8	8	8	8	8	8	8	8	8	8	8	100	50	50
Vote 4 - COMMUNITY AND SOCIAL SERVICES		17	17	17	17	17	17	17	17	17	17	17	17	200	50	50
Vote 5 - HEALTH		17	17	17	17	17	17	17	17	17	17	17	17	200	50	50
Capital multi-year expenditure sub-total	2	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**1 800**	**600**	**600**
<u>Single-year expenditure</u> *to be appropriated*																
Vote 1 - EXECUTIVE & COUNCIL		4	4	4	4	4	4	4	4	4	4	4	4	50	–	–
Vote 5 - HEALTH		167	167	167	167	167	167	167	167	167	167	167	167	2 000	–	–
Capital single-year expenditure sub-total	2	**171**	**171**	**171**	**171**	**171**	**171**	**171**	**171**	**171**	**171**	**171**	**171**	**2 050**	**–**	**–**
Total Capital Expenditure	2	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**3 850**	**600**	**600**

Table 38 – SA29: Budgeted monthly capital expenditure by standard classification

DC18 Lejweleputswa - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)																
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
<u>Capital Expenditure - Functional</u>	1															
Governance and administration		**112**	**112**	**112**	**112**	**112**	**112**	**112**	**112**	**112**	**112**	**112**	**113**	**1 350**	**450**	**450**
Executive and council		46	46	46	46	46	46	46	46	46	46	46	46	550	250	250
Finance and administration		67	67	67	67	67	67	67	67	67	67	67	67	800	200	200
Community and public safety		**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**300**	**100**	**100**
Community and social services		17	17	17	17	17	17	17	17	17	17	17	17	200	50	50
Health		8	8	8	8	8	8	8	8	8	8	8	8	100	50	50
Economic and environmental services		**183**	**183**	**183**	**183**	**183**	**183**	**183**	**183**	**183**	**183**	**183**	**183**	**2 200**	**50**	**50**
Planning and development		8	8	8	8	8	8	8	8	8	8	8	8	100	50	50
Environmental protection		175	175	175	175	175	175	175	175	175	175	175	175	2 100	–	–
Total Capital Expenditure - Functional	2	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**3 850**	**600**	**600**
<u>Funded by:</u>																
National Government		4	4	4	4	4	4	4	4	4	4	4	**4**	**50**	**–**	**–**
Transfers recognised - capital		**4**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**4**	**50**	**–**	**–**
Public contributions & donations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internally generated funds		317	317	317	317	317	317	317	317	317	317	317	317	3 800	600	600
Total Capital Funding		**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	**321**	321	321	3 850	600	600

Table 39 – SA30: Budgeted monthly cash flow

DC18 Lejweleputswa - Supporting Table SA30 Consolidated budgeted monthly cash flow															
MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Receipts By Source													1		
Interest earned - external investments	442	442	442	442	442	442	442	442	442	442	442	442	5 300	5 300	5 300
Transfers and Subsidies - Operational	76 530	–	–	–	–	38 265	–	–	38 265	–	–	–	153 059	155 598	157 072
Other revenue	8	8	8	8	8	8	8	8	8	8	8	8	97	97	97
Cash Receipts by Source	**76 979**	**450**	**450**	**450**	**450**	**38 714**	**450**	**450**	**38 714**	**450**	**450**	**450**	**158 456**	**160 995**	**162 469**
Other Cash Flows by Source															
Total Cash Receipts by Source	**76 979**	**450**	**450**	**450**	**450**	**38 714**	**450**	**450**	**38 714**	**450**	**450**	**450**	**158 456**	**160 995**	**162 469**
Cash Payments by Type															
Employee related costs	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(11 004)	(132 050)	(125 082)	(128 835)
Remuneration of councillors	(952)	(952)	(952)	(952)	(952)	(952)	(952)	(952)	(952)	(952)	(952)	(952)	(11 427)	(11 770)	(12 123)
Other materials	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(211)	(2 531)	(2 416)	(2 488)
Contracted services	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(1 687)	(20 244)	(15 530)	(15 919)
Other expenditure	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(3 139)	(37 671)	(28 561)	(28 823)
Cash Payments by Type	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(203 922)**	**(183 359)**	**(188 188)**
Other Cash Flows/Payments by Type															
Capital assets	–	–	–	–	–	–	–	–	–	–	–	(3 850)	(3 850)	(600)	(600)
Total Cash Payments by Type	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(16 994)**	**(20 844)**	**(207 772)**	**(183 959)**	**(188 788)**
NET INCREASE/(DECREASE) IN CASH HELD	**59 986**	**(16 544)**	**(16 544)**	**(16 544)**	**(16 544)**	**21 721**	**(16 544)**	**(16 544)**	**21 721**	**(16 544)**	**(16 544)**	**(20 394)**	**(49 316)**	**(22 964)**	**(26 319)**
Cash/cash equivalents at the month/year begin:	106 198	166 183	149 640	133 096	116 552	100 008	121 729	105 185	88 642	110 363	93 819	77 275	106 198	56 881	33 918
Cash/cash equivalents at the month/year end:	166 183	149 640	133 096	116 552	100 008	121 729	105 185	88 642	110 363	93 819	77 275	56 881	56 881	33 918	7 599

Table 40 – SA31: Aggregate entity budget

DC18 Lejweleputswa - Supporting Table SA31 Aggregated entity budget										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R million		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates		–	–	–	–	–	–	–	–	–
Service charges		–	–	–	–	–	–	–	–	–
Investment revenue		–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		–	–	–	–	–	–	–	–	–
Other own revenue		–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		–	–	–	–	–	–	–	–	–
Employee costs		–	–	–	–	–	–	–	–	–
Remuneration of Board Members		–	–	–	–	–	–	–	–	–
Depreciation and amortisation		–	–	–	–	–	–	–	–	–
Interest		–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases		–	–	–	–	–	–	–	–	–
Transfers and subsidies		–	–	–	–	–	–	–	–	–
Other expenditure		–	–	–	–	–	–	–	–	–
Total Expenditure		–	–	–	–	–	–	–	–	–
Surplus/(Deficit)		–	–	–	–	–	–	–	–	–
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - capital		–	–	–	–	–	–	–	–	–
Public contributions & donations		–	–	–	–	–	–	–	–	–
Borrowing		–	–	–	–	–	–	–	–	–
Internally generated funds		–	–	–	–	–	–	–	–	–
Total sources		–	–	–	–	–	–	–	–	–
Financial position										
Total current assets		–	–	–	–	–	–	–	–	–
Total non current assets		–	–	–	–	–	–	–	–	–
Total current liabilities		–	–	–	–	–	–	–	–	–
Total non current liabilities		–	–	–	–	–	–	–	–	–
Community wealth/Equity		–	–	–	–	–	–	–	–	–
Cash flows										
Net cash from (used) operating		–	–	–	–	–	–	–	–	–
Net cash from (used) investing		–	–	–	–	–	–	–	–	–
Net cash from (used) financing		–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end		–	–	–	–	–	–	–	–	–

2.7.6 External mechanisms

Table 41 – SA32: List of external mechanisms

Choose name from list - Supporting Table SA32 List of external mechanisms					
External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand

Table 42 – SA33: Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2022/23	2023/24 Medium Term Revenue & Expenditure Framework			Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
Revenue Obligation By Contract	2													
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Parent Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Entities:														
Revenue Obligation By Contract	2													
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Entity Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–

2.7.7 Capital expenditure details

The following three tables present details of the Municipality's capital expenditure program.

Table 43 – SA34a: Capital Expenditure on new assets by asset class

DC18 Lejweleputswa - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure on new assets by Asset Class/Sub-class										
Community Assets		**29**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities		29	–	–	–	–	–	–	–	–
Centres		29	–	–	–	–	–	–	–	–
Other assets		**–**	**–**	**100**	**200**	**200**	**200**	**–**	**–**	**–**
Operational Buildings		–	–	100	200	200	200	–	–	–
Municipal Offices		–	–	100	200	200	200	–	–	–
Intangible Assets		–	–	60	150	150	150	150	100	100
Licences and Rights		–	–	60	150	150	150	150	100	100
Computer Software and Applications		–	–	60	150	150	150	150	100	100
Computer Equipment		272	17	–	–	50	50	350	–	–
Computer Equipment		272	17	–	–	50	50	350	–	–
Furniture and Office Equipment		(9 633)	412	363	1 100	4 250	4 250	1 050	500	500
Furniture and Office Equipment		(9 633)	412	363	1 100	4 250	4 250	1 050	500	500
Machinery and Equipment		–	86	22	1 450	2 100	2 100	2 000	–	–
Machinery and Equipment		–	86	22	1 450	2 100	2 100	2 000	–	–
Transport Assets		853	5 228	–	2 500	–	–	–	–	–
Transport Assets		853	5 228	–	2 500	–	–	–	–	–
Total Capital Expenditure on new assets	1	**(8 479)**	**5 744**	**545**	**5 400**	**6 750**	**6 750**	**3 550**	**600**	**600**

Table 44 – SA34b: Capital Expenditure on the renewal of assets by asset class

DC18 Lejweleputswa - Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Other assets		**–**	**15**	**523**	**2 000**	**2 000**	**2 000**	**300**	**–**	**–**
Operational Buildings		–	15	523	2 000	2 000	2 000	300	–	–
Municipal Offices		–	15	523	2 000	2 000	2 000	300	–	–
Total Capital Expenditure on renewal of existing assets	1	**–**	**15**	**523**	**2 000**	**2 000**	**2 000**	**300**	**–**	**–**
Renewal of Existing Assets as % of total capex		*0,0%*	*0,2%*	*32,6%*	*27,0%*	*22,9%*	*22,9%*	*7,8%*	*0,0%*	*0,0%*
Renewal of Existing Assets as % of deprecn"		*0,0%*	*0,4%*	*13,4%*	*34,1%*	*34,1%*	*34,1%*	*5,1%*	*0,0%*	*0,0%*

Table 45 – SA34c: Repairs and maintenance expenditure by asset class

DC18 Lejweleputswa - Supporting Table SA34c Consolidated repairs and maintenance by asset class										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		**2 300**	**2 332**	**1 804**	**2 451**	**2 451**	**2 451**	**2 561**	**2 675**	**2 798**
Roads Infrastructure		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Road Structures		2 300	2 332	1 804	2 451	2 451	2 451	2 561	2 675	2 798
Other assets		**52**	**253**	**136**	**714**	**714**	**714**	**742**	**764**	**787**
Operational Buildings		52	253	136	714	714	714	742	764	787
Municipal Offices		52	253	136	714	714	714	742	764	787
Computer Equipment		44	–	1	115	115	115	392	119	123
Computer Equipment		44	–	1	115	115	115	392	119	123
Furniture and Office Equipment		–	–	(1)	139	139	139	111	114	117
Furniture and Office Equipment		–	–	(1)	139	139	139	111	114	117
Machinery and Equipment		31	35	3	128	128	128	117	120	124
Machinery and Equipment		31	35	3	128	128	128	117	120	124
Transport Assets		–	7	4	495	495	495	510	526	541
Transport Assets		–	7	4	495	495	495	510	526	541
Total Repairs and Maintenance Expenditure	1	**2 427**	**2 627**	**1 947**	**4 043**	**4 043**	**4 043**	**4 432**	**4 318**	**4 490**
R&M as a % of PPE		*5,6%*	*3,9%*	*3,7%*	*7,1%*	*7,0%*	*7,0%*	*8,8%*	*9,5%*	*11,2%*

Table 46 – SA34d: Depreciation by asset class

DC18 Lejweleputswa - Supporting Table SA34d Consolidated Depreciation by asset class										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Depreciation by Asset Class/Sub-class										
Infrastructure		**6**	**9**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Information and Communication Infrastructure		6	9	–	–	–	–	–	–	–
Core Layers		6	9	–	–	–	–	–	–	–
Other assets		2 514	2 511	2 505	2 705	2 705	2 705	2 705	2 705	2 705
Operational Buildings		**2 514**	**2 511**	**2 505**	**2 705**	**2 705**	**2 705**	**2 705**	**2 705**	**2 705**
Municipal Offices		2 514	2 511	2 505	2 705	2 705	2 705	2 705	2 705	2 705
Intangible Assets		119	122	83	264	264	264	264	264	264
Licences and Rights		119	122	83	264	264	264	264	264	264
Computer Software and Applications		119	122	83	264	264	264	264	264	264
Computer Equipment		**(51)**	**457**	**402**	**929**	**929**	**929**	**929**	**929**	**929**
Computer Equipment		(51)	457	402	929	929	929	929	929	929
Furniture and Office Equipment		379	498	468	966	966	966	966	966	966
Furniture and Office Equipment		379	498	468	966	966	966	966	966	966
Machinery and Equipment		47	209	307	825	825	825	825	825	825
Machinery and Equipment		47	209	307	825	825	825	825	825	825
Transport Assets		196	174	141	181	181	181	181	181	181
Transport Assets		196	174	141	181	181	181	181	181	181
Total Depreciation	1	3 209	3 980	3 907	5 871	5 871	5 871	5 871	5 871	5 871

Table 47– SA34e:

DC18 Lejweleputswa - Supporting Table SA34e Consolidated capital expenditure on the upgrading of existing assets by asset class										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class										
Other assets		296	240	538	–	–	–	–	–	–
Operational Buildings		296	240	538	–	–	–	–	–	–
Municipal Offices		296	240	538	–	–	–	–	–	–
Total Capital Expenditure on upgrading of existing assets	1	296	240	538	–	–	–	–	–	–
Upgrading of Existing Assets as % of total capex		0,0%	4,0%	33,5%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Upgrading of Existing Assets as % of deprecn"		9,2%	6,0%	13,8%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%

Table 48 – SA35: Future financial implications of the capital budget

DC18 Lejweleputswa - Supporting Table SA35 Consolidated future financial implications of the capital budget								
Vote Description	Ref	2024/25 Medium Term Revenue & Expenditure Framework			Forecasts			
R thousand		Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Present value
Capital expenditure	1							
Vote 1 - EXECUTIVE & COUNCIL		550	250	250				
Vote 2 - FINANCE AND ADMINSTRATION		800	200	200				
Vote 3 - PLANNING AND DEVELOPMENT		100	50	50				
Vote 4 - COMMUNITY AND SOCIAL SERVICES		200	50	50				
Vote 5 - HEALTH		2 200	50	50				
Total Capital Expenditure		3 850	600	600	–	–	–	–
Future operational costs by vote	2							
Vote 1 - EXECUTIVE & COUNCIL		83 618	72 598	74 542				
Vote 2 - FINANCE AND ADMINSTRATION		71 059	66 482	67 942				
Vote 3 - PLANNING AND DEVELOPMENT		11 330	10 437	10 749				
Vote 4 - COMMUNITY AND SOCIAL SERVICES		15 801	15 411	15 821				
Vote 5 - HEALTH		25 261	25 563	26 327				
Vote 6 - OTHER		875	200	200				
Total future operational costs		207 944	190 690	195 581	–	–	–	–
Future revenue by source	3							
Exchange Revenue		9 385	–	–				
Total future revenue		9 385	–	–	–	–	–	–
Net Financial Implications		202 409	191 290	196 181	–	–	–	–

2.7.8 Detailed capital budget per municipal vote

Table 49 – SA36: Detailed capital budget per municipal vote

DC18 Lejweleputswa - Supporting Table SA36 Consolidated detailed capital budget

R thousand														2024/25 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2022/23	Current Year 2023/24 Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality:																
List all capital projects grouped by Function																
Parent Capital expenditure												–	–	–	–	–
Entities:																
List all capital projects grouped by Entity																
Entity A																
Water project A																
Entity B																
Electricity project B																
Entity Capital expenditure												–	–	–	–	–
Total Capital expenditure												–	–	–	–	–

Table 50 – SA37: Projects delayed from previous financial years

DC18 Lejweleputswa - Supporting Table SA37 Consolidated projects delayed from previous financial year/s

R thousand												Previous target year to complete	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework		
Function	Project name	Project number	Type	MTSF Service	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude		Original Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality:																	
List all capital projects grouped by Function																	
Entities:																	
List all capital projects grouped by Entity																	
Entity Name																	
References																	

Table 51 – SA38: Operational Projects

DC18 Lejweleputswa - Supporting Table SA38 Consolidated detailed operational projects

Municipal Vote/Operational project	Ref	Program/Project description	Project number	IDP Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2023/24 Medium Term Revenue & Expenditure Framework			Project information
R thousand	4			2	6			5		Audited Outcome 2021/22	Current Year 2022/23 Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	Ward location
Parent municipality:															
List all operational projects grouped by Municipal Vote															
Parent operational expenditure	1											-	-	-	
Entities:															
List all operational projects grouped by Entity															
Entity Operational expenditure										-	-	-	-	-	
Total Operational expenditure										-	-	-	-	-	

2.7.9 Supporting detail to A4 (Budgeted Financial Performance) and A6 (Budgeted Financial Position)

Table 52 – SA1: Supporting detail to Statement of Financial Performance

DC18 Lejweleputswa - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'

Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
REVENUE ITEMS:											
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	58 899	65 010	67 414	73 719	71 969	71 969	55 713	83 032	79 102	81 475
Pension and UIF Contributions		10 438	10 910	12 657	13 684	13 584	13 584	9 825	14 406	13 856	14 272
Medical Aid Contributions		4 827	4 721	5 442	6 056	6 056	6 056	4 230	6 044	5 880	6 056
Overtime		11	28	122	222	222	222	127	182	187	193
Performance Bonus		5 061	7 140	5 528	6 191	5 950	5 950	1 190	7 284	6 917	7 124
Motor Vehicle Allowance		8 806	10 657	12 018	12 614	12 614	12 614	9 935	15 276	13 061	13 453
Cellphone Allowance		349	386	365	457	457	457	275	513	472	486
Housing Allowances		550	534	535	583	583	583	439	635	607	625
Other benefits and allowances		1 453	969	795	1 299	1 299	1 299	909	1 464	1 505	1 550
Payments in lieu of leave		–	–	–	2 747	2 647	2 647	1 544	2 603	2 784	2 867
Long service awards		874	920	1 001	708	628	628	–	612	713	734
Post-retirement benefit obligations	4	5 895	3 884	6 243	2 155	2 000	2 000	305	2 000	2 060	2 122
sub-total	5	**97 163**	**105 160**	**112 120**	**120 434**	**118 008**	**118 008**	**84 491**	**134 050**	**127 142**	**130 957**
Total Employee related costs	1	**97 163**	**105 160**	**112 120**	**120 434**	**118 008**	**118 008**	**84 491**	**134 050**	**127 142**	**130 957**
Depreciation and amortisation											
Depreciation of Property, Plant & Equipment		3 090	3 858	3 830	5 608	5 608	5 608	–	5 608	5 608	5 608
Lease amortisation		119	122	83	264	264	264	–	264	264	264
Total Depreciation and amortisation	1	**3 209**	**3 980**	**3 913**	**5 871**	**5 871**	**5 871**	**–**	**5 871**	**5 871**	**5 871**
Bulk purchases - electricity											
Total bulk purchases	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transfers and grants											
Cash transfers and grants		41 144	10 068	520	8 431	8 431	8 431	8 006	6 252	–	–
Non-cash transfers and grants		1 713	2 074	6 579	8 704	34 464	34 464	9 478	5 370	4 300	4 300
Total transfers and grants	1	**42 857**	**12 142**	**7 100**	**17 135**	**42 895**	**42 895**	**17 484**	**11 622**	**4 300**	**4 300**
Contracted services											
Outsourced Services		5 203	4 308	6 483	7 753	9 548	9 548	6 633	4 252	2 606	2 616
Consultants and Professional Services		4 162	6 122	5 742	6 930	8 763	8 763	4 805	9 061	8 522	8 827
Contractors		1 773	1 074	2 716	7 674	7 564	7 564	4 055	6 931	4 402	4 475
sub-total	1	**11 138**	**11 505**	**14 941**	**22 356**	**25 875**	**25 875**	**15 493**	**20 244**	**15 530**	**15 919**
Operational Costs											
Audit fees		2 930	3 474	2 902	3 569	3 719	3 719	3 550	3 938	4 057	4 178
Other Operational Costs	3										
Operating Leases		899	785	765	1 326	1 926	1 926	539	2 237	2 477	1 968
Operational Cost		11 559	11 407	16 000	23 330	22 347	22 347	13 638	19 874	17 727	18 376
Total Operational Costs	1	**15 388**	**15 666**	**19 667**	**28 225**	**27 992**	**27 992**	**17 728**	**26 049**	**24 261**	**24 523**
Repairs and Maintenance by Expenditure Item	8										
Contracted Services		2 427	2 627	1 947	4 043	4 043	4 043	1 460	4 432	4 318	4 490
Total Repairs and Maintenance Expenditure	9	2 427	2 627	1 947	4 043	4 043	4 043	1 460	4 432	4 318	4 490

Table 53 – SA2: Supporting detail to Statement of Financial Performance

DC18 Lejweleputswa - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expend								
R thousand	1	Vote 1 - EXECUTIVE & COUNCIL	Vote 2 - FINANCE AND ADMINSTRAT	Vote 3 - PLANNING AND DEVELOPM	Vote 4 - COMMUNITY AND SOCIAL	Vote 5 - HEALTH	Vote 6 - OTHER	Total
Revenue								
Exchange Revenue								
Interest earned from Receivables		–	165	–	–	–	–	**165**
Interest earned from Current and Non Current Assets		–	5 300	–	–	–	–	**5 300**
Operational Revenue		–	97	–	–	–	–	**97**
Non-Exchange Revenue								
Transfer and subsidies - Operational		156 942	1 000	–	–	–	–	**157 942**
Total Revenue (excluding capital transfers and contributic		**156 942**	**6 562**	**–**	**–**	**–**	**–**	**163 504**
Expenditure								
Employee related costs		40 307	45 560	9 585	13 481	25 117	–	**134 050**
Remuneration of councillors		11 427	–	–	–	–	–	**11 427**
Bulk purchases - electricity		–	–	–	–	–	–	**–**
Inventory consumed		636	1 380	133	99	282	–	**2 531**
Debt impairment		–	–	–	–	–	–	**–**
Depreciation and amortisation		1 222	3 046	87	1 370	146	–	**5 871**
Interest		–	–	–	–	–	–	**–**
Contracted services		11 060	7 631	518	72	962	–	**20 244**
Transfers and subsidies		9 847	–	500	400	–	875	**11 622**
Irrecoverable debts written off		–	–	–	–	–	–	**–**
Operational costs		9 669	14 242	606	578	953	–	**26 049**
Losses on disposal of Assets		–	–	–	–	–	–	**–**
Other Losses		–	–	–	–	–	–	**–**
Total Expenditure		**84 168**	**71 859**	**11 430**	**16 001**	**27 461**	**875**	**211 794**
Surplus/(Deficit)		**72 774**	**(65 297)**	**(11 430)**	**(16 001)**	**(27 461)**	**(875)**	**(48 290)**
Income Tax		**72 774**	**(65 297)**	**(11 430)**	**(16 001)**	**(27 461)**	**(875)**	**(48 290)**

References

1. Departmental columns to be based on municipal organisation structure

Table 54 – SA3: Supporting detail to Statement of Financial Position

Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
ASSETS											
Trade and other receivables from exchange transactions											
Other trade receivables from exchange transactions		30 234	30 479	30 847	30 644	30 644	30 644	68	31 263	31 263	31 263
Gross: Trade and other receivables from exchange transactions		**30 234**	**30 479**	**30 847**	**30 644**	**30 644**	**30 644**	**68**	**31 263**	**31 263**	**31 263**
Less: Impairment for debt		**(30 236)**	**(30 538)**	**(31 002)**	**(30 538)**	**(30 538)**	**(30 538)**	**-**	**(31 002)**	**(31 002)**	**(31 002)**
Impairment for other trade receivalbes from exchange transactions		(30 236)	(30 538)	(31 002)	(30 538)	(30 538)	(30 538)	–	(31 002)	(31 002)	(31 002)
Total net Trade and other receivables from Exchange Trx		**(2)**	**(58)**	**(155)**	**107**	**107**	**107**	**68**	**261**	**261**	**261**
Receivables from non-exchange transactions											
Other receivables from non-exchange transactions		644	145	412	145	145	145	(242)	145	145	145
Net other receivables from non-exchange transactions		**644**	**145**	**412**	**145**	**145**	**145**	**(242)**	**145**	**145**	**145**
Total net Receivables from non-exchange transactions		**644**	**145**	**412**	**145**	**145**	**145**	**(242)**	**145**	**145**	**145**
Inventory											
Work-in-progress											
Opening Balance		–	–	–	458	458	458	458	–	–	–
Materials		–	–	458	–	–	–	3 584	–	–	–
Closing balance - Work-in-progress		–	–	458	458	458	458	4 042	–	–	–
Closing Balance - Inventory & Consumables		–	–	458	458	458	458	4 042	–	–	–
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		84 715	110 883	99 780	107 286	108 636	108 636	2 030	102 765	103 365	103 965
Leases recognised as PPE	3	6	88	34	–	–	–	–	–	–	–
Less: Accumulated depreciation		(41 216)	(44 323)	(47 867)	(50 470)	(50 470)	(50 470)	–	(52 523)	(58 131)	(63 738)
Total Property, plant and equipment (PPE)	2	**43 505**	**66 647**	**51 947**	**56 815**	**58 165**	**58 165**	**2 030**	**50 241**	**45 234**	**40 226**
LIABILITIES											
Trade and other payables											
Trade and other payables from exchange transactions		3 256	20 785	22 450	21 534	55 446	55 446	(9 286)	15 137	13 458	6 599
Trade payables from Non-exchange transactions: Unspent conditional (		27	–	1 057	–	–	–	17 751	–	–	–
VAT		13 402	(1)	–	–	–	–	–	–	–	–
Total Trade and other payables	2	**16 684**	**20 784**	**23 507**	**21 534**	**55 446**	**55 446**	**8 464**	**15 137**	**13 458**	**6 599**
Non current liabilities - Financial liabilities											
Borrowing	4	122	–	–	–	–	–	–	–	–	–
Total Non current liabilities - Financial liabilities		**122**	–	–	–	–	–	–	–	–	–
Non current liabilities - Long Term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Provisions											
Retirement benefits		12 401	14 371	15 577	14 371	14 371	14 371	–	15 577	15 577	17 708
List other major provision items											
Other		6 658	4 097	4 292	4 097	4 097	4 097	–	8 584	8 584	8 584
Total Provisions		**19 059**	**18 468**	**19 869**	**18 468**	**18 468**	**18 468**	–	**24 161**	**24 161**	**26 292**
CHANGES IN NET ASSETS											
Accumulated surplus/(deficit)											
Accumulated surplus/(deficit) - opening balance		189 622	205 948	180 127	180 127	180 127	180 127	–	171 576	123 286	96 831
GRAP adjustments		(4 379)	(603)	–	–	–	–	–	–	–	–
Restated balance		185 243	205 345	180 127	180 127	180 127	180 127	–	171 576	123 286	96 831
Surplus/(Deficit)		–	–	(9 765)	(48 290)	(48 290)	(48 290)	–	–	–	–
Transfers to/from Reserves		2 614	6 178	1 606	–	–	–	–	(48 290)	(26 455)	(29 549)
Other adjustments		20	(9 453)	(445)	–	–	–	(1 120)	–	–	–
Accumulated Surplus/(Deficit)	1	**187 877**	**202 069**	**171 522**	**131 837**	**131 837**	**131 837**	**(1 120)**	**123 286**	**96 831**	**67 282**
Reserves											
Housing Development Fund		–	–	–	–	–	–	–	–	–	–
Capital replacement		(45 494)	(51 453)	(53 059)	(51 454)	(51 454)	(51 454)	–	(53 627)	(53 627)	(53 627)
Self-insurance		–	–	–	–	–	–	–	–	–	–
Other reserves		(453)	(568)	(568)	(568)	(568)	(568)	–	–	–	–
Revaluation		34	–	–	–	–	–	–	–	–	–
Total Reserves	2	**(45 913)**	**(52 021)**	**(53 627)**	**(52 022)**	**(52 022)**	**(52 022)**	–	**(53 627)**	**(53 627)**	**(53 627)**
TOTAL COMMUNITY WEALTH/EQUITY	2	**141 964**	**150 048**	**117 895**	**79 815**	**79 815**	**79 815**	**(1 120)**	**69 659**	**43 203**	**13 654**

2.8 Municipal Manager's Quality Certificate

I, **M.L Makhetha**, The Municipal Manager of Lejweleputswa District Municipality hereby certify that the Draft annual budget and supporting documentation for the 2024/2025 Financial Year, have been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act, and that the annual budget and supporting documentation are consistent with the Integrated Development Plan.

Print Name: **MOTLATSI, LESLEY MAKHETHA**

Municipal Manager of: **Lejweleputswa District Municipality (DC18)**

Signature ……………………………………………………

Date ………………………………………………………….

SECTION: O
PERFORMANCE MANAGEMENT SYSYTEM

PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a process, which measures the implementation of the organization's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

Performance Management is the practice of linking the long-term strategic objectives of an organization to its day-to-day performance by setting measurable key performance indicators (KPI's) and monitoring performance against those indicators. When implemented correctly, it is an essential tool to monitor whether or not a municipality is on track to meet targets or serves as an early warning system to identify areas where improvement is required to enhance service delivery and recognize excellent performance.

The municipality delivers services essential to the well-being and development of the communities they serve. To ensure that service delivery is as efficient and economical as possible, municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

The Constitution of South Africa (1996), Section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), (Act 32 of 2000) requires municipalities to establish a Performance Management System (PMS). Further, the MSA and the Municipal Finance Management Act (MFMA) (Act 56 of 2003) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and Budget Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players."

This policy therefore describes how the municipality's performance process, for the organization as a whole will be conducted, organized and managed. It also has the following objectives:

- Clarify processes of implementation
- Ensure compliance with legislation
- Demonstrate how the system will be managed
- Define roles and responsibilities
- Promote accountability and transparency
- Reflect the linkage between the IDP, Budget, SDBIP and individual and service provider performance

1.1.1 Objectives of a Performance Management System

The Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its strategy and to measure the progress made in achieving its objectives as identified in the IDP. The PMS process plan includes the following objectives that the system should in addition fulfill:

a) Facilitate strategy deployment

Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its strategic objectives. ***b) Facilitate increased accountability***

Provide a mechanism for ensuring increased accountability between the local community, the municipal council and the municipal management team.

c) Facilitate learning and improvement

Facilitate learning in order to enable the municipality to improve delivery.

d) Provide early warning signals

Ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary. ***e) Facilitate decision-making***

Provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources. **1.2 Principles Governing Performance Management System** The following principles inform the Municipality's PMS:

a) Simplicity

The system is developed to operate accurately and effectively, but also in a simple and user-friendly manner which will enable the municipality to develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the Municipality.

b) *Implementable*

Considering the resource framework of the Municipality, the PMS should be implementable with the resources of the Municipality, which will include time, institutional, financial, and technical resources.

c) *Transparency and accountability*

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system be made aware of how the operations of the Municipality are being administered, how public resources are being spent and who is responsible for what. The implementation framework, captured as part of this policy, will outline the implementation of this principle. ***d) Efficient and sustainable***

Like other services within the Municipality, be cost effective and should be professionally developed, managed and operated in a sustainable manner.

e) *Public participation*

The constituency of the Municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the Municipality during the development and implementation of a PMS. The implementation framework indicates the time, kind of involvement and responsibilities in terms of public participation.

f) *Integration*

Developed and implemented in such a manner that it will be integrated within the integrated development process of the Municipality and its individual performance management.

g) *Objectivity*

Developed on a sound value system where the management of the system and the information is based upon being objective and credible. The adopted performance assessments ensure objectivity and credibility in the management of performance. ***h) Reliability***

Provide reliable information on the progress made by the Municipality in achieving the objectives as set out in its IDP. The system provides for the use of source documents to verify the information entered into the system

9. Evaluation and Improvement of the Performance Management System

The MSA requires the municipality to annually evaluate its performance management system. It is proposed that after the full cycle of the annual review is complete; the Municipal Manager will initiate an evaluation report annually, taking into account the input provided by directorates and departments. This report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval. The evaluation should assess:

- The adherence of the performance management system to the MSA;

- The fulfillment of the objectives for a performance management system;
- The adherence of the performance management system to the objectives and principles; and
- Opportunities for improvement and a proposed action plan.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance are analyzed.

Poor performance may arise out of one or more of the following:

- Poor systems and processes;
- Inappropriate structures;
- Lack of skills and capacity;
- Inappropriate organizational culture; and Absence of appropriate strategy.

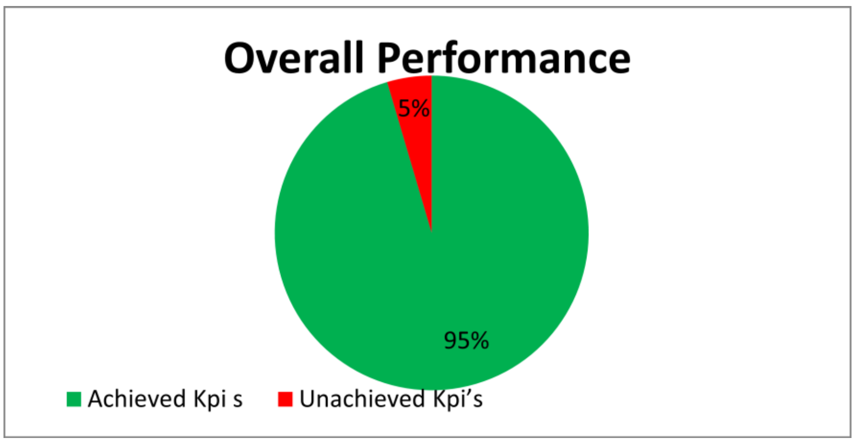
To improve performance, the appropriate response strategy should be chosen:

- Restructuring is a possible solution for an inappropriate structure;
- Process and system improvement will remedy poor systems and processes;
- Training and sourcing additional capacity can be useful where skills and capacity are lacking;
- Change management and education programs can address organizational culture issues;
- The revision of strategy by key decision-makers can address shortcomings in this regard; and Consideration of alternative service delivery strategies should be explored.

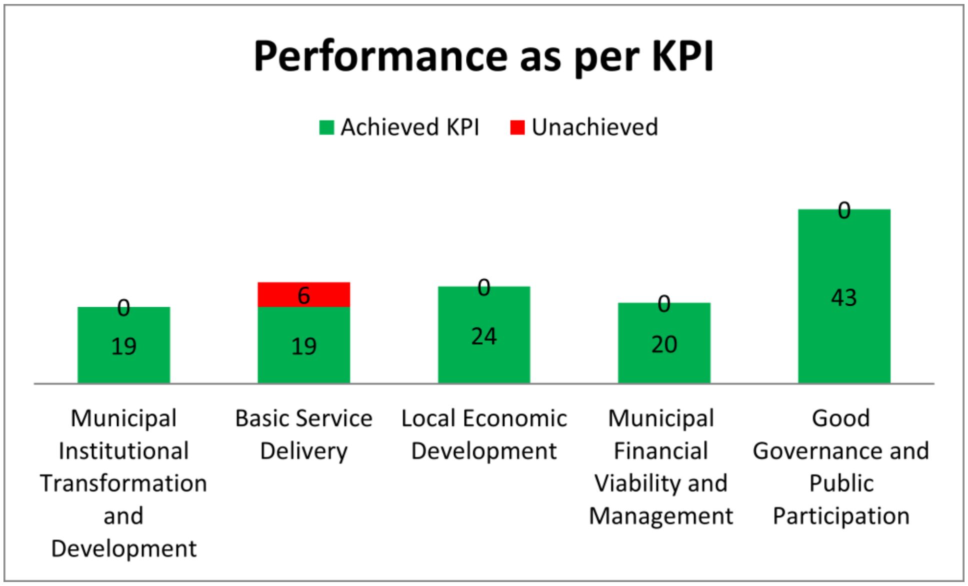
Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.

10. Performance Monitoring and Reporting

An organization that is performing well is one that is successfully achieving its goals and is effectively executing suitable strategies. Monitoring is the regular collection and analysis of information to track the implementation and measure the performance of the Municipality against its expected results. The IDP represents a set of strategic objectives and/or goals about what is aimed to be achieved within the given timeframe. Monitoring provides crucial information about how the Municipality is performing and this in turn helps decision makers and other stakeholders to measure whether the organization is on track in meeting its objectives**. Below is an example of a graph generated form the electronic system utilized by the Municipality.**



10.1 Reporting Intervals



Report	Frequency	To whom	Content	Comments
Departmental SDBIP	Monthly	Management and Portfolio Committees	Actual results achieved against department SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Top Layer SDBIP (Could serve as sec 52 report as well)	Quarterly (Sec 52 within 30 days after end of quarter)	Management and Council	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
	Frequency	**To whom**	**Content**	**Comments**
Internal Audit reports on performance results	Quarterly	Council and Performance Audit Committee	Audit outcomes from auditing actual results captured/ indicated/ reported on	Outcomes to be used to rectify KPI's and actuals

MFMA Sec 52 report	Quarterly (within 30 days after end of quarter)	Management and Council (Copy to PT and NT)	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
MFMA Sec 72 report	25 January	Executive Mayor (Submit to next Council meeting after 25 January and copy to PT and NT)	Consists of 2 parts PM: Actual results achieved against Top Layer SDBIP KPI' Finance: As prescribed by NT	Use results/outcome to motivate adjustments budget
MSA Sec 46 report	31 August	AG, Council	As prescribed by NT Circular 63	Must form part of AR, – Circular 63
Annual report	Draft: 31 October to AG Draft: 31 January to Council Final: 31 March to Council with oversight report	AG, Council, Performance Audit Committee, Oversight Committee (Copy to PT and NT)	As prescribed by NT Circular 63	NB: If full draft is submitted earlier to Council, remember that final must be submitted within 2 months after draft has been submitted

10.2 Mid- Year Assessment

The performance of the Municipality for the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. The accounting officer of a municipality must in terms of Section 72 of the MFMA assess the performance of the municipality for the 1st six months of the financial year and submit a report to the Executive Mayor by 25 January. The Municipality must during the assessment consider the appropriateness of the targets in terms of the first six months' performance and the adjustment estimate. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary

According to Section 33 of the Municipal Budget and Reporting Regulations the mid-year budget and performance assessment referred to in Section 72 must be in the format specified in Schedule C of the Regulation and include all the required tables, graphs and explanatory information taking into account the guidelines issues by the National Minister.

Although the report is mainly a financial report, one of the Annexures in terms of Section 7(b) of Schedule C requires a performance assessment in relation to the quarterly performance targets for the delivery of basic services in terms of the TL SDBIP.

Manager should:

- Analyze the performance in terms of the targets set in the TL SDBIP;
- Preparation of the adjusted TL SDBIP for submission to Council for approval with the Adjustments Budget by the end of February as required by Section 54(1)(c) of the MFMA and Sections 24 to 26 of the Municipal Budget and Reporting Regulations;
- Effecting the approved adjustments on the SDBIP system; and
- Adjusting the Annexure A's of the performance agreements of the MSA Section 56 and 57 managers in line with the adjusted TL SDBIP.

10.3 Annual Performance Report

The annual performance report must be completed by the end of August and submitted with the financial statements. This report must be based on the performance reported in the SDBIP. Reports should be generated from the respective performance management system, reviewed and updated in the performance comments field for reporting purposes. A portfolio of evidence (POE) should be kept in order to proof recorded actuals.

10.4 4 Annual Report

The annual report should be prepared and submitted to Council by 31 January every year.

10.5 Analysis of Performance Reports and Follow-up

In summary, the quarterly (S52-reports), mid-year (S72-report) and the annual (S46 reports) should be analyzed and reviewed as soon as the reports are available. It will add credibility to the reports when it is published and to the individual performance assessments of the senior management.

The analysis should not only focus on POE's when the performance results are audited, but should also include an analysis of the results. Please remember:

- Performance reported should indicate continuous improvement over time and should not only be to the benefit of communities and should focus on outcomes and not only on processes;
- The performance results reported should be a true reflection of the results reported in the performance management system;
- The results should be effectively communicated so that it is of value to the intended users;
- The quality of performing the function should be balanced with the cost of the performance, also to the consumer and not just to municipality; and
- Promotion of equalities and sustainable growth and development should also be reported on.

Actions should be identified to address the performance shortcomings highlighted during the audit. These actions must be recorded and regularly followed-up to ensure performance improvement. The governance structure was established to offer credibility to the overall performance processes. The audit of performance information and system should comply with Section 166 of the MFMA and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001).

11.1 Quality Control and Co-ordination

The Municipal Manager and PMS Manager are required to co-ordinate and ensure good quality of performance reporting and reviews on an ongoing basis. It is their role to ensure conformity to reporting formats and verify the reliability of reported information, where possible.

The Municipal Manager must review overall performance monthly while the PMS Manager should support him/her in verifying the performance data and prepare the performance reports.

11.2 Performance Investigations

The Executive Mayor or Performance Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad- hoc basis. Performance investigations should assess

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Mayor for such investigation.

11.3 Internal Audit

Section 165 of the MFMA requires that each municipality must have an Internal Audit Unit however, such function may be outsourced.

Internal audit can determine the reliability, accuracy, and integrity of financial and operational information. The MSA, Section 45 stipulates that the results of performance measurements must be audited as part of the Municipality's internal auditing processes.

The Municipality's Internal Audit Unit should continuously assess the performance reports based on the organizational and departmental scorecards and submit a quarterly internal audit report to the Municipal Manager and Performance Audit Committee.

The audit should include an assessment of:

- **The usefulness of performance indicators;**
- **The functionality of the Municipality's performance management system;**
- **Whether the Municipality's PMS complies with the MSA; and**
- **The extent to which the Municipality's performance measurements are reliable in measuring the performance of the Municipality's by making use of indicators.**

Auditing of performance reports must be conducted by the internal Audit Unit prior to submission to the Municipality's Audit Committee and the AG.

11.4 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Council establish an Audit Committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No councilor may be a member of an Audit Committee. Council shall also appoint a chairperson who is not an employee. The Regulations give municipalities the option to establish a separate Performance Audit Committee whereas the MFMA provides only for a single Audit Committee. Section 14 (2-3) of the regulations governs the operation of this Audit Committee.

According to the Regulations, the Performance Audit Committee must:

- Review the quarterly reports submitted to it by the internal audit unit;
- Review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- Assess whether the performance indicators are sufficient; and
- At least twice during a financial year submit an audit report to the municipal council.

It is further proposed that the Audit Committee be tasked with assessing the reliability of information reported. In order to fulfill their function a performance audit committee may, according to the MFMA and the regulations, must:

- Communicate directly with the Council, Municipal Manager or the internal and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

11.4.1 Role of the Audit Performance Committee

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies.

11.5 5 Governance

The legislative requirements regarding reporting processes are summarized in the following table:

Time frame	MSA/ MFMA Reporting on PMS	Section
Quarterly reporting	The Municipal Manager collates the information and draft the organizational performance report, which is submitted to Internal Audit.	MSA Regulation 14(1)(c)
	The Internal Auditors (IA) must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee	MSA Regulation 14(1)(c)
	The Municipal Manager submits the reports to the Council.	MSA Regulation 14(1)(c)
Mid-year reporting	The Performance Audit Committee must review the PMS and make recommendations to council	MSA Regulation 14(4)(a)
	The Performance Audit Committee must submit a report at least twice during the year a report to Council	MSA Regulation 14(4)(a)
	The Municipality must report to Council at least twice a year	MSA Regulation 13(2)(a)
	The Accounting officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Treasury.	MFMA S72
Annual reporting	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee	MFMA S121 (3)(c)(j) & MSA S46
	The accounting officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relates	MFMA S126 1(a)
	The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report	MFMA S126 (3)(a)(b)
	The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality	MFMA S127(2)
	The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for	MFMA S127 (4)(a)

	Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor- General, the relevant provincial treasury and the	MFMA S127 (5)(b)
	The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled, adopt an oversight report containing council's	MFMA S129 (1)
	The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state	MFMA S130 (1)
	The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the Auditor-General	MFMA S134

12. Summary Of Municipal Performance Cycle

Performance Management Calendar		
Action	**Activity**	**Comment**
July		
Service Provider Performance	4th Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
Performance Reporting	4th Quarter performance Report: Top Level SDBIP	Each department to finalise SDBIP quarterly report Input for Annual Report for AG
MM / Senior Managers performance agreements	Prepare and approval	Prepare agreements Ito **R805** Approval **and signed** before 31 Jul KPI's aligned with SDBIP Include CCR's evaluation committee; evaluation periods; bonus
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
IDP	IDP Framework and Process Plan	Process plan to ensure proper planning and involvement of all stakeholders to identify clear objectives and key performance areas

August		
Service Provider Performance	Review performance of service providers as per the approved	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
Staff Performance	Formal review of staff performance	Evaluation of performance for the past 6 months ending June Moderation; coaching and counselling Document and report

Staff Performance	Finalise performance plans	Determine KPI's -Key outputs/ outcomes; career goals; job requirements; measurement criteria; skills required and development needs / plan
IDP	IDP Process Plan	Submission to Executive Mayor Approval of plan
September		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS

Annual Performance Report	Finalize and submit performance report to AG	Performance report on financial and operation performance for audit purposes
MM/Senior Managers Performance	Annual performance review	Review against targets Review CCR's - obtain 360-degree input Determine development needs Calculate rewards into agreements Document and sign-off
October		
Service Provider Performance	1st Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS

Performance Report	1st Quarter performance Report: Top Level SDBIP	Each department to finalise SDBIP quarterly report
MM/Senior Managers Performance	Informal performance discussion	How are we doing, progress and address possible shortcomings

IDP & Budget	Public participation	Consult key stakeholders / role-players Identify potential projects / needs
November		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
Planning	Strategic Planning	Planning sessions with Council and Management Mission, Vision and Values Review progress against strategic objections Review strategic direction and progress Alignment with national strategies Budget guidelines / draft projects
Staff Training	PMS Training updates	Identify any performance management training needs and address with update training sessions
December		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance

SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS

Annual Report	Draft Annual Report	Final draft to be ready for submission to Council
January		
Service Provider Performance	2nd Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS
Performance Reporting	Prepare and submit Mid-year performance report ito s72 of MSA	Each department to finalize SDBIP quarterly report
Staff Performance	Formal review of staff performance	Evaluation of performance for the past 6 months ending December Moderation; coaching and counselling Document and report
Annual Report	Submit draft report to Council	Final draft submitted to Council for adoption in principle and public participation
January		

Service Provider Performance	2nd Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS

Performance Reporting	Prepare and submit Mid-year performance report Ito s72 of MSA	Each department to finalize SDBIP quarterly report
Staff Performance	Formal review of staff performance	Evaluation of performance for the past 6 months ending December Moderation; coaching and counselling Document and report
Annual Report	Submit draft report to Council	Final draft submitted to Council for adoption in principle and public participation
February		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS

MM/Senior Managers Performance	Mid-year formal performance review	Review against targets Review CCR's - obtain 360-degree input Determine development needs Calculate rewards Ito agreements Document and sign-off
Annual Report	Advertise draft Annual Report for public participation	Advertise draft Annual Report for public comment in terms of service delivery
Oversight	Oversight Committee considers Annual Report	Review Actions to address shortcomings Performance Risk Assessment Report to Council
March		

Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS
IDP	Draft IDP to Council	IDP aligned with national strategy I Include clear objectives and municipal KPA's Needs that cannot be accommodated should be included in priority listings Should include all required sectoral plans that are aligned
Budget	Draft Budget to Council	Budget aligned with IDP and address IDP objectives
SDBIP	Draft top level SDBIP and submit with draft budget	Top Level SDBIP should be aligned with IDP and budget; strategic objectives; municipal KPA's; assigned to senior managers and include outer year performance
Annual Report	Approval of Annual Report	Public comment considered Final Annual Report submitted Oversight committee report submitted Proposed actions approved
April		
Service Provider Performance	3rd Quarter service provider report Review performance of service providers as per the approved policy	SCM to submit report to Council Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS

Performance Reporting	3rd Quarter performance Report: Top Level SDBIP	Each department to finalize SDBIP quarterly report
IDP & Budget	Public participation	Obtain public input in draft documents and consult key
		stakeholders
MM/Senior Managers Performance	Informal performance discussion	How are we doing, progress and address possible shortcomings
May		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councillor Actions to address GAPS
IDP & Budget	Approval of IDP and Budget	Approval by Council
SDBIP	Departmental SDBIP development	Workshop with departments
June		
Service Provider Performance	Review performance of service providers as per the approved policy	Submit reports to SCM Unit Address poor performance
SDBIP Reporting	Update departmental SDBIP	Monthly progress reports to Executive Management and Portfolio Councilor Actions to address GAPS

SDBIP	Top Level SDBIP approval	SDBIP to be submitted to Mayor within 14 days after budget approval Approval by Mayor within 28 days after budget approval
SDBIP	Approval of departmental SDBIP	SDBIP to be address all Top Level KPI's Address departmental responsibilities Key activities, challenges and risks; performance plans (project lifecycle); resource allocation; inputs and timeframes
Work Place Skills Plan	Update and submit WPSP	Alignment with needs as per midyear performance reviews

The proposed performance management framework is aimed at guiding the municipality in the development of a performance management system, which will contribute to improving the municipal performance and enhance service delivery. The framework is developed to provide details which describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players. The process of implementing PMS must be seen as a learning process, where we are continuously improving the way the system works to fulfill the objectives of the system and address the emerging challenges from a constantly changing environment.